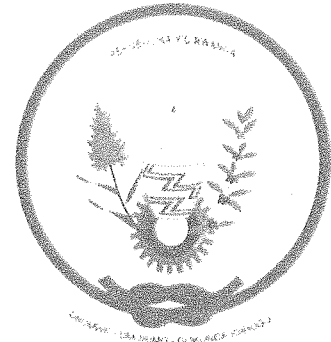


2014-2018



United Nations
RWANDA
Unity *in* Diversity



REPUBLIC OF RWANDA

PEI JOINT PROGRAMME DOCUMENT

RWANDA

(2014-2018)

United Nations Development Programme

Country: RWANDA Program Document

Programme Title:	UNDP/UNEP Poverty and Environment Initiative Rwanda Programme
UNDP Result Area:	Result Area 1: Inclusive Economic Transformation
UNDAP Outcome:	Rwanda has in place improved systems for: Sustainable management of natural resources, clean renewable energy resources and use, human rights and gender equity, environment and climate change resilience improved.
Expected Outputs:	<ul style="list-style-type: none"> •Strengthened capacity for sustainable environment, natural resources management, and climate change mitigation and adaptation in national and sector policies, plans and budgets.; •National capacities for gender sensitive poverty-environment planning and management at District level and for Green Villages/Cities strengthened; •Increased awareness and more effective participation of stakeholders, including women, in environment and development policymaking and planning processes at district, national and international levels.
Development Partner:	United Nations Development Programme (UNDP), PEI Africa & One UN
Implementing Partner:	Rwanda Environment Management Authority (REMA)

Brief Description

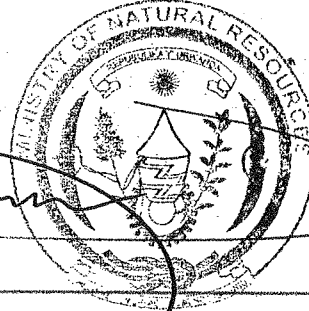
The Poverty & Environment Initiative Program which started way back in 2005 to support the Government of Rwanda in making a case for environment management and poverty reduction. This phase (2014-2018), aims to enhance the contribution of sound environmental management to poverty reduction, sustainable economic growth and the achievement of the Millennium Development Goals. The project is currently in its third phase with a focus on longer term capacity development to more fully integrate environmental sustainability in development planning and investment at national, sector and decentralized levels in the context of EDPRS implementation and monitoring. Proposed investments would focus on deepening the gains from the previous phases to be able to implement the second generation of the EDPRS. The contributions and the sources of funds to implement this program are here indicated below.

<p>Programme Period: 5 years</p> <p>Start date: January 2014</p> <p>End date: June 2018</p> <p>Atlas Award:</p> <p>PAC meeting Management arrangements: 05 November 2013 National Implementation</p>	<p>Estimated Budget: US\$5,000,000</p> <p>Allocated Resources:</p> <ul style="list-style-type: none"> •US\$1,200,000 (UNDP) •US\$ 1,600,000 (UNEP PEI) •US\$ 2,000,000 (ONE UN – to be mobilized) •In kind contribution: US\$200.000 (GoR)
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Agreed by Government (MINICOFIN):
Hon. Claver GATETE (Minister of Finance and Economic Planning)

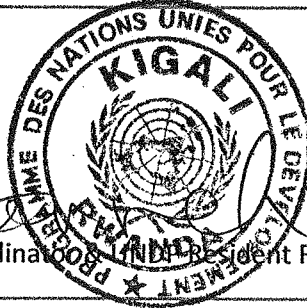


Agreed by Implementing Partner (MINIRENA):
Hon. Stanislas Kamanzi (Minister of Natural Resources)



Agreed by Mr George Bouma, UNDP/UNEP Poverty and Environment Initiative

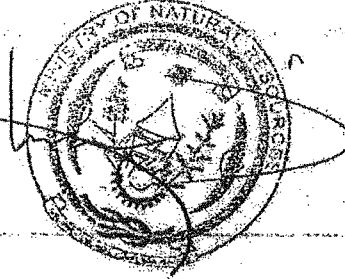
Agreed by UNDP:
Mr. Lamin M. Manneh, UN Resident Coordinator and UNDP Resident Representative



Agreed by Government (MINIRENA)
Hon. Claver GATETE (Minister of Finance and Economic Planning)



Agreed by Implementing Partner (MINIRENA):
Hon. Stanislas Kamanzi (Minister of Natural Resources)



Agreed by Mr George Bouma, UNDP/UNEP Poverty and Environment Initiative

A handwritten signature in black ink, appearing to read 'George Bouma'.

Agreed by UNDP:
Mr. Lamin M. Manneh, UN Resident Coordinator & UNDP Regional Representative



EXECUTIVE SUMMARY

This Programme is a continuation of the successful Government of Rwanda - UNDP/UNEP Poverty and Environment Initiative (PEI) Rwanda Program. The PEI Programme in Rwanda was first launched in December 2005 going on to significantly contribute to the country's Economic Development and Poverty Reduction Strategy (EDPRS) 2008-2012 and is now extending the support to EDPRS II for the period July 2013 to June 2018.

The Programme's aim remains to enhance the contribution of sound environmental management to poverty reduction, sustainable economic growth and the achievement of the Millennium Development Goals (MDGs). The program goes into a third phase with a new focus on long term capacity development to achieve improved sustainable management of natural resources, clean renewable energy resources and use, environment and climate change resilience. Proposed investments would focus on deepening the gains from the previous phases in three key areas:

Outcome: Rwanda has in place improved systems for: Sustainable management of natural resources, clean renewable energy resources and use, human rights and gender equity, environment and climate change resilience improved.

Output 1:

Strengthened capacity for sustainable environment, natural resources management, and climate change mitigation and adaptation in national and sector policies, plans and budgets.

Output 2: National capacities for gender sensitive poverty-environment planning and management at District level and for Green Villages/Cities strengthened

Output 3:

Increased awareness and more effective participation of stakeholders, including women, in environment and development policymaking and planning processes at district, national and international levels.

The PEI Programme will be delivered within the framework of the United Nations Development Assistance Plan - UNDAP (2013-2018) and will contribute to the achievement of its Result 1: Pro-poor growth and economic transformation enhanced for inclusive economic development and poverty reduction:

1. SITUATION ANALYSIS

Rwanda has achieved significant development progress as targeted in the now completed EDPRS I (2008-2012). The EDPRS I covered important areas including but not limited to economic growth, poverty reduction, human development, environmental sustainability, gender equality and MDGs. In the 5 year EDPRS I period Rwanda maintained an average annual economic growth of 8.2 and a million people were lifted out of poverty with the poverty rate declining from 57% in 2005/2006 to 45% in 2010/2011 a significant reduction of 12 percentage points of the population (EICV, 2011). The EDPRS I target of 46% in 2012/2013 was therefore met. Furthermore, Rwanda moved up 7 places in the Human Development Index (HDI) ranking between 2008 and 2011.

