2013-2018

United Nations
RWANDA
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REPUBLIC OF RWANDA

PROGRAMME DOCUMENT

" Supporting Ecosystem Rehabilitation and Protection for Pro-poor Green Growth Programme "

Government of Rwanda
&
UNDP - Rwanda

United Nations Development Programme

Country: RWANDA

Program Document

Programme Title:	Supporting Ecosystem Rehabilitation and Protection for Pro-poor Green Growth Programme
UNDP Result Area:	Result Area 1: Inclusive economic transformation
UNDAP Outcome:	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.
Expected Outputs:	• Selected degraded and fragile ecosystems rehabilitated and protected; • Livelihoods of vulnerable households diversified; • Knowledge management on ecosystem rehabilitation and protection established;
Development Partner:	United Nations Development Programme (UNDP)
Implementing Partner:	Rwanda Environment Management Authority (REMA)

Brief Description

This five year programme provides assistance to the Rwanda Environment Management Authority (REMA) towards achieving its statutory mandate of identifying and fragile ecosystems. The programme is also aligned to the second phase of the MDG-linked Economic Development and Poverty Reduction Strategy (EDPRS II), the Green Growth and Climate Resilience Strategy, Vision 2020 and commitments to the Convention on Biodiversity.

The support will build on the successes of two successful UNDP programmes: DEMP II (which supported decentralisation as a vehicle for sustainable growth and poverty reduction) and the PEI (which enhanced the contribution of sound environmental management to poverty reduction, sustainable economic growth and achievement of the MDGs).

The programme will support innovative approaches to restore and conserve fragile island and wetland ecosystems, promote the sustainable management of natural resources and support livelihood diversification to enhance household incomes and reduce the number of people dependent on subsistence agriculture.

Knowledge management component of the programme will track progress, assess impacts and capture and disseminate lessons learned to improve the approach, establish good practice and facilitate up-scaling ecosystem rehabilitation and protection for pro-poor green growth.

The program will be implemented under the National Execution modality, with a total budget of US$5,403,000 financed by UNDP (US$ 5 million) with an in kind contribution of US$ 403,000 from the Government of Rwanda.

Programme Period:	5 years	Estimated Budget: US$5,403,000	
Start date:	January 2014	Allocated Resources:	
End Date:	June 2018	- US$4 250 000 (UNDP)	
PAC Meeting Date	05 November 2013	- US$ 750,000 (ONE UN – to be mobilised)	
Management Arrangements:	National Implementation	In kind contribution: US$403.000 (GoR)	

Agreed by Government (MINECOFIN):

Hon. Claver GATETE (Minister of Finance and Economic Planning)

Agreed by (Implementing Partner: MINIRENA):

Hon. Stanislas KAMANZI, Minister of Natural Resources

Agreed by UNDP:

Mr. Lamin M. Manneh, UN Resident Coordinator & UNDP Resident Representative

1. SITUATION ANALYSIS

Rwanda achieved a sustained high economic growth of 8.2 percent over the completed first phase of EDPRS 2008-2012, lifted a million people out of poverty, and improved human development, gender equality and other MDG-linked goals. The Government of Rwanda has in the last five years made significant progress towards sustainable management of the environment and natural resources as well. Policies were put in place including Rwanda's the Forest Policy (2012), the National Land Policy (2004), the Mining Policy (2010) and the National Policy and Strategy on Energy. Policy instruments adopted include the 2013-2018 Environment and Natural Resources Sector (ENR) sector strategic plan and the Green Growth and Climate Resilience Strategy (2011).

However, the poverty rate in the country at 45percent in 2012/13 and inequality as measured by the Gini co-efficient of income inequality at 0.49 in 2010/11 as well as unemployment especially among the youth still remain high. Biomass fuel dependency for domestic requirements, reliance on rain-fed subsistence agriculture, high population density living in unplanned settlements maintain serious pressure on the country's natural resources mainly characterized by deforestation and the degradation of land and water resources. Over time human development has encroached into fragile ecosystems including wetlands, lakes and islands.

Climate change impacts are adding to the anthropogenic stresses on natural ecosystems. The temperature has increased by 1.4°C since 1970 and an increasingly unpredictable temporal rainfall pattern is observed throughout Rwanda (periods of intense rainfall as well as longer periods of drought) that adversely affects food production and water security (for drinking water supplies, irrigation and hydro-power generation[1]). By 2050 rainfall could increase by 20percent (on 1970 levels). In the mountainous areas of the country, over-cultivation combined with an increasing trend in rainfall intensity has given rise to high levels of run-off, erosion, landslides and flooding during the intense rainfall events that have become more prevalent in the last decade. In other parts of the country, particularly the Eastern province, droughts have become more frequent impacting on agricultural production and food security. The potential economic costs of climate change in Rwanda are estimated to be around 1percent of GDP per annum[2].

The Rwanda Environment Management Authority (REMA) as the statutory authority responsible for the implementing environmental policy and legislation has the mandate under Articles 52 and 53 of Organic Law N° 04/2005 of 08/04/2005 determining the modalities of protection, conservation and promotion of environment in Rwanda, to identify reserved areas for protection, conservation or rehabilitation of ecosystems; forests, woodlands, species of biodiversity and protected zones; monuments, historical sites and landscapes; water systems and its quality; as well as banks and shores, rivers, streams, lakes, plains, valleys and wetlands.

Key achievements with regard to ecosystem rehabilitation and protection of the over the last 5 years of EDPRS I implementation were possible with the support of UNDP in the collaborative framework of the second phase of the Decentralization and Environment Management Project (DEMP) Phase II that run from 2008 to 2013. Key achievements included the following:

- Successful resettlement of over 1,200 family dwellings from the dangerously steep slopes of Mount Rubavu, Western Province into a safe umudugudu of Karukogo within the neighbourhood including construction of 35 houses for poor families with rainwater harvesting installations;

1 More than half of Rwanda's electricity supply derives from hydropower

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

- Rehabilitated 100km^2 of slopes of Mount Rubavu with kikuyu and paspalum grasses and various tree species including bamboo;
- Created 100,000 temporary green jobs for poor women and men (43.4% women and 56.6% men)
- Watersheds, lake shores and river banks protected including:
    - Protection of Muhazi lakeshores (93.8% of target achieved);
    - Mugesera lakeshores (45 % of target achieved);
    - Rehabilitation of Lake Kivu watersheds (110 % of target achieved)
    - Lake Kivu tributaries (266% of target achieved)
- Promoted adequate sustained capacity for effective environmental governance and decentralized service delivery;

Serious challenges remain with respect to ecosystem health requirements including the following:

- Increased pressure on renewable and non-renewable natural resources by high population growth and unsustainable agricultural practices;
- Deforestation and loss of biodiversity;
- High vulnerability to climate change;
- Development of strategic enabling tools (notably economic tools and approaches) for pro-poor environmentally sustainable use of natural resources in order to achieve economic transformation is still weak;
- Insufficient mainstreaming of poverty and environment objectives and climate change into different sectoral and local policies;
- Weak monitoring and evaluation systems;
- Limited inter and intra sector coordination;

Going forward in pursuing its ecosystem rehabilitation and protection mandate in the EDPRS II framework, REMA has prioritized island and wetland ecosystems as needing urgent and critical attention.

a) ISLAND ECOSYSTEMS

Rwanda has a dense hydrological network with 101 lakes and 860 wetlands, covering around 16percent of the country's land area. The largest of the lakes is Lake Kivu which extends along Rwanda's western border to the west of the Congo-Nile Ridge and whose waters are shared with the Democratic Republic of the Congo. 90percent of Rwandan waters drain into the Nile basin to the East of the Congo-Nile Ridge through two main rivers, Nyabarongo and Akagera. The Nyabarongo River is joined by the Akanyaru River near the City of Kigali to become the Akagera, a main tributary of Lake Victoria. The Nile basin has many small lakes (including Burera, Ruhondo, Cyohoha South, Mugesera, Muhazi, Rwampanga, Mihindi and Mirayi).

Within these lake ecosystems, there are numerous islands that are significant repositories of biological diversity and natural beauty. Although many of the islands have a history of human habitation, population pressure (from the natural growth rate and the influx of displaced people after the 1994 Genocide against the Tutsi) has led to an expansion in agriculture, cattle rearing and firewood collection resulting in an overexploitation of natural resources and destruction of important island habitats.

Moreover, in recent years a number of poorly planned settlement and tourist developments on the islands have caused environmental degradation. Across Rwanda, there have been 782 residential and tourist resort developments on various islands as recorded in the following Districts: 49 in Nyamasheke, 173 in

Burera, 152 in Musanze and 411 in Bugesera[3]. These developments have involved the clearance of vegetation, dredging and filling, canalization, gravel extraction, and sand and coral rock mining associated with the construction of tourist resorts, hotels and other businesses. These activities have impacted on the islands' upland watersheds, freshwater wetlands, beaches, shorelines and lake grass beds. Many of these new developments lack proper waste management facilities resulting in the discharge of wastewater directly to streams, canals or directly to the lakes contaminating surface waters and increasing eutrophication.

