

Portfolio Title: Strengthening Capacities of the Environment and Natural Resources (ENR) Sector for Green Economy Transformation

Portfolio Number: PPFLIO-000005

Project Number: “Strengthening institutional capacity of ENR Sector (MoE)” 00116275

Implementing Partner: Ministry of Environment (MoE)

Project Number: “Strengthening financial capacity of ENR Sector (FONERWA)” 00116279

Implementing Partner: Rwanda Green Fund (FONERWA)

Start Date: 01/01/2019

End Date: 30/06/2023

PAC Meeting date: 19/09/2018

Brief Description

The Government of Rwanda (GoR) has demonstrated a strong commitment to transform Rwanda’s economy to a Green Economy. This intent is well articulated in the National Strategy for Transformation (NST1; 2017-2024) and the 50-year Green Growth and Climate Resilience Strategy (GGCRS). Although the Environment and Natural Resources (ENR) sector has made notable progress over the past decade, gaps still remain in the technical and institutional capacities of national and decentralized institutions to better coordinate activities, implement policies and mobilise resources to effectively deal with a broad-range of existing and emerging issues. The new ‘**Strengthening Capacities of the Environment and Natural Resources (ENR) Sector for Green Economy Transformation**’ programme will build on the positive outcomes of three previous UNDP supported ENR sector programmes and will focus on strengthening the institutional and technical capacities of the Ministry of Environment (MoE) and the national green fund FONERWA to act as main drivers of the Green Growth and Climate Resilience Strategy and key coordinating and funding institutions within the sector. The programme will be implemented as part of a concerted effort with other UN agencies and Development Partners.

The objectives of the programme will be achieved through the following outputs: 1) ENR sector capacities enhanced to optimize and scale-up sustainable and climate resilient management of natural capital resources; 2) Green Growth and Climate Resilience Strategy implemented in selected sectors; 3) National and local public institutions, CSOs, private sector technical capacities are strengthened to effectively and efficiently manage green growth financing mechanisms. The programme will contribute to the UNDAF 2018-2023 Outcome 4 and UNDP-CPD 2018-2023 Outcome 2, ‘By 2023 Rwandan institutions and communities are more equitably, productively and sustainably managing natural resources and addressing climate change’, and contribute to the Sustainable Development Goals 7, 9, 11, 13, 15 and 17.

The programme will be implemented by the MoE and FONERWA. Quality assurance will be done by UNDP. Each implementing institution will report to the Steering Committee chaired by the MoE with representation from relevant stakeholders. The programme will avail \$4,400,000 of committed resource by UNDP and \$250,000 in-kind contribution from the GoR. Further resources are to be mobilised to scale up and carry out the priority activities.

UNITED NATIONS DEVELOPMENT PROGRAMME
PORTFOLIO DOCUMENT
[Rwanda]



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Contributing Outcome (UNDAF/CPD):

By 2023 Rwandan institutions and communities are more equitably, productively and sustainably managing natural resources and addressing climate change

Indicative Output(s)




1) ENR sector capacities enhanced to optimize and scale-up sustainable and climate resilient management of natural capital resources; 2) Green Growth and Climate Resilience Strategy implemented in selected sectors; 3) National and local public institutions, CSOs, private sector technical capacities are strengthened to effectively and efficiently manage green growth financing mechanisms

Total resources required:		
Total resources allocated:	UNDP TRAC:	\$4,400,000
	Donor:	
	Government:	
	In-Kind:	\$250,000

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PROJECT DOCUMENT
[Rwanda]



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Government	UN organizations	Implementing Partner
<p>Dr Uzziel NDAGIJIMANA Minister of Finance and Economic Planning Kigali</p> <p><i>[Signature]</i> Signature Date & Seal 26/10/2018</p> 	<p>Mr Fode NDIAYE ONE UN – RWANDA Kigali</p> <p>UNDP RESIDENT REPRESENTATIVE</p> <p><i>[Signature]</i> Signature Date & Seal 11/10/2018</p> 	<p>Honourable Minister Vincent BIRUTA Minister of Environment (Mo Kigali</p> <p><i>[Signature]</i> Signature Date & Seal 12/10/2018</p> 
		<p>Mr Hubert Ruzibiza Chief Executive Officer FONERWA</p> <p><i>[Signature]</i> Signature Date & Seal</p>

Acronyms

CoEB	Centre of Excellence in Biodiversity and Natural Resources Management
CPD	Country Programme Document
CSOs	Civil Society Organisations
EDPRS	Economic Development and Poverty Reduction Strategy
ENR	Environment and Natural Resources
FAO	Food and Agriculture Organization
GCF	Green Climate Fund
GEWE	Gender Equality and Women's Empowerment
GGCRS	Green Growth and Climate Resilience Strategy
GoR	Government of Rwanda
JSR	Joint Sector Review
METEO	Rwanda Meteorology Agency
MIDIMAR	Ministry of Disaster Management and Refugees Affairs
MINAGRI	Ministry of Agriculture and Animal Resources
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MINICOM	Ministry of Trade and Industry
MINILAF	Ministry of Land and Forestry
MININFRA	Ministry of Infrastructure
MINIRENA	Ministry of Natural Resources
MoE	Ministry of Environment
NIRDA	National Industrial Research and Development Agency
NST	National Strategy for Transformation
PoA	Programme of Action
PSF	Private Sector Federation
RBM&E	Results Based Monitoring & Evaluation
REMA	Rwanda Environmental Management Authority
RHA	Rwanda Housing Authority
RIB	Rwanda Investigation Bureau
RLMUA	Rwanda Land Management and Use Authority
RWFA	Rwanda Water and Forestry Authority
SIDA	Swedish International Development Cooperation Agency
SPCR	Strategic Plan for Climate Resilience
SPIU	Single Projects Implementation Unit
SSP	Sector Strategic Plan
UNDAP	United Nations Development Assistance Plan
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Organization

I. DEVELOPMENT CHALLENGE

1. Rwanda is a country highly dependent on natural resources. Over 80 per cent of the population nation-wide depend on agriculture and will continue to do so for the foreseeable future.¹ The tourism industry relies on the natural landscape and biodiversity, while other natural resources including water and forestry are the base for rural livelihood improvement and job creation. Over 86 per cent of the population rely on firewood for cooking, leading to high rates of deforestation. With the growing population of an already most densely populated country in Africa,² the environment and natural resource of the country is increasingly being unsustainably used, leading to degradation of soil and land, encroachment into wetlands and loss of ecosystems and biodiversity. Ecosystem degradation, combined with complex and hilly terrain and increasingly extreme weather due to climate change raises the risk of disasters such as drought, flood and landslides, especially for the most vulnerable population such as poor rural farmers and women led households.³ In addition, rapid urbanization and industrialization are at the verge of triggering emerging issues such as air and water pollution.

2. In order to address these known environmental and socio-economic challenges, and as a country that aspires to rapid economic growth, Rwanda has set broad and inclusive national targets through the new Vision 2050 and National Strategy for Transformation (NST1; 2017-2024). Environment and Natural Resources (ENR) is one of the national priorities, as articulated in the NST1 Priority 7: 'Sustainable Management of Natural Resources and Environment to Transition Rwanda towards a Green Economy'. ENR also serves as one of the seven cross cutting areas of the NST.⁴ Rwanda formulated a 50-year national Green Growth and Climate Resilience Strategy (GGCRS) in 2011, with the support of UNDP, which laid out 14 Programs of Actions (PoAs) that different sectors must embed in their implementation strategies if they are to move into a sustainable path.

3. During the previous 5-year programming cycle guided by the Economic Development and Poverty Reduction Strategy (EDPRS 2; 2013-2018), the ENR sector made many notable advancements. Led by the Ministry of Environment (MoE), and working with its sub-sectors (Water, Land, Mining, Environmental Management and Meteorology), the ENR sector has been taking the lead on the sustainable management of ENR, as well as on coordinating with other sectors toward the transformation to a green economy. Achievements include, but are not limited to, the formulation of the National Determined Contributions, National Land Use Master Plans, and urban and rural sustainable settlement plans. Resource efficiency and cleaner production techniques have been introduced to the young but rapidly growing industrial sector, and green building codes were introduced. ENR & Climate Change (CC) was mainstreamed into District Development Plans, Sector Strategic Plans (SSP) of priority economic sectors (agriculture, energy, industry and urbanization), the EDPRS2, NST 1 and national budgets.

4. UNDP has supported the advancement in the ENR sector through multiple upstream and downstream programmes. UNDP has also served as co-chair of the sector for the past 5 years, supporting the entire sector through technical assistance to joint sector meetings and convening Development Partner Meetings. Through the '*Strengthening the Institutional*

¹ Rwanda Agricultural Sector and its Impact on Food Security and Economy, 2015

² 483 per square kilometres is the highest population density in Africa. 4th Rwanda population and housing census (2012).

³ Rwanda National Risk Atlas, MIDIMAR, 2012

⁴ Cross-cutting areas in the NST1 are Capacity Development; HIV/AIDS and Non-Communicable Diseases; Disability and Social Inclusion; Environment and Climate Change; Regional Integration and International Positioning; Gender and Family Promotion; and Disaster Management

Capacity of the Ministry of Natural Resources in Rwanda (SICM)’ programme UNDP helped strengthen the technical and institutional capacity of the former Ministry of Natural Resources (MINIRENA)⁵ and current MoE. Most recently a new Results Based Monitoring and Evaluation (RBM&E) system has been established in partnership with the Swedish International Development Cooperation Agency (SIDA) and ENABEL.⁶

5. UNDP also supported the institutionalization of the green economy concept through its ‘*Support to the Development and Implementation of a Green Growth and Economy Approach to Rwanda’s Economic Transformation (Green Economy)*’ programme. This included technical support to the formulation of the GGCRS; mapping of environmental crimes and awareness raising on lawful payment of fines and fees with the Rwanda National Police; and support to the construction of Green Villages through the Rwanda Housing Authority (RHA). Green Village is a concept developed by the UNDP-UN Environment Programme (UNEP) ‘*Poverty and Environment Initiative (PEI)*’, together with the Rwanda Environment Management Authority (REMA). The initiative successfully demonstrated the link between environmentally sustainable development and poverty reduction.

