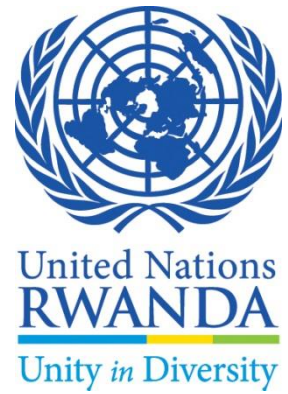


2014-2018



JOINT PROGRAMME DOCUMENT

“Support to the Development and Implementation of a Green Growth and Economy Approach to Rwanda’s Economic Transformation”

**Government of Rwanda
and
One United Nations - Rwanda**

Programme Title: Support to the Development and Implementation of a Green Growth and Economy Approach to Rwanda's Economic Transformation

Joint Programme Outcomes: UNDP Result 1: Inclusive Economic Transformation

<p>Programme Duration: 4 years</p> <p>Anticipated start/end dates: 2014-2018</p> <p>Fund Management Option(s): Parallel</p> <p>Administrative Agency: UNDP</p>	<p>Total estimated budget*: USD 10,921,349.</p> <p>Out of which:</p> <ol style="list-style-type: none"> 1. Core Funds: USD 2,509,635 2. Non-Core Funds: USD 1,968,081 3. ONE UN Fund: USD 3,193,418 4. GoR contribution (in-kind): USD 500,000 5. Funds to be mobilised: USD 2,750,215 <p>* Total estimated budget includes both programme costs and indirect support costs.</p>
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Names and signatures of participating UN organizations and (sub) national counterparts

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1. EXECUTIVE SUMMARY

During the 5 year period, 2008-2012, Rwanda successfully implemented its first phase of the Economic Development and Poverty Reduction Strategy (EDPRS I) for the achievement of its Vision 2020 and Millennium Development Goals – (MDG). Several sustainability instruments were developed and adopted under this implementation framework to give effect to the Country's environmental policy and laws. The UN Country Team in Rwanda contributed significantly to the achievements realised under its United Nations Development Assistance Framework (UNDAF) that ran parallel to EDPRS I.

Strategies, guidelines and regulations were developed and operationalized for the mainstreaming of pro-poor environmental considerations. The Government of Rwanda, through the UNDP-UNEP Poverty and Environment Initiative (PEI) programme, identified and quantified poverty-environment linkages, and strengthened national capacities for the mainstreaming of the environment in the EDPRS I and EDPRS II. Decentralized capacity was developed for the rehabilitation of critical ecosystems and the promotion of sustainable income generation from natural resource utilization. Significantly, and with the support of UNDP-UNEP poverty and environment initiative programme, the National Climate and Environment Fund (FONERWA) was established in 2012 and operationalized to provide support to climate change adaptation and mitigation, as well as mainstream natural resources and environmental management as stipulated in the Organic Law N° 04/2005 of 08/04/2005.

Rwanda's Vision 2020 recognizes the adverse effects of climate change as a barrier to sustainable development. Vulnerability to climate change, as well as early lessons learned during the implementation of EDPRS I, led to the development of a national strategy for Green Growth and Climate Resilience: National Strategy for Climate Change and Low Carbon Development in 2011. A framework for mainstreaming Resource Efficient and Cleaner Production in Policies and Strategies of Rwanda was also developed in 2011.

The strategy for Green Growth and Climate Resilience has significantly influenced the inclusion of the "Green Economy Approach" as a priority of EDPRS II (2013-2018) under the Economic Transformation thematic area. The main objective of the Economic Transformation thematic area is to propose an ambitious, prioritised and coherent cross-sectorial strategy to sustain rapid growth and facilitate Rwanda's process of economic transformation to meet revised targets in the context of Vision 2020. The Government of Rwanda identified the need to pursue a green economy approach to economic transformation by reducing economic costs through going 'green' and exploiting new 'green' economic opportunities.

The UN Country Team will support the implementation of this priority area through a Joint Programme under its new support framework: the United Nations Development Assistance Plan (UNDAP) 2013-2018. In addition to alignment to EDPRS II, the UNDAP takes serious consideration of the UNDP Strategic Plan 2014-17 Area of Work 1 that elaborates sustainable development pathways that can eradicate extreme poverty and reduce social and economic inequality and exclusion. Area of Work 1 includes the development of sustainable and inclusive productive capacities, including Green Economy policies, sustainable energy access and improved energy efficiency and is in alignment with the EDPRS II priorities that will be supported by the Joint Programme.

