

	<p><i>Activity Result 3: National and sectoral policies and programmes are climate resilient and address adaptation needs</i></p> <p><i>Action 3.1: Comprehensive analysis of sectors and national policies and programmes in terms of climate resilience and adaptation needs</i></p> <p><i>Action 3.2: Develop sector specific plans to climate change-proof and address adaptation into various sector policies, strategic plans and sector budgets</i></p> <p><i>Action 3.3: Thematic Group 4 of One UN develop strategy paper on adaptation</i></p> <p><i>Action 3.4: Mainstream and address CCA in EDPRS implementation</i></p> <p><i>Action 3.5: Develop gender sensitive planning tools</i></p> <p><i>Action 3.5: Develop and apply mainstreaming M&amp;E tool</i></p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>REMA</p> <p>AAP</p>	<p>Fees for studies in line ministries, risk studies, consultancies, transport, tool development, infrastructure support, communication</p>	<p>US\$ 32,000</p>
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<p><b>Output 2 Leadership and institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels built</b></p> <p><u>Indicators:</u> I2. Level of national CCA leadership capacity</p> <p><u>Baseline:</u> I2. Limited level of national CCA leadership capacity e.g. a. one permanent staff, one temporary for CC at REMA b. no district level CCA coordination mechanism</p> <p><b>Target 2010</b> I2. CC Directorate in REMA established, with dedicated adaptation unit</p>	<p><b>Activity Result 1: National Institutions dealing with CCA are functional and coordinated by a capacitated lead institution</b></p> <p>Action 1.1: Based on capacity needs assessment, strengthen capacity of REMA/CCIO Unit to coordinate CCA activities in Rwanda</p> <p>Action 1.2: Set up and operationalize multi-stakeholder CCA technical platform at national level</p> <p>Action 1.3: Undertake institutional study to identify relevant institutions that should be part of the platform; link to undertaking of capacity assessment</p> <p>Action 1.4: Develop and coordinate specific SWAp to CCA</p>	X	X	X	X	REMA	AAP	Support staff for Adaptation Unit, office and operational support and supplies, transportation, operational costs for multi-stakeholder mechanism, capacity building/training expenses, support studies and consultancies	US\$ 278,500
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<p><b>Target 2011</b> 12. At least 4 district-level CCA coordination mechanisms in place and members are knowledgeable about CCA priorities</p>	<p>Activity Result 2: District level leadership capacity for local level adaptation action in place</p> <p>Action 2.1: Establish selection criteria for the 6 pilot districts</p> <p>Action 2.2: Undertake gender-specific capacity-needs assessment at district level</p> <p>Action 2.3: Develop targeted and gender district capacity support programme and implement</p> <p>Action 2.4: Set up multi-stakeholders district CCA coordination committees</p> <p>Action 2.5: Develop guidance for addressing CCA in District Development Plans (DDPs)</p> <p>Action 2.6: Identify priority CCA action and develop financing strategy</p> <p>Action 2.7: Promote gender specific leadership development</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>REMA</p> <p>AAP</p>	<p>Support staff for Adaptation Unit, office and operational support and supplies, transportation, operational costs for multi-stakeholder mechanism, capacity building/training expenses, support studies and consultancies</p>	<p>US\$ 71,000</p>
	<p>Activity Result 3: Targeted CCA leadership, capacity building and training strategy implemented</p> <p>Action 3.1: Develop leadership, capacity building and training strategy for suite of stakeholders</p> <p>Action 3.2: Implement priority initiatives</p> <p>Action 3.3: Coordinate with ongoing international, especially sub-regional initiatives on CC and CCA leadership building</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p>	<p>REMA</p> <p>AAP</p>	<p>Support staff for Adaptation Unit, office and operational support and supplies, transportation, operational costs for multi-stakeholder mechanism, capacity building/training expenses, support studies and consultancies</p>

<p><b>Output 3 Climate-resilient policies and measures implemented in priority sectors</b></p> <p>Indicator: 13. Lessons learnt from the implementation of demonstration projects integrated into national CCA approach</p> <p>Baseline: 13. No lessons learnt from dedicated CCA demonstrations currently available</p> <p><b>Target 2010</b> 13. Six community adaptation projects and two sector/theme demonstrations identified and under implementation</p>	<p>Activity Result 1: Community-adaptation tested and rolled out as country-wide approach</p> <p>Action 1.1: Document local-level ongoing mechanisms and actions, including local and traditional knowledge and CCA experiences</p> <p>Action 1.2: Identify and plan at least 6 community-adaptation pilot interventions in a participatory bottom-up approach</p> <p>Action 1.3: Implement pilot projects</p> <p>Action 1.4: Document lessons learnt</p> <p>Action 1.5: Develop costed national strategy for community-adaptation</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p>	<p>REMA</p> <p>AAP</p>	<p>REMA</p> <p>AAP</p>	<p>Grants for community/district projects; inter-sectoral demonstration projects, support studies, tools development, consultancies</p>	<p>US\$ 260,000</p>
<p><b>Target 2011</b> 13. Lessons learnt documented and integrated into national CCA approach (e.g. EDPRS); incentive-based CC resilience-building programme established.</p>	<p>Activity Result 2: Sector/theme demonstration projects implemented</p> <p>Action 2.1: Identify two sector/theme specific demonstration projects</p> <p>Action 2.2: Develop selection criteria for sector/theme demonstration projects</p> <p>Action 2.3: Implement with key partners</p> <p>Action 2.4: Document lessons learnt</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p>	<p>REMA</p> <p>AAP</p>	<p>REMA</p> <p>AAP</p>	<p>Grants for community/district projects; inter-sectoral demonstration projects, support studies, tools development, consultancies</p>	<p>US\$ 258,000</p>
<p><b>Target 2011</b> 13. Lessons learnt documented and integrated into national CCA approach (e.g. EDPRS); incentive-based CC resilience-building programme established.</p>	<p>Activity Result 3: Incentive-based CC resilience building programme established</p> <p>Action 3.1: Develop concept note and strategy for incentive based climate change resilience programme.</p> <p>Action 3.2: Implement follow-up on actions with key partners</p>	<p>X</p> <p>X</p>	<p>X</p> <p>X</p>	<p>REMA</p> <p>AAP</p>	<p>REMA</p> <p>AAP</p>	<p>Grants for community/district projects; inter-sectoral demonstration projects, support studies, tools development, consultancies</p>	<p>US\$ 30,000</p>

<p><b>Output 4 Financing options to meet national adaptation costs expanded at the local, national, sub-regional and regional levels</b></p> <p><u>Indicator:</u> 14. National adaptation financing strategy in place</p> <p><u>Baseline</u> 14. Ad hoc financing; no strategy in place</p> <p><u>Target 2010</u> 14. Studies on adaptation cost scenarios and other background research commissioned</p> <p><u>Target 2011</u> 14. National adaptation financing strategy in place; CCA costing routinely integrated into national, sectoral, district and community level development plans</p>	<p><u>Activity Result 1: Sound information base on costs of climate change impacts and adaptation on priority sectors established and applied to decision-making</u></p> <p>Action 1.1: Identify future research and information needs and set up follow-up studies</p> <p>Action 1.2: Reinforce coordination mechanism already set up and operational from CCA Financing Task Team</p> <p>Action 1.3: Commission priority studies</p> <p>Action 1.4: Undertake bottom-up study to obtain more detailed and tailored cost analysis for Rwanda</p> <p>Action 1.5: Set up M&amp;E system to analyse trends of climate change impact costs and of adaptation costs.</p> <p>Action 1.6: Develop capacity of local experts on economic analysis through specific capacity building activities</p>	X	X	X	X	MINECOFIN	AAP	Operational costs, several expert studies, capacity building/training activities, consultancies	US\$ 71,000
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<p><b>Activity Result 2: Strategy for adaptation financing and leadership for its implementation in place</b></p> <p>Action 2.1: Develop strategy for adaptation financing for NAPA implementation</p> <p>Action 2.2: Commission support studies</p> <p>Action 2.3: Develop an information base on potential funding sources for adaptation projects</p> <p>Action 2.4: Establish a Rwandan long-term CCA financing strategy</p> <p>Action 2.5: Develop and apply tool for gender-sensitive CCA budgeting and planning</p>	<p>X</p> <p>X</p>	<p>X</p> <p>X</p>	<p>X</p> <p>X</p>	<p>X</p> <p>X</p>	<p>MINECOFIN</p> <p>AAP</p>	<p>Operational costs, several expert studies, capacity building / training activities, consultancies</p>	<p>US\$ 144,540</p>
<p><b>Activity Result 3: CCA costing routinely included in national, sectoral, district and community level development planning and budgets</b></p> <p>Action 3.1: Develop tools for CCA costing and apply through MINECOFIN established structure and processes</p> <p>Action 3.2: Include adaptation costs into national and sectoral budget</p> <p>Action 3.3: Establish a system to ensure CCA funds disbursement to the community</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>MINECOFIN</p> <p>AAP</p>	<p>Operational costs, several expert studies, capacity building / training activities, consultancies</p>	<p>US\$ 56,000</p>