6. Rwanda is one of the few countries that have managed to establish a specific fund for ENR. Since the establishment of FONERWA in 2012,⁷ and with the support of UNDP through the ‘*Capacity Building Support to National Environment and Climate Fund (Support to FONERWA)*’ programme, the fund has managed to mobilize a pool of more than USD 99M and has since supported and funded over 33 different projects.⁸

7. However, despite the notable progress, gaps remain in order to truly transform into a green economy. The broad and cross-cutting nature of the sector, constantly emerging issues due to urbanization and climate change require more high-level and agile technical and institutional capacity at all levels across the ENR sector. The GGCRS has been well mainstreamed in many policies and strategies, yet not all national and local priority institutions and economic actors are implementing the strategy. Similarly, the ENR sector is not yet mobilising sufficient green financing and investments for large scale impact across the country. The June 2018 ENR Joint Sector Review (JSR) and capacity needs assessment for M&E supported by SIDA,⁹ along with the final evaluation of the SICM project also highlighted a range of gaps, both reports concluding that capacity building of the ENR sector could take an additional 10 to 15 years.¹⁰

8. Capacity building needs exist at different levels. Inter- and intra-institutional coordination is crucial to harmonise the wide-range of ongoing ENR investments and initiatives and optimize their impact. However, capacity gaps in basic project management and coordination (time management, engagement of stakeholders) across different MoE staff functions persist. Sector coordination mechanisms are established but require enhanced capacities. This applies to forums such as the Sector Working Group, Thematic Working Groups, Joint Sector Reviews and Development Partner Meetings, which are important platforms where the Government, civil society organizations (CSOs), private sector and Development Partners meet, analyse, discuss and plan strategies and activities for the sector. These platforms need to be more meaningfully prepared and used, with

⁵ MINIRENA was restructured to the Ministry of Environment (MoE) and Ministry of Land and Forest (MINILAF) in 2017

⁶ Then Belgium Development Agency (BTC), changed name to ENABEL in 2017.

⁷ FONERWA (Fond National pour l’Environnement Rwanda) was set up under the organic law n° 04/2005 of environment and climate change. It was approved by Parliament in the law No. 16/2012 of 22/05/2012.

⁸ ENR Forward-looking Joint Sector Review, 2018

⁹ ORGUT Consulting (2013) Monitoring and Evaluation System for the Environment and Natural Resources Sector in Rwanda.

¹⁰ UNDP (2017) “Final Evaluation: Strengthening Institutional Capacity of the Ministry of Natural Resources in Rwanda (SICM)”

reports prepared and circulated in time with proper follow up, including timely dissemination of well documented minutes and revised reports.

9. There is also a gap in capacity to develop and carry out ENR policies and strategies based on evidence-based analyses. The broad and changing nature of the sector and a lack of an institutional knowledge management mechanism to mitigate staff turnover lead to often ad-hoc decision making and policy formulation that are based on insufficient evidence or data. A new RBM&E system was established in 2018 as a knowledge sharing platform to capture necessary data and to mitigate knowledge loss. For quick and lasting operationalization, SIDA with UNDP supported the training of trainers and establishment of a call center comprised of sub-sector focal points and MoE staff, and the system is built on an opensource software with existing online help forums.¹¹ As of today, the RBM&E system stores 170 indicators, consisting of 27 Key Performance Indicators (KPI) which measure the ENR SSP outcomes, and 141 sub-sector level activity measurements. However, the system is not yet fully operationalized due to limited skills on the part of local system technicians and end-users. Mechanisms and protocols also need to be put in place to ensure ownership, maintenance and systematic review and updating of data and prioritized indicators.

10. While most of the non-KPI indicator data can be uploaded once the responsible parties are capacitated, the system is still lacking 23 important baseline data on the KPIs, due to the need for extensive scientific studies. Technical capacities to periodically collect and report on critical scientific data, create meaningful report and use the information in everyday decision making are still limited across the sector. A baseline needs to be established for each KPI and be accompanied by a clear plan to ensure appropriate financing and coordination for periodic monitoring. In addition to the sub-sector agencies, regular collaboration need to be fostered with academia and research institutes for informed decision making. For example, the then MINIRENA established a Memorandum of Understanding with the University of Rwanda to foster research collaboration, but this has not yet been fully tapped other than occasional collaboration with the Centre of Excellence in Biodiversity and Natural Resources Management (CoEB), and could be further strengthened.

11. Another major gap was identified in the capacity to mainstream gender within the sector. A gender analysis of the previous SICM and Green Economy programmes revealed that many staff involved in the projects explicitly mention the limited gender capacity-- basic knowledge on Gender Equality and Women's Empowerment (GEWE) and skills for applying a gender lens-- of stakeholders as a key challenge in the implementation of the project.¹² Although gender equality in the ENR sector is mandated by the NST1, a gender strategy has not yet been developed for the sector, and the gender gaps in ENR policies and strategies are not yet fully identified.

12. New frontiers need to be explored for further transition to a green economy. The GGCRS is the major strategic document that guides the ENR sector to work with other sectors toward the transition to a green economy. The strategy has been successfully mainstreamed into many policies and strategies, including but not limited to the NST1, new priority SSPs (2017), the new Environment & Climate Change Policy¹³ and the Environment and Climate Change Mainstreaming Strategy (2018). However, a recent high-level policy dialogue on GGCRS in April 2016, bringing together the 6 responsible line ministries

¹¹ The RBM&E system is built on a globally used opensource software 'District Health Information System (DHIS)', which is also used for RBM in the Agriculture and Health Sector in Rwanda.

¹² UNDP (2017), Gender Analysis Report - UNDP Rwanda's Poverty Reduction & Environment Portfolio

¹³ The policy is still under revision as of August 2018.

(MINAGRI, MININFRA, MINICOM, RDB, MIDIMAR, MoE), concluded with critical recommendations including the need to review and improve some of the indicators used for monitoring to provide more meaningful results; the need for technical support to the sectors that have oversight over the PoAs; GGCRS indicators to be reported in the relevant Sector Working Group meetings for wider adoption and mainstreaming; the use of economic instruments to attract private sector involvement in implementing and operationalising the GGCRS; and the need to reach out to civil society and private sector and to clarify and integrate their outputs/indicators into the overall PoAs across various sectors. Gaps still remain at the upstream policy level, while broader and new stakeholders need to be engaged for downstream implementation.

13. Seven years have passed since the introduction of GGCRS, and it is due time to assess the achievements and to comprehensively review the strategy.¹⁴ While the key elements are widely agreed and already mainstreamed, given that this is a 50-year strategy in an increasingly fast-changing world, it is important to foresee and embed potential future change in conditions in order to make the GGCRS a more resilient strategy. At the policy level, several policies within the ENR sector which were formulated before the GGCRS, specifically the Land Management Policy, Water Resource Management Policy and Forest Management Policy, currently hosted under the Ministry of Land and Forestry (MINILAF), do not coherently reflect the green economy concept and need to be reviewed. The same can be said for policies under the four priority sectors. A comprehensive analysis has not been conducted other than for the agriculture sector which now has a new policy that is sufficiently greened and prioritizes climate smart agriculture. A policy level gap analysis will benefit other ENR & CC mainstreaming initiatives such as the new UNDP-UNEP supported *Poverty and Environment Action (PEA)* programme carried out by REMA, which links the green mainstreaming approaches to increased budgets and targeted investments especially from the private sector.

14. Key emerging environmental issues need to be urgently yet intelligently approached, engaging the economic sectors and institutions that are to carry out the regulations in the future. These issues are, notably, the increase in air pollution due to growing transport emission and the encroachment of wetlands especially in residential and high economic zones around Kigali City. Air pollution is a growing issue causing increasing asthma and potentially other health issues in the population. Emission is estimated to increase by approximately 85% by 2030 compared to 2015 levels, transport being the biggest contributor.¹⁵ The benefits of potentially reduced healthcare costs and improved productivity must be factored into a comprehensive cost-benefit analysis and carefully compared with the expected costs (e.g. of introducing new regulations and lost revenue from taxes on older vehicles) in order to recommend feasible pathways including new revenue sources. Technical capacity on dealing with such emerging issues are still limited.

15. Environmental regulation enforcement should be a priority for preventing illegal activities and enhancing environmental fee collection. However, this is an area of weakness especially at the local level, due to insufficient technical capacity to detect environmental crimes in the Rwanda Investigation Bureau (RIB). Public awareness of environmental crimes and its implications are also limited, and need to be enhanced.

16. In order to engage new national actors, successful business cases of green economy transformation need to be demonstrated, scaled and owned by stakeholders. To create entry points for GGCRS demonstration, some areas were identified. The first area is to bridge the

¹⁴ As of August 2018, an evaluation of the GGCRS is being conducted under the extended Green Economy Project.

¹⁵ REMA (2018) Inventory of Sources of Air Pollution in Rwanda

scale up of Green Villages. Although the concept was taken to scale by the Ministry of Local Government (MINALOC) and RHA through the Integrated Development Program (IDP) Model Villages, priority has been on the relocation of the vulnerable population from disaster prone areas and the construction of new villages. With the limited technical and financial capacity at districts and RHA to apply the Green Village toolkit, newly built villages do not always have sufficient green components and livelihood opportunities. The existing “Green Village / IDP Model Village Task Force” need to be revived and further strengthened, so that it can ensure the continuous future greening of the IDP Model Villages, as also recommended during the JSR of June 2018.

17. The second area is the start-up of the new Clean Production and Climate Innovation Centre¹⁶ (CPCIC) to be established by the National Industrial Research and Development Agency (NIRDA). The Centre, based on priorities from the EDPRS, is planned to raise public awareness on clean production and climate change mitigation, train, assess and monitor small and medium sized enterprises (SMEs) on clean production, develop investment projects and award good practices. Although NIRDA already has an established clean production methodology, technical capacity on climate change mitigation technologies and on developing investable projects are yet to be strengthened. .

18. The third area is the strengthening of climate resilience of farmers, which was identified as a strategic and urgent need for implementing GGCRS.¹⁷ However, implementation requires initial start-up capital and longer-term financial resources. One potential fund is the Green Climate Fund (GCF) - the MoE was the first national accredited entity to access funding from this facility. However internal technical capacity and experience in developing and administering GCF proposals is limited. There is also high transaction cost and financial risks involved in preparing these proposals, and strong technical know-how is required.

19. FONERWA, as the legally established national green fund, is mandated to mobilize over USD 120M during the NST1 period. FONERWA has been very active in terms of mobilizing resources for the ENR sector, but challenges are still observed. Technical capacity is needed both for effective fund management and to strategically mobilize resource from bilateral and vertical funds while also exploring new financing mechanisms. There is a need to raise the quality of proposals received from all types of beneficiaries such as communities, private sector, CSOs and public institutions. The weak technical capacity of beneficiaries to implement and monitor projects has seriously affected FONERWA’s delivery and will, in the long run, impede its ability to attract additional donors. Furthermore, there seems to be insufficient capacity nationwide, including in the private sector, in developing, administering and using other innovative financing opportunities such as green bonds, impact investment or PPP.

20. A robust knowledge management system and platform are crucial in order to create a virtuous cycle of learning between fund beneficiaries, which will also contribute to effective fund management and resource mobilisation. However, currently there are no systematic ways of sharing lessons learnt between funded projects, hindering the improvement of incoming proposals. An online knowledge sharing platform accompanied by offline forums was created within FONERWA in 2017 with UNDP support.¹⁸ However, the system is not yet operationalized, and a mechanism needs to be put in place for the platform to become self-sustained by its users.

¹⁶ The name of the centre is yet to be finalized as of September 2018

¹⁷ MoE (2017) Strategic Plan for Climate Resilience Rwanda (SPCR)

¹⁸ Saeumal Center of Excellence Project, Republic of Korea (ROK)-UNDP

II. STRATEGY

21. In order to close the identified gaps in capacity and to enable the ENR sector to reinforce the virtuous circle of green growth, UNDP will collaborate with the Ministry of Environment to initiate the programme '**Strengthening Capacities of the Environment and Natural Resources (ENR) Sector for Green Economy Transformation**'. The programme will build on the positive outcomes of the abovementioned UNDP supported programmes and the concerted efforts of other UN agencies and Development Partners. While the programme will continue to support the strengthening of institutional and technical capacities of the MoE and the national green fund FONERWA, large focus will be given to facilitating innovative ways in which the sector carries out its role as catalyst in the transformation to a green economy.