The Joint Programme titled: “Support to the Development and Implementation of a Green Economy Approach to Rwanda’s Economic Transformation” will support Rwanda to have in place improved systems for sustainable management of the environment, natural resources and renewable energy resources and energy access, to achieve greater environmental and climate change resilience by:

- Supporting sustainable urbanisation with a clear focus on resiliency and green growth;
- Supporting the scaling up of renewable energy, energy efficiency and energy access;
- Supporting the Government in facilitating an increased level of public and private investment in sustainable environment and natural resource management and climate change;
- Strengthening sectoral capacity to develop and/or acquire appropriate technologies and skills for resource efficiency and cleaner production; and
- Strengthening the capacity of national and local institutions to reduce carbon foot print in human settlements through the planning and implementation of green cities and villages;
- The establishment of centres of excellence.

The Ministry of Natural Resources (MINIRENA) and its affiliate institutions, the Rwanda Environment Management Authority (REMA) and the National Fund for Environment and Climate Change (FONERWA) have been mandated to lead the implementation of Priority 5 of the Economic Transformation thematic area of EDPRS II. MINECOFIN, as the Ministry responsible for national economic planning and therefore green economic transformation, will continue to provide guidance and advice. In this regard, therefore, the Joint Programme will be led by MINIRENA on behalf of the Government of Rwanda. The Ministry of Infrastructure (MININFRA) will implement a significant proportion of the planned joint programme activities. Other Implementing Partners (IPs) include University of Rwanda under MINEDUC, the Rwanda National Police (RNP) in collaboration with REMA, the Rwanda Natural Resources Authority (RNRA) under MINIRENA and the Private Sector Federation (PSF) as a partner of the Ministry of Trade and Industry (MINICOM).

UN support for the Joint Programme as articulated in the UNDP will be led by the United Nations Development Programme (UNDP) as the Administrative Agent (AA) of the One-UN Fund. Other supporting UN agencies include the United Nations Environment Programme (UNEP), the United Nations Economic Commission for Africa (UNECA), the United Nations Human Settlements Programme (UN-HABITAT), the United Nations Industrial Development Organization (UNIDO), the Food and Agriculture Organization (FAO), the World Health Organization (WHO), the United Nations Education, Scientific and Cultural Organization (UNESCO) and the United Nations Conference on Trade and Development (UNCTAD).

The UN Parallel Fund Management modality will be employed for the implementation of the Joint Programme. In this modality, each participating UN organization works closely with the relevant implementing partner in fund management and in the implementation of activities within a common work plan. UNDP, as the One-UN Fund Administrative Agent (AA), will collaborate with REMA as the coordinating implementing partner in the consolidation of Joint Programme reports. A Steering Committee composed of the Government of Rwanda and UN participating agencies will be set up to provide oversight and quality assurance for the implementation of the Joint Programme.

TABLE OF CONTENTS

1. EXECUTIVE SUMMARY	iv
LIST OF ACRONYMS	vii
2. SITUATION ANALYSIS	9
3. STRATEGY	11
a) Background:.....	11
b) Green Economy Joint Programme Outputs:	11
c) Lessons Learned:	13
4. RESULTS FRAMEWORK: Support for the development of a Green Economy approach to Rwanda's Economic Transformation	14
5. MANAGEMENT AND COORDINATION ARRANGEMENTS	21
a) Implementing Partners:.....	21
b) Steering Committee:	21
c) Programme Focal points:.....	22
d) Programme Support:	22
e) Programme Assurance:	23
6. FUND MANAGEMENT ARRANGEMENTS	24
a) Fund Management Modality.....	24
b) UN Support Services:	24
c) Summary of the inputs to be provided by partners	24
d) Audit Arrangements	24
e) Agreement on intellectual property rights and use of logo on the programme's deliverables.....	24
7. MONITORING FRAMEWORK AND EVALUATION	25
a) Within the annual cycle:.....	25
b) Annually	25
8. HUMAN RIGHTS BASED APPROACH IMPLEMENTATION OF THE JOINT	33
9. GENDER MAINSTREAMING IN THE JOINT PROGRAMME	33
10. SOUTH-SOUTH COOPERATION	33