Recent inventories of island biodiversity in Lake Kivu conducted in 2010 and 2012 revealed that some islands still contain rich plant and animal diversity, with some endemic species but that island biodiversity is severely threatened by human development. In some islands invasive species have replaced much of the natural vegetation[4]. Table 1 shows some of the islands affected by environmental degradation.

Table 1: List of islands affected by environmental degradation (Source: REMA, 2013).

District	Name of island	Sector	Cell	Inhabited	Number of households	Size of population
Burera	Bushonga	Rugarama	Rurembo	Yes	71	336
	Cyusa	Rugarama	Rurembo	No	–	–
	Birwa	Kinoni	Nkenke	Yes	76	430
	Munanira	Kinyababa	Kaganda	Yes	26	115
	Bihosho	Kinyababa	Kaganda	No		–
Sub total					**173**	**881**
Musanze	Mwegerera	Gashaki	Kigabiro	Yes	80	-
	Mukira			Yes	50	-
	Ruvumu			Yes	22	-
	Buhesha			No		-
	Kampyisi			No		-
Sub total					**152**	**665**
Nyamasheke	Mushusho	Kirimbi	Nyarusange	Yes	49	-
Total					**374**	**1546**

Without adequate protection, it is likely that the natural heritage and the eco-tourism potential associated with these islands will soon disappear. Since 2008, habitants from several islands[5] have been gradually resettled on the mainland but, due to a scarcity of land, have continued to cultivate and/or graze their animals on the islands. A longer-term solution is needed to conserve the biodiversity and the rich landscapes while at the same time ensuring that the island inhabitants have sustainable livelihood opportunities that don't involve further degradation of island habitats. Any intervention must deliver significant benefits to both island communities and the mainland communities where they are resettled at the same time as protecting the islands.

3 REMA, 2013

4 REMA, 2010 and 2012

5 Mbabara, Mukondwe, Nyanamo, Karinga, Mapfundugu, Shegesha and Karugaruka Islands

b) WETLAND ECOSYSTEMS

Wetlands comprise around 11percent of Rwanda's land mass (860 wetlands, covering a total surface of 278 536 ha)[6] and are the most physically and chemically heterogeneous of all aquatic ecosystems in Rwanda. These wetlands are highly productive[7] and play an important role in regulating and purifying water flows (removing sediments, nutrients, toxic substances and other pollutants in surface run-off), controlling sedimentation of downstream watercourses, ground water recharge, biodiversity, nutrient re-cycling and spawning grounds for many fish species as well as breeding environment for birds including critically threatened migratory birds. As carbon reservoirs, wetlands also help to stabilise the climate and attenuate climate change[8].

In Rwanda, the critical role of wetlands in ensuring the effective functioning of Rwanda's hydrological network is important for agricultural production, hydro-power production and domestic water supply (as wetlands facilitate the regulated movement of large volumes of water into the underground aquifers, thereby recharging the water table). In Rwanda, the majority of wetlands are essentially seasonal with the water table being near or above the lowest ground surface during the wet season and do not generally have large flood plains (generally less than 200m wide)[9].

Rwandan wetlands host a wide variety of flora and fauna including many migratory birds and other species protected by CITES[10]. Wetlands also supply a source of wildlife, fish, wood and several non-timber products that are widely used by local communities and wetland soils can provide fertile conditions for agricultural production when properly used. They can also provide recreational and tourism (bird-watching, game viewing and sport fishing) benefits due to the variety of wildlife found in these areas[11].

As rainfall has become more unpredictable, many farmers have begun to cultivate crops such as sugarcane, rice, flowers, and sweet potatoes in wetlands where the water supply is more reliable. Approximately 30percent (90,000 ha) of Rwanda's wetlands area is already being used for agriculture[12]. This has created many adverse effects including: reduced water flow downstream, declining fish production, a loss of biodiversity and genetic resources (including rare species) due to habitat destruction, pollution from the use of fertilisers and pesticides and a reduced capacity of these systems to moderate/attenuate climate change. This has created significant bio-security concerns over Rwanda's ability to meet its national obligations under international conventions related to biodiversity conservation.

Climate change is expected to compound anthropogenic stresses on wetlands. Increasing variability in precipitation (anticipated from climate change[13]) and increased droughts will exacerbate the pressure on wetlands for agricultural production further reducing the ability of wetlands to ability to filter, hold and regulate water flow (especially during extreme climatic events which are becoming more frequent) leading to adverse effects on aquatic ecosystems as well as economic and human losses.

Aside from unsustainable agricultural practices and climate change, wetlands are also threatened by pollution (from agriculture, sewage and industry), reclamation (for settlements and road construction), invasive species, hunting, uncontrolled fishing, the collection of certain plant species and the excavation of

6 The most recent inventory of wetlands was conducted by REMA in 2008 through the Integrated Management of Critical Ecosystems (IMCE) project funded by GEF and World Bank.

7 Wetlands are known to be the world's most productive ecosystems

8 Atlas of Implications for Climate Change Resilience 2011

9 Chemonics International Inc. 2003

10 State of the Environment Report 2006

11 REMA 2008, Inventory of wetlands by the Integrated Management of Critical Ecosystems (IMCE) project funded by GEF and World Bank.

12 MINIRENA 2008

13 Second National Communication to IPCCC, 2012.

clay, sand and peat[14]. Drains and channels have also been constructed to divert or to increase the flow of water out of wetlands lowering the water table drying out of the wetlands leading to a loss of biodiversity. Although 20 meter buffer zones have been established around some wetlands and agro-forestry species have been planted, some farmers continue to cultivate crops in these zones.

With increasing population growth important trade-offs between food security and wetlands sustainable use and conservation are necessary[15]. This will require careful balancing of increasing water demand from adjacent communities with conservation and management goals to ensure water security for downstream uses and to maintain biodiversity. Ultimately it is vital that the productive and regulatory functions of wetlands are not compromised. Part of this will include building capacity for wetlands management at all levels to increase institutional sustainability, ownership, user rights and access.

This programme is builds on the successful work of DEMP II in a continued partnership with UNDP under the title "Supporting ecosystem rehabilitation for pro-poor green growth".

14 Clay is used for making bricks and tiles for building. Peat is used as fuel in prisons, industries and schools as an alternative energy source to wood.
15 REMA (2011) Guidelines for Mainstreaming Climate Change Adaptation and Mitigation in the Environment and Natural Resources Sector

2 STRATEGY

a) BACKGROUND

The program will contribute to Result 1: Inclusive Economic Transformation the United Nations Development Assistance Plan (UNDAP) and its Outcome 3 of aimed at improved systems for sustainable management of the environment, natural resources and renewable energy resources, energy access and energy security.

The approach will include a geo-referenced assessment of the ecological status of the Bugarama wetland to be used as baseline for the preparation of a rehabilitation plan. The rehabilitation and improved management of the Bugarama wetland will be achieved through a community-based watershed management approach. The aim is to (i) restore the ecological functions and values; (ii) conserve biodiversity in both natural and modified environments; and (iii) promote sustainable agriculture to minimise negative on and off-site impact. This will also require effective water demand management and use efficiency, with careful balancing of the need to (a) protect the ecological functions of the wetland so that it can effectively regulate flows in the watershed with (b) the needs of the poor for water to sustain livelihoods.

A baseline biophysical and socio-economic inventory of the islands in Lakes Ruhondo, Burera and Rweru will be conducted to also to inform respective re-settlement and rehabilitation plans. Implementation of island rehabilitation plans will involve an integrated sustainable food, water and energy resettlements.

The livelihood support function will promote market-oriented, enterprise development to promote diversification out of subsistence agriculture and promote pro-poor, green growth. The support will be delivered through self-help groups and co-operatives and vocational training to develop skills. Green jobs and training will be stimulated for the poorest households through public works schemes associated within wetland restoration activities.

A knowledge management strategy will also be developed and implemented to promote sharing and learning as well as to build community knowledge and capacity. Regular briefing notes will inform policy makers and cross visits between communities will promote the spread of good practice.

Four sites are proposed for pilot interventions: Burera and Ruhondo lakes (located in the Northern districts of Burera and Musanze respectively); Lake Rweru in Bugesera district in the Eastern Province and the Bugarama wetland in Rusizi District in the extreme south west of the country.