<p><b>Output 5: Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels</b></p> <p><u>Indicators:</u> I5. Functional CCA Clearing House in place</p> <p><u>Baseline:</u> I5. No CCA Clearing House in place</p> <p><b>Target 2010</b> I5. Knowledge Management Strategy formulated</p> <p><b>Target 2011</b> I5. CCA communication strategy developed and implemented; CCA Clearing House in place.</p>	<p>Activity Result 1: National CCA Clearing House/Knowledge Management hub at REMA established and capacitated</p> <p>Action 1.1: Undertake capacity needs assessment at REMA</p> <p>Action 1.2: Develop knowledge management strategy and implement</p> <p>Action 1.3: Establish client oriented service</p> <p>Action 1.4: Link to existing relevant information systems i.e. ALM</p>	X	X	X	X	X	X	REMA	AAP	Infrastructure investments, expert studies, consultancies, costs for communication mechanism, materials and material dissemination	US\$ 115,713
	<p>Activity Result 2: CCA Communication Strategy targeting stakeholders at different levels developed and implemented</p> <p>Action 2.1 Undertake information needs survey</p> <p>Action 2.2. Develop communication strategy targeting the various key stakeholder groups</p> <p>Action 2.3: Address all information and communication needs of AAP design and strategically communicate all AAP products and outcomes from the programme</p>	X							REMA	AAP	Infrastructure investments, expert studies, consultancies, costs for communication mechanism, materials and material dissemination
<b>TOTAL</b>											US\$ 1,570,425
<b>GRAND TOTAL</b>											US\$ 2,932,925

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## **V. MANAGEMENT ARRANGEMENTS**

69. The Project **execution** is by the Rwanda Environment Management Agency (REMA). Implementation oversight will be by UNDP.

70. Detailed Terms of References for each entity are included in Annexes 2 and 3.

### ***Day-to-day management***

71. The overall management responsibility of the project rests with the appointed *Project Manager* and his/her support team. Whereas the *Adaptation Unit* in the Directorate of Climate Change is primarily responsible for project planning, implementation, financial management and M&E (see detailed ToR in Annex 2), the composition of the team includes technical staff to ensure that critical technical aspects of the project will be adequately addressed (Technical Advisor). One additional Admin/Finance Assistance is part of the team. A dedicated Young Professional position is included in the design.

### ***Project oversight***

72. The Project Board has the highest project oversight function, with Senior Managers of MINECOFIN, REMA and UNDP guiding and appraising project implementation. The Project Manager reports to the Director of Climate Change and international Obligations as delegated by the Director General of REMA.

### ***Technical, policy and programme guidance***

73. The multi-stakeholder National Climate Change Committee (NCCC) or its equivalent/successor takes over the technical steering functions of the project. It contributes to technical, policy and programmatic guidance of the project.

74. Further the RTA of UNDP, as well as the AAP technical support component will provide technical guidance and oversight.

### ***Project assurance***

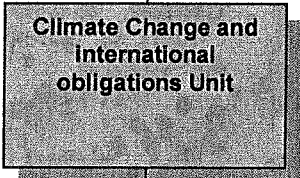
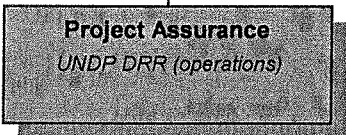
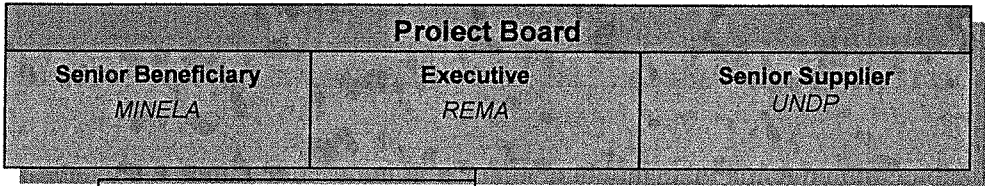
75. The UNDP country office, through its DDR, is responsible for project assurance and ensures that financing, reporting and M&E are duly implemented. Project assurance includes periodic monitoring visits and "spot checks" concerning project implementation.

### ***Implementation arrangements***

76. Housed at REMA, the Climate Change and International Obligation Unit will coordinate implementation arrangements. It is, however, noted that this framework programme will involve a number of important partners, notably a range of line ministries and public agencies as a multi-stakeholder implementation team as per output. Each ministry/agency involved will designate a technical focal point that will be part of this technical team. For some particular technical tasks, contracts will potentially be drawn up with implementation partners and resources will be allocated for such work to partner institutions.



**Project Organisation Structure**



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## VI. MONITORING FRAMEWORK AND EVALUATION<sup>7</sup>

### Global/Regional-Level

77. This national project forms part of a selected number of national projects supported by UNDP under a targeted programme of support, entitled "the Africa Adaptation Program". In this regard, monitoring will be undertaken within the broader context of learning and creating a platform for both documenting and experience sharing.

### **National-Level**

78. In accordance with the programming policies and procedures outlined in the UNDP User Guide, the Programme will be monitored at the national level through the following:

#### Within the annual cycle

- On a quarterly basis, a quality assessment will record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log will be activated in Atlas and updated by the Programme Manager/National Project Managers to facilitate tracking and response of potential problems or requests for change.
- Based on the initial risk analysis submitted, a risk log will be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Report (PPR) will be submitted by the Programme Manager to the Project Board and by the National Project Managers to the National Project Boards through Project Assurance, using the standard report format available in the Executive Snapshot.
- A Project Lesson-learnt log will be activated and regularly updated to ensure on-going learning and adaptation within the organisation, and to facilitate the preparation of the Lessons-learnt Report at the end of the project.
- A Monitoring Schedule Plan will be activated in Atlas and updated to track key management actions/events.

### LEARNING AND KNOWLEDGE SHARING

79. Results from the project will be disseminated within and beyond the project intervention zone through a number of existing information sharing networks and forums. In addition:

- i. The project will participate, as relevant and appropriate, in UNDP-GEF sponsored networks, organised for senior personnel working on projects that share common characteristics. The **Adaptation Learning Mechanism (ALM)** will function as a key electronic platform to capture project learning and adaptation impacts generated by the project. The ALM lessons learnt template (to be made available by RTA) will be adapted for use by the project. To support this goal, adaptation-related activities from the project will contribute knowledge to the ALM, including the following:
  - Best practices in integrating adaptation into national and local development policy, and project design and implementation mechanisms.
  - Lessons learnt on removing the most common barriers to adaptation, with special attention to the roles of local partners, international partners, UNDP and GEF in designing and implementing projects
  - The conditions for success (or failure), including replication and scaling-up.
- ii. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation through lessons learnt.

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<sup>7</sup> It is noted that community-level M&E and knowledge sharing are important and although not specifically addressed in this section are implemented under Outputs 3 and 5 of the AAP in particular.

- iii. The project will identify, analyse, and share lessons learnt that might be beneficial in the design and implementation of similar future projects. Identification and analysis of lessons learnt is an ongoing process, and the need to communicate such lessons as one of the project's central contributions is a requirement to be delivered no less frequently than once a year. UNDP-GEF will provide a format and assist the project team in categorising, documenting and reporting on lessons learnt. To this end a percentage of project resources will need to be allocated for these activities.