LIST OF ACRONYMS

AA	Administrative Agency
AWP	Annual Work Plan
BDC	Business Development Centres
CDR	Combined Delivery Report
CSO	Civil Society Organization
DaO	Delivering as One
DP	Development Partner
EDPRS	Economic Development and Poverty Reduction Strategy
FACE	Fund Authorization and Certificate of Expenditures
FAO	Food and Agriculture Organization
FONERWA	Fonds National de l'Environnement au Rwanda
GE	Green Economy
GoR	Government of Rwanda
HACT	Harmonized Cash Transfer
HRBA	Human Rights Based Approach
IP	Implementing Partners
LDCF	Least Developed Country Fund
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MINALOC	Ministry of Local Government
MINIRENA	Ministry of Natural Resources
MINECOFIN	Ministry of Finance and Economic Planning
MINICOM	Ministry of Trade and Industry
MINAGRI	Ministry of Agriculture and Animal Resources
MINEDUC	Ministry of Education
MININFRA	Ministry of Infrastructure
MoU	Memorandum of Understanding
NGO	Non-Governmental Organization
PEI	Poverty and Environment Initiative
PEP	Poverty Environment Partnership
PPR	Programme Progress Report
PSF	Private Sector Federation
QPR	Quarterly Progress Report
RECP	Resource Efficient and Cleaner Production
REMA	Rwanda Environment Management Authority
RHA	Rwanda Housing Authority
RNRA	Rwanda Natural Resources Authority
SE4ALL	Sustainable Energy for All
SME	Small and Medium Enterprises
SPIU	Single Project Implementation Unit
ToR	Terms of Reference
TVET	Technical Vocational Education Training
UNCTAD	United Nations Conference on Trade and Development
UN	United Nations
UNDG	United Nations Development Group
UNECA	United Nations Economic Commission for Africa

UNEP	United Nations Environment Programme
UNESCO	United Nations Educational Scientific and Cultural Organization
UNDAP	United Nations Development Assistance Plan
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization
UNHABITAT	United Nations Agency for Human Settlements
UR	University of Rwanda
USD	United States Dollars
WHO	World Health Organization

2. SITUATION ANALYSIS

This section presents a summary of Rwanda's development progress in reference to the UN's development assistance support as described in the United Nations Development Assistance Plan (UNDAP 2013-2018) and the EDPRS II document. The summary of this situation analysis provides a basis for interventions proposed under this joint programme on Green Economy.

Rwanda met most of its objectives of the recently completed EDPRS 2008-2012, including rapid economic growth with a 5 year average of 8.2 percent, lifting a million people out of poverty, improved human development, gender equality and other MDG-linked goals. However, the measure of income inequality, the Gini co-efficient at 0.49 in 2010/11, indicates that inequality remains high and the poverty rate at 45 percent in 2012/13 is still high. The high population density and living in unplanned settlements, sustainable use of natural resources and reliance on biomass fuel for domestic energy requirements remain serious challenges. Biomass is the source of energy for around 85 percent of the population, which leads to high deforestation and land degradation. Fuel wood resources are already in short supply with the country facing a biomass deficit of over 4 million cubic metres per year. Electrification is at a low rate of 13 percent of the population and production capacity much below demand. With the capital Kigali consuming 60 percent of supplies, rural districts only have a 2-4 percent electrification rate. Rwanda therefore needs to increase energy production, expand energy access and diversify its energy sources.

In the last 5 years, the Government of Rwanda has achieved commendable results in pursuing sustainable management of natural resources and environment, despite a number of seemingly intractable constraints in the Environment and Natural Resources (ENR) sector. Policies and enabling instruments of all sub sectors (land, mining, forestry, environment and climate change) have been put in place in a period of sustained policy development in the ENR sector, including but not limited to the country's Five-Year ENR Sector Strategic Plan 2013-2018, the Green Growth and Climate Resilience Strategy (2011), the framework for Mainstreaming Resource Efficient and Cleaner Production in Rwanda's Policies and Strategies (2011), Rwanda's National Forest Policy (2012), the National Land Policy (2004), the Mining Policy (2010) and the National Policy and Strategy on Energy.

Rwanda has embarked on significant transformation and planning of cities. Of notable importance is the establishment of the Rwanda Housing Authority with a mission to implement the National Housing, Urbanization, Construction and Government Assets Management policies. Rwanda, and particularly the City of Kigali, has gained worldwide recognition for its cleanliness, safety, sound urban governance, environmental awareness and improved public transport and road network. The private sector's role in booming urban construction sector has contributed to meeting the growing national housing demand and creating employment.

