



GOVERNMENT OF RWANDA
Ministry of Lands, Environment, Forests, Water and Mines (MINITERE)
Rwanda Environment Management Authority (REMA)

UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)
UNITED NATIONS ENVIRONMENT PROGRAMME (UNEP)

Project document

Rwanda Poverty and Environment Initiative (PEI)
Phase I (December 2005 – December 2006)

**Mainstreaming Environment into the Economic Development and Poverty
Reduction Strategy (PRSP II)**

Summary

The Rwanda Poverty and Environment Initiative aims to enhance the contribution of sound environmental management to poverty reduction, sustainable economic growth and achievement of the Millennium Development Goals. Led by the Rwanda Environment Management Authority (REMA), Ministry of Lands, Environment, Forests, Water and Mines (MINITERE), the intended outcome of the Rwanda PEI is the integration of environment into national policy and planning processes to implement the new Economic Development and Poverty Reduction Strategy (EDPRS). This Programme Document and Annual Work Plan covers Phase 1 of the Rwanda PEI (December 2005 – December 2006), including four main outputs:

- Output 1:** Knowledge base on poverty-environment linkages improved and disseminated;
- Output 2:** Practical tools for the integration of poverty-environment issues into EDPRS, sectoral policies and monitoring system developed and disseminated;
- Output 3:** Capacity to mainstream environment into EDPRS formulation strengthened;
- Output 4:** Rwanda PEI Phase 2 programme ;

It has been prepared through a cross-Ministerial Task Force and in consultation with a range of other national stakeholders and international development partners.

SIGNATURE PAGE

Country: RWANDA

UNDAF Outcome(s)/Indicator(s): Productive capacities of the poor being enhanced by sustainable use of natural resources

Expected Outcome(s)/Indicator (s): Environment is stated as a major cross-cutting issue in EDPRS (PRSP II) and the national planning system

Expected Output(s)/Annual Target(s): Environment is mainstreamed in EDPRS (PRSP II) and national strategies


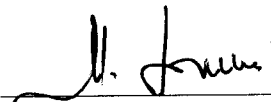
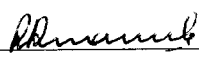

Implementing partners: Rwanda Environmental Management Authority (REMA)

Responsible parties: Ministry of Lands, Environment, Forestry, Water and Mines (MINITERE), United Nations Development Programme (UNDP) and United Nations Environment Programme (UNEP).

Other partners: Ministry of Finance and Economic Planning (MINECOFIN); Ministry of Agriculture (MINAGRI), Ministry of Local Governance (MINALOC), Ministry of Infrastructure (MININFRA).

Programme Period:	2005-2006
Programme Component:	Goal 3: Managing Energy and Environment for Sustainable Development Service Line 3.1: Frameworks and Strategies for Sustainable Development
Project Title:	Rwanda Poverty and Environment Initiative Phase I – Mainstreaming Environment into EDPRS (PRSP II)
Project ID:	00046709
Project Duration:	13 months (starting from December 2005)
Management Arrangement:	National Execution (NEX)

Estimated Budget: (Phase 1)	US\$ 607,277.60
Allocated resources:	US\$ 487,255.60 (UNEP) US\$ 50,000.00 (UNDP)
In-Kind contribution:	US\$ 70,000.00 (GoR)

Approved on behalf of	Signature	Date	Name/Title
UNEP		<u>16/2/06</u>	Ms. Cristina Boelcke Director/OIC, DPDL
UNDP		<u>7/02/2006</u>	Mr. Moustapha Soumaré Resident Representative
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LIST OF ACRONYMS

CSO	Community-Based Organizations
CSC	Cambridge Sustainability Centre
DDP	District Development Plan
DEMP	Decentralization and Environment Management Project
EDPRS	Economic Development and Poverty Reduction Strategy
FAO	Food and Agriculture Organization
GoR	Government of Rwanda
MA	Millennium Ecosystem Assessment
MDGs	Millennium Development Goals
MINAGRI	Ministry of Agriculture
MINALOC	Ministry of Local Governance
MINECOFIN	Ministry of Finance and Economic Planning
MINITERE	Ministry of Lands, Environment, Forestry, Water and Mines
MOU	Memorandum of Understanding
PEI	Poverty and Environment Initiative
PRSP	Poverty Reduction Strategy Paper
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
WWF	World Wildlife Fund

SECTION 1: PROGRAMME OVERVIEW

1 - Situation Analysis

The vast majority of the rural and urban poor in Rwanda are critically affected by environmental conditions and access to environmental assets.¹ Widespread environmental degradation is undermining access by the poor to land and natural resources on which they depend for their livelihoods, and is leading to worsening environmental conditions in urban areas. The result is a steady decline in economic opportunities and well-being among poor and vulnerable groups throughout Rwanda.

In 2003, UNDP and the Government of Rwanda (GoR) began to focus on assessing the linkages between environmental conditions and poverty, initially through a pilot project on Poverty and Environment Mapping (PEM). The aim of PEM was to test the feasibility of developing qualitative and quantitative indicators for monitoring and assessing poverty-environment linkages, and to identify policy options for improving poverty-environment outcomes.² The PEM pilot project demonstrated that poverty-environment mapping can be an effective tool for integrating environmental issues and concerns into poverty reduction planning and monitoring at national, sectoral and decentralized levels, and can be an effective advocacy tool for mobilizing and targeting investment to address priority poverty-environment concerns.

In February 2005, a national workshop was held in Gisenyi on "Integrating Environment Issues and Rio MEAs into Poverty Reduction Policy and Planning." At the workshop, the Government of Rwanda committed to developing a strategy to ensure that environment is mainstreamed into national development strategies and sectoral plans. The annual PRS progress report shows that PRSP I does not adequately incorporate environmental issues related to human well-being and the impact of the energy sector on the environment. Now, embarking on the formulation phase of its second PRSP (to be finalized early in 2007), the GoR, in partnership with the UNDP/UNEP Poverty and Environment Initiative,³ is launching the Rwanda Poverty and Environment Initiative (PEI) programme. The Rwanda PEI will be implemented in two phases over a 4-year period. Phase I (13 months from December 2005 to December 2006) will focus on mainstreaming environment into the formulation of the PRSP II. Phase II (2007-2009) will focus on longer-term capacity development to more fully integrate environment into poverty reduction policy, planning and investment at national and decentralized levels in the context of PRSP II implementation.

The second PRSP in Rwanda will be entitled "Economic Development and Poverty Reduction Strategy" (EDPRS) and will focus on equitable growth and sustainable development. The EDPRS will have a 5-year horizon and reflect the national priorities that are required to attain

¹ Government of Rwanda and UNDP (2005), *Pilot project on Poverty and Environment Mapping (Phase II): Poverty- Environment Indicators and Policy Options for Possible Intervention under the PRSP*.

² Produced by the GoR in collaboration with Sub Regional Facility for Central and Eastern Africa (SURF-CEA), Nairobi and the Sustainable Livelihoods Unit of UNDP Rwanda.

³ The Poverty and Environment Initiative (PEI) aims to help countries develop their capacity to integrate the environmental concerns of poor and vulnerable groups into national policy and planning frameworks for poverty reduction and pro-poor growth.

Rwanda's vision (Vision 2020). The EDPRS will generally be the product of a consultative process, getting on board a wide range of stakeholders, and including a thorough analysis of the Ubudehe⁴ data. The EDPRS will be operationalized through sector strategies and decentralized plans.

The strong commitment of the GoR to mainstream Environment in the EDPRS is reflected in its formulation strategy by (i) the existence of a 'Land and Environmental Management' Workgroup, (ii) the fact that MINITERE is included in the National Policy Steering Group and (iii) also in the Technical Steering Group (See *Annex I* EDPRS Institutional Framework). In the context of the PEI programme, a Task Team has already been established to develop and facilitate the process of this mainstreaming strategy. The Task Team is composed of representatives from MINITERE, REMA, MINECOFIN (Ministry of Finance and Economic Planning), MINAGRI (Ministry of Agriculture), MININFRA (Ministry of Infrastructure) and MINALOC (Ministry of Local Government), and is supported by UNDP/UNEP and other donors. REMA chairs the Task Team and provides administrative/secretariat support.

2 - Strategy

Consistent with the timetable for preparation of EDPRS (Rwanda's PRSP II) by December 2006, implementation of PEI will be undertaken through a two-phased approach (See *Annex II* EDPRS Roadmap), which has been preceded by a preparatory stage, based on a memorandum of understanding (MOU) between UNEP and UNDP, where specific activities (see Section 2: Annual Work Plan) were carried out and most importantly the Government of Rwanda, through the Task Team, developed and approved the workplan. The preparatory phase ran from July through November 2005. Phase I of the project is designed to ensure that environment is mainstreamed into Rwanda's PRSP II and will run from December 2005 to December 2006 which corresponds to the period covered by this AWP. Phase II will commence in January 2007 and will be a longer term programme to build capacity for integrating sustainable environmental management into development strategies. This has been requested by the government and is necessary to ensure that the benefits of integrating environment into PRSP II are deepened and sustained in the long term. Implementing the project with a two-phased approach will also facilitate the development of a truly country-owned agenda for the integration of poverty-environment issues into national development processes.

In Rwanda, the tragic events of the nineties strongly damaged the environment. Currently, the combination of high population density, poverty and competition for scarce environmental resources - such as land and fuel wood - could potentially become a new source of conflict in the country. Conflict is the worst obstacle in achieving development efforts and a main factor of environmental degradation. Environmentally sustainable resource use is critical in reducing the potential for future conflict and at the same time, avoiding conflicts contributes in protecting the environment.