#### Annually

- *Annual Review Report.* An Annual Review Report will be prepared by the Programme Manager and shared with the Project Board and by the National Project Managers and shared with the National Project Board. As a minimum requirement, the Annual Review Report will consist of the Atlas standard format for the Quarterly Progress Report (QPR) covering the whole year with updated information for each element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- *Annual Project Review.* Based on the above report, an annual project review will be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the final year, this review will be a conclusive assessment. The national review is driven by the Project Board and may involve other stakeholders as required. It will focus on the extent to which progress is being made towards outputs, and ascertain that these remain aligned to appropriate outcome(s). The regional review is driven by the Project Board.
- Annual Performance Report (APR)/Project Implementation Review (PIR)

#### Quality Management for Project Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria; to be completed during the process "Defining a Project" if the information is available. This table will be further refined during the process "Initiating a Project".

<b>OUTPUT 1: Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Sector specific CC risk information generated and scenarios developed</i>	Start Date: Apr 2010 End Date: Dec 2011
<b>Purpose</b>	<i>To strengthen the CC information base through collection of data and its integration in planning processes at national and provincial levels, and reach out to all relevant sectors.</i>	
<b>Description</b>	<ul style="list-style-type: none"> <li>• Identify existing data and information systems in key sectors</li> <li>• Identify gaps on CC related data for these priority sectors</li> <li>• Create a database system/information centre on CC within the project coordination unit</li> <li>• Assess CC risks and use scenarios to build potential for the future</li> </ul>	
<b>Quality Criteria</b> <i>How/with which indicators will the quality of the activity result be measured?</i>	<b>Quality Method</b> <i>Means of verification: which method will be used to determine whether quality criteria have been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<b>AR 1 Indicator 1:</b> <i>Number of sectors for which risk assessment has been prepared</i>	ARP Risk assessment reports	End of 2010 End of 2011 (EoP)
<b>AR 1 Indicator 2:</b> <i>Data base system/information centre operational</i>	ARP	End of 2010 End of 2011 (EoP)
<b>AR 1 Indicator 3:</b> <i>Number of training events and trainees</i>	ARP	End of 2010 End of 2011 (EoP)

#### **OUTPUT 1: Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of**

<b>climate change introduced</b>		
<b>Activity Result 2 (Atlas Activity ID)</b>	<i>EWS and responsive risk management in place</i>	Start Date: Apr 2010 End Date: Dec 2011
<b>Purpose</b>	<i>To provide timeous early warning and enable informed decisions to be made</i>	
<b>Description</b>	<ul style="list-style-type: none"> <li>• Develop costed EWS Strategies for Rwanda; tie them to LDCF/GEF demonstration project and strengthened meteorological information and services</li> <li>• Identify priority elements of EWS for AAP investments; develop and implement financial and fundraising strategy</li> <li>• Implement capacity building activities at all levels to address CCA needs</li> </ul>	
<b>Quality Criteria</b> <i>How/with which indicators will the quality of the activity result be measured?</i>	<b>Quality Method</b> <i>Means of verification: which method will be used to determine whether quality criteria have been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<b>AR 2 Indicator 1:</b> <i>CC related ESW Strategy for Rwanda developed</i>	EWS Strategy ARP	End of 2010 End of 2011 (EoP)
<b>AR 2 Indicator 2:</b> <i>Knowledge and understanding of EWS by the community enhanced (data can be collected through community interviews)</i>	Community interviews	End of 2010 End of 2011 (EoP)
<b>AR 2 Indicator 3:</b> <i>Number of training events</i>	ARP	End of 2010 End of 2011 (EoP)

<b>OUTPUT 1: Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced</b>		
<b>Activity Result 3 (Atlas Activity ID)</b>	<i>National and sectoral policies and programmes are climate resilient and address adaptation needs</i>	Start Date: Apr 2010 End Date: Dec 2011
<b>Purpose</b>	<i>To climate change-proof national and sectoral policies and programmes</i>	
<b>Description</b>	<ul style="list-style-type: none"> <li>• Comprehensive analysis of sectors and national policies and programmes in terms of climate resilience and adaptation needs</li> <li>• Develop sector specific plans to climate change proof and address adaptation into various sector policies, strategic plans and sector budgets</li> <li>• Thematic Group 4 of One UN develop strategy paper on adaptation</li> <li>• Mainstream and address CCA in EDPRS implementation</li> <li>• Develop gender sensitive planning tools</li> <li>• Develop and apply mainstreaming M&amp;E tool</li> </ul>	
<b>Quality Criteria</b> <i>How/with which indicators will the quality of the activity result be measured?</i>	<b>Quality Method</b> <i>Means of verification: which method will be used to determine whether quality criteria have been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<b>AR 3 Indicator 1:</b> <i>Number of sector specific climate change-proofing and adaptation plans in place)</i>	ARP Climate change-proofing and adaptation plans	End of 2010 End of 2011 (EoP)
<b>AR 3 Indicator 2:</b> <i>One UN Strategy paper developed</i>	ARP UN Strategy Paper	End of 2010 End of 2011 (EoP)
<b>AR 3 Indicator 3:</b> <i>Status of CC mainstreaming in EDPRS as assessed by M&amp;E tool</i>	ARP Mainstreaming M&E tool	End of 2010 End of 2011 (EoP)

<b>OUTPUT 2: Leadership and institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels built</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>National Institutions dealing with CCA are functional and coordinated by capacitated lead institution</i>	Start Date: Apr 2010 End Date: Dec 2011

<b>Purpose</b>	<i>To better coordinate national CCA Framework; to develop specific National SWAp to CCA</i>	
<b>Description</b>	<ul style="list-style-type: none"> <li>• Based on capacity needs assessment, strengthen capacity of REMA/CCIO Unit</li> <li>• Set up and operationalize multi-stakeholder CCA technical platform at national level</li> <li>• Undertake institutional study to identify relevant institutions; link to undertaking of capacity assessment</li> <li>• Develop and coordinate specific SWAp to CCA</li> </ul>	
<b>Quality Criteria</b> <i>How/with which indicators will the quality of the activity result be measured?</i>	<b>Quality Method</b> <i>Means of verification: which method will be used to determine whether quality criteria have been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<b>AR 1 Indicator 1:</b> CCIO unit established and operational	ARP	End of 2010 End of 2011 (EoP)
<b>AR 1 Indicator 2:</b> SWAp to CCA established and organised with involvement of various entities	ARP SWAp meeting minutes	End of 2010 End of 2011 (EoP)
<b>AR 1 Indicator 3:</b> Number of platform meetings conducted annually	ARP Platform meeting minutes	End of 2010 End of 2011 (EoP)
<b>AR 1 Indicator 4:</b> Number and mix of institutions represented on platform	ARP Platform meeting minutes	End of 2010 End of 2011 (EoP)

<b>OUTPUT 2: Leadership and institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels built</b>		
<b>Activity Result 2 (Atlas Activity ID)</b>	<i>District level leadership capacity for local level adaptation action in place</i>	Start Date: Apr 2010 End Date: Dec 2010
<b>Purpose</b>	<i>To strengthen and enhance adaptation on district level</i>	
<b>Description</b>	<ul style="list-style-type: none"> <li>• Establish selection criteria for the six pilot districts</li> <li>• Undertake gender-specific capacity needs assessment and capacity support strategy at district level</li> <li>• Develop targeted and gender-specific district capacity support programme and implement</li> <li>• Set up multi-stakeholders district CCA coordination committees</li> <li>• Develop guidance for addressing CCA in District Development Plans (DDPs)</li> <li>• Identify priority CCA action and develop financing strategy</li> <li>• Promote gender specific leadership development</li> </ul>	
<b>Quality Criteria</b> <i>How/with which indicators will the quality of the activity result be measured?</i>	<b>Quality Method</b> <i>Means of verification: which method will be used to determine whether quality criteria have been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<b>AR 2 Indicator 1:</b> Capacity needs assessment in place	ARP Capacity assessment report	End of 2010 End of 2011 (EoP)
<b>AR 2 Indicator 2:</b> Capacity Support Strategy developed	ARP Capacity Support Strategy	End of 2010 End of 2011 (EoP)
<b>AR 2 Indicator 3:</b> Number of multi-stakeholder district CCA coordination committees	ARP Multi-stakeholder district CCA coordination committee minutes	End of 2010 End of 2011 (EoP)
<b>AR 2 Indicator 4:</b> Guidance for addressing CCA in DDPs designed	Mainstreaming M&E tool/guidance	End of 2010 End of 2011 (EoP)
<b>AR 2 Indicator 5:</b> Number of DDPs that address/ mainstream CCA	ARPs	End of 2010 End of 2011 (EoP)