22. This programme follows a generalized Theory of Change, which posits that by (a) supporting capacity development of key ENR sector institutions on evidence-based decision making, coordination and GEWE, (b) updating the GGCRS into a robust strategy accommodating the changing nature of ENR & CC, (c) generating upstream knowledge especially on emerging environmental issues, (d) strengthening effective enforcement of on-going policies and regulations and (e) demonstrating the business case for a green economy, all underpinned by increased financial resource including from new and innovative financing options, that the programme will contribute to catalysing the transformation to a green economy in line with the NST1 objectives.

23. The identified gaps in capacities for coordination and evidence-based decision making that need to be addressed are a combination of both technical and institutional elements, and therefore need to be tackled coherently, building on the foundation of previous support. By continuing technical support to the MoE Single Project Implementation Unit (SPIU) and Planning Department on general management skills, and by improving the quality of existing forums by setting and following consistent annual timelines, preparation requirements and follow up steps, overall sector coordination will be strengthened.

24. By providing technical support for system management and trainings to sector staff on RBM and data collection, while putting in place mechanisms to effectively analyse and report on the collected data and periodically review indicators, the base capacity to operate the RBM&E system will be strengthened. By technically supporting the baseline studies for missing KPIs, leveraging on existing data, research and arrangements with academia and research institutes, missing baselines will be established for the most critical indicators, while arrangements will be made for periodic studies in the future. These will lead to strengthening the sector capacity for consistent evidence-based decision making.

25. The implementation of GGCRS will be approached at both upstream and downstream levels, responding to the changing socio-economic circumstances, constantly emerging new environmental issues and effects of climate change. Upstream, taking the rare opportunity to review the GGCRS, by using innovative tools collectively known as Foresight¹⁹ and engaging all reporting line ministries, ENR and respective sectors staff at all levels, private sector, CSOs and potentially youth and rural communities, a shared and resilient future vision will be co-created, which will increase the ownership by a wider range of stakeholders

¹⁹ Foresight is the umbrella term for innovative strategic planning, policy formulation and solution design methods that work with alternative futures. defined as 'a systematic, participatory, future intelligence- gathering and medium-to-long-term vision-building process aimed at enabling present-day decisions and mobilizing joint action' UNDP Global Centre for Public Service Excellence, 2018, 'Foresight Manual – Empowered Futures for the 2030 Agenda'

and sectors. By conducting gap analyses of pre-GGCRS environmental policies as well as policy portfolios of priority economic sectors (infrastructure, energy, industry),²⁰ the programme will create new entry points for mainstreaming green economy in respective sectors. Likewise, knowledge will be created to address two important emerging environmental issues in the urban area. First, the programme will provide technical support to develop a master plan for wetlands management in Kigali City in partnership with the City and the Private Sector Federation (PSF). The programme will also assist the City to take informed decisions to prevent further encroachment.

26. Second, the programme will conduct a full cost-benefit analysis on cutting transport emission including from motorcycles. This analysis will be accompanied by options on potential alternative technologies, fee generation mechanisms and benchmark regulations to enable the transport industry and regulating bodies to take evidence-based decisions to prevent and reduce emissions.

27. Furthermore, through continued and sustained technical support to the RIB, awareness raising campaigns and the implementation of the environmental crime mapping recommendations, RIB will be strengthened to effectively enforce regulations and implement policies.

28. Downstream, by providing technical support to selected sectors in catalytic areas, i.e. projects that will potentially trigger technological or social innovation, the short- and long-term socio-economic benefits of the GGCRS will be demonstrated and inform the potential scale-up by respective sectors. The greening of IDP Model Villages will be supported building on the existing partnerships of the Green Economy programme and using evidence from the pilot Green Villages, including a detailed cost-benefit analysis and toolkit.²¹ By reviving and strengthening the “Green Village / IDP Model Village Task Force”, ENR technical capacity to support and collaborate with RHA and districts will be enhanced and institutionalized. Through a baseline study of the greening needs of existing IDP Model Villages and testing of alternative financing mechanisms (eg. PPP) during the greening of 1 village per province, the financial constraint, which is one of the missing links for the scale up of the proven concept, will be bridged. By working closely with local private sector for instalment and maintenance of appropriate technologies, technology transfer and local innovation will be enhanced. By developing and providing a replicable training program for districts with a human-centered design approach in addition to the already existing Green Village Toolkit, technical capacity will be strengthened in selected districts and ready to be used for replication.

29. In the industry sector, by providing technical support to the NIRDA on the design of green technology transfer strategies and the operationalization of the planned CPCIC, the programme will capacitate the new center to demonstrate the potential economic benefits of clean production and climate mitigation measures to the private sector. By developing a GCF project proposal on building the climate resilience of farmers led by MoE and in partnership with MIDIMAR, Meteo, MINAGRI and other stakeholders, resources will be mobilised including through co-financing mechanisms for large scale implementation of the GGCRS in the agriculture sector.

30. By building on the partnership established since the start of FONERWA and providing technical support for strategic resource mobilisation, especially in identifying and

²⁰ The agriculture sector already revised the key policies in 2017.

²¹ REMA (2017), ‘Assessment of the Economic, Social and Environment Benefits of the Rubaya Green Village in Gicumbi District, Rwanda, and Benefits of Project Replication’

operationalizing new and innovative funding streams (including through bilateral, multilateral and vertical funds, collection of environmental fines, levies and taxes, and to explore non-conventional financing methods²²), project design and implementation, and efficient fund management, FONERWA will be strengthened to help meet national green investment and resource mobilisation targets. As quality funded projects are crucial to attract external resources and for improved impact on the ground, the programme will not only focus on the capacity of FONERWA but aim to create spill-over effects to other institutions in the ENR sector as well as CSOs, private sector and communities for developing improved and green investment proposals and projects. By supporting the operationalizing of the fund's scheme to access strong technical consultants, FONERWA will be better capable to assist potential applicants with project design, implementation, monitoring and reporting. By supporting quality assurance of funded projects, the fund disbursement rate will be improved, especially for CSOs and the private sector. Activities will be well coordinated with other similar initiatives such as PEA.

31. Knowledge sharing, both online and offline, is the engine for this transformative and virtuous cycle to be self-sustained. The programme will therefore help strengthen the already established FONERWA Knowledge Sharing Portal, including technical support to offline forums, periodic quality knowledge creation, and embedding of the process in all project management cycles. Likewise, by providing technical support to enhance and strengthen the production of bi-annual reports, bi-annual knowledge sharing workshops and annual review meetings with stakeholders as well as a robust outreach communication strategy and its implementation, cross-pollination will happen to improve the overall level of associated projects. These coordinated efforts will prepare the fund to take off as an independent and self-sustained green fund after the programme.

32. In terms of gender and Leave No One Behind (LNOB), an initial gender analysis of the ENR sector will identify potential entry points to further mainstream GEWE. By providing tailored trainings to ENR sector staff on the entry points to analyse natural resource management with a 'gender lens', designed based on a capacity-needs assessment in the context of natural resource management in the country, technical capacity on gender mainstreaming will be strengthened.²³ The programme will support the development of a ENR sector gender strategy, accompanied by practical tools for applying GEWE in Rwanda and in ENR sector-specific policies, knowledge material, research, budgeting as well as project cycle management. Special focus shall be given to the role of women as potential change makers in on-the-ground activities (e.g. Green Villages). Women as well as other potentially vulnerable population groups, including but not limited to people with disabilities, refugees, poor rural farmers and unemployed youth, will always be considered and included in all policy reviews, strategy formulation and downstream implementation, following the principle of LNOB. All knowledge products and reports will be required to have dedicated sections on gender and marginalized populations.

33. This programme has been developed in alignment to the national development strategies including the NST1, the ENR SSP, the new Environment & Climate Change Policy and the Environment and Climate Change Mainstreaming Strategy. The programme directly responds to the NST1 Cross Cutting Area (Environment and Climate Change). It also intends to respond to Priority Area 7, more specifically to Outcome 7.4 and 7.5, not in a direct manner but by leveraging the efforts of the ENR sector as a whole. This programme is integrated in and will contribute to the new United Nations Development Assistance Plan

²² A study on environmental fee and fine collection, among other financing feasibility studies, is currently undertaken under the UNDP funded Biodiversity Finance Initiative (BIOFIN) by REMA

²³ Recommendations drawn from UNDP (2017), Gender Analysis Report - UNDP Rwanda's Poverty Reduction & Environment Portfolio

(UNDAP 2018-2023), which was developed in sync with the NST1 together with all UN agencies operating in the country, as well as the UNDP Country Programme Document (CPD). The programme will contribute to the UNDAP Outcome 4, “By 2023 Rwandan institutions and communities are more equitably, productively and sustainably managing natural resources and addressing climate change”, and Output 4.1 “National institutions have strengthened regulatory framework, technical and coordination capacity for gender sensitive and equitable management and mainstreaming of environment, natural resources and climate change, and promoting green growth”. This Outcome and Output are further detailed and operationalized in the CPD under Outcome 2 (same as UNDAP Outcome 4) Output 2.1 “Environment and Natural Resources sector institutions have enhanced technical capacity to formulate and implement gender-responsive policies.” The programme will be under the first pillar of the CPD on the “Inclusive and Sustainable Growth”, which contributes to sustainable and equitable management of natural resources as a building block for inclusive and green economic growth, improved livelihoods and enhanced resilience for poor and marginalized populations.

34. The programme will contribute to the Sustainable Development Goals 5 (Gender), 7 (Access to Energy), 9 (Industry and Innovation), 11 (Sustainable Cities), 13 (Climate Action), 15 (Life on Land) and 17 (Partnerships).

III. RESULTS AND PARTNERSHIPS

Expected Results

35. The intermediate objective of this programme is ‘to strengthen the technical and institutional capacity of national and decentralized institutions in the ENR sector as catalyst for green economy transformation that is resilient to climate variability.’ This will be achieved through the below three comprehensive and mutually reinforcing outputs.

Output 1: ENR sector capacities enhanced to optimize and scale-up sustainable and climate resilient management of natural capital resources

Under this output, the programme will provide technical support to address the identified capacity gaps, processes and procedures that are required in the ENR sector institutions for smooth coordination aimed to deliver tangible results across different but interlinked subsectors and with priority economic sectors. It will put in place a comprehensive and sustainable system for the RBM&E of the sector, making available all relevant indicators and targets based on a set frequency of data collection for improved decision making. ENR sector capacity will be built on the linkage between ENR and GEWE, enabling them to develop and implement environmental policies as well as utilize budget statements linking environment, natural resources and gender. This output is the stepping stone of the programme, to ensure better coordination and strengthen the results of the other 2 outputs. The lead agency on this output will be the MoE, which will also undertake overall project management (technical and financial M&E, procurement services and reporting) and will coordinate with relevant subsectors and stakeholders.