The Rwanda PEI will support analysis of existing planning mechanisms and improve knowledge on environment issues that will most effectively deliver the objectives of the PRSP II and the Millennium Development Goals. The project will identify sectors key to the delivery of environmental benefits for economic growth and poverty eradication and focus on integration

⁴ Database including outcomes of the Community based assessment of Poverty in Rwanda.

of environment into sectoral policies and development plans. It will aim to enhance the monitoring of poverty and environment indicators in the national poverty monitoring systems for improved information for development planning. In the long term the project will aim to enhance the awareness amongst planners of poverty and environment issues and to increase the availability of poverty and environment data to inform development of new national development plans and policies.

REMA will coordinate the project, with support from members of the Task Team, in particular, MINECOFIN, UNDP and UNEP. The project is designed as an inter-ministerial initiative under MINITERE/REMA's leadership. PEI will also operate within the overall framework of Government's PRSP review, Sectoral Working Groups, Growth Study team, UN Country Team (UNCT), and in full coordination with Rural Development Cluster and other key players working on PRSP I review and EDPRS formulation.

UNDP and UNEP will jointly provide technical support and assistance with implementation to the PEI. The two agencies will furthermore engage in building partnerships at local, national and international levels in order to enhance resource mobilization and improve effectiveness of donor supported efforts in the integration of environment into national planning processes. More specifically, UNDP and UNEP will work closely with bilateral and other donors during the implementation of Phase I to build up a coalition of support for Phase II – the longer term capacity building phase. Other UN agencies are likely to become more involved, including FAO. During Phase II, increased emphasis will be placed on capacity building at decentralized levels, including districts, and on the implementation of pilot activities to ensure economic growth and environmental sustainability while improving the livelihoods with increased involvement of Community Based Organizations (CSO).

UNEP, furthermore, has Memoranda of Understanding with international institutes (The Millennium Ecosystem Assessment (MA), WWF's Macroeconomics for Sustainable Development Program Office (WWF/MPO) and Sustainability Centre at the University of Cambridge (CSC)) which will provide technical support to the project at no extra cost to the Rwanda PEI. This could include: developing poverty and environment indicators, analyzing policy coherence, integrated poverty and environment assessments and development of tools to integrate environmental protection planning frameworks. A workshop has already been held by UNEP to facilitate a dialogue between Government representatives and the four institutes on how the institutes can best assist the PEI. Since PEI is a global initiative, emphasis will also be placed on South-South cooperation. UNDP and UNEP will ensure that countries with PEI projects benefit from each others' experiences and activities.

Project activities will ensure that the Government both learns from and contributes to the international debate on strategies to integrate environment into national development planning.

It is also envisaged that this initiative will lend itself to forming a stronger partnership for integration with nationally and locally based initiatives for environmental capacity building. Specifically, the UNDP/MINITERE based Decentralization and Environmental Management Project (DEMP) as well as the National Capacity Self-Assessment (NCSA) process, both focused towards capacity building. As PEI will be examining closer the links between the poverty and environment nexus, and mainstreaming environmental issues into the EDPRS, PEI will provide an ideal link to strengthening these two efforts.

The PEI implementation strategy will ensure that project activities are integrated within, and enhance, existing Government planning processes. During implementation further synergies with GoR processes, as well as international initiatives, shall be explored.

3 - Risks and project sustainability

There are a number of risks that could limit achievement of results and long-term sustainability of the project. These include delays in the GoR timetable for the preparation of PRSP II, changes of personnel in the government administration resulting in a loss of capacity and project momentum, insufficient support from UNEP and UNDP, failure to recruit a suitable National Project Officer and International Technical Advisor, discrepancy in time lines between national processes and project activities, and a change of government priorities. Challenges will also be presented by the scale and complexity of a necessarily ambitious work programme to meet the GoR timetable for the PRSP II completion. Another risk is that the GoR capacity currently is extremely stretched by a wide range of demands, especially at REMA.

Measures that will be taken by the PEI to minimize these risks will include the following:

- Ensuring GoR ownership of the processes by establishment of the Task Team that developed and approved the work programme.
- UNDP and UNEP ensuring that there is sufficient technical support through the provision of resources for a national and international support staff and assisting in identification of appropriate staff
- Timely approval of the Project Document
- UNDP and UNEP providing enhanced technical back-up to address any problems in project implementation and in particular ensuring that AWP activities reinforce national processes and vice versa. (For example, that project activities are co-ordinated with the DFID funded independent PRSP I review).
- Development of a longer term capacity building programme – Phase II.
- During Phase I, capacity of key personnel and GoR offices, especially REMA, will be enhanced by the project design. The project will make use national consultants who will be guided by the international technical advisor and UNDP and UNEP staff.

Project sustainability in this case refers to ensuring that the integration of environment into PRSP II results in the long-term integration of environment in Rwandan national development processes at different levels. This will be a core objective of Phase II; the longer term capacity building focusing on the importance of environmental sustainability in order to achieve national development priorities, including poverty reduction, and on the strategy to integrate environmental sustainability at the macro, sectoral and local levels.

4 - Management Arrangements

Rwanda Environment Management Authority (REMA) and Ministry of Lands, Environment, Forestry, Water, and Mines (MINITERE) will implement the project (See *Annex III* Management Structure).

Steering Committee

A Steering Committee will provide overall and strategic guidance during project implementation. The Secretary General (SG) of MINITERE will chair the Committee. The Secretary Generals of MINECOFIN, MINALOC, MINAGRI and MININFRA; DG REMA (who will act as Project Coordinator); representatives from the External Finance Unit; UNEP and UNDP; the Poverty and Environment National Expert and the Poverty Environment Advisor; will be members. The committee shall meet quarterly and will have the right to incorporate other members as necessary.

Task Team

A Task Team, whose membership include representatives of MINITERE, REMA, MINECOFIN, MINALOC, MINAGRI, MININFRA, UNDP/UNEP, shall meet monthly together with the Project Management Unit to give technical advice on project activities and overall implementation (See *Annex IV* Terms of Reference of the Task Team). The Task Team shall be chaired by the Project Coordinator/DG REMA and the Poverty and Environment National Expert shall be the Secretary to the Task Team.

Project Management Unit

Under the overall responsibility of the DG REMA there will be a Project Management Unit, which will assist in the delivery of the PEI project.

The Project Management Unit will be staffed by the Poverty and Environment National Expert and the Poverty and Environment Advisor and be housed in REMA. The Project Management Unit will be overseen by the Project Coordinator/DG REMA.

REMA will be responsible for planning and overall management of the Project, as well as reporting and accounting, monitoring and evaluation of the project activities. The Project Management Unit will deliver these activities.

The Project Management Unit will:

- Provide day-to day management of the project;
- Prepare implementation plans for Phases I and II of project implementation, including provision for monitoring and evaluation of project activities;
- Provide technical advise to project implementation including development of Terms of Reference for project activities;
- Prepare procurement plans and process through competitive bidding according to UNDP procurement rules and regulations any activity components under the Annual Work Plan that are contracted out;
- Process invoices upon receipt, certify goods and services and liaise with the UNDP Finance Unit to ensure timely payment;
- maintain record and control systems;
- Prepare detailed quarterly progress and financial reports on achievements and disbursements of funds;
- Request direct payments from UNDP, upon certification of the Project Coordinator REMA;
- Prepare the final project report; and
- Manage the asset inventory.

The Poverty and Environment National Expert and the Poverty Environment Advisor shall provide secretariat services to the above committees. The physical secretariat will be set up at REMA where both officers will have their respective offices.

National Poverty and Environment Expert – REMA

A National Poverty and Environment Expert (See *Annex V* Terms of Reference National Poverty and Environment Expert) shall work with the REMA to ensure project implementation. The expert shall be a skilled planner who has a thorough understanding of the Rwandan planning systems and processes. The expert should also be cognizant of poverty and environment issues and able to provide advice within Government on poverty and environment issues. The Government of Rwanda shall provide office space and facilities for this officer who will report to the Director General of REMA.

Poverty and Environment Advisor – REMA

A Poverty and Environment Advisor (See *Annex VI* Terms of Reference Poverty and Environment Advisor) shall be recruited to provide technical support and coordination to project implementation. The Advisor shall be responsible for supporting the Poverty and Environment National Expert in day to day management of the project, managing donor relations and ensuring coordination with the international UNDP-UNEP PEI. The Advisor shall exploit opportunities for the Rwanda PEI to contribute to, and learn from, the international experience on the mainstreaming of environment into national development strategies. The Advisor shall report to the Director General of REMA and to the Head of the Sustainable Livelihood Unit, UNDP.

5 - Monitoring and Evaluation

There will be two levels of reporting under this section:

- **Joint review:** The Government and UNDP (The Steering Committee) will carry out a joint review every six months, the first of such reviews are to be held during the first quarter (three months) from the launching of the project's full implementation.
- **Progress monitoring:** This will be a pre-established procedure under UNDP funded projects. The reporting will be established so as to check whether activities are undertaken according to the defined chronological order and if they have been completed in time. Together with data on the disbursements, this will also establish if serious budget constraints are likely to occur.

Reports would be prepared every six months by the project coordinator and submitted to REMA and UNDP for distribution to the Steering Committee.

6 - Legal Context

The project relates to article 1 of the basic agreement concluded between UNDP and the Government of Rwanda and signed on the 2nd February 1977.

Revisions to this project may be effected after prior agreement from the UNDP resident representative, provided that other signatories of the project have no objection to the proposed changes. Revisions are possible in the following cases:

- Revisions which do not involve significant changes in terms of immediate objectives, outputs or activities of the programme, but are the result of the means to be put in place through a common agreement or due to an increase of costs following an inflation; and
- Annual legal revisions that have an impact on the means for the implementation of the approved programme or that reflect expertise costs or other costs caused by inflation and which take into consideration the disbursement flexibility.