**OUTPUT 2: Leadership and institutional frameworks to manage climate change risks and**

<b>opportunities in an integrated manner at the local and national levels built</b>		
<b>Activity Result 3 (Atlas Activity ID)</b>	<i>Targeted CCA leadership, capacity building and training strategy implemented</i>	Start Date: Apr 2010 End Date: Dec 2011
<b>Purpose</b>	<i>To strengthen the leadership and build the capacity at national, regional and local level to assist communities in addressing climate change risks and opportunities</i>	
<b>Description</b>	<ul style="list-style-type: none"> <li>• Develop leadership, capacity building and training strategy for suite of stakeholders</li> <li>• Implement priority initiatives</li> <li>• Coordinate with ongoing international, especially sub-regional initiatives on CC and CCA leadership building</li> </ul>	
<b>Quality Criteria</b> <i>How/with which indicators will the quality of the activity result be measured?</i>	<b>Quality Method</b> <i>Means of verification: which method will be used to determine whether quality criteria have been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<b>AR 3 Indicator 1:</b> <i>Number of workshops held, number of participants attending the workshops, and number of certificates issued to the successful participants</i>	ARP M&E activities at training events	Ongoing End of 2010 End of 2011 (EoP)
<b>AR 3 Indicator 2:</b> <i>Priority initiatives incorporated in the implementation strategy</i>	ARP; strategy review	End of 2010
<b>AR 3 Indicator 3:</b> <i>Number of Rwandan stakeholders involved with high-level negotiations at the national, regional, and international initiatives</i>	Reports from UNFCCC focal point	Ongoing End of 2010 End of 2011 (EoP)

<b>OUTPUT 3: Climate-resilient policies and measures implemented in priority sectors</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Community-adaptation tested and rolled out as country-wide approach</i>	Start Date: Apr 2010 End Date: Dec 2011
<b>Purpose</b>	<i>To pilot and test the adaptation measures/strategy nation-wide community approach</i>	
<b>Description</b>	<ul style="list-style-type: none"> <li>• Document local-level ongoing mechanisms and actions, including local and traditional experience and CCA experiences</li> <li>• In participatory bottom-up approach identify and plan at least 6 community-adaptation pilot interventions</li> <li>• Implement pilot projects</li> <li>• Document lessons learnt</li> <li>• Develop costed national strategy for community-adaptation; integrate NAPA elements</li> </ul>	
<b>Quality Criteria</b> <i>How/with which indicators will the quality of the activity result be measured?</i>	<b>Quality Method</b> <i>Means of verification: which method will be used to determine whether quality criteria have been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<b>AR 1 Indicator 1:</b> <i>Report on local level existing coping mechanisms and action produced</i>	ARP Coping mechanism report	End of 2010 End of 2011 (EoP)
<b>AR 1 Indicator 2:</b> <i>Progress on 6 pilot projects implemented</i>	ARP Pilot project reports Lessons learnt reports National community adaptation strategy	End of 2010 End of 2011 (EoP)
<b>AR 1 Indicator 3:</b> <i>National strategy for community-adaptation in place</i>	ARP Pilot project reports Lessons learnt reports National community adaptation strategy	End of 2010 End of 2011 (EoP)
<b>AR 1 Indicator 4:</b> <i>Number of lessons learnt codified</i>	ARP Pilot project reports Lessons learnt reports National community adaptation strategy	End of 2010 End of 2011 (EoP)
<b>AR 1 Indicator 5:</b> <i>Number of NAPA projects and ideas integrated in national strategy for</i>	ARP	End of 2010

community-adaptation	National community adaptation strategy	End of 2011 (EoP)
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<b>OUTPUT 3: Climate-resilient policies and measures implemented in priority sectors</b>		
<b>Activity Result 2 (Atlas Activity ID)</b>	<i>Sector/ theme demonstration projects implemented</i>	Start Date: Apr 2010 End Date: Dec 2011
<b>Purpose</b>	<i>To strengthen sectors to realise adaptation needs from practical experiences and pilots</i>	
<b>Description</b>	<ul style="list-style-type: none"> <li>Identify two sector/ theme specific demonstration projects</li> <li>Develop selection criteria for sector/theme demonstration projects</li> <li>Implement with key partners</li> <li>Document lessons learnt</li> </ul>	
<b>Quality Criteria</b> <i>How/with which indicators will the quality of the activity result be measured?</i>	<b>Quality Method</b> <i>Means of verification: which method will be used to determine whether quality criteria have been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<b>AR 2 Indicator 1: Progress on demonstration project implementation</b>	ARP Demonstration project reports Lessons learnt reports	End of 2010 End of 2011 (EoP)
<b>AR 2 Indicator 2: Number of lessons learnt codified</b>	ARP Demonstration project reports Lessons learnt reports	End of 2010 End of 2011 (EoP)
<b>AR 2 Indicator 3: Selection criteria agreed to</b>	Minutes of inception meeting	Inception phase

<b>OUTPUT 3: Climate-resilient policies and measures implemented in priority sectors</b>		
<b>Activity Result 3 (Atlas Activity ID)</b>	<i>Incentive-based CC resilience building programme established</i>	Start Date: Apr 2010 End Date: Dec 2011
<b>Purpose</b>	<i>To identify potential CCA incentives</i>	
<b>Description</b>	<ul style="list-style-type: none"> <li>Develop concept note and strategy for incentive based climate change resilience</li> <li>Implement follow-on actions with key partners</li> </ul>	
<b>Quality Criteria</b> <i>How/with which indicators will the quality of the activity result be measured?</i>	<b>Quality Method</b> <i>Means of verification: which method will be used to determine whether quality criteria have been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<b>AR 3 Indicator 1: Sectoral financing strategies developed</b>	ARP	End of 2010 End of 2011 (EoP)
<b>AR 3 Indicator 2: Number of follow-up actions implemented</b>	ARP	End of 2010 End of 2011 (EoP)

<b>OUTPUT 4: Financing options to meet national adaptation costs expanded at the local, national, sub-regional and regional levels</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Sound information base on costs of climate change impacts and adaptation on priority sectors established and applied to decision-making</i>	Start Date: Apr 2010 End Date: Dec 2011
<b>Purpose</b>	<i>To test and develop practical adaptation measures and feed experiences into knowledge management and decision making processes</i>	
<b>Description</b>	<ul style="list-style-type: none"> <li>Identify future research and information needs and set up follow-up studies</li> <li>Reinforce coordination mechanism already set up and operational from CCA Financing Task Team</li> <li>Commission priority studies</li> <li>Undertake bottom-up study to obtain more detailed and tailored cost analysis for Rwanda</li> </ul>	

	<ul style="list-style-type: none"> <li>Set up M&amp;E system to analyse trends of climate change impact costs and of adaptation costs.</li> <li>Develop capacity of local experts on economic analysis through specific capacity building activities</li> </ul>	
<b>Quality Criteria</b> <i>How/with which indicators will the quality of the activity result be measured?</i>	<b>Quality Method</b> <i>Means of verification: which method will be used to determine whether quality criteria have been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<b>AR 1 Indicator 1:</b> Report on identified future research and information needs prepared	ARP Study reports	End of 2010 End of 2011 (EoP)
<b>AR 1 Indicator 2:</b> Number of cost studies successfully carried out	ARP Study reports M&E activities at training events	Ongoing End of 2010 End of 2011 (EoP)
<b>AR 1 Indicator 3:</b> Number of local experts trained	ARP Study reports M&E activities at training events	Ongoing End of 2010 End of 2011 (EoP)

**OUTPUT 4: Financing options to meet national adaptation costs expanded at the local, national, sub-regional and regional levels**