However, the poverty level at 45% in 2012/13 is still high and efforts must be continued and up-scaled. Other challenges include the high population density living in unplanned settlements, addressing gender issues such as the need to economically empower women, high unemployment among the youth, reliance on rain-fed agricultural production and reliance on biomass fuel for domestic energy requirements, a weak private sector and the associated reliance on foreign aid. There are significant environmental and natural resource management challenges – with environmental degradation and the unsustainable use of natural resources having negative impacts on the physical environment and reducing the economic and social benefits generated by such resources. These negative environmental and natural resource problems impact disproportionately on the poor, particularly women and children.

These challenges have been recognized by the Government of Rwanda, which has developed national strategies, policies and programmes to address them with support from the United Nations Country Team (UNCT), through the United Nations Delivering as One (DaO) mechanism, multilateral and bilateral donors. The UNDP-UNEP supported PEI Rwanda programme is one of these programmes.

Since 2005, the PEI program has been instrumental in ensuring that the EDPRS I & II include poverty and environmental (p-e) issues through sector-specific and cross cutting interventions with particular focus to supporting economic sectors (Agriculture, Finance, Infrastructure, Commerce etc) to integrate poverty and environment issues in ways that enhance and optimize sector performance. The PEI program has also impacted directly on the UNDAF and its Common Operational Document (CCPD) that was concluded this June 2013 that led to the UNDAF July 2013-June 2018. The UNDAF like its UNDAF predecessor includes sustainable use of environment and natural resources but will scale up PEI to strengthen cross-sector policy co-ordination and the

inclusion of pro-poor environmental sustainability in budget processes as well as to provide operational support to Fund for the Environment (FONERWA).

The program has also resulted in improved awareness of poverty-environment issues, with radio programmes “targeted at local community” as well as productions for TV, radio and print media. The program has worked systematically towards the building of skills, among government personnel and local government officials, with workshops that have served to ‘make the case’ for poverty-environment integration and that have transferred some important skills (e.g. integrated ecosystem assessment, poverty-environment indicator development) to a wide range of development actors in Rwanda. The PEI program is presently working with two districts in the implementation of demonstration projects. These districts include Gicumbi district in the Northern Province and Muhanga district in the Southern Province. The idea is to have PEI continue to support the technical related capacities for the replication of the best practices in other provinces and districts in the country. The up scaling of these demonstrations projects through the support of PEI will among other things support the women and youth in the rural areas. It is very evident that women and youth in Rwanda are the most people who on a day to day are responsible for the fetching of both water and firewood. The demonstration projects with PEI will therefore address these issues through the provision of water harvesting tanks and biogas. This will undoubtedly allow both youth and women do other developmental projects. **Specific achievements include:**

- 1) Development of a knowledge base on poverty-environment linkages in Rwanda through e.g. an economic analysis of the costs of environmental degradation, identification of poverty-environment-energy linkages, and a pilot integrated ecosystem assessment.
- 2) Environment is mainstreamed in the EDPRS I and II. The evidence and advocacy provided by PEI were instrumental in this accomplishment. Most sectors have taken on board environmental recommendations and planned actions.
- 3) Strategic collaboration with the Ministry of Finance and Economic planning (MINECOFIN) to support environment and climate change as a cross cutting issues in budget call circular- and improved budgeting for sustainability across sector ministries. As a result of training and engagement with MINECOFIN as well as other key economic sectors in environment mainstreaming, new public projects are required to conduct EIA as part of the drive towards environmental protection and overall management.
- 4) Linkages between environment and poverty are reflected in Sector Strategic Plans and priorities. Environment mainstreaming was carried out in pilot sectors including: Agriculture, Energy, Trade and Industry by identifying clear environmental priorities which were then included in their budget submissions for 2011/2012. For the fiscal year 2012/2013 and onwards the roll-out

of the same exercise was done to other sectors. Capacity building through internship programme made a tremendous improvement in environmental mainstreaming at the sector levels

5) PEI supported sustainable financing initiatives for effective environment mainstreaming by informing national financing and budgetary processes through public environmental expenditure review (PEER), Environmental Fiscal Reform (EFR) and most pertinently, establishing the legislated fund for environment and climate change (FONERWA).

While these achievements are evidence that substantive progress has been made with poverty-environment mainstreaming in Rwanda, the key challenge is to accelerate and deepen the implementation of poverty-environment relevant objectives in national, sector and district level plans, programmes and projects. Critically, this requires the allocation of government, donor and private sector budgets. For example, the soil erosion objective in EDPRS 1 requires tens of millions of dollars of investment to fully implement. Thus, it is important for PEI Rwanda to increase its focus on supporting budget processes. Another challenge is to increase the focus on the next phase of PEI Rwanda on poverty reduction – more specifically on activities that will result in environment and natural resources (ENR) sustainability that are designed to assist the Government of Rwanda to achieve its poverty reduction targets. For example, PEI Rwanda activities that support achieving improved small-holder agricultural productivity through more sustainable farming will be effective in reducing poverty.

A further challenge is how to better include gender aspects in the activities of the next phase of PEI – for example, to design PEI activities that will improve ENR sustainability in a manner that helps improve rural women's income and broader wellbeing, including by supporting the implementation of the Rwanda gender agriculture strategy that states, *inter alia*:

“30% of the country's households are female-headed and most of them are very poor. The increasing number of female headed households in the rural areas makes agriculture vulnerable to any type of shock events because women rarely have asset stocks nor financial savings because of foundation of being illiterate, poor and stereotyped to be subordinate to male counterparts, be it at household, community and governance structure levels. For purpose of policy improvement, the program will support the development and use of tools, strategies and approaches that seek to correct asymmetries of power, access and privilege that result from gender inequalities, at national level and across sectors so that, gender responsive policies and programmes recognize and address human rights and gender issues as an important variable that must be, in the use of natural resources for national economy, explicitly designed and budgeted for, implemented, monitored and evaluated.

An overarching challenge is to sustain the impact of PEI in the long-term. FONERWA is a most substantive step forward in terms of generating sustained financing for poverty-environment objectives. Additional efforts are needed to ensure long-term improvements in poverty – environment mainstreaming capacity.