In order to achieve these outputs, the activities below are planned.

- Strengthen and operationalize the ENR sector RBM&E system with technical assistance to manage, troubleshoot and train sector staff.
- Conduct 5 baseline studies to address missing KPIs in the RBM&E system.²⁴

²⁴ The 5 studies are temporarily set for 1) Ecosystems level of degradation study; 2) Hazardous / toxic waste study 3) Water Productivity study; 4) Forest Enterprises survey and 5) Mining Sites and Processors assessment.

- Conduct a sector-wide gap analysis, develop a gender strategy and build capacity on ENR & GEWE.

At the end of the programme, key ENR sector institutions' technical capacities will be enhanced to formulate evidence-based and gender sensitive policies and effectively coordinate ENR policies within and with other sectors to ensure the sustainable use of natural resources for the current and future Rwandan population.

Output 2: *Green Growth and Climate Resilience Strategy implemented in selected sectors*

This output is complementing Output 1 by creating a shared vision of alternative future scenarios and strengthening the ownership of ENR&CC in key productive sectors, which is the prerequisite for successful inter-sector coordination. While building on the progress already made in the implementation of the GGCRS, the strategy itself will be reviewed and fully synchronised with PoA implementing sector indicators. Policies that were formulated before GGCRS will be assessed and policy actions will be provoked through knowledge creation. A comprehensive wetland master plan will be developed in collaboration with and handed over to the City of Kigali, with wetland classifications, clear management plans for key wetland areas and a resource mobilization plan. A cost-benefit analysis of imposing an age limit on imported vehicles and scoping study on introduction of a carbon tax will support the transport sector on informed policy actions. The new Environment and Climate Change Innovation Centre will be fully operationalized with the support of the programme. Two hundred (200) households in IDP model villages will have access to green components and alternative livelihood opportunities, and the programme will continue to advocate for adoption and replication of the concept. Resource will be mobilised for climate change adaptation of farmers through new financing methods. This output will engage with partners and stakeholders innovatively and dynamically, 'walking the talk' for the programme.

In order to achieve these outputs, the activities below are planned.

- Conduct a gap analysis and update of at least 5 sub sector policies to reflect GE principles and LNOB
- Conduct a gap analysis and update of other priority sector policies based on GE principles and LNOB
- Develop a Master plan for Wetlands Management in Kigali City, including categorization of wetlands, management plan of specific wetlands and resource mobilization for further implementation
- Technical support to develop new project proposals from GCF based on SPCR and PPCR
- Technical support to conduct a comprehensive study including a cost benefit analysis of imposing an age limit on imported vehicles and scoping study on the introduction of a carbon tax to the transport sector to reduce air pollution in Rwanda
- Capacity building of NIRDA to strengthen the green technology research and setting up of the Clean Production and Climate Innovation Centre
- Conduct a baseline study on existing and upcoming IDPs' green components

However the list will be decided after an intensive consultation in the first quarter of implementation.

- Development of a training program and capacity building of districts on the human-centered design approach to the GV toolkit
- Provide greening components to 1 IDP per province
- Continued technical support to the Rwanda Investigation Bureau (RIB) environment unit
- Implement the actions from the environment crime mapping report for effective enforcement
- Conduct awareness raising campaign on environmental crimes

At the end of the programme, based on a shared vision of resilient pathways of GGCRS, all PoA policies will be reflecting the green economy concept, prevention measures for emerging issues will be put in place, and priority sectors will be carrying out the PoAs to scale. Effects will be evident in improvements in the living conditions of end users (IDP village residents, farmers, private sector companies).

Output 3: National and local public institutions, CSOs, private sector technical capacities are strengthened to effectively and efficiently manage green growth financing mechanisms

The purpose of this output is to support in developing capacities of FONERWA to effectively mobilize financial resources from both traditional and non-traditional sources to cater for the needs in the ENR sector, and to transfer its technical capacity to the fund beneficiaries. A resource mobilisation strategy will be developed for the entire sector and funds will be mobilised. Leveraging on existing systems, technical capacity of FONERWA will be strengthened on efficient fund management, to better support stakeholders on project formulation, implementation and reporting, and to develop capacities of districts, communities, private sector actors, CSOs and other stakeholders involved in the fund. All projects will be sharing lessons learnt with other projects through a knowledge sharing platform in a timely manner. These results will feed into better fund disbursement rates, and ultimately to more incoming finance. FONERWA will also have a private sector facility attracting different sources through blended finance as a useful approach for mobilizing new sources of capital for the SDGs. It enables development finance and grant providers, typically Development Finance Institutions (DFIs), Donor Agencies, and philanthropic institutions, to help de-risk transactions in order to mobilize commercial investment to/within developing countries.

In order to achieve these outputs, the activities below are planned.

- Organise technical inputs from subject matter specialists, including support and trainings to FONERWA on project design, implementation and monitoring to strengthen resource mobilization and new financing mechanisms.
- Technical support to establish and maintain an integrated web-based platform for FONERWA (MIS, website).
- Establish a system to integrate knowledge management within project cycles and conduct training on knowledge management tools, including on gender and LNOB.
- Organize bi-annual portfolio review workshops to share progress and achievements of the fund with stakeholders.
- Support FONERWA capacity for to effectively develop and implement its communication strategy and outreach services with particular support to quarterly call for proposal sessions.

- Support to the quality assurance and monitoring of FONERWA funded projects to improve implementation rate and performance of the portfolio.
- Develop a five-year domestic, bilateral and multi-lateral resource mobilisation strategy.
- Roll out the programmatic approach through TA support to sectors in proposal development and resource mobilisation.

At the end of the programme, FONERWA will have mobilised 149 million USD for the ENR sector and other ENR&CC projects in the country through funds and innovative financing methods. FONERWA will also have a more robust portfolio of quality proposals from CSOs and private sector with a higher acceptance rate and faster disbursements. FONERWA will have a private sector facility attracting different sources through blended finance for mobilizing new sources of capital for the SDGs.

Resources Required to Achieve the Expected Results

36. The total budget of the programme is USD 4,400,000 for 2018-2023. Further resource will be mobilized in order to strengthen and scale up this catalytic programme. The management team will require efficient and proactive programme support from the UNDP Country Office (CO), with part-time programme analyst(s) and a programme associate in place, and with full support from procurement and other CO functions when needed.

Partnerships

37. The new programme will maintain and enhance the current institutional partnerships established through SICM, Green Economy and Support to FONERWA Programmes.

- MoE will have lead responsibility for the strategic oversight and management of the programme;
- UNDP will continue to work with Rwanda's green fund, FONERWA;
- The programme will work closely with sub-sectors in the ENR sector and MoE affiliated agencies (Rwanda Environmental Management Authority - REMA, Rwanda Meteorology Agency - Meteo) as well as the Ministry of Land and Forestry (MINILAF) and its affiliated agencies (Rwanda Water and Forest Agency – RWFA; and Rwanda Land Management and Use Agency – RLMUA);
- Main productive sectors, especially with the priority ENR cross-cutting sectors of agriculture (in close partnership with the Ministry of Agriculture; MINAGRI), transport, energy (both in close partnership with the Ministry of Infrastructure; MININFRA); and industry (in close partnership with the Ministry of Trade and Industry; MINICOM);
- The programme will expand collaboration with the NIRDA on green technology research, through the support to the new CPCIC ;
- Existing partnerships with the RIB will be expanded on environmental crimes and awareness raising;
- Partnerships will be strengthened with RHA under prioritized areas of greening of IDPs, and it is proposed that the programme works very closely with the districts under the guidance of MINALOC and in collaboration with and support to the various institutions active in those districts;
- Local communities will need to be engaged, especially for capacity building on project design and implementation. This could be done with participation of local NGOs, CSOs and by using existing local consultation and monitoring platforms.
- Relevant associations and groups dealing with gender, marginalised populations and people with disability will also be involved.

38. Within the wider framework of donor coordination in Rwanda, the programme will work closely with other Development Partners to coordinate on similar efforts and to mobilise resources to scale up proven activities. This will build on the already close relationship with SIDA, DFID and EU, and may include others. SIDA has especially been the main partner for both the ENR sector and for UNDP, and is in parallel starting a 1 year project with potential of extension for 4 years, focusing on capacity building with the MoE. With SIDA, in year 1, MoE will undertake a thorough capacity assessment and propose a capacity development plan to follow in the coming years. Potentially the project can share the same Output 1 and common project management structure, as well as quality assurance by UNDP, for efficient and effective implementation. As a start, in year 1, a gender assessment will be conducted in collaboration with the SIDA programme focusing more on the policy gap analysis and strategy development while SIDA project will focus on the capacity assessment of the institutions. GEWE trainings under the programme will be based on this assessment.

39. The programme will also explore and establish new partnerships with institutions and programmes that share its objectives and can contribute to their realisation. These may include:

- *Other UN agencies:* Partnerships and synergies will be explored and established with other agencies also working toward the same UNDAP Outcome 4, notably the Food and Agriculture Organization (FAO) and the United Nations Industrial Development Organization (UNIDO). The programme will liaise and share experiences with the UNEP-UNDP programme 'Poverty Environment Action (PEA)', implemented through REMA to ensure cross-pollination of mainstreaming efforts and avoiding duplication;
- *Universities, the CoEB under the University of Rwanda and other academic and research institutions.* This will be explored especially on RBM&E baseline studies and cost-benefit analyses.
- *Private sector bodies.* Working with and through the private sector in order to catalyse environmental investments, including at the district level. This could start through working with the PSF, Chambers of Commerce, Women business/farmers associations, relevant selected companies, etc., as well as by implementing with private sector entities or encouraging partnerships for long term sustainability.

Stakeholder Engagement

40. Main target groups of the programme are:

- National institutions in the ENR sector.** These are the key technical stakeholders the project tries to involve, in order to capacitate them to undertake the required coordination, RBM&E and planning at their respective levels and sub-sectors.
- National institutions of selected sectors.** There will be outreach to institutions involved in the implementation of the GGCRS and the green economy concept.
- Vulnerable communities and population in rural area.** These are both participants and end-users of the greening of IDP model villages. The aim is to ensure that they help design and benefit from initiatives that can improve climate resilience and create livelihood opportunities. The programme also targets rural farmers who are vulnerable to climate change related disasters.

41. Stakeholders that will need to be engaged are the different Government ministries and agencies specifically for policy gap analyses, e.g. MINAGRI, MINICOM, MININFRA, MINALOC, etc. Local communities will be engaged and participate in the planning and implementation of the Green Village concept. CSOs at national and local level will also be engaged in planning and capacity building activities and to facilitate the engagement with local communities as well as the private sector.

Knowledge and Innovation

42. Proven methods to facilitate innovation, such as foresight, lean start-up and design thinking for programming will be embedded throughout the programme, and while the programme will follow the Theory of Change articulated in this document, it will allow flexibility and iteration through its governance structure. Innovation will be directly enhanced especially in Output 2, as it is the key to transitioning into a green economy. Innovative yet proven approaches selected from the many foresight methodologies will be applied to planning activities to formulate more resilient policies and strategies. The scale up of Green Villages will be approached with human-centered-design and by using appropriate technologies to enhance home-grown innovation. The support to the new Environment and Climate Change Innovation Centre will test how the public sector can facilitate the technology innovation and R&D for sustainable development.