However, Rwanda is currently one of the least urbanised countries in the world but this is changing rapidly; the urban population grew from 5.5 percent to 16.7 percent in the decade 1990-2000 and now stands at 19 percent in 2011. The Government of Rwanda intends to accelerate the urbanization process further through a series of programmes and policies in EDPRS II projecting urban growth to top 45 percent by 2018, with a view to raising opportunities for off-farm employment, especially for the youth and women. Urbanization and promoting secondary cities as centres of non-agricultural economic activities are processes which are looked to alleviate pressures on the land from the rising population densities. This will require the development of other productive sectors, including manufacturing and service sector on a resource efficient and sustainable basis. Key results achieved over the last 5 years of EDPRS I implementation as well as outstanding challenges in the sectors of environment and climate change, minerals, land, water, human settlement and energy include the following:

ENR Achievements of EDPRS I:

- The Government of Rwanda adopted the Green Growth and Climate Resilience Strategy: National Strategy for Climate Change and Low Carbon Development 2011;

- Framework for Mainstreaming Resource Efficient and Cleaner Production in Rwanda's Policies and Strategies in 2011;
- Fund for Environment and Climate Change (FONERWA) as a reliable and sustainable funding mechanism as stipulated in Organic Law N° 04/2005 of 08/04/2005;
- Poverty-Environment mainstreaming approaches and experiences documented and shared to inform country and local development programming, cross-sectorial budget and expenditure processes;
- Area of protected land to maintain biological diversity for 2011/2012 rose to 10.13 percent (planned target was 9.6 percent);
- Percentage of national forest cover increased to 22.4 percent as planned;
- Mineral traceability including all exports was fully implemented, and mining companies are implementing the mineral tagging system;
- 10.3 million land parcels were demarcated and adjudicated by the end of 2012 and 6.3 million leasehold titles approved and printed for issuance;
- Essential framework of the hydrometric network was rehabilitated, with 44 stations made operational;
- Water hyacinth removal project produced tangible results in Eastern Lakes and upstream rivers and lakes;
- Integrated food, water and energy secure "green villages" were piloted by promoting high-yield milk cows, rain water harvesting and biogas generation in projects in Bugesera and Gicumbi Districts providing lessons for up-scaling throughout the Country;
- Access to electricity increased to 13 percent from 3 percent; the percentage of households using biomass decreased from 94 percent in 2008 to 86.3 percent in 2011 and special economic zones have been created to minimize industrial pollution;
- Around 21 micro-hydro projects were under construction in 2012 or completed and will deliver power to rural communities;
- 74.4 percent of households in rural areas moved in grouped villages and 37.5 % in planned settlements;
- Through the Integrated Development Program (IDP), three model villages in Musanze, Rwamagana and Kayanza were established and providing lessons for up scaling throughout the country;
- Human settlement Strategic plan 2012-2017 (Use of energy efficient construction Material) in place, and
- Human settlement Policy of 2009, and the Human Habitation 2011 law are in place.

ENR Outstanding Challenges for EDPRS II:

- Increased pressure on renewable and non-renewable natural resources by high population growth, and unsustainable agricultural practices;
- Scattered rural settlements which occupy the large size of land reserved for agriculture;
- Insufficient/limited investment in micro industry especially in agricultural sector
- Development of strategic enabling tools (notably economic tools) and approaches for pro-poor environmentally sustainable use of natural resources in order to achieve economic transformation is still weak.
- Insufficient human and financial resources to enable urban policy and development planning;
- Inadequate technical knowhow for integrating budgeting and expense management of green growth interventions into the national budget framework;
- High vulnerability to climate change;
- Insufficient mainstreaming of poverty and environment objectives and climate change into different sectoral and local policies;
- Weak monitoring and evaluation systems;
- Limited inter and intra sector coordination;
- Insufficient and unpredictable funding;
- High cost of development of renewable energy and limited use of new technologies;
- Limited infrastructure and insufficient public services;
- Poorly planned or informal settlements;
- High population concentration in Kigali, due to the small size and limited development of secondary cities;
- High urban unemployment;
- Climate change vulnerability and limited capacity for sewage and waste management;
- Limited availability of low cost housing for the poor;
- High cost of construction materials;
- Solid, liquid and E- Waste management framework still a big challenge especially in urban areas; and
- Insufficient and inconsistent energy supply.

A strategic approach is described in the proceeding section for supporting the relevant sectors in addressing the above listed challenges through the Green Economy Joint Programme.