SECTION 2: ANNUAL WORK PLAN

1 – 2006 Workplan summary

Annual Workplan and Budget 2006									
EXPECTED OUTPUTS & MONITORING	Key Activities	TIMEFRAME				Inputs	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		UNDP	UNEP	Amount USD \$
1. Knowledge base on poverty environment linkages improved and disseminated	1.1 Undertake analytical studies that draw upon existing available data to improve awareness about poverty environment linkages	X	X			3 national and 1 international consultants hired 1 training workshop on IEA		97,700	97,770
	1.2 Develop communication tools (drawing upon 1.1) which identify information on poverty-environment linkages for inclusion in PRSP II and sectoral policies	X	X			1 international institution (WWF), 4 national and 3 international consultants hired 1 stakeholder workshop summarizing the findings on linkages between Poverty and Environment in Rwanda	13,000	64,825	UNEP in kind for hiring institutions (WWF) + 78,100
	1.3 A well-designed set of environment-for-development media events to sustain the visibility of the mainstreaming agenda	X	X	X	X	Journalists invited to PEI events (workshops...), 1 writer and a team of comedians hired		18,620	18,620
2. Develop practical mechanisms and tools to integrate environmental issues into PRSP II and sectoral policies	2.1 Develop guidelines outlining practical steps to mainstream environment into PRSP II and sectoral strategies		X			2 national and 2 international consultants hired 1 stakeholder workshop		48,470	48,470
	2.2 Develop Monitoring and Evaluation (M&E) tools	X				1 international and 1 national institution (CSC), 2 national and 2 international consultants hired 1 stakeholder workshop		27,400	27,400
	2.3 Develop an energy-poverty-environment advocacy tool	X				1 international consultant hired		5,000	5,000
3. Capacity to mainstream environment into poverty reduction strategies built	3.1 Training and capacity building	X				2 international institutions hired for 3 training workshops		10,000	UNEP kind for hiring institutions (CSC, SAFMA) + 10,000
	3.2 Poverty-environment project support	X	X	X	X	1 national expert and an international technical advisor hired Computer equipment, telephone and transport	37,000	174,600	211,562
4. Strengthened and coordinated stakeholder participation in poverty-environment initiatives	4.1 Establish a stakeholder consultative group	X				7 national experts from national institutions mobilized for advisory support on PEI in Rwanda		5,050	5,050
5. Approved PEI programme for Rwanda to build capacity, mechanisms, and institutions to mainstream environment into development and sectoral plans	5.1 Develop comprehensive action plan for Rwanda PEI Phase II			X	X	National expert and international technical advisor		19,700	19,700
	5.2 Develop strategy for implementation of Rwanda PEI Phase II				X	National expert and international technical advisor			0
Project Total							50,000	471,365	511,672
UNDP administration fee (5%)									25,584
GRAND TOTAL									537,256

2 - Detailed Annual Workplan - Period: July 2005- December 2006 (18 Months)

Overall Objective: To mainstream environment into Rwanda's PRSP II

Project Title: Mainstreaming Environment into the Economic Development and Poverty Reduction Strategy (PRSP II)				Timing: July 2005 - December 2006	Total Budget: \$537,255.60 (includes 5% admin. costs)
Intended Outputs	Activities	Sub activities	Detailed Requirements	Timing and deadlines	Budget
1. Knowledge base on poverty environment linkages improved and disseminated	1.1 Undertake analytical studies that draw upon existing available data to improve awareness about poverty environment linkages	1.1.1 Collect and review existing baseline information on poverty-environment linkages and ongoing initiatives (building on PEM Phase II report)	<ul style="list-style-type: none"> o To be conducted by consultants recruited to carry out 1.1.2 o Develop ToR o Develop brief report and matrix to present findings 	1 week November - December 2005 (Started during Preparatory Phase)	\$5,000
		1.1.2 Economic analysis of natural resource use to inform constraints and opportunities for sustainable economic growth (including considering costs of environmental degradation through case studies such as Gishwati and energy)	<ul style="list-style-type: none"> o Develop ToRs for the case studies o Hire and engage consultants (1international, 1 national) o Conduct economic analysis of selected cases o Conduct stakeholder workshop on draft consultancy reports o Produce summary for decision makers o Input findings into 1.2.3 by participating in workshop to consolidate finding of all analytical studies 	5 weeks November 2005 - January 2006 (Started during Preparatory Phase)	

	<p>1.1.3 Research on ecosystem under stress by using (rapid) integrated ecosystems assessment or: selected ecosystems (Using SafMA) to improve understanding and data about the links between ecosystem services and well-being to integrated into the PRSP II</p>	<ul style="list-style-type: none"> o Establish and hire the Assessment Team o Identify locations for assessment o Identify nationals to support the assessment o Disseminate findings and produce summary for decision makers o Input findings into 1.2.3 by participating in workshop to consolidate finding of all analytical studies 	<p>6 months January – June 2006</p>	<p>\$64,200</p>
<p>1.2 Develop communication tools (drawing upon 1.1) which identify information on poverty-environment linkages for inclusion in PRSP II and sectoral policies</p>	<p>1.2.1 Development of recommendations on mainstreaming environment into PRSP II based on PRSP I review</p>	<ul style="list-style-type: none"> o To be conducted by WWF o Desk study o In country study o Input findings into 1.2.3 by participating in workshop to consolidate finding of all analytical studies 	<p>September – December 2005 (Started during Preparatory Phase)</p>	<p>UNEP in kind for WWF \$400 for TT meetings</p>
	<p>1.2.2 Development of recommendations on mainstreaming environment into sectoral strategies based on review of sectoral strategies</p>	<ul style="list-style-type: none"> o Develop ToRs o Hire and engage consultants (1 international, 1 national) o Input findings into 1.2.3 by participating in workshop to consolidate finding of all analytical studies 	<p>6 weeks January – February 2006</p>	<p>\$30,250</p>
	<p>1.2.3 A report and accompanying briefing note to the national PRSP II drafting committee, copied to the ministers of MINECOFIN and MINITERE, on: <ul style="list-style-type: none"> • Lessons from environmental analysis of PRSP I, Sector Plans, and DDPs reflecting both design and implementation issues (drawing from 1.2.1, 1.2.2); • Specific recommendations on environmental benchmarks, targets, etc.; • Specific recommendations of PE indicators for inclusion in PRSP; • Tracking PRSP implementation </p>	<ul style="list-style-type: none"> o Develop ToR o Hire and engage consultants o Workshop with consultants from 1.1.2, 1.2.1, 1.2.2 to consolidate findings of above studies for input into report o Draft report o Ensure inclusion of environmental expert in PRSP II drafting committee 	<p>5 weeks February – March 2006</p>	<p>\$28,275</p>

		<p>1.2.4 A stakeholder companion on why the environment matters in Rwanda aimed at key NGOs and Government officials drawing from analytical studies (1.1-1.2)</p> <p>1.2.5 Workshop with key partners (donors, etc.) to present findings and recommendations regarding the integration of environment into PRSP II and to coordinate and mobilize support and funds</p>	<ul style="list-style-type: none"> o Develop ToR o Hire and engage international consultant o Draft companion o Print and disseminate o Write concept note for workshop o Identify and invite participants o Develop agenda o Organize logistics o Write workshop documents o Follow-up 	<p>1 week June-July 2006</p> <p>March - April 2006</p>	<p>\$9,175</p> <p>\$10,000</p>
	<p>1.3 A well-designed set of environment-for-development media events to sustain the visibility of the mainstreaming agenda</p>		<ul style="list-style-type: none"> o Hire comedians/writers to develop radio series (15min/week) o Invite media in workshops and for mainstreaming events 	<p>January - December 2006</p>	<p>\$18,620</p>
<p>2. Develop practical mechanisms and tools to integrate environmental issues into PRSP II and sectoral policies</p>	<p>2.1 Develop guidelines outlining practical steps to mainstream environment into PRSP II and sectoral strategies</p>	<p>2.1.1 Assess existing guidelines on environmental mainstreaming in other countries</p> <p>2.1.2 Draw upon 2.1.1 and 1.2.1 and 1.2.2 to develop draft guidelines</p> <p>2.1.3 Hold workshop to discuss applicability of guidelines and to finalise guidelines</p>	<ul style="list-style-type: none"> o Develop ToR o Hire and engage consultants o Develop ToR o Hire and engage consultants o Draft guidelines o Identify and invite participants o Develop agenda o Organize logistics 	<p>2 weeks March 2006</p> <p>8 weeks April - May 2006</p> <p>June 2006</p>	<p>\$9,850</p> <p>\$37,600</p> <p>\$ 1,020</p>
	<p>2.2 Develop Monitoring and Evaluation (M&E) tools</p>	<p>2.2.1 Identify gaps concerning Poverty and Environment issues in existing M&E system drawing on MINECOFIN M&E assessment</p>	<ul style="list-style-type: none"> o Develop ToR o Hire and engage consultants 	<p>1 week January 2006</p>	<p>\$6,175</p>