Lake Burera (5500 ha) and Ruhondo (2800 ha) are high altitude, acidic, deep lakes which comprise part of the Rugezi-Bulera-Ruhondo wetland complex designated by Ramsar as a wetland of international importance in December 2005[16]. There are around 48 species of phytoplankton from 4 families (*chlorophyceous*, *Cyanophyceous*, *pyraphytes* and

16 Atlas

bacillariophyceous)[17]. There are 16 islands scattered throughout these two lakes (see Tables 2 and 3). Eight of these are uninhabited while there are 322 families living on the remaining eight islands. All of the households are categorised as poor (either category 1 or 2 of the *ubedhe* poverty ranking system).

Table 2: Villages located in and around Burera (Source: REMA, 2012).

	Area	Sector	No of HHS
Cyusa	12	Rugarama	0
Bushonga	35	Rugarama	68
Birwa	49	Kinoni	76
Munarira	19	Kinoni	26
Bihosho	5	Kinyababa	0
Total			**170**

Table 3: Villages located in and around Ruhondo (Source: REMA, 2012).

	Area	Sector	No of HHS
Mwegerera	14	Gashaki	66
Mukire	23	Gashaki	77
Ruvumu	2	Gashaki	4
Kampyisi	1	Gashaki	3
Buhenesha	1	Gashaki	2
Nyagisozi	1	Gashaki	0
Kimpaka	1	Gashaki	0
Kagevo	1	Gashaki	0
Cyabadende	3	Gashaki	0
Kabadende	1	Gashaki	0
Nyirabagisha	4	Remera	0
Total			**152**

In early 2012, MINIRENA commissioned a team to categorise the islands in selected water bodies around Rwanda in order to enable land registration. The subsequent REMA report recommended that all 16 islands in Burera and Ruhondu Lakes should be registered as public lands and that the resident population should be resettled on the mainland[18]. The recommendation is made on the basis of increasing threats from climate change (rising water levels and extreme weather events), poor living conditions and low potential for socio–economic development on the islands as well as the protection and conservation of the environment under the Organic law N° 04/2005 (article nos. 52, 53, 85, 86 and 87). The mapping of these islands revealed that the 50 m buffer zone (required on lakeshores) extends over most of the surface area of the islands.

Bugesera district is in the Eastern province but is located due south of Kigali and borders with Burundi. The Nyabarongo River flows through district and is a source of flooding in the rainy season[19]. Lake Rweru in Bugesera is an important habitat for protected species including hippopotamuses, crocodiles, varans (sand crocodiles), snakes and a variety of migratory birds (including species on the IUCN list of protected the endangered species) and can be considered as an ecosystem of international importance under the Ramsar Convention.

17 Environmental profile of Rwanda, 2006

18 REMA 2012, Rwanda islands brief report

19 MIDIMIAR, 2012

The lake is relatively shallow (3-5m) with high turbidity and high phosphorous and organic content which results in phytoplankton that is very rich in biodiversity and flora that is mainly dominated by papyrus with *Cyperus papyrus* mixed with *Miscandium violaceum and Nymphea nouchallii*[20]. The lake is associated with gallery forests onshore or on small islands and is considered to have high potential for tourism.

The Lake has two islands, Mazane and Sharita, which are located in the permanent fresh water marshes constituting the Rweru-Mugesera wetland complex. Mazane is actually an archipelago of 3 islands. There are 403 very poor (falling into either category 1 or 2 of the *ubedehe* categories) households living on the islands. A recent REMA report highlighted the poor living conditions on the island (waterborne diseases, inadequate access to clean drinking water, a shortage of land and inherent difficulties in installing proper sanitation) and recommended resettlement of the entire population (403 households) currently living on the two islands.

The Bugarama wetland in Rusizi district in the southwest corner of Rwanda is an important agricultural resource as it provides perfect conditions for the cultivation of wild varieties of rice. The wetland is located in the Bugarama depression in the Imbo agro-climatic zone, at a relatively low altitude (<1000m). The soils are mineralised vertisols and vegetation found in the wetland includes: *Typha* and *Pragmites mauritianum*[21]. There are five villages with a total of 195 housheolds located in and around the wetlands as shown in Table 4.

Table 4: Villages located in and around Bugarama wetland in Ruzizi district (Source: REMA, 2012).

Village	No Households
Bugarama	91
Gikundamvura	17
Gitambi	1
Muganza	37
Butare	49
Total	**195**

In Rusizi district 53percent of the population is poor (including 27percent which are extreme-poor) and around 78percent of the population is engaged in agriculture. The mean size of land cultivated is 0.57 ha and 52percent cultivate less than 0.3 ha. 28percent of households in Rusizi are headed by women and a further 5percent are de facto women headed households[22].

The wetland is threatened by human activities (due to the growing population) including encroachment for settlement and cultivation (due to the scarcity of land), extensive drainage or irrigation, poaching, overfishing, soil excavation etc. These human activities have contributed to lower volumes of water flowing out from the wetland, lower ground water yields and disruption of the ecological services provided by wetland, habitat destruction and loss of biodiversity, invasive species (e.g. Water hyacinth) and

20 Environmental profile of Rwanda, 2006

21 REMA 2009,State of the Environment Report

22 EICV 3, 2011

deforestation. The continued degradation of the wetland is likely to result in a further loss of biodiversity, disruptions in water supply as well as adverse economic and livelihood impacts on poor local communities dependent on wetland resources for food and livelihood.

The proposed interventions are targeted at poor (category 1 and 2) island and wetland communities living in or adjacent to fragile ecosystems. However, the benefits of the ecosystem management and restoration activities will accrue to a wider population living around the target areas due to a restoration of ecosystem services and a growth in eco-tourism. The livelihood interventions will target 920 poor households dependent of rain-fed agriculture living on and around the islands and wetlands and an additional 4000 poor households living on the adjacent mainland in Musanze, Burere and Bugesera and areas around the Bugarama wetland in Ruzizi. The effect of this pro-poor, green growth will be to build resilience to climate change and reduce the reliance on social support programmes enabling the graduation of households from extreme poverty in line with EDPRS II objectives.

b) Programme Outputs

The programme for Supporting Ecosystem Rehabilitation and Protection for Pro-poor Green Growth will deliver three outputs for the achievement of UNDAP 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. Outcome 3 contributes to EDPRS II Priority 5 under the Economic Transformation thematic area:

Output 1: Selected degraded and fragile ecosystems rehabilitated and protected

Activity 1.1: Identify sites and develop plans for restoration and protection through a multi-stakeholder approach

Indicator 1.1: Number of restoration and protection plans developed and supported by communities.

Actions:

- Integration of SEA/ESA in relocation, resettlement, restoration and protection plans for fragile and degraded ecosystems;
- Training of key stakeholders on conservation, restoration and management techniques;
- Awareness raising, advocacy and community mobilisation;
- Consultation with key stakeholders to (communities, implementation partners, local decision makers, experts etc.) on relocation, resettlement, restoration and protection plans;
- Selection of options for relocation, resettlement, rehabilitation and protection.

Activity 1.2: Restore and to protect the selected sites through a multi-stakeholder approach

Indicator 1.2: Area (ha) where community-based ecosystem rehabilitation and protection were implemented

Actions:

- Development of local support and ownership of the process and agreed interventions;
- Relocation and resettlement of target island inhabitants;
- Rehabilitation of fragile degraded areas.

Output 2: **Livelihoods of vulnerable households diversified**

Activity 2.1: Identify and implement livelihood diversification opportunities

Indicator 2.1: Number of vulnerable households (by gender) practicing diversified livelihoods

Actions:

- Identify and assess livelihood diversification opportunities for vulnerable households;
- Facilitate and empower vulnerable households to adopt suitable livelihood diversification options.

Activity 2.2: Empower local communities in sustainable ecosystem rehabilitation and protection

Indicator 2.2: Number of people participating public works schemes (disaggregated by gender, age and ubedehe category)

Actions:

- Promotion of linkages to and/or establish self-help groups and cooperatives;
- Provision of entrepreneurial and vocational training for green jobs to the most vulnerable people.

Output 3: **Knowledge management on ecosystem rehabilitation and protection established**

Activity 3.1: Develop and implement knowledge management system on ecosystem rehabilitation and protection

Indicator 3.1: Knowledge management system for ecosystem rehabilitation and protection operational.

Actions:

- Put in place an M&E system for ecosystem rehabilitation and protection;
- Develop and disseminate knowledge packages on ecosystem rehabilitation and protection through the REMA communication platform.

UNDAP Result 1: Inclusive economic transformation

UNDAP 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.

UNDAP Outcome Indicators:

Outcome 3: 1): Percent of ecosystems rehabilitated; 2) Percent increase in population access to modern energy source.