43. The programme will generate knowledge products that attempt to influence the discourse and policy-making both within the ENR sector and of priority economic sectors on sustainable ENR management and its influence on equitable and inclusive economic growth in Rwanda. This will include policy gap analyses with clear recommendations for policy reviews, cost-benefit analysis of economic activities and pollution (cutting emissions from transport), and baseline studies including a gender gap analysis under Output 2. Strengthening of knowledge management in key institutions will be major activities under Output 1 and 3. Knowledge management will be integrated into the project cycle so that learning will be enhanced from best practices within the country. Dissemination of knowledge will be undertaken through specific media products, including use of social media through the UNDP, MoE, FONERWA and other national, regional and global social media outlets. GEWE and the LNOB principle will be applied to all knowledge products.

Sustainability and Scaling Up

44. The pathways (outputs, interventions and actions) in the programming framework have been selected by working closely with the MoE, which is the leading institution of the ENR sector and driving force of the Green Economy initiative, and FONERWA as the legally established national fund for ENR objectives. The implementing agencies are relevant national institutions that will carry on with the results. Capacity building is threaded through all outputs and across multiple dimensions (strategic planning, organisational development, skills transfer, access to resources, etc.), at central, sector and district levels. As this is intended to be a flagship programme, by leveraging on the strengthening of sector coordination and creation of a shared vision, plans to scale up the approach of co-designing policies and tailored outreach support to demonstrative areas in priority sectors by partnering with other UN agencies, development partners and bilateral donors active in the ENR sector. Resource mobilisation will be a constant effort and planned from the outset for specific activities that have potential for scale up.

Risks and Assumptions

45. A number of critical assumptions and risks have been considered in the design of this new programme.

Assumptions that are underlying the programme design are:

- UNDP will continue to support the ENR at both strategic and technical level through co-chairing the ENR sector;
- There will be continued support of the ENR sector from other donors, especially SIDA, ENABEL, and UNEP. This will increase cohesion and partnership to deliver on the intended ENR objectives;

- The Government will remain focused on the need to sustainably manage environment and natural resources and preserve ENR sector as a core sector towards Rwanda's development in medium term framework and continue to be committed towards supporting green economy initiatives at central and local levels of administration.
- Local level investments in green economy initiatives in secondary cities and rural areas will remain government focus as enshrined in the NST1;
- There will continue to be cross sectoral coordination including strong partnership with the civil society and private sector within the ENR sector;
- Build on the current achievement including the establishment of the RBM&E system. This will play significant roles going forward in the implementation of this program;
- FONERWA will continue to play the roles as prescribed in the law establishing it with reference to fund mobilization and support to on-the-ground investments;
- The program management unit will be technical and competent enough to support the quick delivery of program outputs;
- Appropriate sectoral coordination between and among the institutions that will implement the program will be critical to the successful implementation of the program.

Risks that have been taken into account in the design of this programme, which need to be managed during implementation include:

- Meteorological conditions, possibly exacerbated by climate change, may impact negatively on natural resources, livelihoods and economic growth, thus negating or reversing some of the benefits of the programme. This risk will be carefully monitored, including through other support programmes with METEO. As climate change resilience is the ultimate objective, the programme will expedite the GGCRS implementation in key sectors. Climate resilience of 4 IDPs in most disaster-prone areas will be strengthened directly through provision of green components.
- The programme will seek to enhance the engagement of institutions outside the ENR sector (NIRDA, RHA, RIB) as well as CSOs, private sector, districts and communities. Demands placed on them by other initiatives or urgent priorities, in addition to the day-to-day responsibilities, can make it difficult for them to participate fully in, and benefit optimally from, the programme. To mitigate this risk, national institutions have been consulted during the design phase. CSOs, private sector and communities as well as national institutions to undertake capacity building will be selected based on proactive application to ensure motivation and ability to fully participate.
- The Project Document has been designed based on the assumption that the resources committed by UNDP for 5 years (TRAC) will become available. If the resources for the latter years do not become available, the full intended results of the programme may not be achieved. To mitigate the risk of resource shortage, UNDP will continue to mobilise external resource to support, replicate and scale up the intended results.
- Coordination within and between the different sectors. Without effective coordination and planning the mainstreaming of green economy is at risk, and thus effective coordination is the core component of the programme. The programme will directly support the sector coordination through the SWGs, as well as through its work within the UN Country Team and other Development Partners.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

46. The programme will follow the implementation arrangement as underlined within the Government's SPIU, which is mandated to monitor the effective use of financial resources

and ensure value for money. This will be combined with regular monitoring and evaluation of programme implementation. Inter- and intra-institutional coordination mechanisms with other projects and programmes will be emphasized to avoid duplication of activities. UNDP will also seek to coordinate closely with other development partner activities and leverage existing fora and coordination mechanisms such as the Thematic Working Groups, JSR and SCMs.

47. Different technical and knowledge creation consultancies will be supported under this programme with the aim of generating evidence and producing appropriate policy actions to inform and help implement national and sector policies and programmes. Both UNDP and Government procurement procedures will be used as required to ensure value for money, quality and timeliness.

48. Decisions will be made based on evidence. Appropriate indicators and means of verification will be periodically monitored to understand the progress of project implementation and adjust course of action accordingly. Monitoring and evaluation will be done jointly between UNDP and implementing partners, including joint field visits.

49. The programme will be implemented under the auspices of the SPIU to enhance the portfolio management approach. This should also help reduce operational costs and increase efficiency in the use of resources.

Project Management

50. The new programme will require, for its functioning and achievement of intended results, effective and efficient technical and management support at both central and decentralized levels of national institutions, as well as with private sector and civil society. The programme will be jointly implemented within a single programmatic framework and designed document but with different implementing agencies. At the national level, implementing agencies will be the MoE and FONERWA. Each implementing agency will have a dedicated structured management system and responsible personnel for project follow-up. This will be the SPIU for the MoE, and a management structure agreed with UNDP for FONERWA. All components and activities will be implemented by the implementing partners, through close technical consultation with the respective beneficiaries (RHA, NIRDA, RIB and others).

51. Programme reporting will be quality assured and approved by the steering committee meetings (twice a year) composed of members from different institutions (MoE, MINALOC, MINECOFIN, NIRDA, RIB, FONERWA, MINILAF, MININFRA, RHA, SIDA and UNDP). MoE SPIU will serve as the secretariat of the steering committee. The technical working group (MoE, FONERWA, UNDP) will meet quarterly to ensure timely reporting and to resolve technical obstacles if any. As capacity building and coordination are at the heart of the programme, periodic technical meetings will be set between the MoE SPIU and UNDP project analyst(s) from the outset, which will also serve as a forum for preparation for Sector Working Groups and Development Partners meetings.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:										
By 2023 Rwandan institutions and communities are more equitably, productively and sustainably managing natural resources and addressing climate change										
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:										
Indicator 2.1. Percentage of public expenditure on environment, natural resources and climate change as a proportion of total public expenditure										
Baseline (2015/16): 6.2% ²⁵										
Target: 8%										
Applicable Output(s) from the UNDP Strategic Plan:										
2.1.1 Low emission and climate resilient objectives addressed in national, sub-national and sectoral development plans and policies to promote economic diversification and green growth										
Sustainable Development Goals it contributes to: 7, 11, 13, 15 and 17.										
Project title and Atlas Project Number: Strengthening Capacities of the ENR Sector for Green Economy Transformation (XXXXX)										
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS					DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year FINAL	
Output 1 ENR sector capacities enhanced to optimize and scale-up sustainable and climate resilient management of natural capital resources	1.1 Extent to which the environment and natural resources sector strategic plan implementation is coordinated ²⁶	Annual joint sector review report, minutes	1	2018	2	2	3	3	3	Email date logs and quality assessment of invitations, presentations and minutes of coordination forums
	1.2 % of ENR KPI and non-KPI baseline and monitored data available at a set frequency in the RBM&E system for improved decision making	RBM&E system, Annual joint sector review report	KPI 15% Non-KPI 80%	2018	KPI 33% Non-KPI 90%	KPI 66% Non-KPI 95%	KPI100% Non-KPI 95%	KPI100% Non-KPI 100%	KPI100% Non-KPI 100%	System log of RBM&E data entry Risk: Indicators are reported from other institutions. KPI studies may be hampered due to lack of funding.

²⁵ FY ENR 2015/16 implementation assessment (REMA, 2016)

²⁶ 1- Sector partially coordinated (Semester / annual meetings convened), 2- Sector fully coordinated (Meeting documents shared 1 week in advance for coordination, SSP annually reviewed and updated within sector), 3- ENR Sector and other sectors fully coordinated

	1.3 # of ENR sector institution staff applying gender to develop and implement environmental policies and budget statements	Annual joint sector review, Training evaluation report	0	2018	100	150	200	250	300	Evaluation survey to be conducted 3 months after training. Risk: Staff turnover reduces accumulated number.
Output 2 Green Growth and Climate Resilience Strategy implemented in selected sectors	2.1 Extent to which GGCRS is reviewed and reflected in selected SSPs ²⁷	Project Report, SSPs, Joint sector reviews	1	2018	2	3	3	4	4	Assess PoA Sector SSPs and JSR. Risk: Evaluation of GGCRS conducted in ongoing GE project may delay. Implementation of PoA relies on other line ministries and sectors.
	2.2 % of recommendation from policy gap analyses used to develop or review ENR and priority sector policies and strategies	Project report, minutes of sector meetings	0	2018	0	70	70	70	70	Assess reviewed policies and strategies against gap analyses recommendations. Risk: Schedule may delay due to conflict with other sectors' priorities. Number of recommendations cannot be estimated
	2.3 A Master plan for Wetlands Management in Kigali City developed, including categorization of wetlands, mgt plan of specific wetlands and resource mobilization plan and ready for	Project Report	No	2018	No	Yes	Yes	Yes	Yes	Assess quality of final product and minutes from validation workshop. Risk: Operationalization of the plan will rely on Kigali City.