2. METHODOLOGY

The methodology of this programme will be in line with the programmatic approach of the UNDP - UNEP PEI global programme that is active in 9 countries in Africa. The overall objective of the programme is improved capacity of country governments and other stakeholders to integrate the environmental concerns of poor and vulnerable groups (women & Youth) in policy, planning, budgeting and other implementation processes for enhanced poverty reduction, pro-poor growth and achievement of MDGs.

The Poverty and Environment Initiative is based on a three component programmatic approach:

1. Finding the entry point and making the economic case: based on country specific evidence, this sets the stage for mainstreaming
2. Mainstreaming poverty-environment linkages in policy processes: focusing on integrating poverty-environment linkages into an on-going policy process such as the development of a national development plan, sector and sub-national plans and strategies; and
3. Meeting the implementation challenge: to ensure the sustainability of PEI efforts by integrating poverty-environment linkages into budgeting, implementation and monitoring processes to support the most poor including women & youth.

The implementation of the three steps of the program programmatic approach will among other things, help different groups of stakeholders to increase at national and local level the understanding of the governmental, political and institutional context and the nature of gender-sensitive P-E linkages with focus on marginalized groups. The integration of a gender analysis in the program activities will help identify potential champions, existing working mechanisms and understand institutional shortages to promote climate change and poverty and environmental linkages mainstreaming, and gender equality. In terms of strategy, the program will also develop a communication strategy that includes outputs related to gender equality and invest in community sensitization initiatives so that they also understand better and can support gender-responsive planning, budgeting and monitoring.

3. LESSONS LEARNED

Strong political and programmatic support from the Government of Rwanda at different levels and across Ministries was vital to p-e mainstreaming successes. There was and continues to be very strong support and leadership from REMA, MINIRENA, Director and programme staff levels from the beginning. There was and continues to be strong support from MINECOFIN. All Government policies (EDPRS, Vision 2020) environment and climate change are considered as a sector and the Ministry of Finance & Economic Planning has made it mandatory for all the budget agencies to plan and budget for the environment through the Budget Call Circular (BCC)

Economic analysis of the costs of unsustainable use of ENR was vital for making the case for introducing pro-poor sustainability objectives into national and sector level development strategies and plans. A case in point is the Rugezi wetland which was used unsustainably by the people around it and as a result the water that used to generate electricity reduced considerably. This costed the Government of Rwanda \$65000 a day to operate the generators for electricity. Through the support of PEI, the wet land was rehabilitated, water attained the normal levels and the electricity was generated again.

A strong PEI Rwanda team that was pro-active, energetic and committed was a key to success in poverty-environment mainstreaming in Rwanda. Active and sustainable programmatic and financial support from UNDP and UNEP PEI is very important for success. Deep and continuing engagement in national development planning processes is vital, as p-e mainstreaming should work through the Government's existing development processes. Active engagement in sector level planning processes and in budget processes is vital to operationalize national level p-e objectives.

Experience from current phase clearly shows that despite PEI added value by providing a practical approach and tangible tools to build government capacity to mainstream and include PE concerns in an integrated and practical manner, there is still need to consider other poverty alleviation dimensions, particularly at policy level, including gender and vulnerability issues.

4. STRATEGY

The overall strategy is to focus on supporting the implementation of poverty-environment relevant objectives to generate sustained impact that will catalyze change on the ground. Further, the strategy will include a stronger focus on the poverty reduction side of p-e mainstreaming and on the integration of gender elements in PEI activities. The strategy aims to ensure the stated objectives contribute to the achievement of the UNDAF will build on the proven PEI programmatic approach mentioned above to continue integrating poverty and environment issues in national planning processes with a focus on advocacy, compiling relevant economic assessments, including cost-benefit analysis to support increased budget allocations and long term capacity development.

In its first phase, PEI was successful in carrying out targeted advocacy and economic assessments that resulted in the clear articulation of poverty and environment issues in EDPRS I and UNDAF. This was followed by a demonstration of the practical aspects of integrating poverty reduction and environmental sustainability objectives at local level while supporting policy reviews and improved budgeting processes at the national level.

This PEI programme phase 2013-2017 responds to the findings of the recent stock-taking exercise on achievement, impacts and opportunities for PEI in Rwanda (2011). The Programme will deepen engagement with the lead institution for Planning and Finance (MINECOFIN) and continue to provide support to priority sector institutions such as, Agriculture, Infrastructure, Energy, trade and industry and Local Government to strengthen the integration of inclusive growth and environmental sustainability in sector policy development, budgeting and monitoring processes. The programme will also focus on long term sustainability of investments in promoting pro-poor sustainable utilization of environment and natural resources and inclusive growth.

This will be achieved through advocacy, science-policy dialogue and support to the development of a comprehensive investment framework for public and private investment in pro-poor growth, sustainable management of natural resources, clean renewable energy resources and use, environment and climate change resilience. PEI will engage with a wide range of stakeholders including government institutions, donors, research and academia, civil society, media, private sector and other development partners to integrate the views of the poor and marginalized groups (women & youth) in order to achieve the proposed objectives in a coordinated and harmonized manner. Increased financial allocations by donors for implementing p-e objectives will be a key objective. PEI country program is expecting to work hand in hand with other donor agencies

including but not limited to UN women, UNDP, UNEP, UN habitat, local and international NGOs, Civil Society, National and International women organizations and youth cooperatives. Last but not least, the newly established Fund for Environment (FONERWA) will be a key stakeholder to support the program in the resource mobilization from the above donor agencies.

One key targeted achievement area will relate to technical support to EDPRS II to mainstream human rights and gender issues. The program will establish a strong partnership with UN Women currently assisting Rwanda to achieve a piloting exercise in gender-responsive budgeting (GRB) exercise in four national ministries, making GRB mandatory for all ministries and districts. The program will also work to make all main program reports, case studies and related M&E strong advocacy elements for transformational changes for gender integration and to address the differential impacts that climate change has on men and women in terms of food security, health, energy, and water supply. The program will also increase its partnership with the private sector to advance human rights and gender agenda as they play an important role in advancing gender integration, and as women employers, clients and sponsors.

The use of program funds will also take into account the full cost of activities to be undertaken to address gender issues through the elaboration of appropriate work plans. A detailed description of the program outcomes, outputs and activities is included in Results Framework.

The Relationship between PEI Rwanda and the GE Flagship

In essence the PEI Rwanda supports the policy and capacity building frameworks necessary for implementation of pro-poor green economic investments – as contained in the GE Flagship programme document.