<b>Activity Result 2 (Atlas Activity ID)</b>	<i>Strategy for adaptation financing and leadership for its implementation in place</i>	Start Date: Apr 2010 End Date: Dec 2011
<b>Purpose</b>	<i>To establish strengthened financial development framework on CC risks and opportunities</i>	
<b>Description</b>	<ul style="list-style-type: none"> <li>Develop strategy for adaptation financing</li> <li>Commission support studies</li> <li>Develop an information base on potential funding sources for adaptation projects</li> <li>Establish a Rwandan long-term CCA financing strategy</li> <li>Develop and apply tool for gender-sensitive CCA budgeting and planning</li> </ul>	
<b>Quality Criteria</b> <i>How/with which indicators will the quality of the activity result be measured?</i>	<b>Quality Method</b> <i>Means of verification: which method will be used to determine whether quality criteria have been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<b>AR 2 Indicator 1:</b> Tool for gender-sensitive CCA budgeting applied	ARP Gender mainstreaming indicators CCA financing strategy	End of 2010 End of 2011 (EoP)
<b>AR 2 Indicator 2:</b> Long-term CCA financing strategy in place	ARP Gender mainstreaming indicators CCA financing strategy	End of 2010 End of 2011 (EoP)

**OUTPUT 4: Financing options to meet national adaptation costs expanded at the local, national, sub-regional and regional levels**

<b>Activity Result 3 (Atlas Activity ID)</b>	<i>CCA costing routinely included in national, sectoral, district and community level development planning and budgets</i>	Start Date: Apr 2010 End Date: Dec 2011
<b>Purpose</b>	<i>To establish mechanism to include adaptation costs into national budgets (at various levels)</i>	
<b>Description</b>	<ul style="list-style-type: none"> <li>Develop tools for CCA costing and apply through MINECOFIN established structure and processes</li> <li>Include adaptation costs into national and sectoral budget</li> <li>Establish a system to ensure CCA funds disbursement to the community</li> </ul>	
<b>Quality Criteria</b> <i>How/with which indicators will the quality of the activity result be measured?</i>	<b>Quality Method</b> <i>Means of verification: which method will be used to determine whether quality criteria have been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<b>AR 3 Indicator 1:</b> Budget line for CCA costing established	Budget review	End of 2010 End of 2011 (EoP)



<b>AR 3 Indicator 2: National budgets (in 2 sectors) and district budgets (in 2 districts) adjusted to reflect CCA costs</b>	Budget review	End of 2010 End of 2011 (EoP)
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<b>OUTPUT 5: Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>National CCA Clearing House/Knowledge Management hub at REMA established and capacitated</i>	Start Date: Apr 2010 End Date: Dec 2011
<b>Purpose</b>	<i>To strengthen knowledge sharing mechanism for CCA</i>	
<b>Description</b>	<ul style="list-style-type: none"> <li>• Undertake capacity needs assessment</li> <li>• Provide capacity building support</li> <li>• Develop knowledge management strategy and implement</li> <li>• Establish client oriented service</li> <li>• Link to existing relevant information systems i.e. ALM</li> </ul>	
<b>Quality Criteria</b> <i>How/with which indicators will the quality of the activity result be measured??</i>	<b>Quality Method</b> <i>Means of verification: which method will be used to determine whether quality criteria have been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<b>AR 1 Indicator 1: Knowledge Management Strategy formulated</b>	Knowledge Management Strategy	End of 2010 End of 2011 (EoP)
<b>AR 1 Indicator 2: Clearing House established and capacitated</b>	ARP CHM review report (e.g. statistics for website use etc.)	End of 2010 End of 2011 (EoP)
<b>AR 1 Indicator 3: ALM - include relevant information from AAP Rwanda</b>	ALM review	End of 2010 End of 2011 (EoP)

<b>OUTPUT 5: Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels</b>		
<b>Activity Result 2 (Atlas Activity ID)</b>	<i>CCA Communication Strategy targeting stakeholders at different levels developed and implemented</i>	Start Date: Apr 2010 End Date: Dec 2010
<b>Purpose</b>	<i>To develop CCA Communication Strategy</i>	
<b>Description</b>	<ul style="list-style-type: none"> <li>• Undertake information needs survey</li> <li>• Develop communication strategy targeting the various key stakeholder groups</li> <li>• Document local-level ongoing coping mechanisms and actions</li> <li>• Strategically communicate all AAP products and outcomes from the programme</li> </ul>	
<b>Quality Criteria</b> <i>How/with which indicators will the quality of the activity result be measured?</i>	<b>Quality Method</b> <i>Means of verification: which method will be used to determine whether quality criteria have been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<b>AR 2 Indicator 1: Information needs survey conducted</b>	ARP Needs survey; Awareness baseline assessment & follow-up	Baseline (onset of project) End of 2010 End of 2011 (EoP)
<b>AR 2 Indicator 2: Communication strategy in place and under implementation</b>	ARP Communication Strategy & M&E framework Awareness baseline assessment & follow-up	Baseline (onset of project) End of 2010 End of 2011 (EoP)
<b>AR 2 Indicator 3: Number of outreach activities (e.g. radio programmes, workshops, leaflet distribution...)</b>	ARP Communication Strategy & M&E framework Awareness baseline assessment & follow-up	Baseline (onset of project) End of 2010 End of 2011 (EoP)
<b>AR 2 Indicator 4: Number of women reached/</b>	ARP	Baseline (onset of project)

<i>involved</i>	Awareness baseline assessment & follow-up	End of 2010 End of 2011 (EoP)
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## VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Rwanda and UNDP, signed on February 2<sup>nd</sup>, 1977.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency'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 this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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## **VIII. ANNEXES**

1. Risk Log
2. Key TOR for project staff
3. Key roles and responsibilities
4. Capacity Assessment Form
5. Some CCA responses already underway in Rwanda

Annex 1: Risk Log



Project Title: AAP Rwanda

Award ID: 00058852

Date: August 2009

#	Description	Date Identified	Type	Impact & Probability (1-5)	Countermeasures / Mngt response	Owner	Submitted updated by	Last Update	Status
1	<u>Non-responsive/ lack of Govt management responses</u>	June 2009	Operational	P = 4 I = 4	Create political will for change by supporting line ministries to conduct their own policy research and require them to come together to discuss integrated policy making.				
2	<u>Project Management: Technical capacities overstretched for managing complex and large project; both management and technical inputs at the same time; CC Directorate not yet operational</u>	July 2009	Operational	P = 4 I = 5	Support establishment of Climate Change Directorate/Adaptation Unit in REMA; include a Project Manager and a Technical Advisor position in project design; extensive training activities included in design				
3	<u>Organisational: Implementation arrangements difficult to set up (i.e. collaboration with line ministries)</u>	July 2009	Operational	P = 3 I = 4	Include REMA as technical lead and MINELA as policy lead; support MINECOFIN as strong coordinating partners				
4				P = I =					

## Types of Risks

Environmental	Financial	Organisational	Political	Operational	Regulatory	Strategic	Other
Natural disasters: storms, flooding, earthquakes	EXTERNAL economic factors: interest rates, exchange rate fluctuation, inflation	Institutional arrangements	Corruption	Complex design (size: larger/multi-country project; technical complexity; innovativeness, multiple funding sources)	New unexpected regulations, policies	Partnerships failing to deliver	Other risks that do not fit into any of the other categories
Pollution incidents	INTERNAL:	Institutional/ execution capacity	Government commitment	Project management	Critical policies or legislation fails to pass or progress in the legislative process	Strategic Vision, Planning and Communication	Might refer to socio-economic factors such as: population pressure; encroachment – illegal invasions; poaching/illegal hunting or fishing
Social and Cultural	Co-financing difficulties	Implementation arrangements	Political Will	Human error/ incompetence		Leadership and management	Poor response to gender equity efforts
Security/Safety	Use of financing mechanisms	Country Office capacity (specific elements limiting CO capacity)	Political instability	Infrastructure failure		Programme alignment	
Economic	Funding (financial resources)	Governance	Change in government	Safety being compromised		Competition	
	Reserve adequacy	Culture, code of conduct and ethics	Armed conflict and instability	Poor monitoring and evaluation		Stakeholder relations	
	Currency	Accountability and compensation	Adverse public opinion/media intervention	Delivery		Reputation	
	Receivables	Succession planning and talent management		Programme management		UN coordination	
	Accounting/ financial reporting	Human resources processes and procedures		Process efficiency		UN reform	
	Budget allocation and management			Internal controls			
	Cash management/ reconciliation			Internal and external fraud			
	Pricing/cost recovery			Compliance and legal			
				procurement			
				Technology			
				Physical assets			