²⁷ 1- Achievements evaluated, 2- Strategy reviewed with shared vision, 3- GGCRS indicators mainstreamed in SSPs of PoA sectors 4- PoA actions all implemented or in progress

	<i>further implementation</i>									
	2.4 Extent to which the Cleaner Production and Climate Innovation Centre is strengthened on green technology transfer and operations ²⁸	Project Report	0	2018	1	2	2	3	3	Risk: Centre is still not set up. Operation of centre relies on NIRDA, outside the project (IP) responsibility
	2.5 Number of SMEs that acquired climate change mitigation technologies	Project Report	0	2018	0	5	10	15	20	Risk: Centre is still not set up. Operation of centre relies on NIRDA, outside the project (IP) responsibility
	2.6 # of households in IDP model villages newly benefiting from green components based on the GV toolkit, disaggregated by sex of the head of household	Project Report	0 ²⁹	2018	50 F: 25 M: 25	100 F: 50 M: 50	150 F: 75 M: 75	200 F: 100 M: 100	200 F: 100 M: 100	Survey of beneficiaries on the effects of the greening components. Targets will be adjusted after baseline study in Year 1.
	2.7 Extent to which the GV toolkit is utilised in IDP model villages ³⁰	Project report	1	2018	2	2	3	3	3	Survey of districts on the usage of toolkit.
	2.8 # of GCF project proposal 1) developed by ENR sector 2) approved by the NDA. 3) Amount of resources newly mobilised from the GCF [US\$ millions]	Project Report	1) 1 2) 1 3) 0	2018	1) 2 2) 1 3) 0	1) 2 2) 2 3) 2	1) 2 2) 2 3) 0	1) 2 2) 2 3) 30	1) 2 2) 2 3) 30	Schedule and success are relying on GCF board and external factors
Output 3	3.1 Cumulative volume of finance [US\$ millions] mobilized through	Project Report	99	2018	109	119	129	139	149	FONERWA financial report

²⁸ 0- Centre not yet established 1- Business model and operational manual developed and validated, 2- CPCIC and NIRDA staff capacity built on green tech and climate mitigation innovation 3- 3 bankable or investment projects designed and submitted to potential financing entities

²⁹ The programme will count the number of households anew from the start of the programme, however it is worth noting that up to 2018 the MoE have provided greening components to 12 IDP model villages.

³⁰ 1- Green Village toolkit is applied partially, 2- Toolkit is applied in half of the existing IDP model villages, 3- Toolkit is applied in all existing and newly constructing IDP model villages

National and local public institutions, CSOs, private sector technical capacities are strengthened to effectively and efficiently manage green growth financing mechanisms	FONERWA for climate and environment purposes									
	3.2 Fund disbursement proportion [%] to 1) CSO, 2) Private sector, 3) public institutions	Project Report	1) 6.3 2) 4 3) 84	2018	1)20 2)30 3)50	1)20 2)30 3)50	1)20 2)30 3)50	1)20 2)30 3)50	1)20 2)30 3)50	FONERWA financial report
	3.3 Percentage of new quality proposals approved for funding 1) public sector 2) private sector 3) CSOs	Project Report	N/A	2018	1)10% 2)5% 3)5%	1) 15% 2) 8% 3) 8%	1) 20% 2) 15% 3) 15%	1) 25% 2) 20% 3) 20%	1) 30% 2) 25% 3) 25%	
	3.4 % of projects whose emerging lessons (both positive and negative) have been collated and disseminated by the FMT for knowledge sharing	Project Report	80	2018	100	100	100	100	100	
	3.5: % of active projects reporting data of sufficient quality to satisfy FONERWA monitoring and evaluation system.	Project Report	0	2018	75%	80%	85%	90%	95%	

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track progress results	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders,	Annually, and at the end of the			

	consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost Source and of Funding
e.g., Mid-Term Evaluation						

VII. MULTIYEAR WORK PLAN ^{31 32}

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	KEY PARTNERS	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5			Funding Source	Budget Description	Amount
Output 1 <i>ENR sector capacities enhanced to optimize and scale-up sustainable and climate resilient management of natural capital resources</i>	1.1 Strengthen and operationalize the ENR sector RBM&E system with technical assistance to manage and trouble shoot the RBM system	24,000	48,000	48,000	48,000	24,000	MoE	MINILAF, RWFA, RLMUA, REMA, Meteo	UNDP	Consultant	192,000
	1.2 Capacity building on general RBM and use of system for effective reporting	24,000	24,000	24,000	24,000		MoE	MINILAF, RWFA, RLMUA, REMA, Meteo	UNDP	Trainings	96,000
	1.3 Conduct 5 baseline studies for the RBM&E system	380,000	380,000				MoE	MINILAF, RWFA, RLMUA, REMA, Meteo, CoEB	UNDP	Consultants Workshops	760,000
	1.4 Conduct a sector-wide gap analysis, develop a gender strategy and build capacity on ENR & GEWE	30,000	5,000	5,000	5,000	5,000	MoE	MINILAF, RWFA, RLMUA, REMA, Meteo	UNDP	Trainings	50,000
	Sub-Total for Output 1										1,098,000

³¹ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

³² Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	KEY PARTNERS	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5			Funding Source	Budget Description	Amount
Output 2 <i>Green Growth and Climate Resilience Strategy implemented in selected sectors</i>	2.1 Review the Green Growth and Climate Resilience Strategy (GGCRS) with stakeholders using foresight methods		70,000				MoE	MINILAF, RWFA, RLMUA, REMA, Meteo, PSF, CSOs	UNDP	Consultants Workshops	70,000
	2.2 Conduct a gap analysis and update at least 5 policies to reflect GE principles and LNOB		25,000		25,000		MoE	MINILAF, RWFA, RLMUA, REMA, Meteo	UNDP	Consultants Workshops	50,000
	2.3 Conduct a gap analysis and update of other priority sector policies based on GE principles and LNOB		25,000		25,000		MoE	MININFRA, MINALOC, MINAGRI, MINICOM	UNDP	Consultants Workshops	50,000
	2.4 Develop a Master plan for Wetlands Management in Kigali City, including categorization of wetlands, management plan of specific wetlands and resource mobilization for further implementation		500,000				MoE	City of Kigali, REMA, RWFA, FONERWA	UNDP	Consultants Workshops	500,000
	2.5 Technical support to develop new project proposals from GCF based on SPCR and PPCR		120,000				MoE	MINAGRI, MIDIMAR, Meteo, RWFA, RAB	UNDP	Consultants Workshops	120,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	KEY PARTNERS	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5			Funding Source	Budget Description	Amount
	2.6 Technical support to conduct a comprehensive study including a cost benefit analysis of imposing an age limit on imported vehicles and scoping study on introduction of a carbon tax to the transport sector to reduce air pollution in Rwanda	100,000					MoE	REMA, MINIFRA, PSF	UNDP		100,000
	2.7 Capacity building of NIRDA to strengthen the green technology research and setting up of the Environment and Climate Change Innovation Centre	20,000	20,000	20,000	20,000	20,000	MoE	NIRDA, MINICOM, PSF	UNDP	Consultant Trainings Equipments	100,000
	2.8 Conduct a baseline study on existing and upcoming IDPs' green components and develop a replicable training program	15,000	5,000	5,000	5,000	5,000	MoE	RHA, MINALOC, Districts (TBD), REMA	UNDP	Consultants Workshops	35,000
	2.9 Capacity building of districts on the human-centered design approach to the GV toolkit	5,000	5,000	5,000	5,000	5,000	MoE	RHA, MINALOC, Districts (TBD), REMA	UNDP	Trainings	25,000
	2.10 Provide greening components to 1 IDP per province	100,000	100,000	100,000	100,000	100,000	MoE	RHA, MINALOC, Districts (TBD), REMA, CSOs, PSF	UNDP	Equipment Service contract	500,000
	2.11 Continued technical support to the Rwanda Investigation Bureau (RIB) environment unit	30,000	30,000	30,000	30,000	30,000	MoE	RIB	UNDP	Equipment Consultant	150,000

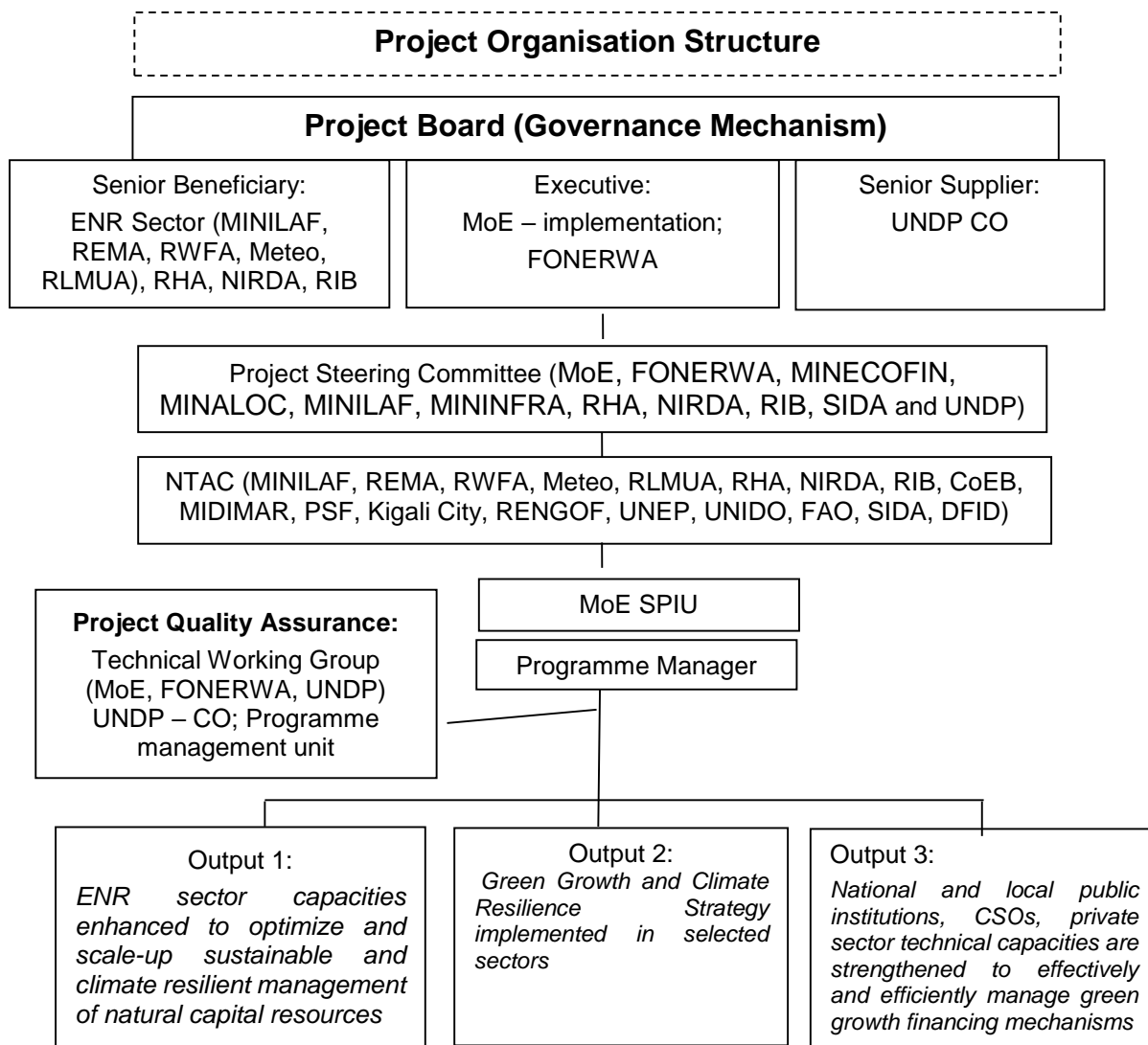
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	KEY PARTNERS	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5			Funding Source	Budget Description	Amount
	2.12 Implement the actions from the environment crime mapping report for effective enforcement	10,000	10,000	10,000	10,000	10,000	MoE	RIB	UNDP	Trainings	50,000
	2.13 Conduct awareness raising campaign on environmental crimes	10,000	10,000	10,000	10,000	10,000	MoE	RIB, MINALOC, Districts (TBD)	UNDP	Communication	50,000
	Sub-Total for Output 2										1,800,000
Output 3 <i>National and local public institutions, CSOs, private sector technical capacities are strengthened to effectively and efficiently manage green growth financing mechanisms</i>	3.1 Organise technical inputs from subject matter specialists, including support to FONERWA on project design, implementation and monitoring to strengthen resource mobilization and new financing mechanisms and trainings	75,000	75,000	75,000	75,000	75,000	FONERWA	MoE, MINILAF, RWFA, RLMUA, REMA, Meteo, PSF, CSOs, local communities	UNDP	Consultants Trainings ToT	375,000
	3.2 Technical support to establish and maintain Integrated web-based platform for FONERWA (MIS, website)	50,000					FONERWA		UNDP	Consultants Trainings	50,000
	3.3 Establish a system to integrate Knowledge Management within project cycle leveraging on the knowledge platform and best-practice exchange sessions	10,000	10,000	10,000	10,000	10,000	FONERWA	MoE, MINILAF, RWFA, RLMUA, REMA, Meteo, PSF, CSOs, local communities	UNDP	Consultant Trainings Workshops	50,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	KEY PARTNERS	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5			Funding Source	Budget Description	Amount
Project Management	Evaluation					20,000	MoE				20,000
	Project Management by SPIU including M&E	44,000	44,000	44,000	44,000	44,000	MoE				220,000
	Communication (1%)						MoE, FONERWA, UNDP		UNDP	Communication	44,000
	UNDP Direct Project Cost ³³	44,000	44,000	44,000	44,000	44,000	UNDP		UNDP		220,000
	Miscellaneous	18,000	18,000	18,000	18,000	18,000	MoE, FONERWA, UNDP		UNDP	Exchange cost etc.	90,000
	Sub-total Project Management										
TOTAL											4,400,000