Baseline: 1) 10.1percent area of ecosystems rehabilitated (2012), 2)10opercent population access modern energy source. Targets: 17percent area of ecosystems rehabilitated. 2) 50percent population access modern energy source

Outcome 3: 4): No of off-farm productive jobs created annually.

Baseline: 91,000 Target: 200,000

Partnership Strategy

Project title and ID (ATLAS Award ID): Supporting Ecosystem Rehabilitation and Protection for Pro-poor Green Growth

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 1: Selected degraded and fragile ecosystems rehabilitated and protected **Baseline**: 4 degraded ecosystems, exact conditions determined	**Targets (year 1)** 1. SEA/ESA integrated in preparation of relocation, resettlement, ecosystem restoration and protection plans 2. 19 relocation, resettlement,	**Activity 1.1:** Identify sites and develop plans for restoration and protection through a multi-stakeholder approach **Actions:** • Integration of SEA/ESA in relocation,	REMA District Authorities CBOs/NGOs	US$ 3,017,402

during baseline survey. **Indicator 1.1:** Number of restoration and management plans developed and supported by communities. **Indicator 1.2:** Area (ha) where community-based ecosystem rehabilitation and protection were implemented	ecosystem restoration and protection plans developed and supported by communities 3. 50 staff trained in developing and implementing community based ecosystem conservation and management plans. 4. 40 district officials and other key stakeholders trained on conservation and restoration techniques 5. Awareness raising, advocacy and community mobilization campaigns carried out on mass media including radio and TV 6. Consultation forums conducted on relocation, resettlement, ecosystem restoration and protection plans. 7. Selected options for relocation, resettlement, ecosystem restoration and protection published. **Targets (year 2)** 1. REMA Department for Research and Development ensured the integration of various interventions into DPPs including the 19 relocation, resettlement, restoration and	resettlement, restoration and protection plans for fragile and degraded ecosystems; • Training of key stakeholders on conservation, restoration and management techniques; • Awareness raising, advocacy and community mobilisation; • Consultation with key stakeholders to (communities, implementation partners, local decision makers, experts etc.) on relocation, resettlement, restoration and protection plans; • Selection of options for relocation, resettlement, rehabilitation and protection. **Activity 1.2:** Restore and to protect the selected sites through a multi-stakeholder approach **Actions** • Development of local support and ownership of the process and agreed interventions; • Relocation and resettlement of target island inhabitants; • Rehabilitation of fragile degraded areas.		

	protection. 2. Local support and ownership of the process and agreed interventions secured. 3. 100ha of land used for community-based conservation and management measures are implemented. 4. 100 staff trained in developing and implementing community based ecosystem conservation and management plans. 5. 5 sites where community based ecosystem management systems have been established. **Targets (year 3)** 1. 19 sites where community based ecosystem management systems have been established. 2. 920 identified households relocated and resettled from wetlands and islands. 3. 200ha of land used for community-based conservation and management measures are implemented. **Targets (year 4)** 1. 300ha of land used for community-based conservation and management measures are			

	implemented. **Targets (year 5)** 2. 500ha of land used for community-based conservation and management measures are implemented.			
Output 2: Livelihoods of vulnerable households diversified **Baseline**: more than 80percent of HHs depend on subsistence agriculture. 12.6percent of HH income comes from non-farm activities. **Indicator 2.1:** Number of vulnerable households (by gender) practicing diversified livelihoods. **Indicator 2.2:** Number of people participating public works schemes (disaggregated by gender, age and ubedehe category).	**Targets (year 1)** 1. 5 livelihood opportunities identified and assessed in each area. **Targets (year 2)** 1. 200 people participating public works schemes (100 women, 100 youth and 100percent from *ubedehe* category 1 and 2). 2. 10 percent increase in annual HH income from diversified livelihoods (disaggregated by FHH/MHH). **Targets (year 3)** 1. 400 people participating public works schemes (200 women, 200 youth and 100percent from *ubedehe* category 1 and 2). 2. X women and Y men from target HH adopt an alternative livelihood.	**Activity 2.1:** Identify and implement livelihood diversification opportunities **Actions** • Identify and assess livelihood diversification opportunities for vulnerable households; • Facilitate and empower vulnerable households to adopt suitable livelihood diversification options. **Activity 2.2:** Empower local communities in sustainable ecosystem rehabilitation and protection **Actions:** • Promotion of linkages to and/or establish self-help groups and cooperatives; • Provision of entrepreneurial and vocational training for green jobs to the most vulnerable people.	REMA District Authorities CBOs/NGOs	US$ 759,668

	Targets (year 4) 1. 400 people participating public works schemes (200 women, 200 youth and 100percent from *ubedehe* category 1 and 2). 2. X women and Y men from target HH adopt an alternative livelihood. 3. 20percent increase in annual HH income from diversified livelihoods (disaggregated by FHH/MHH). **Targets (year 5)** 1. 400 people participating public works schemes (200 women, 200 youth and 100percent from *ubedehe* category 1 and 2). 2. X women and Y men from target HH adopt an alternative livelihood. 3. 40percent increase in annual HH income from diversified livelihoods (disaggregated by FHH/MHH). 4. 50percent of HH income from target HH comes from non-farm activities.			
Output 3: Knowledge	**Targets (year 1)**	**Activity 3.1:** Develop and implement knowledge management system on	REMA District	

management on ecosystem rehabilitation and protection improved. **Baseline**: No systems in place to monitor and evaluate or manage and communicate knowledge. **Indicator 3.1:** Knowledge management system for ecosystem rehabilitation and protection operational.	1. Participatory Monitoring and Evaluation system for ecosystem rehabilitation and protection in place and under implementation 2. 4 media articles, 8 radio broadcasts, 2 briefing notes, 1 guidelines, 2 manuals, 20 community meetings. **Targets (year 2)** 1. Annual assessment report completed communicated and acted on. **Targets (year 3)** 1. Annual assessment report completed communicated and acted on. 2. 4 media articles, 8 radio broadcasts, 4 videos, 4 briefing notes, 1 guidelines, 1 manuals, 20 community meetings, 4 cross visits. 3. Knowledge management system on ecosystem rehabilitation and protection functioning on REMA's communication platform. **Targets (year 4)**	ecosystem rehabilitation and protection **Actions:** • Put in place an M&E system for ecosystem rehabilitation and protection; • Develop and disseminate knowledge packages on ecosystem rehabilitation and protection through the REMA communication platform.	Authorities CBOs/NGOs	**US$ 227,930**

	1. Annual assessment report completed communicated and acted on. 2. 4 media articles, 8 radio broadcasts, 4 videos, 2 briefing notes, 1 guidelines, 4 videos, manuals, 20 community meetings, 8 cross visits. 3. REMA's communication platform disseminating web-based electronic knowledge packages. **Targets (year 5)** 1. Annual assessment report completed communicated and acted on. 4. 4 media articles, 8 radio broadcasts, 4 videos, 2 briefing notes, 1 guidelines, manuals, 8 community meetings, 16 cross visits. 5. 2 areas outside project area replicating community based ecosystem conservation and management approaches.			

Note: figures above do not include execution costs of US$ 945,000

4 ANNUAL WORK PLAN

Year: 2014

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
Output 1: Selected degraded and	**Activity 1.1:** Identify sites and develop plans for restoration and								

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
fragile ecosystems rehabilitated and protected **Baseline:** 4 degraded ecosystems, exact conditions determined during baseline survey. **Indicator 1.1**: Number of restoration and management plans developed and supported by communities. **Indicator 1.2:** Area (ha) where community-based ecosystem rehabilitation and protection were implemented. **Targets (year 1)** 1. SEA/ESA integrated in preparation of relocation, resettlement, ecosystem restoration and protection plans 2. 19 relocation, resettlement, ecosystem restoration and protection plans	protection through a multi-stakeholder approach **Actions:** • Integration of SEA/ESA in relocation, resettlement, restoration and protection plans for fragile and degraded ecosystems; • Training of key stakeholders on conservation, restoration and management techniques; • Awareness raising, advocacy and community mobilisation; • Consultation with key stakeholders to (communities, implementation partners, local decision makers, experts etc.) on relocation, resettlement, restoration and protection plans; • Selection of options for relocation, resettlement, rehabilitation and protection. **Activity 1.2:** Restore and to protect the selected sites through a multi-stakeholder approach **Actions** • Development of local support and ownership of the process and agreed interventions; • Relocation and resettlement of target island inhabitants; • Rehabilitation of fragile degraded areas.								