More specifically, PEI Rwanda focuses on the integration of poverty-environment objectives at national, sector and district level development planning policies, plans and budget processes. In its first phase it focused on demonstrating how poverty-environment mainstreaming helps achieve national development priorities – particularly through the generation of economic evidence of the development benefits of investing more in environmental sustainability. Then it demonstrated how to carry out p-e mainstreaming and supported Government to include pro-poor environmental sustainability objectives at national, sector and district levels. It does not implement poverty-environment investments (ie Green Economy investments) on the ground. Rather, the outputs of PEI are used to convince GoR institutions like MINAGRI and MINECOFIN, UN agencies plus

donors to invest in implementing green economy on the ground – as the GE Flagship seeks to do.

In summary, PEI is a catalytic programme that builds the foundations for others to make the multimillion dollar investments needed to achieve pro-poor sustainable development on the ground.

5. PROPOSED UNDP/UNEP POVERTY AND ENVIRONMENT RWANDA PROGRAMME

The proposed PEI programme is expected to help achieve UNDAP Result 1 such that pro-poor growth and economic transformation are enhanced for inclusive economic development and poverty reduction:

Outcome: Rwanda has in place improved systems for: Sustainable management of natural resources, clean renewable energy resources and use, human rights and gender equity, environment and climate change resilience improved.

Output 1:

Strengthened capacity for sustainable environment, natural resources management, and climate change mitigation and adaptation in national and sector policies, plans and budgets.

Output 2: National capacities for gender sensitive poverty-environment planning and management at District level and for Green Villages/Cities strengthened

Output 3: Increased awareness and more effective participation of stakeholders, including women, in environment and development policymaking and planning processes at district, national and international levels.

Based on a review of lessons learned and achievements from the PEI program including the extension period of January to June 2013 and the United Nations Development Assistance Plan (UNDAP) for July 2013 to June 2018. PEI will provide policy advisory and capacity building support, knowledge transfer/ exchange, to strengthen relevant national institutions, NGOs and CBOs capacity to integrate, adapt to, and mitigate climate change and disaster risk reduction in key sectors; technical and financial support to rehabilitate critical ecosystems in targeted areas; support for strengthened inclusion of pro-poor natural resource sustainability investments in budgets & other financial mechanisms.

Output 1: Strengthened capacity for sustainable environment, natural resources management, and climate change mitigation and adaptation in national and sector policies, plans and budgets.

Under this output, PEI will continue to strengthen capacities of planning units in key government ministries and institutions (Finance, Environment and Natural Resources, Agriculture, Trade & Industry, Local Government, infrastructure and Districts) to acquire improved capacity for resource access and management for the implementation of poverty reduction, environmental sustainability targets. Proposed activities to be carried out to achieve this output include:

Activity 1.1 Provide technical and financial support to MINECOFIN to monitor and support implementation of PE mainstreaming in national & sector annual budgets and medium term investment/ expenditure frameworks, including support for targeted cost-benefit studies to support budget increases;

Activity 1.2. Support for natural capital accounting initiatives, including WAVES

Activity 1.3. Strengthen capacities of sectors for the integration of gender equitable pro-poor environment management and Climate Change adaptation consistent with EDPRS II in plans, budgets & monitoring systems; (Includes pro-active advocacy with sectors & donors)

Activity 1.4 Prepare a strategy to maximise the contribution of pro-poor sustainable agriculture to address food security, poverty and gender equity issues, including a focus on small-holder household agriculture with support for mobilising funding for demonstration projects & up-scaling.

Activity 1.5 Strengthen capacities of Private Sector (e.g. Mining), NGOs and CBOs on pro-poor environment & climate change mainstreaming, including for EIA preparation

Activity 1.6 Support the upgrade and modernization of REMA's Environmental Information System to ensure mainstreamed evidence-based gender disaggregated poverty-environment monitoring and intervention planning as well as access from stakeholders;

Activity 1.7 Support to address gender & youth employment through development of resource mobilization capacities for pro-poor ecosystem rehabilitation in a community-based watershed management;

Activity 1.8 Support for the Monitoring & Evaluation of the implementation of EDRPS II p-e relevant objectives;

Activity 1.9. Identification of strategies for women's empowerment in poverty-environment mainstreaming. (E.g. income diversification, increased share of ENR income & value added, increased access to credit).

Activity 1.10. Strengthen the technical capacity of the Ministry of Gender and Family Promotion to incorporate P-E objectives and operationalize the climate change and gender strategy

Activity 1.11. Prepare an annual lessons learnt policy and practice report.

Output 2: National capacities for gender sensitive poverty-environment planning and management at District level and for Green Villages/Cities strengthened.

Under this output, PEI will continue to develop and strengthen the capacity of Districts to implement the EDRPS II targets in District Development Plans and for Green Village establishment through the knowledge and technology transfer (provided that PEI will not be involved in payment for technology transfer) from the already developed ones as well as improved tools and skills and through lessons and experiences from demonstration projects of integrated food, energy and water self-sufficient imidugudu. Proposed activities to be carried out to achieve this result include:

Activity 2.1 TA Support to development of District capacities for integrating pro-poor environment management, gender equitable, Climate Change Adaptation (CCA) and mitigation and Disaster Risk Reduction (DRR) into District Development Plans

Activity 2.2. Support the preparation of a strategy for the national Green Village up-scaling programme to include integrated economic & environmental assessment plus Environmental Security Assessment (ESA).

Activity 2.3. Continue to support the establishment of Green Demonstration Villages through preparation of integrated economic-environmental assessments in partnership with Districts & other relevant Government agencies & donors

Activity 2.4. Refine the PEI-developed Guidance Package for integrating climate change, livelihoods and environmental sustainability in local level planning and resettlement programmes into a District level Green Village Development Took-kit that includes p-e linkages.

Activity 2.5. Support the development of the capacity of the Districts & other relevant Government agencies to use Green Village Development Toolkit & other relevant tools.

Activity 2.6 Support the development of capacity for improving disaster resilience by pro-poor community-based watershed management.

Activity 2.7 Train sub sectors e.g. energy, housing etc., private sector stakeholders and the civil society organisations in the Environment and climate change mainstreaming projects.

Activity 2.8 Support the development of capacity for improving disaster resilience by pro-poor community-based watershed management.

Output 3: Increased awareness and more effective participation of stakeholders, including women, in environment and development policymaking and planning processes at district, national and international levels.