³³ The amount may be adjusted based on the annual UNDP workload study.

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

49. As outlined before, this programme will be managed and coordinated and implemented by the MoE and FONERWA. In terms of further and overall programme governance, this can be depicted as follows:



50. The MoE and FONERWA are the designated government agencies responsible for the coordination of the programme, with the technical support from the UNDP CO. The coordinating entity of the program will be the MoE through a project management support team based in its offices, including administrative and logistical support through the SPIU. The dedicated Project Management Unit (PMU) will be responsible for reporting, monitoring of programme interventions, achieving programme outputs, and for the effective use of the resources. FONERWA, which has no SPIU, will manage the program with its administrative structures.

51. The Steering Committee will provide programme oversight and is chaired by the Permanent Secretary of the MoE, with the SPIU management unit acting as secretariat of the meeting. Other members of the Steering Committee are proposed to be the MoE, FONERWA, MINECOFIN, MINILAF, MININFRA, RHA, NIRDA, RIB, SIDA and UNDP. The Steering Committee will be the highest organ of the programme and will be responsible for making management decisions when required and provide recommendations for the

programme plans and revisions based on the prevailing situations. The Steering Committee will meet twice a year as required by UNDP or any other time as deemed necessary and will sign off the relevant reports as well as completion of each semester plan as well as authorize the next semester plan.

52. In addition, a National Technical Advisory Committee (NTAC) is proposed to provide technical guidance for the implementation of the programme. The committee will be comprised of Directors of Planning or other sector representatives who are knowledgeable about the programme and the sector. In addition to the representatives from key implementing partners, representatives of MINILAF, REMA, RWFA, Meteo, RLMUA, RHA, NIRDA, RIB, CoEB, MIDIMAR, PSF, Kigali City, RENGOF, FAO, UNEP, UNIDO, SIDA and DFID will be invited once a year or any other time as deemed necessary. Member composition will be reviewed every two years, while identified related institutions will be added as necessary.

53. Programme Quality Assurance will be carried out by UNDP. UNDP CO will ensure that programme milestones and results are achieved, including appropriate budget management and resource mobilization.

IX. LEGAL CONTEXT AND RISK MANAGEMENT

54. This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on 2nd February 1977. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

55. Consistent with the Article III of the SBAA [or the Supplemental Provisions], 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. 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.

56. 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.

57. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no 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.

58. Consistent with UNDP’s Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social

and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).

59. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

60. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

X. ANNEXES

- 1. Project Quality Assurance Report**
- 2. Theory of Change Diagram**
- 3. Resource Mobilisation Plan**
- 4. Social and Environmental Screening Template**
- 5. Risk Analysis**
- 6. Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
- 7. Standard Letter of Agreement Between UNDP and the Government for the Provision of Support Services**

Annex 1: Project Quality Assurance Report

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

OVERALL PROJECT

EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.

DECISION

- **APPROVE** – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.
- **APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.
- **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.

RATING CRITERIA

STRATEGIC

<p>1. Does the project’s Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • 3: The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project’s strategy is the best approach at this point in time. • 2: The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence. • 1: The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD’s theory of change. <p><small>*Note: Management Action or strong management justification must be given for a score of 1</small></p>	3	2	Evidence Strategy section clearly spells out the ToC.
	1		
<p>2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • 3: The project responds to one of the three areas of development work³⁴ as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas³⁵; an issues-based analysis has been incorporated into the project design; and the project’s RRF includes all the relevant SP output indicators. <i>(all must be true to select this option)</i> 	3	2	Evidence The RF contains one SP indicator
	1		

³⁴ 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

³⁵ sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization,

<ul style="list-style-type: none"> • 2: The project responds to one of the three areas of development work¹ as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. <i>(both must be true to select this option)</i> • 1: While the project may respond to one of the three areas of development work¹ as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan. 	and respond to one area	
RELEVANT		
<p>3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.)The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) <i>(all must be true to select this option)</i> • 2: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. <i>(both must be true to select this option)</i> • 1: The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project. <p>*Note: Management Action must be taken for a score of 1, or select not applicable.</p>	3	2
	1 <i>Select (all) targeted groups: Evidence Stakeholders and marginalized groups are identified in the strategy and results.</i>	
<p>4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives. • 2: The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives. • 1: There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3	2
	1 <i>Evidence The project builds on past intervention with same IP, evaluation and other UNDP methodologies</i>	
<p>5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: A <u>participatory</u> gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i> • 2: A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i> • 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3	2
	1 <i>Evidence The project was designed based on a PEU portfolio gender analysis. RRF contains gender responsive</i>	

	indicator s.						
<p>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true to select this option)</i> 2: Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified. 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">Evidence UNDP is the co-chair of the ENR sector, it is institutional capacity building and UNDP has a very strong focus on ENR & CC</td> </tr> </table>	3	2	1		Evidence UNDP is the co-chair of the ENR sector, it is institutional capacity building and UNDP has a very strong focus on ENR & CC	
	3	2					
	1						
Evidence UNDP is the co-chair of the ENR sector, it is institutional capacity building and UNDP has a very strong focus on ENR & CC							
SOCIAL & ENVIRONMENTAL STANDARDS							
<p>7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. <i>(all must be true to select this option)</i> 2: Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. 1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">Evidence The project considers human rights in the strategy section.</td> </tr> </table>	3	2	1		Evidence The project considers human rights in the strategy section.	
	3	2					
	1						
Evidence The project considers human rights in the strategy section.							
<p>8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. <i>(all must be true to select this option)</i>. 2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget. 1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">Evidence The objective of the project is to improve the coordination of environmental management</td> </tr> </table>	3	2	1		Evidence The objective of the project is to improve the coordination of environmental management	
	3	2					
	1						
Evidence The objective of the project is to improve the coordination of environmental management							
<p>9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings,</p>	<table border="1"> <tr> <td>Yes</td> <td>No</td> </tr> <tr> <td colspan="2">SESP Not Required</td> </tr> </table>	Yes	No	SESP Not Required			
Yes	No						
SESP Not Required							

workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]

MANAGEMENT & MONITORING

10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):

- **3:** The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. (*all must be true to select this option*)
- **2:** The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. (*all must be true to select this option*)
- **1:** The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators.

*Note: Management Action or strong management justification must be given for a score of 1

3	2
1	
Evidence The RF reflects the ToC and contains SMART indicators with associated data source	

11. Is there a comprehensive and costed M&E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?

Yes (3)	No (1)
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12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project):

- **3:** The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (*all must be true to select this option*).
- **2:** The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (*all must be true to select this option*)
- **1:** The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

*Note: Management Action or strong management justification must be given for a score of 1

3	2
1	
Evidence The governance mechanism and roles are clearly defined in the document. No ToR.	

13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project):

- **3:** Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. (*both must be true to select this option*)
- **2:** Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk.
- **1:** Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document.

*Note: Management Action must be taken for a score of 1

3	2
1	
Evidence Risk log and screening are annexed.	

EFFICIENT

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio

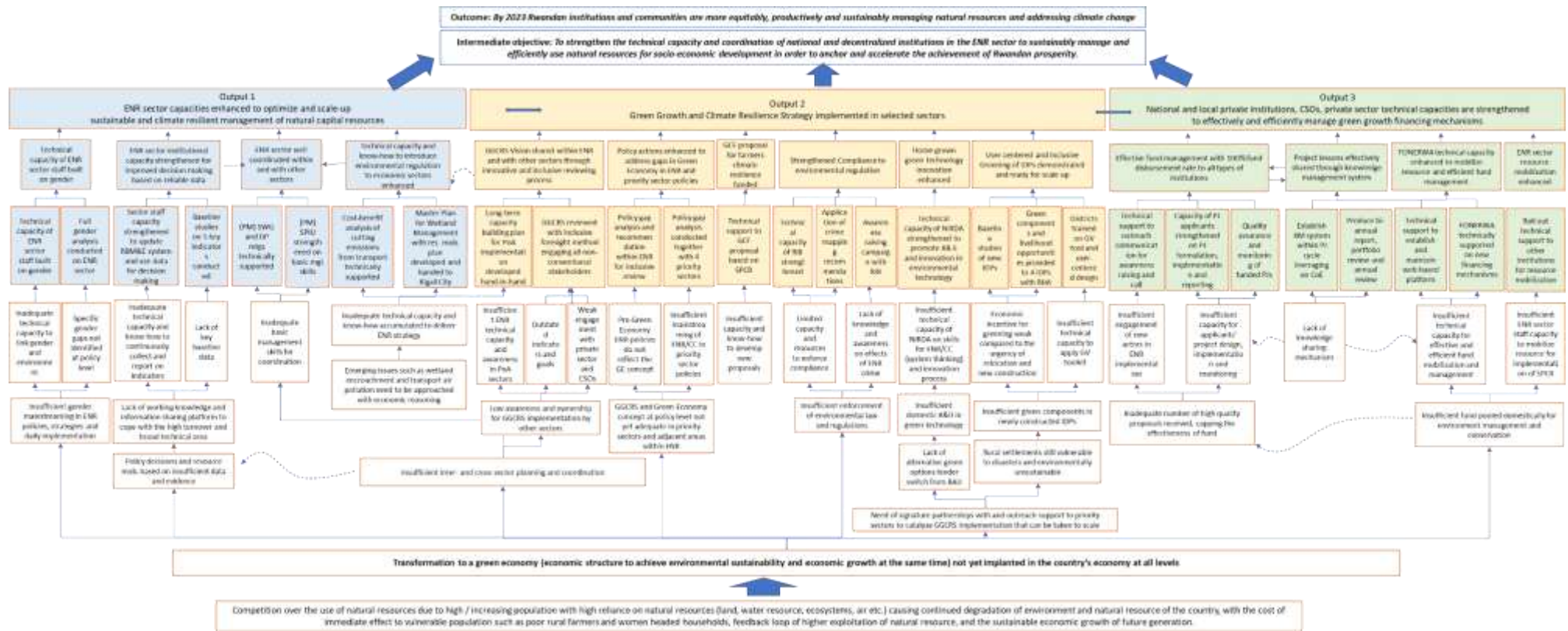
Yes (3)	No (1)
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management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.		
15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)	Yes s (3)	No (1)
<p>16. Is the budget justified and supported with valid estimates?</p> <ul style="list-style-type: none"> • 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. • 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates. • 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget. 	3 1 Evidence Budget was estimate d based on prevailin g rates and past projects	2
<p>17. Is the Country Office fully recovering the costs involved with project implementation?</p> <ul style="list-style-type: none"> • 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) • 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. • 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. <p>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</p>	3 1 Evidence Included in project manage ment cost with flexibility	2
EFFECTIVE		
<p>18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. <i>(both must be true to select this option)</i> • 2: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments. • 1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3 1 Evidence HACT assessm ent annexed	2
<p>19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?</p> <ul style="list-style-type: none"> • 3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions. • 2: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions. 	3 1 Evidence Key targeted groups have been involved in the design. Marginali	2