3. Capacity to mainstream environment into poverty reduction strategies built	3.1 Training and capacity building	3.1.1 Workshops to build capacity on maintaining and monitoring indicators (CSC)	<ul style="list-style-type: none"> o Write concept note for workshops o Identify and invite participants o Develop agenda o Organize logistics o Write workshop documents o Follow-up 	1 st workshop January 2006 2 nd Workshop March 2006	International consultant in kind - UNEP/Institutes Workshops \$10,000
2.3 Develop an energy-poverty-environment advocacy tool	2.3.1 Develop a concept note on linkages between energy, poverty and environment in Rwanda and a framework to carry out integrated assessments and produce a policy brief on how to integrate the poverty-environment-energy linkages into energy planning (least cost energy services planning)	<ul style="list-style-type: none"> o Draft ToR o Hire consultant o Undertake integrated assessment and prepare report o Disseminate findings 	September-December 2005 (Started during Preparatory Phase)	\$5,000	
2.2.2 Develop a set of PE indicators for inclusion in the list of monitoring indicators for PRSP II and sectoral plans	<ul style="list-style-type: none"> o Develop proposal to improve integration of PE in M&E system and advocate for its adoption 	<ul style="list-style-type: none"> o Hire and engage consultant/institution to develop report (CSC to provide TA and manual containing guidelines) o Review the PEM report on PE indicators as basis for developing the indicator list o Stakeholder workshop for selection and identification of relevant PE indicators o Develop report on indicators for submission to PRSP II committee o Produce SDM o Data Collection of PE indicators and development of PE database 	7 weeks January - February 2006	\$7,000	
2.2.3	2.2.3 Develop proposal to improve integration of PE in M&E system and advocate for its adoption	<ul style="list-style-type: none"> o Develop ToR o Hire and engage consultants 	3 weeks February 2006	\$14,225	

		3.1.2 Workshop to build capacity to undertake integrated assessments (SAFMA)	<ul style="list-style-type: none"> o Identify participants to attend SafMA workshop in September (South Africa) 	12-16 September 2005 (Preparatory Phase)	In kind - UNEP/Institutes
3.2	Poverty-environment project support		<ul style="list-style-type: none"> o Develop ToR o Recruit technical advisor (international) and National expert o Hire car/transport o Purchase equipment (ICT) 	1 year December 2005 - December 2006	\$211,562
4.	Strengthened and coordinated stakeholder participation in poverty-environment initiatives	4.1 Establish a stakeholder consultative group	<ul style="list-style-type: none"> o Select 7 persons from Universities, Research institutes and NGOs in Rwanda for consultation and advisory on the program 	January 2006	\$5,050
5.	Approved PEI programme for Rwanda to build capacity, mechanisms, and institutions to mainstream environment into development and sectoral plans	5.1 Develop comprehensive action plan for Rwanda PEI Phase II	<ul style="list-style-type: none"> o Conduct study of lessons learned from other countries' PEI and experiences with application of SWAp for integration in Rwanda PEI o Field visits to Uganda and Tanzania where PEI is being implemented o Draft report on best practices observed for inclusion in PEI o Technical Advisor and national expert to draft report with input from consultant (to be hired) and to be reviewed by TT o Technical Advisor with national expert to draft report and to be reviewed by TT 	December - June 2006	\$8,850
5.1.2		Report which synthesizes lessons learnt from the mainstreaming strategy in Rwanda and identifies capacity building needs to be captured in the Poverty-Environment Programme	<ul style="list-style-type: none"> o Technical Advisor with national expert to draft report and to be reviewed by TT 	November - December 2006	-
5.1.3		Capacity Development proposals to ensure sustained integration of environment and development	<ul style="list-style-type: none"> o Technical Advisor with national expert to draft report and to be reviewed by TT 	November - December 2006	-
5.1.4		Identify selected NGOs capacity building needs and propose appropriate capacity building activities for Phase II	<ul style="list-style-type: none"> o Technical Advisor with national expert to draft report and to be reviewed by TT 	November - December 2006	\$10,850

	5.2 Develop strategy for implementation of Rwanda PEI Phase II	5.2.1 Establish coordination mechanism such as an interdepartmental steering committee to manage the Poverty-Environment Programme	<ul style="list-style-type: none"> o Technical Advisor with national expert, REMA, TT and UNEP/UNDP to establish steering committee Prepare briefing note on PEI o Invite members to participate in coordination mechanism o Brief on duties o Provide support during initial months 	November – December 2006	-
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3 - Project Results and Resources Framework

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework: Productive capacities of the poor being enhanced by sustainable use of natural resources</p>	
<p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets.</p> <ul style="list-style-type: none"> The Environment and natural resource management issue is reflected as a priority area in the second Poverty Reduction Strategy (EDPRS). (<i>Baseline: The environment is treated as a cross-cutting issue with somewhat weak policy focus.</i>) Increase in budget allocation on sustainable use of natural resources up to 10%. (<i>Baseline: Around 7% in PRSP I Proposed Expenditure.</i>) 	
<p>Applicable MYFF Service Line: Service Line 3.1: Frameworks and Strategies for Sustainable Development</p>	
<p>Partnership Strategy: The Project is an inter-ministerial initiative under MINITERE/REMA's leadership. PEI team will operate within the framework of Government's PRSP review, Sectoral Working Groups, Growth Studies, UN Country Team (UNCT) efforts, and in full coordination with Rural Development Cluster and other key players working on PRSP I review and EDPRS formulation.</p>	
<p>Project title and ID (ATLAS Award ID): Rwanda Poverty and Environment Initiative (PEI) Phase I (December 2005 – December 2006) Mainstreaming Environment into the Economic Development and Poverty Reduction Strategy (PRSP II)</p>	

Intended Outputs	Indicative Activities	Responsible parties	Success Indicators
<p>1. Knowledge base on poverty environment linkages improved and disseminated</p>	<p>1.1 Undertake analytical studies that draw upon existing available data to improve awareness about poverty environment linkages</p> <p>1.2 Develop communication tools (drawing upon 1.1) which identify information on poverty-environment linkages for inclusion in PRSP II and sectoral policies</p> <p>1.3 A well-designed set of environment-for-development media events to sustain the visibility of the mainstreaming</p>	<p>Consultants, International Institutes (WWF, CSC, SafMA, IISD), National Project Officer and International Technical Advisor.</p>	<p>1. At least 8 analytical studies / guidelines on Poverty and Environment (P&E) linkages produced as planned, and used by Government's Working Groups (WG), Growth Study team and UNCT.</p> <p>2. Weekly broadcast of awareness raising programmes on poverty and environment linkages aired in Rwanda (<i>Baseline: Currently, there is no particular awareness raising radio programme on P&E linkages.</i>)</p> <p>3. At least 1-2 media coverage per public project event on</p>

	agenda		P&E. (<i>Baseline: Usually, the media does not attend technical workshops on P&E.</i>)
<p>2. Develop practical mechanisms and tools to integrate environmental issues into PRSP II and sector policies</p>	<p>2.1 Develop guidelines outlining practical steps to mainstream environment into PRSP II and sectoral strategies</p> <p>2.2 Develop Monitoring and Evaluation (M&E) tools</p>	<p>Consultants, Institutions, National Project Officer and International Technical Advisor.</p>	<p>1. Guidelines for mainstreaming the environment into EDPRS developed by PEI are used by Government Working Groups, Growth Study team and local governments.</p> <p>2. Database of P&E indicators developed, and used by Government Working Groups for EDPRS formulation.</p> <p>3. At least 3 key P&E indicators are included in the overall EDPRS/poverty analysis and incorporated in the monitoring and evaluation framework. (<i>Baseline: In PRSP I, there are no indicators on natural resource use in the Indicator Table of Economic Development and Poverty.</i>)</p>
<p>3. Capacity to mainstream environment into poverty reduction strategies built</p>	<p>3.1 Training and capacity building</p> <p>3.2 Poverty-environment project support</p>	<p>Consultants, International Institutes (WWF, CSC, SafMA, IISD), National Project Officer and International Technical Advisor.</p>	<p>1. 10-15 policy makers, government officials and members of public institutions trained on Poverty-Environment indicators.</p> <p>2. 15-20 policy makers and national experts trained on Integrated Ecosystem Assessment (IEA).</p>

<p>4. Strengthened and coordinated stakeholder participation in poverty-environment initiatives</p>	<p>4.1 Establish a stakeholder consultative group</p>	<p>National Project Officer, International Technical Advisor and stakeholder consultative group.</p>	<p>1. Comprehensive consultations carried out, and results fed into national processes of EDPRS formulation through Working Groups / UNCT etc.</p>
<p>5. Approved PEI programme for Rwanda to build capacity, mechanisms, and institutions to mainstream environment into development and sectoral plans</p>	<p>5.1 Develop comprehensive action plan for Rwanda PEI Phase II 5.2 Develop strategy for implementation of Rwanda PEI Phase II</p>	<p>Consultants, National Project Officer and International Technical Advisor.</p>	<p>1. A well articulated action plan for Rwanda's capacity building for environmental management developed with strong national ownership. 2. Signed Project Document for PEI phase II</p>

ANNEXES

ANNEX 1: INSTITUTIONAL FRAMEWORK FOR PREPARING THE EDPRS

The EDPRS will be the result of a wide participatory process with consulting with stakeholders. However, in order to oversee the whole process of elaborating the EDPRS, it is proposed to establish a EDPRS National Policy Steering Group, a Technical Steering Group, and a number of sector working groups.

The *EDPRS National Policy Steering Group* (NPSG) would be guiding the overall process and be made up as follows:

- Hon. Minister of Finance (Chair)
- Hon. Minister of Agriculture
- Hon. Minister of Infrastructure
- Hon. Minister of Commerce
- Hon. Minister of Education
- Hon. Minister of Health
- Hon. Minister of Local Government
- Hon. Minister of Environment

The NPSG would be supported by a *Technical Steering Group* (TSG) which more directly monitors the activities mentioned above and generally oversees the consultation process and drafting of EDPRS. It would have the following representatives:

from Ministries

- Secretary General MINECOFIN (Chair)
- Director Strategic Planning Unit, MINECOFIN
- Director Macro Unit, MINECOFIN
- Director Budget Unit, MINECOFIN
- Secretary General MINAGRI
- Secretary General MININFRA
- Secretary General MINICOM
- Secretary General MINEDUC
- Secretary General MINISANTE
- Secretary General MINALOC
- Secretary General MINITERE

from RALGA

- Representatives

from Donors

- World Bank
- UNDP
- EC
- DfID

from Civil Society and private sector

- NGOs (Trocaire, CCOAIB)
- Rwanda Private Sector Federation

- Faith-based organization

The *Technical Steering Group* would report to the National Policy Steering Group but also keep the Development Partner's Coordination Group (DPCG) informed. Its first task would be to define the terms of reference for the different steering and working groups, and also set out in detail the process which leads up to EDPRS. It is therefore important to have all parties represented in the technical steering group – i.e. government, development partners, civil society, and the private sector. It is equally important that the different stakeholders among themselves can agree on a limited number of representatives, i.e. a limited number of representatives that can speak on behalf of the whole donor community, a limited number of representatives that can speak on behalf of the whole NGO community, etc.