## **Annex 2: Key Terms of Reference for Project Staff**

- a. Project Manager**
- b. Technical Advisor**
- c. Finance Expert (part-time)**
- d. Project Administrator**

### **a. Project Manager**

- Plan the activities of the project and monitor progress against the initial quality criteria;
- Mobilise goods and services to initiative activities, including drafting ToRs and work specifications;
- Monitor events as determined in the Project Monitoring Schedule Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement from the FACE (Fund Authorisation and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Responsible for preparing and submitting financial reports to UNDP on a quarterly basis;
- Manage and monitor the project risks initially identified, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log;
- Prepare the Project Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual Review Report, and submit the report to the Project Board and the Outcome Board;
- Annual Performance Report (APR)/Project Implementation Review (PIR);
- Prepare the AWP for the following year, as well as Quarterly Plans if required;
- Update the Atlas Project Management module if external access is made available;
- Review technical reports;
- Monitor technical activities carried out by responsible parties.

### **b. Technical Advisor**

- Provide technical expertise and guidance to all project components, and support the PM in the coordination of the implementation of planned activities under the AAP project as stipulated in the project document/work plan;
- Specifically responsible for the technical input into the development of all outcomes; includes carrying out critical project activities with the project team and/or with the support of international specialists and national experts as appropriate;
- Ensure that technical contracts meet the highest standards; provide input into development of Terms of Reference for sub-contracts, assist with selection process, recommend best candidates and approaches, provide technical peer function to sub-contractors; provide training and backstopping where necessary;
- Provide technical inputs into the work of the multi-stakeholder coordination mechanism at all levels and other relevant institutions under the AAP framework;
- Give input into the development of technical training packages for all target groups and provide peer review function; in certain cases carry out selected training events;
- Serve in a mentoring and back stopping capacity for staff of the Adaptation Unit, as relevant;
- Assist the PM in the development of an effective project M&E plan; jointly design and implement M&E activities;
- Advise on key policy and legal issues pertaining to the project; engage on and contribute to policy dialogues at all levels, including the national level;
- Undertake regular reporting in line with project management guidelines.

### **c. Project Admin/Finance Assistant**

- Set up and maintain project files;
- Collect project-related information data;

- Update plans;
- Administer Project Board meetings;
- Administer project revision control;
- Establish document control procedures;
- Compile, copy and distribute all project reports;
- Assist in the financial management tasks under the responsibility of the Project Manager;
- Provide support in the use of Atlas for monitoring and reporting;
- Responsible for procurement;
- Under guidance of the PM, provide inputs into the preparation of project working plans and financial plans, as required by Government and UNDP, in collaboration with project staff;
- Ensure proper management of funds consistent with UNDP/GEF requirements, and budget planning and control;
- Responsible and accountable for financial reporting.



## **Annex 3: Key Roles and Responsibilities**

### **Project Board**

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances as required;
- Review the Project Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Provide ad-hoc direction and advice for exceptional situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions.

**Senior Supplier: A UNDP representative** is usually the Senior Supplier, representing the interests of the parties which provide funding and/or technical expertise to the project. He/she will provide guidance regarding technical feasibility and support to the project.

**Executive:** Represents project ownership and chairs the Project Board. Usually, this is the relevant government-nominated official (usually secretary of a relevant ministry and directly involved in project execution).

**Direct Beneficiaries:** Representatives of other agencies involved with project implementation

### **Project Assurance**

- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality Assessment page in particular;
- Ensure that Project Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that financial reports are submitted to UNDP on time, and that CDRs are prepared and submitted to the Project Board;
- Perform oversight activities, such as periodic monitoring visits and "spot checks";
- Ensure that the Project Data Quality Dashboard remains "green".

**UNDP Programme Manager** (UNDP Resident Representative or delegated authority):

- Approve and sign the Annual Work Plan for the following year;
- Approve budget for the first year in Atlas.

**Implementing Partner** (authorised personnel member with delegated authority):

- Approve and sign the Annual Work Plan (AWP) for the following year;
- Approve and sign the Combined Delivery Report (CDR) at the end of the year.
- Sign the Financial Report (FR) or the Funding Authorisation and Certificate of Expenditures (FACE).

#### Annex 4: Capacity Assessment: Rwanda Environment Management Authority (REMA)

Project Title		Supporting Integrated and Comprehensive Approaches to Climate Change Adaptation in Africa - Building a comprehensive national approach in Rwanda	
Name of the Institution		<b>Rwanda Environment Management Authority (REMA)</b>	
Date of assessment		<b>07 August 2009</b>	
INDICATOR	AREAS FOR ASSESSMENT	APPLICABLE DOCUMENTS/TOOLS	COMMENTS
<b>PART I – REFERENCES AND PRELIMINARY CHECKS</b>			
<b>1.1 History and Compliance with International Resolutions/Standards</b>			
1.1.1 History	<b>The Rwanda Environment Management Authority (REMA) was created in 2005. REMA is under the policy supervision of the Ministry of Environment and Lands.</b>	The Organic Law establishing REMA, Environment Policy (2004) and Law (2005), Annual Reports, The state of environment documents (June, 2009) (see the MINELA and REMA annual reports available upon request). Website: <a href="http://www.MINELA.gov.rw">www.MINELA.gov.rw</a> <a href="http://www.rema.gov.rw">www.rema.gov.rw</a>	
1.1.2 United Nations Security Council 1267	Is the institution listed in any reference list? N/A	United Nations Security Council 1267 Committee's list of terrorists and terrorist financiers N/A	<b>This is a government agency and therefore this is not applicable.</b>
1.1.3 Certification	Is the institution already certified through international standards? N/A	ISO, Project Management standard, other standards N/A	N/A as a government agency
<b>PART II. ASSESSING NATIONAL INSTITUTION CAPACITY FOR PROJECT MANAGEMENT</b>			
<b>2.1 Managerial Capacity</b>			
Ability to plan, monitor and coordinate activities			
Planning, Monitoring & Evaluation	Does the institution produce clear, internally consistent proposals and intervention frameworks, including detailed work plans? <b>Yes. REMA has its five years Strategic Plan aligned to Rwanda Vision 2020, MGDs and EDPRS (2008-2012) and compiles annual work plans.</b> Does the institution hold regular programme or project review meetings?	Well-designed project and programme documents Action Plans/Work plans Log frame or equivalent  All REMA reports Project reports	

	<p><b>Yes. There are regular meetings at ministerial level as well as at REMA managerial level to review activities and strategic meetings once a month, quarterly, half yearly and annually. REMA produces regular quarterly, half yearly and annually reports which are submitted to MINELA and the Prime Minister's Office.</b></p> <p>Are there measurable outputs/deliverables in the defined project plans?</p> <p><b>REMA sets clearly defined indicators and targets in its annual plans and MTEF.</b></p> <p>Was the institution previously exposed to UNDP RBM approach/methodology or equivalent in other donor agencies? <b>N/A</b></p>	<p>Evaluation reports Indicators available in project plans Lessons-Learnt reports</p> <p>Project reports Evaluation reports Indicators available in project plans Lessons-learnt reports</p> <p><b>N/A</b></p>	
2.1.2 Reporting and performance track record	<p>Does the institution monitor progress against well defined indicator and targets, and evaluate its programme/project achievements?</p> <p><b>The Ministry of Environment and Tourism sets clearly defined indicators and targets every year.</b></p> <p>Does the institution report to its stakeholders on a regular basis?</p> <p><b>Yes, through its half year and annual mandatory progress reports which are submitted to MINELA and the Prime Minister's Office and made available to the general public through the website.</b></p>	<p>Projects reports Evaluation reports Reports to donors and other stakeholders</p> <p><b>REMA has been a recipient of donors' funding since its inception and has a track record of complying with specific donor reporting requirements.</b></p> <p>Reporting system <b>Through REMA and MINELA websites</b></p>	
<b>2.2 Technical Capacity</b>			
2.2.1 Specialisation	<p>Does the institution have the technical skills required?</p> <p><b>REMA has combined specialised staff members supported by consultants but still lacks specialised staff in the new Unit of CC</b></p>	<p>Publications on activities, specific issues, analytical articles, various studies and policies available</p> <p>Reports from participation in</p>	<b>N/A</b>