<ul style="list-style-type: none"> <u>1</u>: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project. 	zed groups are considered and incorporated in the design	
20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?	Yes 3	No (1)
21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum. <small>*Note: Management Action or strong management justification must be given for a score of “no”</small>	Yes 3	No (1)
22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project): <ul style="list-style-type: none"> <u>3</u>: The project has a realistic work plan & budget covering the duration of the project <i>at the activity</i> level to ensure outputs are delivered on time and within the allotted resources. <u>2</u>: The project has a work plan & budget covering the duration of the project at the output level. <u>1</u>: The project does not yet have a work plan & budget covering the duration of the project. 	3 1	2 Evidence Multiyear work plan is included
SUSTAINABILITY & NATIONAL OWNERSHIP		
23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project): <ul style="list-style-type: none"> <u>3</u>: National partners have full ownership of the project and led the process of the development of the project jointly with UNDP. <u>2</u>: The project has been developed by UNDP in close consultation with national partners. <u>1</u>: The project has been developed by UNDP with limited or no engagement with national partners. 	3 1	2 Evidence The project was jointly designed with national partners
24. Are key institutions and systems identified, and is there a strategy for strengthening specific/comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project): <ul style="list-style-type: none"> <u>3</u>: The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. <u>2.5</u>: A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities. <u>2</u>: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. <u>1.5</u>: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned. <u>1</u>: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions. 	3 2 1	2.5 1.5 Evidence Project is based on capacity assessments. Indicators are set to measure capacity and

	leaves flexibility	
25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.) to the extent possible?	Yes (3)	No (1)
26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?	Yes (3)	No (1)

Annex 2: Theory of Change Diagram



Annex 3: Resource Mobilisation Plan

Component / Activity	Required additional resource	Strategy	Potential Donors / Funds	Responsible	Status (updated)
1.4 GCF proposal development for farmers' resilience (SPCR)	PPG (target: \$)for full proposal	To undertake 1.4 and follow through	GCF	MoE / UNDP	Not yet started
2.9 Provide green components to IDPs	\$2 million for greening of 2-4 more IDPs	To develop proposals for disaster risk management / SSC funds		MoE / RHA / UNDP	Not yet started
3.3 Establish knowledge management system			Korea-UNDP	FONERWA	Not yet started

The table is an initial version and to be updated on a quarterly basis.

Annex 4: Social and Environmental Screening Template

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the [Social and Environmental Screening Procedure](#) and [Toolkit](#) for guidance on how to answer the 6 questions.

Project Information

Project Information	
1. Project Title	Strengthening Capacities of the ENR Sector for Green Economy Transformation
2. Project Number	UNDP to add
3. Location (Global/Region/Country)	Rwanda

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

Project is based on the premise that environment and natural resource and climate resilience are linked to poverty reduction as basic human rights. Project will ensure the human-rights based approach is taken in all activities, including policy review, capacity building, operations and procurement. For activities with community or individual beneficiaries, based on the Leave No One Behind principle, most vulnerable populations will be considered and brought to the center.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

Project activities including policy review, gap analyses and capacity building will always include discussions on gender, and gender disaggregated data will be used whenever possible. A standalone activity on capacity building of ENR sector on Environment and Gender is planned. This includes a capacity-needs assessment on GEWE in the context of natural resource management; specific training to ENR sector staff on the gender dimensions of NRM based on results from capacity-needs assessment; training on mainstreaming gender into sector-specific policies, knowledge material, and research; training on the proactive usage of the gender budgeting; and training on gender mainstreaming into project cycle management. The project component on greening of IDPs particularly have potential positive effects on women, for example through the provision of biogas, introduction to new livelihood opportunities and the promotion of agroforestry. During the baseline study of sample IDPs and identifying of direct village to provide greening components, a full gender analysis shall be conducted to ensure full participation of women in the designing and implementation.

Briefly describe in the space below how the Project mainstreams environmental sustainability

Mainstreaming environmental sustainability for socio-economic progress and poverty reduction is the main premise of the programme.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i>		QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>		QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.
Risk 1: Severe meteorological conditions, exacerbated by climate change,.	I = 3 P = 3	Moderate	Extreme Weather events and climate change may impact negatively on natural resources, livelihoods and economic growth	Climate change resilience and mitigation are main components of project. Project seeks to update the Green Growth and Climate Resilience Strategy (GGCRS) and promote implementation and policy actions in key sectors. Climate resilience of 4 IDPs in most disaster prone areas will be strengthened directly through provision of green component.
Risk 2: Potential harvesting of natural / genetic resources in project, and/or reforestation activities	I = 1 P = 2	Low	Unsustainable harvesting of natural resources through the Green Villages initiative will degrade the environment	The premise of the project is to advocate for and find new ways of sustainable natural resources management, that will protect the environment and conserve the natural resources and reduce poverty
Risk 3:	I = P =			
Risk 4:	I = P =			
[add additional rows as needed]				
QUESTION 4: What is the overall Project risk categorization?				

	Select one (see SESP for guidance)		Comments
	<i>Low Risk</i>	<input type="checkbox"/>	
	<i>Moderate Risk</i>	<input type="checkbox"/>	
	<i>High Risk</i>	<input type="checkbox"/>	
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
	Check all that apply		Comments
	<i>Principle 1: Human Rights</i>	<input type="checkbox"/>	
	<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input type="checkbox"/>	
	<i>1. Biodiversity Conservation and Natural Resource Management</i>	<input type="checkbox"/>	
	<i>2. Climate Change Mitigation and Adaptation</i>	<input type="checkbox"/>	
	<i>3. Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>	
	<i>4. Cultural Heritage</i>	<input type="checkbox"/>	
	<i>5. Displacement and Resettlement</i>	<input type="checkbox"/>	
	<i>6. Indigenous Peoples</i>	<input type="checkbox"/>	
	<i>7. Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>	

Final Sign Off

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA

		Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		Answer (Yes/No)
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ³⁶	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?	No

³⁶ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

	<i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	Yes
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	Yes
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ³⁷ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No

³⁷ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ³⁸	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No

³⁸ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Annex 5: Risk Analysis

OFFLINE RISK LOG

(see [Deliverable Description](#) for the Risk Log regarding its purpose and use)

Project Title: Strengthening Capacities of the Environment and Natural Resources Sector for Green Economy Transformation	Award ID: (UNDP to add)	Date: 17/06/2018
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Severe meteorological conditions, exacerbated by climate change	17 June 2018	Environmental	Extreme Weather events and climate change may impact negatively on natural resources, livelihoods and economic growth P = 3 I = 3	Climate change resilience and mitigation are main components of project. Project seeks to update the Green Growth and Climate Resilience Strategy (GGCRS) and promote implementation and policy actions in key sectors. Climate resilience of 4 IDPs in most disaster prone areas will be strengthened directly through provision of green component.	Project Manager, MoE	Reina Otsuka, Environmental Specialist, UNDP		

2	Different priorities and urgencies in institutions and beneficiaries	17 June 2018	Organizational	<p>The programme will provide outreach support to institutions outside the ENR sector (NIRDA, RHA, RIB) as well as CSOs, private sector and communities. Demands placed on them by other initiatives or urgent priorities, in addition to the assumption of their day-to-day responsibility for local governance, can make it difficult for them to participate fully in, and benefit optimally from, the programme.</p> <p>P = 3 I = 2</p>	National institutions have been consulted and / or are receiving continued support from previous related programmes. CSOs, private sector and communities as well as national institutions to undertake capacity building will be selected based on proactive application to ensure motivation and ability to fully participate.	Project Manager, MoE / FONERW A	Reina Otsuka, Environmental Specialist, UNDP		
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3	Required resources may not be available and mobilized in time	17 June 2018	Financial	<p>The Project Document has been designed for the full 5 years based on the assumption that the resources committed by UNDP for 5 years (UNDP TRAC) will become available. If the resources for the latter years do not become available, the full intended results of the ambitious programme may not be achieved.</p> <p>P = 2 I = 4</p>	<p>Core resource will be secured and communicated in advance to new fiscal years. The programme will continue to mobilise resource to replicate and scale up the intended results. This effort will also mitigate unexpected shortage in resource.</p>	UNDP Programme Officer	Reina Otsuka, Environmental Specialist, UNDP		
4	Continued political will and championing ENR sustainability and its links to poverty elimination and inclusive growth.	17 June 2018	Political	<p>If political will and championing ENR sustainability and its links to poverty elimination and inclusive growth will no longer be maintained, then the foundation of the programme will falter.</p> <p>P = 2 I = 3</p>	<p>The will is reflected in the NST and priority Sector Strategic plans. The enhancement of necessary capacity to enhance the understanding and analysing of cost benefits of ENR and Green Economy are embedded in the programme.</p>	Project Manager, MoE	Reina Otsuka, Environmental Specialist, UNDP		

5	Coordination between different sectors and stakeholders	17 June 2018	Organizational	<p>Coordination within and between the different sectors is a prerequisite for effective mainstreaming of ENR. Without effective coordination and planning the mainstreaming agenda is at risk.</p> <p>P = 2 I = 2</p>	<p>Coordination within and between sectors is embedded in the programme. The programme furthermore supports the coordination between Development Partners and Government, through the SWGs and its work within the UN Country Team.</p>	Project Manager, MoE	Reina Otsuka, Environmental Specialist, UNDP		
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Annex 6: Capacity Assessment: Results of capacity assessments of Implementing Partner
(including HACT Micro Assessment)

Annex 7: Standard Letter of Agreement Between UNDP and the Government for the Provision of Support Services