Under this output PEI will continue to enhance awareness raising for public, private and civil society organizations. Radio and Television broadcasting on environment and climate change and other programs on onground activities will continue to be aired. Support to national and international study tours as part of the knowledge and information sharing will continue to be part of PEI next phase. Activities that will be implemented under this output include;

Activity 3.1 Train media team on the linkages between poverty and environment to support in environment, climate change and gender reporting;

Activity 3.2 Television broad casts (15 minute panel interview with pictures from the field illustrating activities that demonstrate best practices for environmental stewardship)

Activity 3.3 Produce a documentary films to demonstrate Poverty & Environment linkages and best practices in the role of environmental, climate change and gender equity stewardship in poverty reduction

Activity 3.4 Support the PEI study tours to demonstrate and share experiences on the environment, climate change and gender mainstreaming at the PEI country level with other PEI countries

RESULTS FRAMEWORK

JP Outputs	Participating UN organization	Implementing Partner	Indicative activities for each Output	Resource allocated Y1
Output 1: Strengthened capacity for sustainable environment, natural resources management, and climate change mitigation and adaptation:	UNDP UNEP			
Indicators				
1) No. of sector policies reflecting gender equitable pro-poor environmental management and Climate Change adaptation (sectoral profiles for green growth) and DRR;		REMA, MINECOFIN, MINICOM, MIDIMAR	Activity 1.1 Provide technical and financial support to MINECOFIN to monitor and support implementation of PE mainstreaming in national & sector annual budgets and medium term investment/ expenditure frameworks, including support for targeted cost-benefit studies to support budget increases;	40,000
2) No. of District Development Plans reflecting gender equitable pro-poor environment management, Climate Change adaptation and DRR;		REMA, MINECOFIN, MINICOM, MIDIMAR	Activity 1.2 Support for natural capital accounting initiatives, including WAVES;	10,000
3) No. of sectors that accessed FONERWA funding for implementing gender equitable pro-poor environment management and Climate Change adaptation under EDPRS II programming;		REMA, FONERWA, Sectors	Activity 1.3 Strengthen capacities of sectors for the integration of gender equitable pro-poor environment management and Climate Change adaptation consistent with EDPRS II in plans, budgets & monitoring systems; (Includes proactive advocacy with sectors & donors);	4,568
4) REMA's Environmental Information System upgraded, modernized to ensure mainstreamed evidence-based ecosystem monitoring and intervention planning accessed by stakeholders;		REMA, RNRA	Activity 1.4 Prepare a strategy to maximise the contribution of pro-poor sustainable agriculture to address food security, poverty and gender equity issues, including a focus on small-holder household agriculture with support for mobilising funding for demonstration projects & up-scaling;	7,500
5) REMA's Environmental Information System maintenance capacity strengthened;		REMA, RNRA	Activity 1.5 Strengthen capacities of Private Sector (e.g. Mining), NGOs and CBOs on pro-poor environment & climate change mainstreaming, including for EIA preparation;	7,500

¹In cases of joint programmes using pooled fund management modalities, the Managing Agent is responsible/accountable for achieving all shared joint pro organizations that have specific direct interest in a given joint programme output, and may be associated with the Managing Agent during the implementation also be indicated in this column.

JP Outputs	Participating UN organization	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*						TOTAL (USD)
				Y1	Y2	Y3	Y4	Y5		
6)			Activity 1.6 Support the upgrade and modernization of REMA's Environmental Information System to ensure mainstreamed evidence-based gender disaggregated poverty-environment monitoring and intervention planning as well as access from stakeholders;	7,000	14,000	14,000	14,000	14,000	14,000	63,000
7)			Activity 1.7 Support to address gender & youth employment through development of resource mobilization capacities for pro-poor ecosystem rehabilitation in a community-based watershed management;	7,500	15,000	15,000	15,000	15,000	15,000	67,500
8)			Activity 1.8 Support for the Monitoring & Evaluation of the implementation of EDRPS II p-e relevant objectives;	14,500	29,000	29,000	29,000	29,000	29,000	130,500
9)			Activity 1.9. Identification of strategies for women's empowerment in poverty-environment mainstreaming. (E.g. income diversification, increased share of ENR income & value added, increased access to credit).	11,000	22,000	22,000	22,000	22,000	22,000	99,000
10)			Activity 1.10. Strengthen the technical capacity of the Ministry of Gender and Family Promotion to incorporate P-E objectives and operationalize the climate change and gender strategy	10,000	20,000	20,000	20,000	20,000	20,000	90,000
11)			Activity 1.11. Prepare an annual lessons learnt policy and practice report.	15,000	30,000	30,000	30,000	30,000	30,000	135,000

Baseline Situation:	Participating UN organization	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*					TOTAL (USD)	
				Y1	Y2	Y3	Y4	Y5		
<p>1) Two (2) sector policies reflecting environment, climate change, disaster risk reduction and gender considerations</p> <p>2) Seven (7) districts reflecting environment, climate change, disaster risk reduction and gender considerations in their development plans</p> <p>3) None: FONERWA started operations in 2013</p> <p>4) REMA's Environmental Information System operational capacity suboptimal</p> <p>5) REMA's Environmental Information System maintenance capacity weak;</p> <p>6) % rehabilitated in EDPRS I</p> <p>7) % gender balance in ecosystem rehabilitation Youth Employment to be confirmed</p> <p>8) % of disasters reported in target watersheds to be confirmed.</p>	UN									
<p>JP Outputs</p>	UNDP UNEP									
<p>Output 2:</p> <p>National capacities for planning and management of Green Villages/Cities strengthened</p> <p>Indicators</p> <p>1) Strategy for Green Village up-scaling with integrated Strategic Environmental Assessment (SEA) and Environmental Security Assessment (ESA) in place;</p> <p>2) No. of demonstration Green Villages established;</p>		REMA, MINAGRI MINICOM,	Activity 2.1. TA Support to development of District capacities for integrating pro-poor environment management, gender equitable, Climate Change Adaptation (CCA) and mitigation and Disaster Risk Reduction (DRR) into District Development Plans Activity 2.2. Support the preparation of a strategy for the national Green Village up-scaling programme to include integrated economic & environmental assessment plus Environmental Security Assessment (ESA).	5,000	10,000	10,000	10,000	10,000	45,000	
		REMA, MINICOM, MIDIMAR		5,000	10,000		10,000		10,000	70,000

²In cases of joint programmes using pooled fund management modalities, the Managing Agent is responsible/accountable for achieving all shared joint programme outputs. However, those participating UN organizations that have specific direct interest in a given joint programme output, and may be associated with the implementation, for example in reviews and agreed technical inputs, will also be indicated in this column.