	<p><b>and International Obligations.</b></p> <p>Does the institution have the knowledge needed?  <b>REMA is the authority mandated by the Government of Rwanda to oversee the management of environment, sustainable use and protection of natural resources in Rwanda.</b></p> <p>Does the institution keep informed about the latest techniques/competencies/policies/trends in its area of expertise?  <b>Yes. REMA is responsible for policy implementation and law enforcement as well as awareness. In this regard, it keeps the public informed about all aspect related to environmental management and natural resources protection.</b></p> <p>Does the institution have the skills and competencies that complement those of UNDP?  <b>REMA has been collaborating well with the UNDP and UNEP on a number of projects funded by them and also those funded by GEF</b></p>	<p>international, regional, national or local meetings and conferences</p> <p>Tools and methodologies used (policies, laws, strategic actions...)  Evaluations and assessments</p> <p>Media programmes  Workshops, conferences and meetings reports</p> <p>Various Projects Documents</p>	
<p>2.2.2 Ability to monitor the technical aspects of the project.</p>	<p>Does the institution have access to relevant information/resources and experience?  <b>REMA has built its own environmental data system and has access to all other data available related to the environment and natural resources in the country and has built up a portfolio of its cadre of expertise in the sector. The Unit of ICT and the Unit of Research, Environmental Planning and Development have been created to take charge of this responsibility.</b></p>	<p>Evaluations and Assessments  Methodologies/training materials  Use of toolkits, indicators and benchmarks/capacity-development tools  Databases  REMA organisational Chart and job profile</p>	

	<p>Does the institution have useful contacts and networks?</p> <p><b>Yes, REMA has worked with a number of stakeholders including donors, non-governmental organisations, community-based support organisations, multilateral organisations, etc. It has a good track record of networking.</b></p> <p>Does the institution know how to get baseline data, develop indicators?</p> <p><b>Yes,</b></p> <p>Does it apply effective approaches to reach its targets (i.e. participatory methods)?</p> <p><b>Yes, REMA is experienced in community consultations, especially through its community based natural resource management programme.</b></p>		
2.2.3 Human Resources	<p>Does the institution staff possess adequate expertise and experience?</p> <p><b>REMA has well experienced and qualified staff but the low number of these staff members is hampering the smooth functioning of the institution. REMA still lacks sufficiently qualified staff to fulfil its obligations. It mainly takes advantage of a pool of project experts and consultants working on a number of donor funded projects.</b></p> <p>Does the institution use local capacities (financial/human/other resources)?</p> <p><b>Yes, REMA also makes use of local consultants for specialised services.</b></p> <p>What is the institution capacity to coordinate between its main office and decentralised entities/branches (if relevant)?</p> <p><b>There are professionals in</b></p>	<p>Profile of staff, including expertise and professional experience</p> <p>Staff turnover</p> <p>Chart of assignments of roles and functions</p> <p>Reports on technical experience from national or international agencies for operations and capacity-building</p>	<p>A framework for appropriate</p>

	<p><b>charge of environment and environment committees at district level.</b></p> <p>Has staff been trained on project management methodology?</p> <p><b>Yes, several training opportunities are offered to staff members..</b></p>		<p>coordination still needs to be properly developed.</p>
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**PART III. ASSESSING NATIONAL INSTITUTION CAPACITY FOR ADMINISTRATIVE AND FINANCIAL MANAGEMENT**

**3.1 Administrative capacity**

*Ability to provide adequate logistical support and infrastructure*

<p>3.1.1 Ability to manage and maintain infrastructure and equipment</p>	<p>Does the institution possess logistical infrastructure and equipment?</p> <p><b>Yes.</b></p> <p>Can the institution manage and maintain equipment?</p> <p><b>Yes.</b></p>	<p>Adequate logistical infrastructure: office facilities and space, basic equipment, utilities</p> <p>Office, regional and HQ.</p> <p>Computer capability and documentation</p>	
<p>3.1.2 Ability to procure goods services and works on a transparent and competitive basis.</p>	<p>Does the institution have the ability to procure goods, services and works on a transparent and competitive basis?</p> <p><b>Yes. REMA has a procurement service that follows the procurement law.</b></p> <p>Does the institution have standard contracts or access to legal counsel to ensure that contracts meet performance standards, protect UNDP and the institution's interests and are enforceable?</p> <p><b>Yes, REMA receives its legal advice from the Ministry of Justice and the Attorney General.</b></p> <p>Does the institution have the authority to enter into contracts?</p>	<p>Standard contracts</p> <p>Procurement law.</p> <p>Minutes and Examples of how procurement is done</p> <p>Written procedures for identifying the appropriate vendor, obtaining the best price, and issuing commitments</p> <p>Standard contracts</p>	

	<p><b>Yes, it is created through the Law establishing Public Agencies and thus has a legal mandates for particular contracts. Others are signed by MINELA or MINECOFIN</b></p>		
3.1.3 Ability to recruit and manage the best-qualified personnel on a transparent and competitive basis.	<p>Is the institution able to staff the project and enter into contract with personnel?</p> <p><b>Yes, it is created through the Law establishing Public Agencies and thus has a legal mandate.</b></p> <p>Does the institution use written job descriptions for consultants or experts?</p> <p><b>Yes.</b></p>	<p>Standard contracts</p> <p>Job descriptions</p> <p>Models of TORs</p>	N/A
<p><b>3.2 Financial Capacity</b>  <i>Ability to ensure appropriate management of funds</i></p>			
3.2.1 Financial management and funding resources	<p>Is there a regular budget cycle?</p> <p><b>Yes, starting July 01 and ending June 31 since this fiscal year 2009, to cope with the EAC fiscal year rules.</b></p> <p>Does the institution produce programme and project budgets?</p> <p><b>Yes</b></p> <p>What is the maximum amount of money the institution has managed?</p> <p><b>N/A</b></p> <p>Does the institution ensure physical security of advances, cash and records?</p> <p><b>This exercise is done in collaboration with MINECOFIN using appropriate software</b></p> <p>Does the institution disburse funds in a timely and effective manner?</p> <p><b>This exercise is done in collaboration with MINECOFIN using appropriate software</b></p> <p>Does the institution have procedures on authority, responsibility, monitoring and</p>	<p>Operating budgets and financial reports</p> <p>List of core and non-core donors and years of funding</p> <p>Written procedures ensuring clear records for payable, receivables, stock and inventory</p> <p>Reporting system that tracks all commitments and expenditures against budgets by line</p> <p>The Office of the Auditor General (OAG) reports</p>	

	<p>accountability of handling funds?</p> <p><b>Yes</b></p> <p>Does the institution have a record of financial stability and reliability?</p> <p><b>N/A</b></p>		
3.2.2. Accounting System	<p>Does the institution keep good, accurate and informative accounts?</p> <p><b>Yes, REMA is regularly audited by the Office of the Auditor General as are all other government ministries, and this is scrutinised by the Parliamentary Committee on Public Account.</b></p> <p>Does the institution have the ability to ensure proper financial recording and reporting?</p> <p><b>Yes, see the above. REMA has a unit in charge of financial administration.</b></p>	<p>A bank account or bank statements</p> <p>Audited financial statements</p> <p>Good, accurate and informative accounting system</p> <p>Written procedures for processing payments to control the risks through segregation of duties, and transaction recording and reporting</p>	N/A
3.2.3. Knowledge of UNDP financial system	<p>Does the institution have staff familiar with Atlas through External Access?</p> <p><b>Yes, see the explanation provided in the preceding section.</b></p>	<p><b>Where necessary administration of project finance is outsourced through contract.</b></p> <p>External access provided</p>	



## Annex 5: Some CCA responses already underway in Rwanda

### Ongoing CCA responses

Some of the key achievements and ongoing activities are briefly cited below.