Finally, a number of *Sector Working Groups*, ideally organized through the cluster system, need to be established which report back to the technical steering group. In the case of large sectors, further sub-sector working groups can be established. Sector working groups are proposed in the following areas:

- Growth issues
- Population issues
- Infrastructure (with sub-committees for energy, transport, and ICT)
- Agriculture and rural development
- Human Development (with sub-committees for education, health, water and sanitation, and social protection)
- Institutional Capacity Building
- Private Sector Development
- Employment
- Good Governance
- Justice
- Financial Sector
- Land and Environmental Management

Each of these working groups would draw representatives from relevant ministries, donors, private sector, civil society, and faith-based organizations. Cross-cutting issues as well as issues emerging from the Integrated Framework need to be addressed within each sector working group.

ANNEX 2: ROADMAP TO THE EDPRS

The EDPRS must be based on sound statistical evidence. The roadmap presented below therefore hinges on the availability of the EICV results. The EDPRS cannot be meaningfully finalized without results of EICV II. Secondly, the EDPRS will profit from a thorough evaluation of the first PRSP, consisting of an independent evaluation conducted by the end of this year, and sector self-evaluation conducted in the course of next year. Thirdly, substantial further analytical work will be carried out in the near future. Fourthly, a participatory process including wide consultations is envisaged. For these reasons, a first draft of the EDPRS will only become available around the end of 2006. The various steps that are envisaged to lead to the elaboration the EDPRS are outlined below.

Independent Evaluation of PRS I (September – December 2005)

A team of consultants has been contracted which is currently conducting an independent evaluation of the process and impact (where possible) of the first PRS. The team is expected to produce a report before the end of the year. The evaluation will look at the implementation performance concerning the relevance, efficiency and effectiveness of the processes and mechanisms developed to design and deliver PRS goals and objectives. This evaluation should provide important lessons for the road towards the EDPRS.

The PRS is one of Rwanda's most important planning documents, guiding not only government but also development partners and civil society in their actions. It is, therefore, important that the process is evaluated by an independent team, which can take on board concerns of all stakeholders in an impartial way. The consultants are also asked to suggest a number of issues that could be further explored by sector working groups themselves in early 2006.

Strengthened Monitoring and Evaluation Framework (September 2005 – March 2006)

Good monitoring and evaluation is vital to track progress towards meeting national objectives and being able to adjust strategies and the allocation of resources where necessary. The last PRS APR clearly highlighted the need to make progress on this front. Therefore, a new framework for M&E has been proposed and is envisaged to be rolled out during the second half of 2005 and beginning of 2006, so that it is fully functional in time for the EDPRS. The main objective is to arrive at a situation where:

- There is a clear evidence base for policy making, so all partners can agree where progress has been achieved and where there are still constraints;
- Agencies responsible for budgets can be held accountable for their use of the funds, to ensure that national priorities are met;
- There is a base for harmonised reporting to donors and other partners, reducing the burden on government systems;
- There are some basic incentives to those involved in delivering the PRS to meet targets by making information on their performance publicly available.

Independent studies (November 2005 onwards)

The EDPRS will be centred on equitable growth, sustainable development, and poverty reduction. To this end, a number of studies will be undertaken to analyse the options through which the Rwanda government can better stimulate economic growth and poverty reduction. These studies include an assessment of the impact of the energy crisis on growth, an informal

sector survey, a manufacturing survey, an agricultural policy note building on 4 background studies, etc. Some work is also envisaged to calculate the cost of achieving the MDGs. This should not only provide Rwanda with an assessment of the resources required to meet internationally agreed objectives, but also aid line ministries in costing their sector strategies and facilitate their incorporation into EDPRS based on proper prioritization.

Start of EICV II (October 2005 onwards)

The EDPRS must be based on a strong statistical basis. The second integrated household living conditions survey (EICV II) is therefore very important for the realization of this.

'APR +' Process (February – July 2006)

Using findings from the independent evaluation, sectors will engage in self-evaluations to assess the impact of PRSP1, leading to a mid-term performance report (APR+) to be published in June/July 2006. The mid-term performance report will simultaneously serve a similar purpose as previous annual progress reports in that its publication will trigger the disbursement of some donor funds (e.g. EC variable tranche).

EDPRS Drafting Process (July - November 2006)

Following the APR+ process, the drafting process of EDPRS will be started, and a first draft outline should be produced by November 2006.

Preliminary EICV II Results (November 2006)

The resulting information is essential in strengthening the analytical base supporting policy making and EDPRS.

Presentation Draft EDPRS to DPM (November 2006)

The draft EDPRS outline could be presented for discussion at the Development Partners Meeting in November 2006.

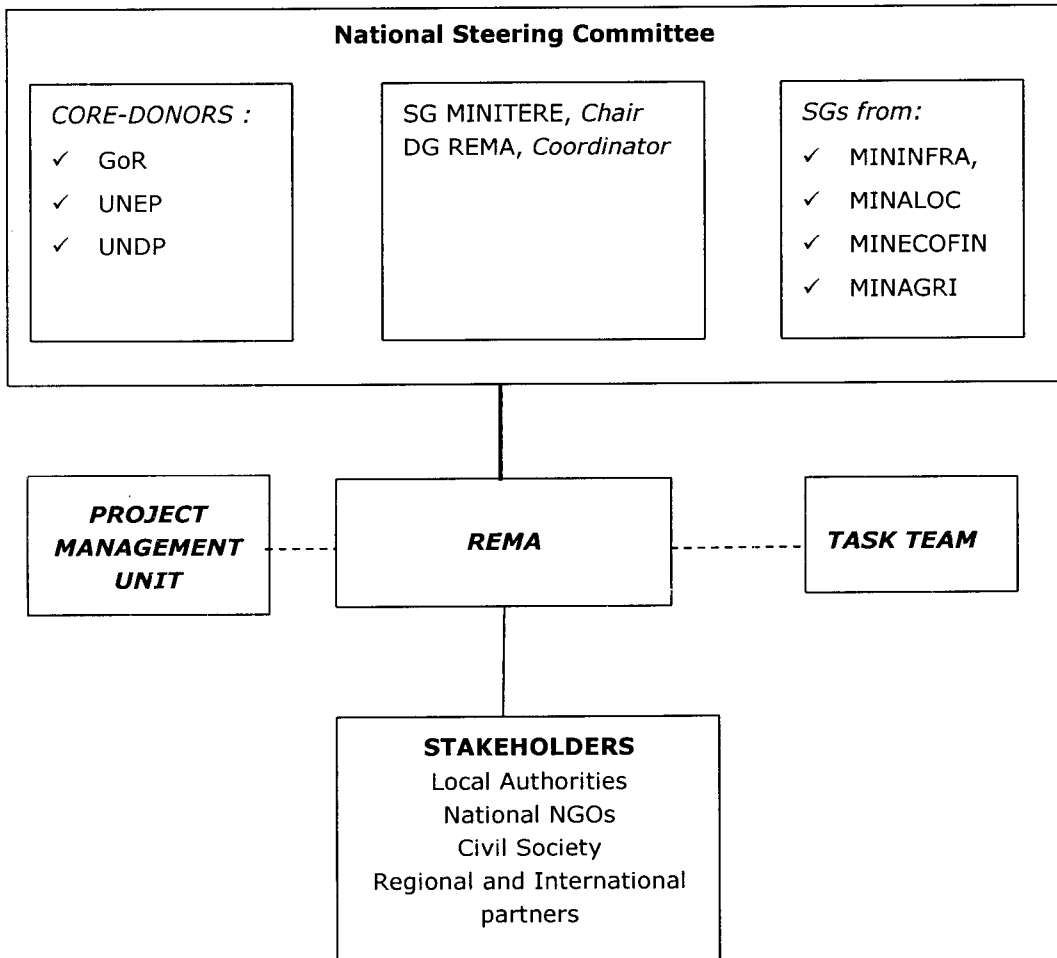
Final EICV II Results (March 2007)

Final results of EICV II are expected for March 2007. As stated above, the present roadmap hinges on the availability of the EICV results.

PRSP II Finalized and Published (May 2007)

It is currently envisaged to have a final version of EDPRS by May 2007.

ANNEX 3: RWANDA PEI MANAGEMENT STRUCTURE



ANNEX 4: RWANDA PEI TASK TEAM TERMS OF REFERENCE

Background

Rwanda is one of the poorest countries in the world, ranking 159 out of 177 countries according to the 2004 Human Development Index.⁵ This reflects the fact that in Rwanda the annual income per capita is \$250 (with 60 percent of the population living below the poverty line), life expectancy at birth is 51 years, and adult literacy is 60 percent.⁶ The experience of poverty in the country is profoundly affected by the state of the environment as poor people mainly rely on natural resources. Extensive deforestation, land degradation, and soil erosion-caused by ever increasing population pressure - are causing declining levels of well-being among Rwandans.