3) District level Green Village Development Toolkit available;	REMA, FONERWA, Sectors	Activity 2.3 Continue to support the establishment of Green Demonstration Villages through preparation of integrated economic-environmental assessments in partnership with Districts & other relevant Government agencies & donors	15,525	31,050	31,050	31,050	31,050	31,050	139,725
4) No of districts with at least 1 Green Village;	REMA, RNRA	Activity 2.4. Refine the PEI-developed Guidance Package for integrating climate change, livelihoods and environmental sustainability in local level planning and resettlement programmes into a District level Green Village Development Toolkit that includes p-e linkages. Environmental Security Assessment (ESA).		100,000					100,000
5) No. of District Planning Officers using the Green Village Development Toolkit;	REMA, RNRA	Activity 2.5 Support the development of the capacity of the Districts & other relevant Government agencies to use Green Village Development Toolkit & other relevant tools.	10,000	20,000	20,000	20,000	20,000	20,000	70,000
6) No. of gender equitable organic homestead farming;	REMA, FONERWA, MINAGRI	Activity 2.6. Support the development of capacity for improving disaster resilience by pro-poor community-based watershed management.	5,000	10,000	10,000	10,000	10,000	10,000	35,000
7) At least one "Policy and Practice Review" on lessons Learned per PEI programme intervention.	REMA, FONERWA	Activity 2.7 Train sub sectors e.g. energy, housing etc., private sector stakeholders and the civil society organisations in the Environment and climate change mainstreaming projects.	10,018	20,035	20,035	20,035	20,035	20,035	70,123
		Activity 2.8 Support the development of capacity for improving disaster resilience by pro-poor community-based watershed management.	14,500	29,000	29,000	29,000	29,000	29,000	135,000

TOTAL	5.4. Communication costs					18,000
						5,000,009

6. MANAGEMENT AND COORDINATION ARRANGEMENTS

a) **Implementing Partner:** The Ministry of Natural Resources (MINIRENA) Agency REMA and the Ministry of Finance and Economic Planning (MINICOFIN) are the designated government agencies responsible for the management and coordination of the PEI Rwanda Programme. Other key Ministries of Agriculture (MINAGI) Energy, Infrastructure, Trade and Industry and Local Government are involved at the national and decentralised level. MINIRENA through REMA will be responsible for managing the Programme including the monitoring and evaluation of programme interventions, achieving programme outputs, and for the effective use of the resources. REMA through MINIRENA may enter into agreements with other organisations or entities to assist in successfully delivering programme outputs.

The programme will be implemented directly under the coordination of the REMA. Technical advisors will be responsible for providing overall guidance to the technical components of the programme and will work closely with REMA and MINECOFIN. The Technical Advisors will be responsible for ensuring timely delivery of the program outputs, and creating the linkage between the MINIRENA/REMA, MINECOFIN, the United Nations and development partners.

b) **The National PEI Steering Committee (Program Board).** The National Steering committee will provide overall oversight for the implementation of the project. The Committee will comprise Director Generals from planning departments across the sectors and will be jointly chaired by the Director General REMA and co-chaired by the Director General MINECOFIN/Planning. The UN Resident Coordinator or his/her appointee will represent the UN at the Committee while UNDP and UNEP Rwanda and PEI Africa will participate. The National PEI Steering Committee (Programme Board) will be responsible for making management decisions when required and provide recommendations for the programme plans and revisions. The Steering Committee decisions will ensure management for development results best value for money, fairness, integrity, transparency and effective international competition. The board will also provide quality assurance for the programme evaluations and will conduct programme reviews at key decision points or when necessary, the programme Board may review and approve programme quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. The Steering Committee will sign off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It will ensure that required resources are committed and arbitrate on any conflicts within the programme or negotiates a solution to any problems between the programme and external bodies. In addition, it will approve the appointment and responsibilities of the

programme manager and any delegation of its programme assurance responsibilities. Potential members of the Programme Board are reviewed and recommended for.

The Steering Committee will meet twice a year or as deemed necessary to review progress made, ensure that program implementation resonates with required procedures, objectives, and work plans and will make recommendations for strengthening implementation where deemed necessary.

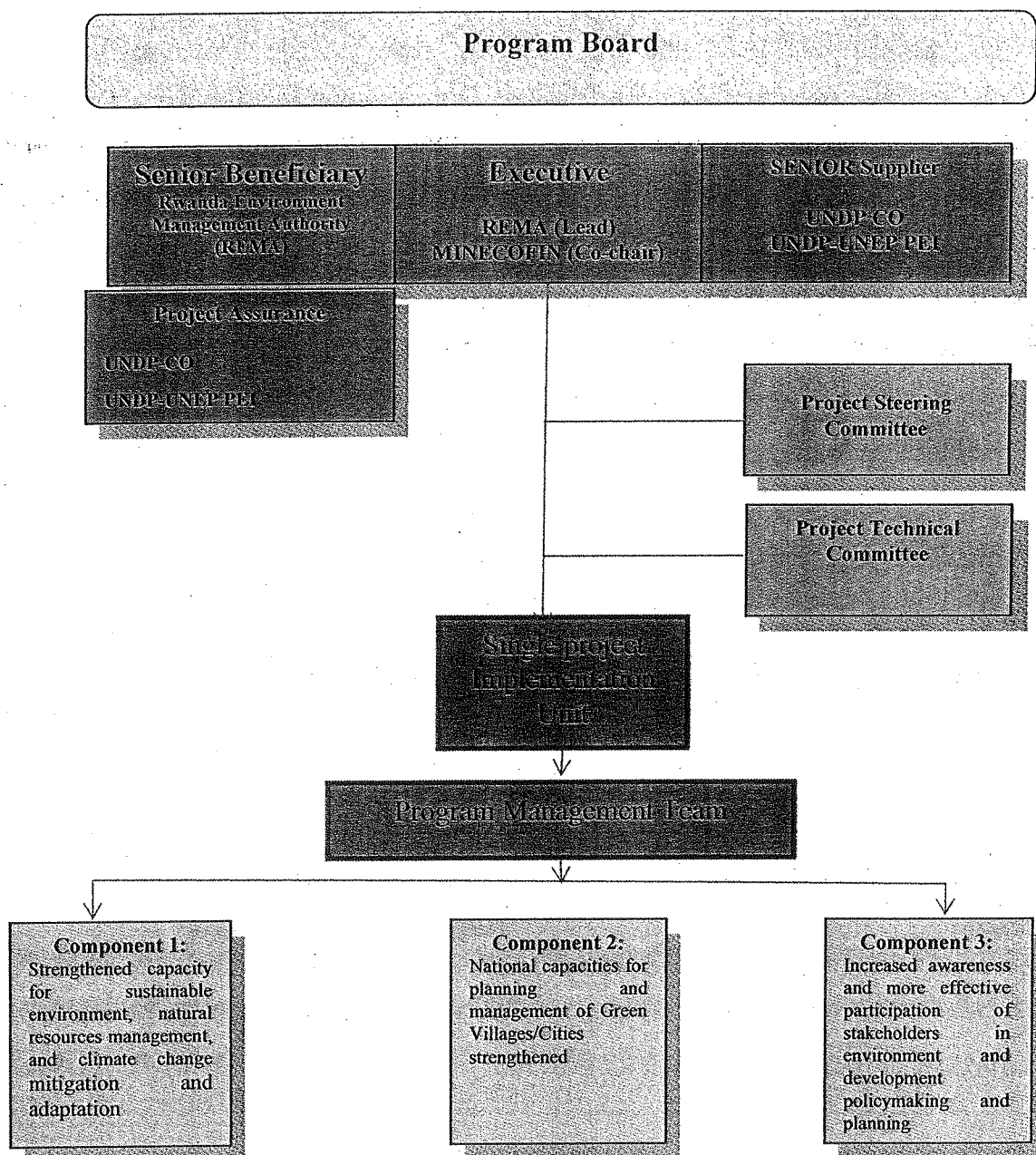
c) National PEI Technical Committee: A national technical committee is established to provide technical guidance for the implementation of programme. The committee will oversee programme monitoring and will comprise of Directors of Planning and representatives from national academic institutions. The Ministry of Finance and Economic Planning, including the National Institute of Statistics, and the Ministry of Local Government will also be represented on this committee. The Technical committee will elect its chairpersons on a rotational basis.