- A new Climate Change and International Obligations Unit is about to be established within REMA. The Unit is responsible for the implementation of the UNFCCC in the country context, negotiates in international forums, and coordinates the National Climate Change Committee, and processes such as the Second National Communication (SNC), currently under preparation. The SNC focus on the national inventory of green-house gases linked to energy activities in Rwanda. The first draft is available for consultation.
- Rwanda has established a designated National Climate Change Committee, coordinated by REMA.
- Rwanda has completed reporting requirements under the UNFCCC and since 2006 has completed its NAPA and is conducting relevant background studies for the completion of its Second National Communication (SNC).
- CCA has been included as one of the environment sector priorities under NDP 3; although CCA is not yet fully mainstreamed into NDP 3, the NDP 3 CCA programme should aim to achieve this for the next 5 year planning period
- The REMA's five years Strategic Plan (SP) spells out priority CCA activities, aimed, amongst others, at providing opportunity for supporting a national framework of action on CCA and CCA mainstreaming.
- A regional GEF initiative is looking at options to climate change-proof the energy sectors in Rwanda (UNEP/IISD/ACT/KIST), while two SGP/GEF (UNDP/Nyabihu District) and LDCF/GEF (UNEP/UNDP/REMA) demonstrations are currently being prepared for the western province, which was hardest hit by severe flooding in past years.
- An economic cost analysis of climate change impacts and different adaptation scenarios is currently underway (DFID, DEWPOINT (Development Resource Centre- Environment-Water-Sanitation), SEI (Stockholm Environment Institute/REMA/MINECOFIN).
- Ongoing environmental management projects such as the Nile basin management project, Nile Transboundary Environmental Action Project (NTEAP/REMA), the Decentralisation and Environmental Management Project (DEMP) (UNDP/REMA) and the GEF/RADA Sustainable Land Management Project include elements on adaptation and have generated important lessons learnt
- UNESCO is currently negotiating with the Government of Rwanda to be part of a regional project that would enhance the capacity for risk and vulnerability assessments in the country, an objective closely linked to the AAP.
- The Kirehe Watershed Management Project (Eastern Province) under MINAGRI and funded by IFAD has an important component of CCA linked to sustainable land use management through soil and water conservation, irrigation and water harvesting.
- Three projects are implementing an important programme of ecosystem rehabilitation:
  - The Support Project for Forest Management in Rwanda (PAFOR) funded by AfDB made significant actions in the area of afforestation and protection of sensitive and fragile zones in Western (Gishwati, Nyungwe) and Eastern Provinces, as well as in Kigali City;
  - The Afforestation Support Project (PAREF) funded by the Belgium and Netherlands Kingdoms for about 13 million € that concentrate afforestation efforts in damaged critical ecosystems of Western (Gishwati area), Northern and Eastern Provinces;
  - The Gishwati Area Conservation Programme (GACP) funded by the Great Ape Trust of IOWA EarthPark aimed at creating a national conservation park in Gishwati natural reserve, restoring ecosystem services in the form of improved water quality, reduced soil erosion and flooding, fewer landslides and increased carbon sequestration as well as restoring natural biodiversity.
- AfDB is in the process of developing a multinational project of integrated rural development of BUGESERA Natural Region shared with the Ministries of Agriculture of Rwanda and Burundi. This project encompasses all elements relevant to CCA such as the development of appropriate techniques for hillside and marshland irrigation, soil protection against erosion, water harvesting, improvement of water quality and the promotion of crop varieties highly resistant to drought and diseases to boost agricultural productivity. Studies for environmental impact assessments, underground and surface water quality and quantity assessments are also under way.
- The impact of CC on water supply for hydro-electrical investments have been assessed: a GEF regional project is already supporting Rwanda to determine the impacts of CC on the energy sector.

- MOH has initiated some preliminary studies to assess the malaria risk in Rwanda due to climate change and gathered further information to assist the building of a responsive health risk system.
- The UN in Rwanda is piloting the "One UN programme Rwanda" and has aligned its UNDAF to the country priorities in its 2008-2012 Common Operational Document (COD); Thematic Group 4 focuses on the management of the environment, natural resources and land. Annually prepared Strategy Papers guide the country-focused programming of each theme.
- Priorities identified in the INC, NAPA and SOE & Outlook amongst others, are integrated into the EDPRS.
- WFP will soon implement a large ecosystem rehabilitation project focused on reforestation of a large part of Gishwati Area, Western Province.
- Rwanda will soon receive funding for several pilot projects on CCA from UNDP/GEF/SGP and CC-DARE:
  - *Building capacity and raising awareness for a sensitive community on climate change adaptation in Rwanda*
  - *Land and Biodiversity Conservation Project in Gishwati Area against Climate Change Damage*
  - *Pilot CCA activities in Nyabihu District*
- Numerous other projects and government policies promote the overall adaptation policy options outlined above i.e. on improving governance, and empowering communities.

**Minutes of the Local Project Appraisal Committee (LPAC) meeting held in the UNDP, on December 17<sup>th</sup>, 2009.**

**A) Present at the meeting:**

1. NDAGIJIMANA Jean Damascene: Mayor of Nyabihu District
2. JABO Paul: Executive Secretary of Western Province
3. NKUSI Ronald: Official from CEPEX and Representative of Ministry of Finance and Economic Planning (MINICOFIN)
4. BUSOKEYE Marie Laetitia: Representative of Rwanda Environment Management authority (REMA)
5. MUSABYIMANA Innocent: Representative of the Ministry of Environment and Land
6. MBATI MUCUNGA Mathieu: Representative of Rwanda Meteorological Service
7. MUSEMAKWERI John: UNDP
8. Mathias Z.NAAB: UNDP-Chair
9. SHINGIRO Christian: UNDP
10. BEN-DEDALE Evelyn: UNDP

**B) Objectives of the meeting:**

Validation of the project documents: *“Supporting Integrated and Comprehensive Approaches to Climate Change Adaptation in Africa - Building a comprehensive national approach in Rwanda”* and *“Reducing Vulnerability to Climate Change by Establishing Early Warning and Disaster Preparedness Systems and Support for Integrated Watershed Management in flood prone areas”*

**C) Recommendations and comments on the project documents:**

After a brief and well prepared presentation made by John Musemakweri (UNDP), the following comments/recommendations were made:

- The mayor and the representative from the province commended the initiative and they expressed appreciation to the Government of Rwanda and UNDP to have

- conceived these important projects that will have significant impact on the fragile ecosystem of Gishwati in general and Nyabihu District in particular;
- The two project documents are comprehensive enough. The key challenge is to find a qualified project management team to manage the projects as climate change is a new emerging sector;
  - The meeting recommended that mayors of districts where the projects will be implemented to be included in the project(s) Steering committee;
  - To ensure gender needs assessment and gender issues are well incorporated in the documents because women are more hit hard by the effects of climate change;
  - There is a need to show linkages with other existing projects (eg. Sustainable Land Management) in order to build on what has been already achieved to make more significant impact and continuity;
  - More clarification on the linkages between the two projects for Early Warning System (EWS) and the geographical spread of the two projects.
  - A couple of the indicators should be revisited to ensure that they are specific and measurable and achievable;
  - Participants recommended that the two projects should be implemented in a harmonized and synergized manner. Example: On EWS aspect, the AAP project should focus on creation of the development of a database system; a EWS strategy (building on LDCF) and identification of priority elements and risks management tools as well as capacity building to implement EWS and LDCF should put more emphasis on equipments acquisition for meteorology and forecasting for the targeted areas.
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- The LDCF should focus more in the implementation of the two priorities of NAPA and funds that are required will be used for concrete implementation of those priorities;
  - On the organizational structure (p.40), the structure needs to be redesigned to reflect the normal structure of the steering committee;

The LPAC meeting recommended the approval of the project documents by the Resident Representative upon integration of the above comments and recommendations. The meeting expressed that the project should be signed as soon as possible so that the implementation of activities start with the first quarter of 2010.

Reporter:

Evelyn BEN-DEDALE

*Program Associate, Environment Unit, UNDP.*