Over 90 percent of the population depends on subsistence agriculture⁷. The low agricultural productivity resulting from soil erosion and land degradation is causing increasing incidences of food insecurity. Furthermore, energy use patterns among poor people in Rwanda point to a strong link between energy, environment, and poverty. Over 90 percent of Rwandans rely on biomass for energy and, in particular, 99 percent of the households rely on biomass for cooking.⁸ As a result, increased deforestation is undermining the ability of poor people to cook nutritional food (as biomass is scarce), attend school and undertake agricultural activities (as people must dedicate increasing time to collecting biomass)..

While the links between poverty and environment in Rwanda are clear, it is widely agreed that Rwanda's PRSP I does not adequately incorporate the environment and the linked energy issues that affect the well-being of the poor. With the Government of Rwanda now embarking on the formulation phase of its second PRSP, it is imperative that environment be mainstreamed into this document to ensure that the contribution sustainable resource management can make to poverty reduction is realised.

At the "Integrating Environment Issues and Rio MEAs into Poverty Reduction Policy and Planning" workshop held in Gisenyi in February 2005, the Government of Rwanda- led by MINITERE and REMA- committed to developing a strategy to ensure that environment is mainstreamed into the PRSP II (which is to be finalized early in 2007). In recognition of the urgent need for action, it was agreed that a Task Team would be established to develop and manage this mainstreaming strategy. The Task Team will be composed of representatives from MINITERE, REMA, MINECOFIN, MINALOC, MINAGRI, MININFRA, and other relevant actors and supported by UNDP/UNEP and other donors. It is envisaged that REMA will chair the Task Team and provide administrative/secretariat support.

⁵ United Nations Development Programme, Human Development Report 2004: Cultural Liberty in Today's Diverse World, New York: 2004.

⁶ Ministry of Finance and Economic Planning, A Synthesis of the Analysis of the 2002 Census of Rwanda, Kigali: 2005.

⁷ Ibid.

⁸ Ibid.

Objectives of the Task Team

The overall objective of the Task Team is to develop and manage implementation of a strategy to ensure environment is mainstreamed into Rwanda's PRSP II. This includes supporting objectives as follows:

- 1) Ensuring analysis, consultation and dialogue for informed and constructive input on environment issues into the preparation of PRSP II;
- 2) Ensuring awareness of and support for the mainstreaming strategy exists among all relevant government Ministries and stakeholders;
- 3) Ensuring that the issues raised during the PRSP I revision that are germane to the medium-term needs are captured for consideration during PEI formulation.

Specific Terms of Reference

Consistent with the above objectives, the Specific Terms of Reference for the Task Team are the following:

- 1) Lead the development of a detailed work plan and timeframe with close support from UNDP/UNEP. The actions outlined in the work plan should be strategically planned so as to complement **key activities of the MINECOFIN –led PRSP schedule** including:
 - Discussion to review cross cutting issues (first week of May)
 - EICV and other survey preparations; analysis and dissemination of collected data
 - Evaluation of PRSP I (July-September 2005)
 - Development of papers to look at potential "growth" policy
 - Mid term review (self evaluation) of sectors (March-April 2006);
- 2) Identify support needed for the Task Team and to implement the work plan in terms of technical and financial assistance. Communicate these to UNDP/UNEP/donors and oversee the development of a UNDP/UNEP/donor support plan;
- 3) Initiate and oversee analytical studies and communication tools that draw upon existing available data and convey a powerful message to stakeholders on the importance of environment in Rwanda. These include:
 - a review of the PRSP I and sectoral strategies to identify how environment can be better integrated;
 - prioritizing areas for more intensive sectoral analysis and dialogue on constraints, opportunities and trade-offs;
 - economic analysis of natural resource use to inform constraints and opportunities for sustainable economic growth (including considering costs of environmental degradation through case studies such as Gishwati and energy);
 - appropriate environmental Monitoring and Evaluation (M&E) which informs overall PRSP M&E;
 - a stakeholder companion on why the environment matters in Rwanda- this can draw heavily from the economic analysis;
 - a well-designed set of environment-for-development media events to sustain the visibility of the integration agenda.

- 4) Supervise the activities of the consultants to ensure relevance and adherence to the stated Terms of Reference and the timely completion of the consultancy reports;
- 5) Oversee technical inputs (such as guidelines, working papers, comments, draft text etc) into the MINECOFIN PRS process. The development of these inputs should be facilitated by the Task Team;
- 6) Oversee consultation with all key stakeholders and ensure that their views are reflected in Task Team outputs;
- 7) Conduct dialogue to build awareness and political support for the mainstreaming strategy at all relevant Ministries and decision making bodies, and advocate for the inclusion of an environmental expert to represent the Task Team in the national PRSP II drafting committee;
- 8) Hold regular Task Team meetings, at least once a month or more as and when deemed necessary;
- 9) Oversee the launching of a Poverty-Environment Programme in Rwanda by establishing a coordination mechanism to manage this programme, such as an interdepartmental steering committee. This programme will address the consequent environmental policy and management capacity building needs to ensure implementation on priorities identified under PRSP II preparation.

Outputs

The Task Team is expected to have the following outputs:

- 1) An activity work plan and budget;
- 2) A detailed review paper outlining what is missing from the PRSP I and sectoral plans;
- 3) Recommendations and guidelines on mainstreaming environment into PRSP II and M&E tools (such as PE indicators, integrated assessments, etc.);
- 4) A briefing note to the national PRSP II drafting committee, copied to the ministers of MINECOFIN and MINITERE, on:
 - Lessons from environmental analysis of PRSP I and Sector Plans reflecting both design and implementation issues;
 - Specific recommendations on environmental benchmarks, targets, , etc.;
 - Tracking PRSP implementation;
 - Capacity development proposals to ensure sustained integration (design, implementation and monitoring) of environment and development.
- 5) The inclusion of an environment expert in the national PRSP II drafting committee to provide input on the inclusion of the environment in the PRSP II document, drawing from the above mentioned briefing note (see iv);
- 6) The integration of environment into the key documents produced throughout the PRSP II process;

- 7) Detailed written comments and feedback to consultants on the various draft reports of the studies undertaken;
- 8) Briefings and progress reports to relevant stakeholders;
- 9) Coordination mechanism such as an interdepartmental steering committee to manage the Poverty-Environment Programme;
- 10) Report which synthesizes lessons learned from the mainstreaming strategy to be captured in the Poverty-Environment Programme.

Note: Substantive support from UNDP/UNEP and bilateral donors is required to achieve these outputs. (This will include TA support in the form of a coordinator to assist REMA in ensuring effective Task Team operation and implementation of the mainstreaming work plan.)

Duration

The tenure of the Task Team is limited to the duration of the PRSP formulation phase, commencing May 2005 and ending early 2007 with the finalization of the PRSP II.

ANNEX 5: POVERTY AND ENVIRONMENT NATIONAL EXPERT TERMS OF REFERENCE

Duration:	4 Months (renewable)
Proposed starting date:	October 2005
Duty station:	Kigali, Rwanda
Implementing Agency:	REMA - MINITERE

Background

The experience of poverty in Rwanda is profoundly affected by the state of the environment as poor people mainly rely on natural resources. Extensive deforestation, land degradation, and soil erosion-caused by ever increasing population pressure and incorrect management of natural resources (extensive farming leading to soil degradation and water pollution...) - are causing declining levels of well-being among Rwandans. While the links between poverty and environment in Rwanda are clear⁹, the annual PRS progress report shows that Rwanda's PRSP I does not adequately incorporate the environment issues that affect the well-being of the poor and also, that the energy sector does not adequately take into account its impact on the environment and poverty issues.

At the "Integrating Environment Issues and Rio MEAs into Poverty Reduction Policy and Planning" workshop held in Gisenyi in February 2005, the Government of Rwanda committed to develop a strategy to ensure that environment is mainstreamed into national strategies and sectoral plans. In recognition of the urgent need for action, the Government of Rwanda - through REMA/MINITERE¹⁰ - in partnership with UNEP and UNDP is launching the Poverty and Environment Initiative (PEI) programme to address these issues. With the Government of Rwanda now embarking on the formulation phase of its second PRSP (which is to be finalized early in 2007), the first phase of the PEI programme (18 months from July 2005 to December 2006) will focus on mainstreaming environment into PRSP II.

A Task Team has already been established to develop and facilitate the process of this mainstreaming strategy. The Task Team is composed of representatives from MINITERE, REMA, MINECOFIN¹¹, MINAGRI¹², MININFRA¹³, MINALOC⁶ and supported by UNDP/UNEP and other donors. REMA is the chair leader of the Task Team and provides administrative/secretariat support.

⁹ Pilot project on Poverty and Environment Mapping (Phase II): Poverty- Environment Indicators and Policy Options for Possible Intervention under the PRSP – Government of Rwanda / UNDP, 2005

¹⁰ Rwanda Environment Management Authority / Ministry of Lands, Environment, Forestry, Water and Mines

¹¹ Ministry of Finance and Economic Planning

¹² Ministry of Agriculture

¹³ Ministry of Infrastructure

⁶ Ministry of Local Government

Rationale of the Post

The implementation of the first phase of the Poverty and Environment programme is at its very beginning in Rwanda. REMA, UNEP and UNDP are looking for a national candidate to ensure that the activities related to the project will be fulfilled in a timely manner in accordance with MINECOFIN's roadmap for the preparation of PRSP II.

Purpose

The Poverty and Environment National Expert will support the implementation of the first phase of Rwanda's PEI by ensuring day-to-day management of the project in close collaboration with the Technical Advisor (to be recruited).