3. STRATEGY

a) Background:

A Green Economy is one that results in improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities, is low carbon, resource efficient, and socially “inclusive” (UNEP 2011). The Poverty and Environment Partnership (2013) ¹describes characteristics of an Inclusive Green Economy as follows: **Economic** - *Supports resource-efficient, low-carbon and climate-resilient growth; Creates and sustains decent jobs, and expands other economic opportunities that benefit the poor, including in the informal economy; Stimulates innovation and adoption of green technologies that can benefit the poor; Diversifies and enhances the resilience of local and national economies;* **Social** - *Improves health and well-being, especially among the poor; Promotes equity, including gender equality; Builds social capital and enhances the resilience of local communities, especially among the poor;* **Environmental** - *Increases productivity and efficiency of natural resource use; Reduces pollution and the impact of natural hazards, and improves management of environmental risk; Invests in restoring and sustaining ecosystem health and resilience;* **Governance** - *Empowers citizens through access to information and justice and participation in decision-making, particularly among marginalized groups; Improves transparency and accountability in the public and private sectors, including better regulation of markets.*

The Green Economy Joint Programme will contribute to achievement of the UNDAF Result 1 of Inclusive Economic Transformation through its Outcome 1: “Pro-poor growth and economic transformation enhanced for inclusive economic development and poverty reduction”. Outcome 1 will be realised by supporting activities aimed at improving systems to pursue a green economy approach to economic transformation through, among others, the development of green cities and villages, green industries and services, codes and standards for energy efficiency, framework and assessment tool for renewable energy development to expand energy access as well as the establishment of centres of excellence on environment. UNDAF’s Outcome 1 is also directly aligned to UNDP Strategic Plan 2014-17 Area of Work 1 that includes Green Economy policies, sustainable energy access and improved energy efficiency.

The programme intends to respond to key components of the Priority 5 “Rwanda pursues a ‘green economy’ approach to economic transformation” under the Economic Transformation thematic area and Priority 1 of EDPRS II.

The Government of Rwanda key implementation partner institutions include the following ministries: MINIRENA, MINICOM, MINEDUC and MININFRA as well as the respective affiliated agencies including the REMA, UR, RNRA, RNP, RHA and PSF. These respective sectoral institutions will be responsible for cooperative implementation of the Joint Programme.

b) Green Economy Joint Programme Outputs:

The Joint Programme titled “Support to the Development and Implementation of a Green Economy Approach to Rwanda’s Economic Transformation” will deliver five outputs for the achievement of the UNDAF Outcome 1, which in turn responds to EDPRS II Priority 5 under the Economic Transformation thematic area.

Output 1: Innovation centres of excellence for environment and climate change established and linked to relevant institutions:

- Key action 1.1: Support establishment and operationalization of an innovation centre of excellence that promotes the environment, climate resilience, green urbanization and green technologies.
- Key action 1.2: Support operationalization of the Centre of Excellence for Biodiversity and Natural Resources Management.
- Key action 1.3: Support institutional linkages in pursuing green growth (Innovation Centre of Excellence Research/Academic/RECP/BDC/TVET)

Output 2: Public and private investment in Green Urbanization approaches to Economic Transformation increased:

¹The Poverty-Environment Partnership (PEP) is a network of bilateral, multilateral, and UN agencies and international NGOs that aims to more effectively address critical poverty-environment-climate issues within the framework of international efforts to achieve the Millennium Development Goals.

- Key Action 2.1: Support for the establishment and operationalization of a private sector-led structure for the construction of a model green city in Rwanda.
- Key Action 2.2: Support for private sector-led resource mobilisation and construction of a model green city in Rwanda.
- Key Action 2.3: Support for private investment in green technology goods for large scale national and/or export market.

Output 3: Planning and Implementation of Integrated Rural Settlements (Smart Green Villages) especially for vulnerable women and men strengthened

- Key Action 3.1: Support the establishment of a gender-balanced private sector-led structure for up-scaling green villages in Rwanda for vulnerable women and men.
- Key Action 3.2: Support investment for integrating Climate-Smart practices in the construction of green villages.
- Key Action 3.3: Support private sector-led resource mobilization for up-scaling construction of green villages in Rwanda.

Output 4: Sustainable Energy for All (SE4ALL) Goals in the Energy Sector of Rwanda Advanced.