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
developed and supported by communities 3.50 staff trained in developing and implementing community based ecosystem conservation and management plans. 4. 40 district officials and other key stakeholders trained on conservation and restoration techniques 5. Awareness raising, advocacy and community mobilization campaigns carried out on mass media including radio and TV 6. Consultation forums conducted on relocation, resettlement, ecosystem restoration and protection plans. 7.Selected options for relocation, resettlement, ecosystem restoration and protection published.									
Output 2: Livelihoods of vulnerable households diversified **Baseline**: more than 80percent of	**Activity 2.1:** Identify and implement livelihood diversification opportunities **Actions** • Identify and assess livelihood diversification								

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
HHs depend on subsistence agriculture. 12.6percent of HH income comes from non-farm activities. **Indicator 2.1:** Number of vulnerable households (by gender) practicing diversified livelihoods. **Indicator 2.2:** Number of people participating public works schemes (disaggregated by gender, age and ubedehe category). **Targets (year 1)** 5 livelihood opportunities identified and assessed in each area.	opportunities for vulnerable households; • Facilitate and empower vulnerable households to adopt suitable livelihood diversification options. **Activity 2.2:** Empower local communities in sustainable ecosystem rehabilitation and protection **Actions:** • Promotion of linkages to and/or establish self-help groups and cooperatives; • Provision of entrepreneurial and vocational training for green jobs to the most vulnerable people.								

Output 3: Knowledge management on ecosystem rehabilitation and protection improved. **Baseline**: No systems in place to monitor and evaluate or manage and communicate knowledge. **Indicator 3.1:** Knowledge management system for ecosystem rehabilitation and protection operational. **Targets (year 1)** 1. Participatory Monitoring and Evaluation system for ecosystem rehabilitation and protection in place and under implementation 2. 4 media articles, 8 radio broadcasts, 2 briefing notes, 1 guidelines, 2 manuals, 20 community meetings.	**Activity 3.1:** Develop and implement knowledge management system on ecosystem rehabilitation and protection **Actions:** • Put in place an M&E system for ecosystem rehabilitation and protection; • Develop and disseminate knowledge packages on ecosystem rehabilitation and protection through the REMA communication platform.								

5 BUDGET

OUTPUTS	ACTIVITIES	BUDGET		
		Funding Source	Budget Description	Amount
Output 1: Selected degraded and fragile ecosystems rehabilitated and protected	**Activity 1.1:** Identify sites and develop plans for restoration and protection through a multi-stakeholder approach	UNDP	Professional and contractual services	$ 10,000
		UNDP	Training costs	$ 60,000
	Activity 1.2: Restore and to protect the selected sites through a multi-stakeholder approach	UNDP	Cultivated assets	$240,000.00
		UNDP	Social assistance in Kinds	$2,007,612.00
		UNDP	Improvement on land	$699,790.00
			SUB TOTAL OUTPUT 1	**$3,017,402.00**
Output 2: Livelihoods of vulnerable households diversified	**Activity 2.1:** Identify and implement livelihood diversification opportunities	UNDP	Professional and contractual services	$27,000.00
		UNDP	Training costs	$78,848.00
	Activity 2.2: Empower local communities in sustainable ecosystem rehabilitation and protection	UNDP	Capital grants to local organisations	$653,820.00
			SUBTOTAL OUTPUT 2	**$759,668.00**
Output 3: Knowledge management on ecosystem rehabilitation and protection improved	**Activity 3.1:** Develop and implement knowledge management system on ecosystem rehabilitation and protection	UNDP	Training costs	$80,930.00
		UNDP	Professional and contractual services	$197,000.00
			SUB TOTAL OUTPUT 3	**$277,930.00**
			Program management costs	$945,000
			TOTAL PROGRAM COST	**$ 5,000,000**

6 DETAILLED ANNUAL BUDGET

OUTPUTS	Respo nsible	donor name	Budget account code B	Budget description	Amount year 1 (USD)	Amount year 2 (USD)	Amount year 3 (USD)	Amount year 4 (USD)	Amount year 5 (USD)	Total (USD)
Output 1: Selected degraded and fragile ecosystems rehabilitated and protected	REMA	UNDP	2221	Professional and contractual services	2,000.00	3,000.00	3,000.00	1,500.00	500.00	$ 10,000
		UNDP	2261	Training costs	$12,000.00	$18,000.00	$18,000.00	$9,000.00	$3,000.00	$60,000.00
		UNDP	2316	Cultivated assets	$48,000.00	$72,000.00	$72,000.00	$36,000.00	$12,000.00	$240,000.00
		UNDP	**2722**	Social assistance in Kinds	$221,522.4	$602,283.60	$602,283.60	$301,141.80	$310,380.60	$2,007,612.00
		UNDP	2341	Improvement on land	$39,958.0	$209,937.00	$209,937.00	$104,968.50	$34,989.50	$699,790.00
				TOTAL OUTPUT 1	**$423,480.4**	**$905,220.60**	**$905,220.60**	**$452,610.30**	**$150,870.10**	$3,017,402.00
Output 2: Livelihoods of vulnerable households diversified	REMA	UNDP	2221	Professional and contractual services	$5,400.00	$8,100.00	$8,100.00	$4,050.00	$1,350.00	$27,000.00
		UNDP	2261	Training costs	$15,769.60	$23,654.40	$23,654.40	$11,827.20	$3,942.40	$78,848.00
		UNDP	**2832**	Capital grants to local organisations	$30,764.0	$196,146.00	$196,146.00	$98,073.00	$32,691.00	$653,820.00
				TOTAL OUT PUT 2	**$51,933.6**	**$227,900.40**	**$227,900.40**	**$113,950.20**	**$37,983.40**	$759,668.00
Output 3: Knowledge management on ecosystem rehabilitation and protection improved	REMA	UNDP	2261	Training costs	$16,186.00	$24,279.00	$24,279.00	$12,139.50	$4,046.50	$80,930.00
		UNDP	2221	Professional and contractual services	$19,400.00	$59,100.00	$59,100.00	$29,550.00	$9,850.00	$197,000.00
				TOTAL OUTPUT 3	**$55,586.00**	**$83,379.00**	**$83,379.00**	**$41,689.50**	**$13,896.50**	$277,930.00
monitoring of program activities,	REMA	UNDP	2231	Transport and travel	$20,000	$20,000	$20,000	$20,000	$20,000	$100,000
		UNDP	2211	Office Suppliers and Consumables	$20,000	$20,000	$20,000	$20,000	$20,000	$100,000
		UNDP	2214	Communication costs	$15,000	$15,000	$15,000	$15,000	$15,000	$75,000
		UNDP	2113	Salary for other Employees	$110,000	$110,000	$110,000	$110,000	$110,000	$550,000
		UNDP	2215	Insurances and licenses	$19,000	$19,000	$19,000	$19,000	$19,000	$95,000
		UNDP	2216	Bank Charges, commissions	$500	$500	$500	$500	$500	$2,500

		UNDP	2241	Maintenance and repairs	$4,500	$4,500	$4,500	$4,500	$4,500	$22,500
				TOTAL MANAGEMENT	$189,000	$189,000	$189,000	$189,000	$189,000	$945,000
					PROGRAM TOTAL					
					$700,000	**$1,405,500**	**$1,405,500**	**$797,250**	**$691,750**	$ 5,000,000

a) ROLES AND RESPONSIBILITIES

The **Rwanda Environment Management Authority (REMA)** will be responsible for overall coordination and implementation of the program. REMA operates as an Agency under MINIRENA and is responsible for the implementation of policy and framework legislation relating to environment. A Programme Management Unit will be established within the Special Implementation Unit (SPIU) of REMA to ensure effective co-ordination with other projects and programmes being carried by REMA. The Programme Management Unit will be led by a Programme Manager who will report to the Director General of REMA who will be the focal person responsible for the overall performance and accountability of the project. The PMU will have overall responsibility for implementation, monitoring and reporting to UNDP.

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 meet quarterly to review project 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 project aligns with Government strategies and programs.