Duties and Responsibilities

Under the overall supervision of the Technical Advisor and the Director of REMA, the Poverty and Environment National Expert shall undertake the following tasks:

1) Project management in collaboration with the Technical Advisor

- Ensure timely implementation of prioritized activities;
- Develop Terms of Reference for the needed consultancies;
- Identify consultants and other stakeholders to work with;
- Act as a counterpart for consultants by helping them to access information and the right contacts,
- Play the lead role in coordinating expert inputs that are provided by international and national consultants for project implementation, in coordinating technical inputs for major project events in developing partnerships with relevant parties as well as in building information/knowledge networks;
- Contribute to papers, briefs, and various reports related to the project;
- Assist in preparing guidelines and procedures on mainstreaming environment into PRSP II and sectoral plans;
- Coordinate the preparation of meetings and workshops, including identification of speakers, hiring of venue and inviting participants;
- Organize and hold regular reporting meetings;
- Assist the Poverty and Environment Advisor in the preparation of quarterly and annual technical and financial reports;
- Perform other duties related to the project that may be requested;
- Assist the Director of REMA in ensuring effective execution of the project in NEX modality including performing necessary administrative and operational tasks.
- Keep in close contact with UNEP/UNDP Poverty and Environment focal points to ensure that UNEP/UNDP are kept up-to-date on project progress and problems encountered.

2) Advisory support to implementation of project activities

- Facilitate the collection and analysis of existing studies and information on poverty and environment
- Participate to PRSP II drafting committee meetings to ensure environment is incorporated in the process.

3) Profile and qualifications

Required is a national expert with strong experience concerning environmental management in Rwanda.

- Master degree in environment related field with strong knowledge of socio-economic aspects or equivalent work experience.
- Knowledge and working experience in Rwanda related to Environment issues.
- Strong team working skills.
- Good interpersonal, verbal communication and advocacy skills;
- Strong written and verbal communication skills in English (French would be an asset);
- Computer literacy and ability to use Word Processing and office technology equipment.

4) Duration

The National Expert will be based at REMA and the duration of the assignment is 4 months - December 2005 to March 2006 – with possibility of renewal.

ANNEX 6: POVERTY AND ENVIRONMENT ADVISOR TERMS OF REFERENCE

Duration:	14 months
Proposed starting date:	December 2005
Duty station:	Kigali, Rwanda
Implementing Agency:	REMA - MINITERE

Background

The experience of poverty in Rwanda is profoundly affected by the state of the environment as poor people mainly rely on natural resources. Extensive deforestation, land degradation, and soil erosion- caused by ever increasing population pressure- are causing declining levels of well-being among Rwandans. While the links between poverty and environment in Rwanda are clear¹⁴, the annual PRS progress report shows that Rwanda's PRSP I does not adequately incorporate the environment issues that affect the well-being of the poor and also, that the energy sector does not adequately take into account its impact on the environment and poverty issues.

At the "Integrating Environment Issues and Rio MEAs into Poverty Reduction Policy and Planning" workshop held in Gisenyi in February 2005, the Government of Rwanda committed to develop a strategy to ensure that environment is mainstreamed into national strategies and sectoral plans. In recognition of the urgent need for action, the Government of Rwanda - through REMA/MINITERE¹⁵ - in partnership with UNEP and UNDP is launching the Poverty and Environment Initiative (PEI) programme to address these issues. With the Government of Rwanda now embarking on the formulation phase of its second PRSP (which is to be finalized early in 2007), the first phase of the PEI programme (18 months from July 2005 to December 2006) will focus on mainstreaming environment into PRSP II.

A Task Team has already been established to develop and facilitate the process of this mainstreaming strategy. The Task Team is composed of representatives from MINITERE, REMA, MINECOFIN¹⁶, MINAGRI¹⁷, MININFRA¹⁸, MINALOC⁶ and supported by UNDP/UNEP and other donors. REMA is the chair leader of the Task Team and provides administrative/secretariat support.

¹⁴ Pilot project on Poverty and Environment Mapping (Phase II): Poverty- Environment Indicators and Policy Options for Possible Intervention under the PRSP – Government of Rwanda / UNDP, 2005

¹⁵ Rwanda Environment Management Authority / Ministry of Lands, Environment, Forestry, Water and Mines

¹⁶ Ministry of Finance and Economic Planning

¹⁷ Ministry of Agriculture

¹⁸ Ministry of Infrastructure

⁶ Ministry of Local Government

Rationale of the Post

The implementation of the first phase of the Poverty and Environment programme is at its very beginning in Rwanda. REMA, UNEP and UNDP are looking for an international candidate to provide guidance and advice for the environmental mainstreaming activities and ensure the objective of the programme is reached.

Purpose

The Poverty and Environment Advisor will provide advisory and management support to the implementation of the first phase of Rwanda's PEI:

- In close collaboration with the National Expert, ensure day-to-day management of Phase I of Rwanda's PEI project and report to REMA, UNEP/UNDP and the Task Team.
- Provide technical advice for the integration of environmental management into the PRSP II process and related policies, strategies and development plans in collaboration with the Task Team.
- Ensure capacity building for the national counterpart personnel.
- Maintain close links with the funding partners and continue to mobilize further financial support.
- Ensure that the project is informed by lessons learned from the wider poverty and environment community and that experience from the Rwanda PEI is shared with the wider development community.
- Collaborate with and support the work being done by GoR and local/international organizations and researchers for the linkage of poverty and environment issues, looking at different aspects of poverty in Rwanda and developing Poverty-Environment indicators to be fed into the poverty monitoring system.

Duties and Responsibilities

Under the overall supervision of the Director of REMA and UNEP/UNDP, the Poverty and Environment Advisor shall undertake the following tasks:

1) Project management in collaboration with the National Expert

- Advise and provide guidance to the National Expert.
- Co-ordinate implementations of project activities:
 - a. Provide advice to MINITERE/REMA and project personnel in identifying emerging issues and improving the workplan.
 - b. Supervise the consultancies and review and assess products/services provided by subcontractors, consultants and experts counterparts and notify/advise REMA, UNEP/UNDP and the Task Team on quality, and recommend appropriate actions to undertake for improvement of project outputs.
 - c. Lead the development of guidelines outlining practical steps to mainstream environment into PRSP II and sectoral strategies (based upon the guidelines on environmental mainstreaming in other countries and upon the results of the planned assessments and reviews conducted by the consultants in Rwanda);
 - d. Lead the development of a proposal to improve integration of PE in Monitoring and Evaluation (M&E) system;
 - e. Lead the development a work plan and a strategy for the implementation of Rwanda PEI Phase II;

- f. Assist the Director of REMA with the National Expert in ensuring effective execution of the project in NEX modality including performing necessary administrative and operational tasks.
- Ensure donor reporting requirements are met and quarterly, annual and financial reporting is rigorous and timely;
 - Ensure that monitoring and evaluation of project activities take place;
 - Produce quarterly progress and annual reports to the Task Team, REMA and UNEP/UNDP focused on capturing results, learning lessons and documenting best practices in order to improve project performances.
 - Provide comments in writing on the substantive aspects of the quarterly and annual workplans and budgets before approval by REMA, the Task Team and UNEP/UNDP.

2) Advisory support to implementation of project activities

Provide technical advice to the Task Team and to GoR on international experience in the mainstreaming of poverty environment issues into national development policy-making, planning and budgeting processes, including:

- Advice on processes and mechanisms, which can facilitate and support the integration of poverty-focused environmental priorities into the MTEF, and other development processes.
- Advise and assist the TT and REMA in the execution of their duties of supervision and monitoring of environmental mainstreaming activities;
- Activities to strengthen the environmental planning system and better integrate it with national development planning.
- Participate to PRSP II drafting committee meetings to ensure environment is incorporated in the process.
- Guiding the identification of appropriate poverty-environment indicators that can be monitored at sub-district, districts and national levels, and which can be included within future iterations of the PRSP process. The advisor shall collaborate with the work being conducted by local and international partners.
- Provide advice in assessing capacity gaps that exist in MINITERE and project personnel, mainstream lessons and best practices learned elsewhere in capacity building activities for the project, and give guidance in organizing such capacity building activities by developing Capacity development proposals to ensure sustained integration of environment and development.

3) Maintain links with donor partners and international poverty and environment community

- Facilitate linkages between Rwanda PEI and PEI programmes in other countries to identify opportunities for lesson learning between countries;
- Ensure that the Rwanda PEI participates in activities of the global UNDP-UNEP Poverty Environment Initiative;
- Ensure that the Rwanda PEI is informed by international best practice and identify opportunities for Rwanda PEI Implementation Team to participate in internal fora on poverty and environment;
- Represent the Rwanda PEI project to other donors with a view to mobilizing additional funds

Profile and qualifications

Required is an expert with strong experience in environment mainstreaming and experience of sub-Saharan Africa (ideally in East Africa).

Essential

- Master degree in environment related field with strong knowledge of socio-economic aspects.
- Progressively responsible experience in poverty focused analysis and management of environmental issues.
- Knowledge and working experience in East Africa.
- Strong background in development of environmental indicators and data analysis.
- Strong interpersonal skills with ability to work under pressure and to establish and maintain effective work relationships with people of different national and cultural backgrounds.
- Strong team working skills.
- Excellent communication skills with ability to express ideas clearly, logically and effectively, both orally and in writing.
- Fluent spoken and written English.
- Computer literacy and ability to use Word Processing and office technology equipment.

Desirable

- Ph.D. degree in environment and sustainable development related field, social sciences or economics
- Working experience in Rwanda
- Fluent French

5) Duration

The duration of assignment will be 13 months - December 2005 to December 2006 – with possibility of renewal for the implementation of the Rwanda's PEI Phase II.

Minutes of Local Project Appraisal Committee (LPAC) meeting for *Phase I of the Poverty and Environment Initiative project* held on 29 November 2005 at UNDP Country Office

The purpose of the LPAC meeting is to formally validate the project document before full endorsement by UNDP and get the final inputs and comments for inclusion in the final project document.