REMA as the Program Manager will run the Programme under the guidance of the Program Board (Steering Committee). REMA SPIU will be responsible for the day-to-day management and decision-making for the programme and will ensure the programme results (outputs) are achieved in the required quality standards and within specific time and cost constraints. REMA will appoint the Program Manager.

d) Program Support: Program support i.e. program administration and management shall be a responsibility of REMA SPIU which is composed of a national program manager, technical advisor, finance officer and administrative assistant. The program team will ensure program reports are result-based oriented, timely and focused.

e) Program Assurance: Program Assurance will be carried out by UNDP on behalf of the participating UN agencies including UNEP. UNDP and UNEP Rwanda and PEI Africa will ensure that appropriate programme management milestones are managed and completed and will meet regularly to effectively support and coordinate the respective agencies support for the program. The role and responsibilities for coordination of the various interventions of each participating UN agency along with the production of a single consolidated report will be documented. UNDP, on behalf of the UN Agencies will interface with the government and will be responsible for coordinating the activities of the UNCT. The participating agencies will share the cost of coordination.

PROGRAM ORGANISATIONAL STRUCTURE



1. FUND MANAGEMENT ARRANGEMENTS

The REMA on behalf of MINIRENA through the Program Management Unit is the designated government agency responsible for the management and coordination of the PEI Rwanda Program. MINECOFIN and other key sectors (MININFRA, MINALOC, MINAGRI, MINICOM, and MINIRENA) are involved and will have key implementation roles at the national and decentralised level. REMA SPIU will be responsible for managing the program, including the monitoring and evaluation of program interventions, achieving program outputs, and for the effective use of the

resources. REMA may enter into agreements with other organisations or entities to assist in successfully delivering program outputs.

Each UN agency will account for the funds received from the One Fund to fund program output activities in accordance with its financial regulations and rules. A funds and activity monitoring tool will be developed to ensure accurate accountability of the funds raised and disbursed. Consistent with current practices, financial auditing will be carried out for efficiency and effectiveness of the use of program funds.

The SPIU with guidance from National Technical Committee will prepare a consolidated program budget showing the budget components of each participating UN agency. The consolidated budget will inform the National Steering Committee about the projected flow and utilization of funds as well as the potential shortfalls or funding gaps. In addition to allocation from the One Fund, participating agencies are also encouraged to fund specific outputs using agency core and/or vertical resources. In order to ensure smooth financial flows, all participating agencies will make their contributions for the following year known at least by October of the current year and will make the funds available by February of the respective year.

The program team will also develop strong resource mobilization efforts while working to achieve high program delivery rates.

An indicative budget has been prepared, amounting to **USD 5,000,000** over a period of 60 months (2014 –2018). The Government of Rwanda will contribute USD 200,000; UNDP Core Resources will contribute USD 1,200,000 and USD 1,600,000 by UNDP/UNEP Poverty and Environment Initiative resources. The unfunded balance of USD 2,000,000 will be requested from the One UN Fund. The UN budget/financing will be integrated into the GoR budget, but arrangements will be made to earmark the funds for the specific interventions to be supported by the UN. This will help ensure predictability to the GoR and ease accountability for results.

Transfer of cash to national Implementing Partners:

The program will be executed in line with UNDP's NIM (National Implementation Modality) procedures and guidelines. UNDP, in accordance with standard operational and financial guidelines and procedures will be responsible for achieving the program's results and will remain accountable for the delivery of program outputs as per agreed program work plans, the financial management, and ensuring the overall cost-effectiveness of planned activities. The transfer of funds will be made through quarterly advances to the extent that the relevant IP has undertaken a HACT assessment.

10. MONITORING, EVALUATION AND REPORTING

The program management unit with guidance of the National Technical Committee will prepare briefs and submit both narrative and financial reports to the Steering Committee twice a year. The reports while being prepared using RBM approach will detail financial expenditures, progress towards outputs and outcomes, challenges, risks and mitigation, and lessons learned. The financial reports will be submitted on an agreed upon format and will detail expenditure against agreed budget lines and future needs. UNDP Rwanda will assist M&E for PEI Rwanda by providing proactive and timely monitoring of progress, including of expenditure rates through ATLAS.

An annual progress report will be submitted reflecting on the progress towards the outcomes for the year and will form the basis of the preparation of the work plan for the preceding year. The Technical Committee will facilitate a bi-annual review meeting with the program stakeholders to review the progress towards results, learning and feedback and looking forward. The day to day management of the program is under the responsibility of REMA through its Single Project Implementation Unit (SPIU).