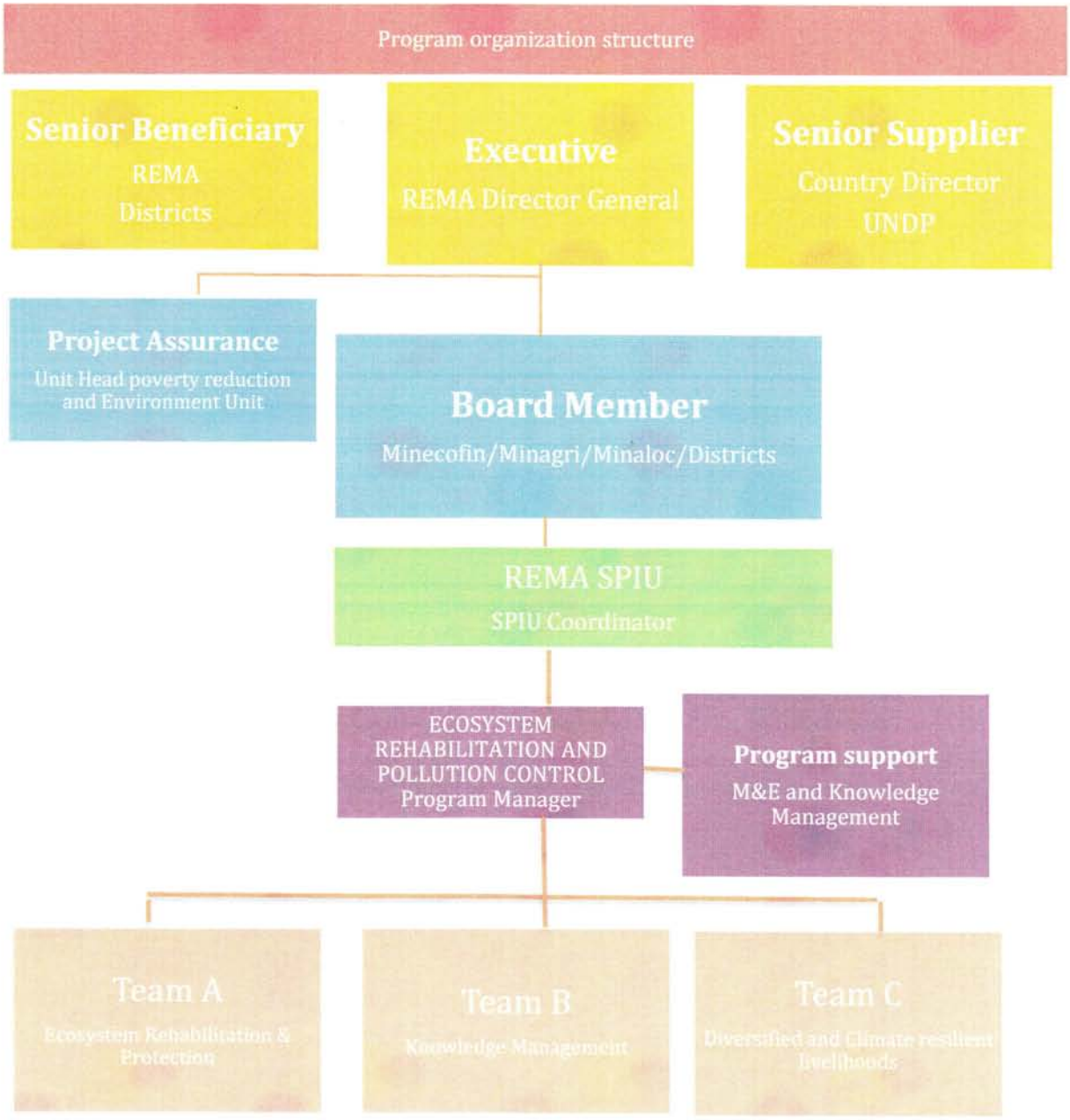
The Programme Board will comprise senior-level representatives from the partners districts (Vice Mayors Economic Affairs) and key ministries: Ministry of Finance and Economic Planning (MINECOFIN), Ministry of Local Government (MINALOC), FONERWA, Ministry of Agriculture and Animal Resources (MINAGRI), Rwanda Natural Resources Authority (RNRA), Rwanda Environment Management Authority (REMA), Ministry of Infrastructure (MININFRA), Ministry of Trade and Industry (MINICOM) and UNDP. The Programme Board will be chaired by the DG REMA and will meet every 6 months to review progress and approve work plans, budgets and any major changes in implementation.

Programme Management Unit (PMU): REMA will establish a dedicated project management unit (PMU) based in the SPIU of REMA. The PMU will support the districts in project implementation and will be responsible for the operational and financial management and reporting. The Project Manager (PM) will be a national professional responsible for ensuring that the project produces the results specified in the results and resource framework to time and budget. S(he) will liaise and work closely with all partner institutions and will be accountable to the Director General REMA for the quality, timeliness and effectiveness of all project activities as well as for the cost effective use of funds. The PM will liaise closely with the Vice Mayors and ensure the project contributes to the District Development Plan linking with District Planning Committees and Joint Action Development Forums (JADFs) to harmonise the project with the District Development Plans.

The PM will prepare quarterly progress reports, work plans and budgets which will be reviewed by the District Administration as well as the DG REMA. All reporting will be in accordance with UNDP rules and regulations with support from the Monitoring and Evaluation Officer and the Finance and Administrative Assistant.

The programme will provide inception and on-going training for key REMA and district staff to develop and improve their technical, facilitation and motivational skills as well as familiarising them with the various technologies being promoted by the project.

b) ORGANISATIONAL STRUCTURE FOR PROGRAMME EXECUTION AND IMPLEMENTATION


Program organization structure
Senior Beneficiary
REMA
Districts
Executive
REMA Director General
Senior Supplier
Country Director
UNDP
Project Assurance
Unit Head poverty reduction and Environment Unit
Board Member
Minecofin/Minagri/Minaloc/Districts
REMA SPIU
SPIU Coordinator
ECOSYSTEM REHABILITATION AND POLLUTION CONTROL
Program Manager
Program support
M&E and Knowledge Management
Team A
Ecosystem Rehabilitation & Protection
Team B
Knowledge Management
Team C
Diversified and Climate resilient livelihoods

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 project will also establish a **Participatory Monitoring and Evaluation system** with beneficiary groups to enable beneficiaries to measure progress of project interventions. The project will employ a variety of means for data collection including surveys, participatory methods and case studies with project beneficiaries. The system will use of sex and age-disaggregated indicators to track the delivery of outcomes in its interventions.

Overall responsibility for monitoring and evaluation will rest with the Executing Agency, REMA. Outcomes and outputs will be monitored during project with data collected, compiled and analysed by the Monitoring and Evaluation Officer on a regular basis.

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 Project 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 project implementation;
4. based on the above information recorded in Atlas, a **Programme Progress Report** (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot;
5. a project **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 project; 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 project interventions by the stakeholders particularly the beneficiaries. The report will also include the expenditure report and a work plan and budget for the following reporting period. The PPRs will include certified periodic financial statements. In addition, the project will commission two audits (to be conducted by an accredited auditor) of project accounts to ensure compliance with Government rules and procedures. The PPR's and audits will be submitted to the Project Board for regular review and approval. This will ensure continuous monitoring of project 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 Project Manager and shared with the Project Board and the Outcome

Board. As 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 Project Review** shall 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. The review will be co-ordinated by the Monitoring and Evaluation Officer. S(he) will collect and collate indicator data and measure performance against the baseline and targets in the Results Resource Framework. S (he) will work closely with the Communications Officer 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 project outputs and efficiency of implementation and risk management,
- achievement of objectives,
- identify corrective actions if needed and
- Lessons learned from project design, implementation and management.

In the last year, this review will be a final assessment. This review is driven by the Project 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 project stakeholders by the Communications Officer to enable a responsive approach to implementation and allow for troubleshooting of any problems to ensure smooth implementation of project activities. Results and lessons learned from the project will be periodically disseminated within and beyond the project intervention zone using a variety of media (briefing notes, website as well as through existing information sharing networks and forums).

The programme staff including the Project Manager will be field based and therefore able to make regular visits to project sites. The Project Director and members of the Steering Group (none of these positions are funded through the project) will take part in an Annual field visit to familiarise themselves with the project interventions on the ground and validate the annual review

External Program Review: The program will be subject to an external program review towards the end of its 2nd Year or beginning of its 3rd year. This will be the mid-term program evaluation. The exercise will be carried out to assess the performance of this project, progress achieved so far and assess if the program outputs and deliverables need adjustment whereas the final program review will be conducted toward the end of the project lifespan.

9 7. LEGAL CONTEXT

This document together with the CCPD signed by the Government and UNDP which is incorporated herein by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA); as such all provisions of the CCPD 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 (REMA). To this end, the Implementing Partner 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 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 Project Document [and the Project 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 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/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 Project Document".