The meeting started at 10.00 a.m. and was chaired by Ms Rose Mukankomeje, Director General of Rwanda Environment Management Authority and Mr. Alain Noudehou, Deputy Resident Representative – UNDP.

In his opening remarks, M. Noudehou welcomed and thanked participants for their participation. He briefly introduced the project and emphasized the fact that there is a tight timeline which has to be respected for the success of the project. The key output of the project is not simply to mainstream the environment into EDPRS (PRSP II), but also to demonstrate the clear linkages between poverty and the environment in Rwanda.

Mr. Noudehou's opening remarks were followed by a brief presentation of the project by Ms Mukankomeje.

Presentation of the project

After thanking the participants for their strong support and involvement in the formulation process of this project, Ms. Mukankomeje briefly presented the history of the project formulation. The project idea was instigated at the workshop "Integrating Environment Issues and Rio MEAs into Poverty Reduction Policy and Planning" held in Gisenyi in February 2005 and Ms. Mukankomeje stated that this meeting reflects the results of several months of hard work especially by the Task Team.

Ms Mukankomeje also highlighted the importance of conserving the environment to attain sustainable development in Rwanda and how the environment was not taken into consideration in Rwanda's PRSP I. However the government is starting to acknowledge the importance of sustainable use of natural resources to secure the livelihoods of the people as well as to achieve economic growth.

Led by REMA/MINITERE, phase I of the joint UNEP/UNDP Poverty and Environment Initiative in Rwanda aims to mainstream the environment into national policy and planning processes to implement the new PRSP (EDPRS) and, articulate the linkages between poverty and the environment in Rwanda (e.g. demographic pressure on natural resources).

The main outputs of the project are:

- **Output 1:** Knowledge base on poverty-environment linkages improved and disseminated to communities, policy makers, civil society and donors;

- **Output 2:** Practical tools for the integration of poverty-environment issues into EDPRS, sectoral policies and monitoring system developed and disseminated;
- **Output 3:** Capacity to mainstream the environment into EDPRS formulation strengthened;
- **Output 4:** Rwanda PEI Phase 2 programme

Ms Mukankomeje concluded her presentation by stating the fact that the project timetable is very challenging, but that the environmental sustainability is vital for ensuring sustainable poverty reduction in Rwanda.

M. David Smith, Team leader of the Poverty and Environment Unit from UNEP, first welcomed the strong commitment of the Government of Rwanda (especially Ms Mukankomeje, DG – REMA) and of UNDP-Rwanda in this exercise. He commended on the fruitful collaboration between UNEP and UNDP on the joint Poverty and Environment Initiative. He also introduced the experience from the other countries in the region where the project is implemented.

Comments and recommendations by the LPAC participants

The discussions that followed Ms Mukankomeje's presentation prompted the comments and recommendations listed below:

- Mr. Silva Leander questioned the details about the way the project activities would be carried out and how they are linked to relevant projects in UNDP, such as Millennium Development Goals needs assessment:
Ms. Mukankomeje commented that (i) the project activities have been planned according to the Government's PRSP II roadmap; (ii) the project will develop several advocacy tools for the mainstreaming of the environment; (iii) during the preparation of the project, members of the Task Team have ensured that urgent activities would start in order to be in line with the PRSP roadmap and some advocacy work was carried out (e.g. REMA has ensured that the "Enquêtes Intégrées sur les Conditions de Vie des ménages au Rwanda"(EICV) included some questions related to the environment and that MINITERE is a member of the EDPRS drafting committee); (iv) the Task Team members will report to the steering committee, who will report directly to the Ministries.
Mr. Usengumuremyi added that MINECOFIN as a member of the Task Team will make an effort to link planning and the mainstreaming of the environment processes to ensure that the environment becomes a major pillar in the EDPRS and it is not only considered as a cross-cutting issue.
Mr. Smith highlighted that the project aims to identify the links between poverty and the environment with an economic approach to better convince the Government of Rwanda of the importance of natural resource conservation for the country, especially MINECOFIN but also to feed into the MDGs needs assessment of UNDP (the majority of the results of the project will be linked to MDGs and feed in the MDG Plan by the World Bank).

Ms Maekawa advocated for the following points: (i) units in UNDP should work together to ensure donor coordination, (ii) UNDP will advocate for the project at the rural cluster meetings and (iii) Sustainable Livelihoods Unit would ensure that the activities of the project are synchronized with the Strategic Policy and Economic Management Unit activities for PRS and MDGs (the two units will work together to identify the gaps concerning linkages between poverty and environment in the MDGs needs assessment).

- Mr. Kamukala raised a question about the lessons learned from the other countries where the PEI had been carried out:

Mr. Smith informed that (i) as the process in Rwanda was led jointly by UNEP and UNDP from the beginning, the expected success of the project was stronger than in the countries where two existing projects were merged to build a joint project; (ii) the strong commitment of the Government of Rwanda for this project is also an important factor contributing to the success comparing to what is happening in other countries (he even highlighted that UNEP might rethink the way they allocate the funds according to the commitment of the countries) and (iii) the project in Rwanda was designed to ensure capacity building during project implementation as the Task team insisted on the need to hire national consultants to work with the international consultants for all the consultancies and the same principle applies with hiring any project staff to ensure strong national ownership.

- M. Noudehou inquired about what are the results we want to see at the end of the project:

Mr. Smith indicated that the key indicators of success for the project are (i) environmental sustainability represents a key objective for the Government of Rwanda, (ii) the budget allocated to the environment in the country is increased and (iii) stronger capacity to design environmental projects.

Ms Mukankomeje stated that the main expected output would be that the environment is considered as a key sector in the EDPRS which is the key to increase donor support to the environment in Rwanda.

Mr. Usengumuremyi added that the main expectations are that there is a stronger commitment from all the stakeholders (Government, donors and civil society) for sustainable management of the environment and that the project aims to develop effective monitoring and evaluation tools for the environment sector.

- Mr. Kamukala insisted that there is a need to involve all the sectors and that the consultation process should be as comprehensive as possible:

Ms Mukankomeje indicated that since the very start of the preparation of this project, starting from the workshop in Gisenyi as previously mentioned, all the major stakeholders have been involved.

M. Smith added that (i) the project document has been designed to ensure broad consultation in different planned activities; (ii) the members of steering committee for PEI are also members of the steering committee for the EDPRS formulation; (iv) Phase II of the project will focus more on decentralization and ensure more

consultation at all levels and (v) that the results of phase I will regularly be fed into EDPRS formulation process.

- Mr. Gatwabyege added that (i) there is a long way to convince all the stakeholders to take the environment into serious consideration; (ii) the private sector's perceptions are that the environment sector is against growth and (iii) more work has to be done on sensitization.
- Mr. Morris mentioned about the timeline of the activities which is indicated in the Annual Workplan and highlighted that some of the activities should have started already:
UNEP and UNDP PEI have provided funds for the project preparation process. Time sensitive activities to be conducted in order to respect the EDPRS roadmap have already started within the preparatory phase before the inception of the full PEI.
- Mr. Mulisa inquired about the strategy to address the issue of low capacity in the country:
M. Smith explained that (i) one of the measures for the project was to hire both national and international staff for all the activities, which should ensure capacity building at the national level during project implementation and (ii) the technical support from the focal points from UNEP and UNDP should also contribute to capacity building in the country.

The amendments to the PRODOC requested by the LPAC participants

1. The logo of the government of Rwanda must appear between the logos of UNEP and UNDP on the cover page
2. "Project Document" must appear on the cover page as title of the document
3. The pages need to be numbered
4. The PRODOC must include clear success indicators in the Annual Workplan / Results framework
5. A summary page should be included summarizing the budget and the key objectives
6. The link between conflict prevention and the environment should be mentioned
7. Quarterly meetings for the steering committee should be included in the PRODOC

The way forward

After including the amendments in the PRODOC, the project document will be sent to the GoR and partners for signature with the minutes of the LPAC meeting.

There is a need to check with the statistics department in MINECOFIN when the EICV results will be available as this will have an impact on the timeframe of the project.

Participants

1. Vincent Gatwabayegue, Secretary General - Ministry of Lands, Environment, Forests, Water and Mines (MINITERE)
2. Rose Mukankomeje, Director General – Rwanda Environment Management Authority (REMA)
3. Godfrey Kamukala, Senior Technical Advisor - REMA
4. Alex Mulisa, National Coordinator *Kigali Industrial Environment Framework* project - REMA
5. Maximilien Usenguremyi, Community Planner – Ministry of Finance and Economic Planning (MINECOFIN)
6. Aimable Sekata, Renewable Energy Officer – Ministry of Infrastructures (MININFRA)
7. David Smith, Team leader Poverty and Environment – United Nations Environment Programme (UNEP)
8. Alain Noudehou, Deputy Resident Representative Programme – United Nations Development Programme (UNDP)
9. John Morris, Head of the Implementation Support Centre – UNDP
10. Sebastian Silva Leander, Programme Officer Strategic Policy and Economic Management Unit – UNDP
11. Monique Sevumba, Programme Officer Sustainable Livelihoods Unit – UNDP
12. Miko Maekawa, Head of Sustainable Livelihoods Unit – UNDP
13. Jonathan Duwyn, Programme Associate Sustainable Livelihoods Unit - UNDP

Drafted by:

Name

Jonathan Duwyn,
Programme Associate
Sustainable Livelihoods
Unit - UNDP

Signature



Date

15/12/2005

Approved by:

Name

Vincent Gatwabayegue,
Secretary General -
MINITERE

Signature



Date

4/01/06

Rose Mukankomeje,
Director General -
REMA



19/12/05

David Smith,
Team leader Poverty
and Environment -
UNEP



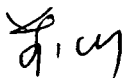
15/12/2005

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19/12/2005