There will be periodic joint field missions (and reports submitted based on an agreed upon format), during which the Program Management Unit together with the SPIU will: conduct meetings with the key stakeholders including local government officials and have focus group discussions and interviews with them and other stakeholders. This will strengthen engagement at the sector and decentralized levels whilst building capacities in both the coordination, Monitoring & Evaluation (M&E). There will be asset management to ensure proper management and effective and efficient utilization of resources. The monitoring system will look at the accountability mechanism put in place to ensure that program inputs are managed following accepted standards.

A midterm evaluation will be conducted using external consultants. UNDP and PEI Africa will be encouraged to jointly recruit the external consultant(s). The Program Management Unit with guidance of Technical Committee will work closely with REMA in the development of the evaluation Terms of Reference and recruitment of the consultant(s). The results of the evaluation will be shared with all participating Agencies, government and development partners in the form of workshop and reports. The M&E system will be gender sensitive, integrating gender sensitive P-E indicators and supporting systems and capacity for regular data collection to report in the M&E system

Table Joint Programme Monitoring Framework (JPMF)

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsible entities	Risks & assumptions
<p>1. Strengthened capacity for sustainable environment, natural resources management, and climate change mitigation and adaptation in national and sector policies, plans and budgets.</p>	<p>Indicators:</p> <p>1. No. of sector policies reflecting gender equitable pro-poor environmental management and Climate Change adaptation (sectoral profiles for green growth) and DRR;</p> <p>2. % and/or amount of resources allocated by MINECOFIN, FONERWA and from other sources, to the environment and main development sectors and in district plans to address pro-poor environmental sustainability issues, including gender impacts.</p> <p>Baseline Situation:</p> <p>1. Two (2) sector policies</p>	<p>Targets & Means of Verification</p> <p>1) 6 Sector Policies.</p> <p>Sector Policy documents, Joint Sector Review documents;</p> <p>2) 5% increase in financial resources.</p> <p>Budget & project documents</p>	<p>Timing; Method</p> <p>Quarterly and mid-term review meetings as appropriate</p>	<p>Responsible entities</p> <p>REMA, MINECOFIN, UNDP, PEI Africa</p>	<p>Risks & assumptions</p> <p>Assumption: Sector commitment in PPP reforms</p> <p>Risk: 1) Natural disasters; 2) increased population pressure on natural resources</p>
<p>Outcome: Rwanda has in place improved systems for Sustainable management of natural resources, clean renewable energy resources and use, environment and climate change resilience improved.</p> <p>Outcome Indicator: 1) % of ecosystems rehabilitated through FONERWA; 2) % increase in population access to modern energy source; 3) No of people affected in disaster-prone areas;</p> <p>Baseline: 1) 10.1% area of ecosystems rehabilitated (2012); 2) 10% population access modern energy source</p>					

<p>Output 2. National capacities for poverty-environment planning and management at District level and for Green Villages/Cities strengthened</p>	<p>reflecting environment, climate change, disaster risk reduction and gender considerations (source to be confirmed).</p> <p>2. XX % and/or amount currently allocated.</p>	<p>Indicators:</p> <p>1. No. of District Development Plans including gender equitable pro-poor environment management, Climate Change adaptation and DRR activities;</p> <p>2. Strategy for Green Village up-scaling with integrated Strategic Environmental Assessment (SEA) and Environmental Security Assessment (ESA) approved.</p> <p>3. Number of Green Villages established.</p> <p>Baseline Situation</p> <p>1 Seven (7) districts reflecting environment, climate change, disaster risk reduction and gender considerations in their development plans (source to be confirmed)</p> <p>2. No strategy currently.</p> <p>3. 1 demonstration village</p>	<p>Means of Verification</p> <p>1). 30 Districts</p> <p>District Development Plans.</p> <p>2). Green Village strategy</p> <p>Green Village strategy document.</p> <p>3) 3 Green villages established.</p>	<p>Timing; Method</p> <p>Quarterly and mid-term review meetings as appropriate</p>	<p>Responsibilities</p> <p>REMA, MINECOFI, UNDP, PEI Africa</p>	<p>Risks & assumptions</p> <p>Assumption: Districts support the integration of PE issues in their strategies and policies</p> <p>Risk: Limited capacity for integration of PE issues in district policies and strategies</p>
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					<p>Indicators:</p> <p>1.No of radio and television broad casts per month</p> <p>2. No of media references to p-e issues.</p> <p>3. No. of sector and district plans that include p-e objectives (see Indicator 1 under Outputs 1 and 2).</p> <p>Baseline Situation:</p> <p>XX radio & television broadcasts</p> <p>XX number of media references</p> <p>XX sector and district plans including p-e objectives.</p>	<p>Output 3:</p> <p>Increased awareness and more effective participation of stakeholders, including women, in environment and development policymaking and planning processes at district, national and international levels.</p>
<p>1. 8 radio & TV broadcasts</p> <p>Radio & TV logs</p> <p>2. 8 sector & 30 district plans including P-E linkages.</p>						

RISK LOG

	Risk Description	Category	Impact Severity	Likelihood	Risk Management Strategy & Safeguards	By When/ Whom?
1	Monitoring and evaluation frame work to track the progress of the environment and climate change mainstreaming at the sector and district levels	Organization	High	High	Need to recruit a technical adviser to support the program management team to keep the track of what the sectors are doing on a quarterly basis	UNDP/PEI Africa
2	Un available expertise from the consultants in the region needed by PEI	Organization	High	Medium	UNEP PEI and UNDP to support in the sourcing of the international consultants	UNDP/UNEP PEI
3	Up to date economic assessments and reviews of progress in implementing targets in EDPRS II required for advocacy and policy dialogue are not completed in a timely manner	Organization	High	Medium	PEI program management to ensure timely delivery of prerequisite assessments/report	PEI Program Management
4	PE indicators for monitoring at national, sectoral and local levels not well tracked to easily determine the progress of activities implementation.	Organization	High	Medium	PEI program management to ensure timely delivery of prerequisite assessments/report	PEI Program Management Unit

5	There is insufficient technical expertise at national level to carry out program activities (training, advocacy, institutional capacity assessments)	Economic	High	High	Early identification of TA requirements to allow sufficient time for identification of national expertise from national academic and research institutions.	PEI Program Management Unit
6	Inter-government and institutional hierarchy delays collaboration and sharing of relevant inputs required across ministries/government	Organization	High	Medium	Support Inter-sectoral working groups around specific activities	Program Management Unit
7	Capacity gap within program management Unit	Organization	High	High	Need to have capacity building plan for the program management team	UNDP/UNEP PEI/REMA