10 ANNEX 1: RISK ANALYSIS

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Low awareness and acceptance of the need to conserve fragile ecosystems among key practitioners.	Oct. 2013	Political	This would limit the support for conservation and management interventions. P = 3 I = 4	Project will undertake detailed stakeholder consultation and awareness raising during implementation and develop and effective advocacy strategy to win over influential stakeholders. Project will engage with co-operatives as they have been found to play an important role in creating awareness and advocating for changes in behaviour and practises locally.	M&E Officer	Project Developer	Oct. 2013	e.g. dead, reducing, increasing, no change *(in Atlas, use the Management Response box)*

2	Lack of incentives for local communities to participate and cooperate in interventions that do not yield immediate financial value or reduce incomes in the short term, but aim at longer-term sustainability.		Political	This could reduce stakeholder engagement and participation in the interventions and hinder progress. P = 4 I = 4	The programme incorporates activities that yield immediate benefits for communities in terms of skill development and income generation. The programme will build awareness of these benefits during the inception phase.	M&E Officer	Project Developer	Oct. 2013	
3	Failure to create ownership of the project at the local level.		Political	This could reduce local support for project interventions and undermine conservation and sustainable management of fragile ecosystems with a loss in potential revenues from tourism. P = 3 I = 4	Project design team have already involved the key stakeholders in problem identification and project design. The project will also ensure that they are involved in implementation and phase out activities to create ownership at the community level and build in sustainability to project interventions.	M&E Officer	Project Developer	Oct. 2013	
4	Conflicting interests among stakeholders		Political	This could create conflicts over resource	The programme will raise awareness and build consensus around the	M&E	Project	Oct. 2013	

	with respect to land use and access to and use of natural resources.			allocation and conservation and management plans. P = 4 I = 5	planning of interventions through a carefully designed and paced community mobilisation and planning process. The programme will introduce measures to promote dialogue and build trust among stakeholders. The programme will also engage with existing co-ordination structures to resolve these potential challenges.	Officer	Developer		
5	Continued unplanned settlement and unsustainable exploitation of resources.		Organizationa l	This could undermine conservation and management measures implemented to restore ecosystem services. P = 3 I = 4	The Government resettlement policy effectively prohibits further unplanned settlement. The programme will build awareness of the effects of unsustainable farming practices and will introduce advocacy measures to promote conservation and good management practices.	M&E Officer	Project Developer	Oct. 2013	
6	Resistance to adoption of new livelihood.		Other	This could undermine the effectiveness of livelihood interventions and reduce the potential	The programme will sensitise the target households to the benefits of new livelihood strategies and the benefits of resettling.	M&E Officer	Project Developer	Oct. 2013	

				off-farm livelihoods impacting on households incomes. P = 4 I = 4					
7	Cultural views of women may impede their ability to take up some of the identified livelihood opportunities especially in construction (e.g. carpentry and bricklaying).		Other	This could limit options for alternative livelihoods for women and would especially affect outcomes for women headed households. P = 3 I = 4	The programme will undertake research to determine the barriers to women's involvement in some of these livelihoods and ensure that these barriers are addressed. The programme will create awareness and advocate for equal opportunities in these fields.	M&E Officer	Project Developer	Oct. 2013	
8	Religious belief systems (e.g. 7th day Adventism which is prevalent in some of the project areas) preclude certain income generating activities such as raising and eating rabbits, pigs or		Other	This could limit options for alternative livelihoods. P = 4 I = 3	The programme will take religious belief systems into account when promoting livelihood options and ensure a variety of options are available. For example 7th Day Adventists can raise beef and chickens.	M&E Officer	Project Developer	Oct. 2013	

	ducks.								
9	Loss of livelihood for families resettled or who lose access to fragile ecosystems for agriculture.		Organizationa l	This could create extreme hardship for resettled families. P = 2 I = 5	The Programme will prioritise these families for immediate employment under green public works schemes that require labour (conservation measures etc.) as a short-term measure to ensure a flow of income into the households. As a longer-term measure the programme will target these households as part of it's livelihood support interventions.	M&E Officer	Project Developer	Oct. 2013	
10	Low awareness of benefits of resettlement results in community resistance.		Political	This could delay or prevent the resettlement process and prevent the implementation of conservations measures. P = 4 I = 5	The programme will invest in sensitisation and awareness building to explain the benefits of resettlement, the expropriation laws and associated entitlements including compensation arrangements.	M&E Officer	Project Developer	Oct. 2013	
11	Refusal of some households to share their lands for construction of houses.		Environmental Financial Operational Organizationa	This could prevent the construction of green villages. P = 3	Where possible the programme will construct 'green' villages in *immidugidu* sites where the expropriation process has already been completed. The programme will	M&E Officer	Project Developer	Oct. 2013	

			I Political Regulatory Strategic Other	I = 5	ensure intensive and continuous sensitisation of local landowners with the assistance of the district, sector and cell authorities. Sensitisation of the communities to the programme with landowners will be initiated by the local authorities (sector "*Umurenge*", cells "*Akagari*" and village "*Umudugudu*" leaders). The negotiation process will also be initiated by the local authorities and opinion leaders.				
12	Poor targeting of households for resettlement support.		Operational	This could result in the most vulnerable households being overlooked for resettlement support and continuing to exploit fragile ecosystems. P = 1 I = 4	The programme will ensure effective targeting of vulnerable households according to the *Ubedehe* categorisation process so that the extreme poor households are prioritised for resettlement support. This process will be co-ordinated by the Community Development officer with regular monitoring by the M&E Officer. The Annual Review will include an appraisal of the targeting and resettlement activities.	M&E Officer	Project Developer	Oct. 2013	
12	Crop destruction during resettlement and conservation		Organizationa l	This could cause extreme hardship for	The programme will work closely with local communities to ensure that all crops are harvested prior to	M&E Officer	Project Developer	Oct. 2013	

	interventions.			affected households. P = 1 I = 4	commencement of construction and restoration activities.				
13	Delayed compensation to land owners affected by resettlement programme.		Organizational	This could delay the resettlement process and the construction of green villages. P = 3 I = 4	The programme will ensure regular follow up with local authorities to expedite the valuation and compensation process. If compensation is delayed the programme will provide households with immediate employment opportunities under the public works activities. Livelihood support services will also be available to affected households.	M&E Officer	Project Developer	Oct. 2013	
14	Lack of capacity and commitment to project outcomes and resistance to adopting the proposed measures.		Political	This could undermine the effectiveness of proposed interventions as they rely on stakeholder support. P = 3 I = 4	Planning and interventions will be based on extensive stakeholder consultation and technical advice from experts. The programme will only support interventions that have community backing. The programme will raise awareness of the long term benefits of the interventions and advocate where necessary with stakeholders who may be resistant.	M&E Officer	Project Developer	Oct. 2013	

15	District administrations lack the resources and capacity to engage fully with the project and integrate project outputs with development plans.		Organisational	This would effect the sustainability of the programme as district administrations are critical local actors during and beyond project implementation. P = 1 I = 4	Inclusion of project deliverables in the District Performance Contract where possible will help to ensure project activities become integrated and sustainable with ongoing development at the local level. Project implementation will be supported with a competent team of professionals that are dedicated full time to the project.	M&E Officer	Project Developer	Oct. 2013	
16	Local district administrations are unwilling to incorporate conservation and management measures into district plans and budgets.		Political	This could threaten local acceptance and support for the project and long term sustainability of the interventions since the support from the District Administrations will be essential especially after completion of the programme. P = 1 I = 4	Local political support (from the Mayors of each district) for the project is high and District administrations will be closely involved in designing interventions. The programme will continue to work closely with the district administrations throughout implementation to ensure local ownership.	M&E Officer	Project Developer	Oct. 2013	

17	Climatic conditions (destructive rains and unpredictable seasons).		Environmental	Extreme weather events could hamper project interventions (planting etc.) and undermine confidence of local communities in conservation and management measures promoted by the project. P = 3 I = 5	The EWS recently installed in some of the project area 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 communities to bring forward project interventions if necessary. Surveys and other key field work and construction to be scheduled to maximise favourable weather conditions.	M&E Officer	Project Developer	Oct. 2013	
18	Price fluctuations for basic commodities and materials.		Financial	This could a) affect the costs of implementation and lead to budgetary constraints b) affect costs and returns from enterprise development activities among project beneficiaries. P = 3 I = 3	The Programme will establish a financial risk management strategy and regularly monitor and audit accounts. It will take account of fluctuations in its support functions for enterprise development.	M&E Officer	Project Developer	Oct. 2013	
19	Insufficient supply of electricity.		Financial	This could impede enterprise development and	The Programme will invest in renewable energy supplies (solar and biogas) in green villages and will	M&E Officer	Project Developer	Oct. 2013	

				livelihood diversification. P = 5 I = 3	support a range of livelihood opportunities with varying power requirements to hedge against the low availability of electricity.				
20	Delays in the disbursement of funds, procurement and Institutional inefficiencies (lengthy approval processes etc.)		Financial	This could delay the recruitment of project staff and hence project implementation. P = 4 I = 4	At the national level REMA and MINECOFIN will work closely with UNDP to ensure optimum conditions for timely disbursement of funds. The programme will be resourced with a competent Finance and Admin Officer through the SPIU in REMA who will ensure effective mobilisation of funds, contracting, monitoring, and financial reporting. The project will develop and regularly update a Procurement Plan in line with Government guidelines.	M&E Officer	Project Developer	Oct. 2013	
21	Failure to adopt a holistic approach necessary for this type of project due to a lack of expertise within the project team or lead agency.		Organizational	This reduce the effectiveness of programme interventions through poor decision making. P = 3 I = 3	The Programme team will be multi-disciplinary. There will also be provision for out-sourcing to competent third parties (NGOs, CSOs, specialised technical service providers, consultancy firms etc.) where necessary.	M&E Officer	Project Developer	Oct. 2013	

22	Limited institutional capacity to deliver project outputs.		Organizationa l	This could impact on output delivery and a failure to deliver positive outcomes for target beneficiaries. P = 3 I = 5	The project has a strong capacity building and training component. The project will carry out capacity assessments of community institutions (co-operatives etc.) during the inception phase and incorporate capacity building where necessary. The programme will also work through competent partner organisations where appropriate.	M&E Officer	Project Developer	Oct. 2013	
23	Lack of co-ordination with other environmental and enterprise development projects in Rwanda.		Organizationa l	This could limit the capacity of implementing agency to learn from and build on the experiences of related projects. P = 3 I = 3	The programme will review lessons from other projects during the design/inception phase. Programme interventions will be co-ordinated through the REMA SPIU, Thematic Working groups and Joint Sector Reviews. The programme will also allocate resources for effective co-ordination and Terms of Reference for key staff including the Project Co-ordinator will include responsibilities linked with effective co-ordination.	M&E Officer	Project Developer	Oct. 2013	
24	Lack of transparency or political interference in allocation of project		Financial	This could hamper progress against milestones and undermine confidence of stakeholders in the	Project will integrate interventions in District Development Plans and budgets. These plans are developed under conditions of high transparency and accountability. Project will be	M&E Officer	Project Developer	Oct. 2013	

	resources.			programme. P = 1 I = 5	resourced with a team of professional staff who will ensure the project meets the highest fiduciary standards.				
25	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 I = 4	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 Project Manager who will be required in the TOR to have exceptional team building and management skills.	M&E Officer	Project Developer	Oct. 2013	

10.1 ANNEX 2

Summary of recently concluded, ongoing, and pipeline projects that are relevant to the proposed project

Project	Description	Timing and Geographical coverage
Gishwati Land and Water Management Project	Aimed at ensuring sustainable use of the Gishwati forest and implemented by MINAGRI[23] and the Ministry of Local Government through the Rwanda Agricultural Board. The project has a budget of US$26 million and aims to improve land productivity and reduce erosion (with bench terracing and improved land husbandry on 302ha) as well as increase forest cover (70ha) and ecosystem restoration in the Gishwati Forest Ecosystem. This includes rehabilitation 200 ha of new range land in Gishwati and construction of feeder roads in the area.	2011-2014 Gishwati area in Nyabihu and Rubavu districts and in Nyabihu District adjacent to Gishwati forest.
Reducing Vulnerability to Climate Change by Establishing Early Warning and Disaster Preparedness Systems / Support for Integrated Watershed Management in Flood Prone Areas	This project is funded by the LDCF (US$1.25 million) through GEF/UNEP and implemented by the Rwanda Environment Management Authority in partnership with UNEP, UNDP, RAB (Rwanda Agriculture Board), MIDIMAR, MET RWANDA and the African Adaptation Program (AAP). The project promotes soil conservation and improved resource management (reforestation, radical terracing, horticulture and agroforestry) including the restoration of ecosystem functions to Karago Lake. Specifically, the project aims to: (i) prepare an early warning and disaster management plan for the Gishwati forest and the Congo-Nile watershed; (ii) produce a land use master plan for climate resilience; (iii) introduce improved land use management practices; and (iv) distribute the lessons learned from pilot areas to the rest of the country. The main outputs include: an Early Warning System (EWS) established in Gishwati area, climate change risks incorporated into District development planning; and good practices to reduce vulnerability promoted among communities in the project areas. The main components	2010 to 2014 The project intervention area includes the four districts bordering the Gishwati forest. The project is piloting adaptation measures in the districts of Nyabihu. Ngororero, Rubavu, Rutsiro, Nyamagabe, Bugesera, Kayonza, Gatsibo, Kirche and Rulindo.

[23] key institution for soil and water conservation in agriculture at a policy level

Project	Description	Timing and Geographical coverage
	of this project are based on developing an early warning system and capacity building. Predicting the climate is the first stage but follow on interventions are also needed to support mitigation and adaptation.	
Landscape Approach to Forest Restoration and Conservation (LAFREC)	This GEF/World Bank project will introduce and implement landscape restoration management plans and develop risk and vulnerability assessments for the Gishwati forest area. The project will also support infrastructure measures and the restoration of wetlands and river basins along with improved Water management practices. There is also provision for the support of alternative energy sources and the adoption of sustainable and alternative agricultural practices and livelihoods including Climate resilient agricultural and livestock practices in the target areas.	Pipeline project 4 districts.
Building resilience of communities living in degraded forests, savannahs and wetlands of Rwanda through an ecosystem management approach	This GEF project (funded under LDCF) will have 3 components: (1) local and national institutional capacity development for an ecosystem management approach to adaptation; (2) strengthening the policy and strategy environment to promote the up-scaling of an ecosystem management approach to adaptation in Rwanda; and (3) Interventions that reduce vulnerability and restore natural capital. Under the third component, the project will establish biodiversity-rich ecosystems, reduce erosion and regulate water flow; as well as develop and promote alternative livelihoods based on the restored ecosystems.	The pipeline project targets 3 ecosystems: savannahs in East Rwanda and degraded forests and wetlands in North West Rwanda.
Integrated Water Resources Management Development (IWRMD)	The Government of Rwanda signed an MOU with the United Nations Economic Commissions of Africa/ACPC in 2012 which has committed to support Integrated Water Resources Management Development (IWRMD) through the Rwanda Natural Resources Authority for the development and implementation of the African Climate Policy Centre work programme in the following areas: • Improve the hydrological data network, management and information system of Rwanda	2013-2015

Project	Description	Timing and Geographical coverage
	• Analysis of risk and vulnerability • Establishing a community based flood early warning system • Capacity Development	
Poverty and Environment Initiative (PEI)	Led by the Rwanda Environment Management Authority (REMA) and the Ministry of Lands, Environment, Forests, Water and Mines (MINITERE) and funded by UNDP, the intended outcome of the PEI is the integration of environment into national policy and district planning, policy and budget processes to implement the Economic Development and Poverty Reduction Strategy (EDPRS II). The expected outcome for PEI Phase II is that environment is integrated at national and district planning, policy and budget processes to implement the EDPRS with the expected Output that six selected line ministries (selected on the basis of expenditure) and districts have fully mainstreamed environment in their sector policies, plans and strategies and capacity has been built for sustainable sector performance. The project works at the central, district and community levels and has been instrumental in mainstreaming climate change issues into the development agenda at all levels.	2009 – 2013 but a fourth phase 2014 – 2018 is under review
Lake Victoria Environmental Management Project (LVEMP)	LVEMP II is a five year East African Community project under implementation in the five countries that share the Lake Victoria Basin: Burundi, Kenya, Rwanda, Tanzania and Uganda. It is funded through a US$ 15 million IDA loan from the World bank. There are four components: 1. Strengthening institutional capacity for managing shared water and fisheries resources; 2. Point source pollution control and prevention; 3. Watershed management with two sub-components: (i) Natural resource conservation and livelihoods improvement; and (ii) Community capacity building and participation; and 4. Project coordination and management. In the Goma area, around 100 ha of radical terracing have been completed and 70ha of land planted with trees. The project also disburses small grants through SACCO branches to cooperatives through its Community Driven	2012-2017 So far the project has launched activities in two districts but is planning to roll out to a further 7 districts this year.

Project	Description	Timing and Geographical coverage
	Development (CDD) sub-project initiative. This approach enables local communities to access project funds for sustainable enterprise development.	
Decentralisation and Environmental Management Project II (DEMP II)	This, the second five year phase of the Project funded through UNDP was designed to build on and scale up the successes of the first phase (2005-8). The overall objective of DEMP II is to integrate environment with development and promote sustainable livelihoods using decentralisation as a delivery mechanism. The project has 3 components: 1) Enabling MINITERE to effectively implement environmental policies, and support the decentralisation and coordination of quality delivery of environmental services in the districts; 2) Strengthening district Capacity for environmental management – to enable districts to integrate environmental issues into the development process, through the District Development Plans (DDPs) and the budget process; 3) Assisting in the implementation of environmental priorities identified in the DDPs by using innovative practices (e.g. improved cooking stoves, soil conservation technologies etc.), and building public-private-civil society sectors in integrating conservation and development, targeting communities in/ around protected areas where degradation threatens livelihoods sustainability.	2008-2013 13 districts in the Western and Eastern Provinces