- Key Action 4.1: Support the strengthening of national energy planning through renewable energy resource assessment and decisions tools development.
- Key Action 4.2: Support the development and execution of technical and economic assessment of renewable energy potentials at one of the sites.
- Key Action 4.3: Support the development of national energy efficiency standards and codes.
- Key Action 4.4: Support mainstreaming SE4ALL goals including Energy Technology Deployment and Energy Security framework; SE4ALL multi-stakeholders' framework and coordinating committee; Decentralised off grid solutions, in the energy sector of Rwanda through policy dialogue, consultation and technical support; and Strengthen the Decentralized energy segment of the Rwanda SE4ALL AA and develop programme framework for decentralized energy solutions.
- Key Action 4.5: Support the drafting/adoption of the SE4ALL Investment Prospectus.
- Key Action 4.6: Support nationally adopted indicators and set-out the SE4ALL progress tracking system.

Output 5: Initiatives in Support of Policy, Advocacy, and Capacity Development for Green Economy Effectively Coordinated:

- Key action 5.1: Support the development and operationalization of a toolbox for operationalizing the GE in Rwanda.
- Key action 5.2: Provide capacity strengthening support for the Environment Unit of the Rwanda National Police.
- Key action 5.3: Support the costing of the Green Growth and Climate Resilience strategy.
- Key action 5.4: Supporting the green urbanization and environmental health risk reduction policy development and implementation pilot projects.
- Key action 5.5: Supporting technical and capacity development and provision of advisory services for Green Growth and Green Economy.

Detailed activities for the above-listed outputs are integrated and shown in the Results Framework matrix.

c) Lessons Learned:

The national Green Growth and Climate Resilience Strategy adopted by Cabinet in 2011 stipulates 14 Programmes Actions for implementation by the different Ministries, Districts and Agencies. REMA supports MINIRENA in the coordination and implementation support of these programmes as well as in their monitoring and evaluation through the Sector Working Group (SWG), Joint Sector Review (JSR) cross-sector mainstreaming frameworks. Experiences brought forward as expressed in EDPRS II interventions indicate an awareness gap and the associated lack of a common understanding regarding concepts, principles and practices in transforming from business as usual to an inclusive Green Economy. This joint programme responds to fill the gap by supporting the establishment of and operationalization for a centre of excellence for environment and climate change as described in Output 1.

In 2005 REMA initiated the development of Resource Efficient and Cleaner Production (RECP) in Rwanda with the support of UNEP and UNIDO as a pilot project. The project was appropriately handed over to the Ministry of Trade and Industry (MINICOM) in 2008 for institutional mainstreaming. A national RECP Centre was created and hosted within the Private Sector Federation (PSF), a strategic partner of MINICOM. PSF, with a strong mandate in the development of SMEs as well as strong support from MINICOM, is the ideal platform for promoting RECP. RECP interventions target industrial SMEs as the likely sources of most pollution risk and carbon emissions as well as energy, water and other resource inefficiency. A framework²² for the mainstreaming of RECP in sector policies and strategies was developed and contributed to EDPRS II planned outcomes including the formalization of the RECP Centre as a national institution. Furthermore, early this year REMA, in collaboration with UNEP initiated the development of a Sustainable Consumption and Production programme for Rwanda. The piloting approach has proved to be effective in mainstreaming various development objectives including the promotion of resource efficiency and cleaner production in manufacturing and service industries as well as the Small and Medium Enterprises (SMEs). Lessons learned will be applied in the promotion of green urbanization with emphasis on increasing public and private investment as intended for Output 2 of the joint programme.

On the other hand, the Integrated Development Planning (IDP) approach serves the GoR initiative of transforming human resettlements in Rwanda and accelerating the achievement of all MDGs and the EDPRS targets. The GoR started piloting green villages through the IPD approach in each of the four Provinces of the Country and City of Kigali in 2009. In 2012 the green village model was adopted for scaling-up to the Country's 30 Districts. The Ministry of Local Government (MINALOC) through its Rural Settlement Task Force successfully piloted green villages in Musanze, Kayonza and Rwamaga Districts with support from UN and is continuing the effort in Kamonyi, Karongi and Gasabo Districts. A green village in the Rubaya, Gicumbi District was piloted by REMA with the support of UNEP and UNDP for integrated food, water and energy security by REMA with the support of UNEP and UNDP under the Poverty and Environment (PEI) programme. It is in this regard that this joint programme plans to extend the piloting efforts to more District sites for the upscaling of Green and Smart Villages under Output 3 of the joint programme.

The energy sector is key to Rwanda's economic development and poverty reduction goals. The country has already taken major steps towards addressing energy challenges. Amongst others, there is a strong commitment at the highest levels of Government towards energy goals which are very well aligned with the overall global goals of SE4All. These include increasing energy access, development of clean low-carbon energy sources and improving energy efficiency. The country is close to approving a new National Energy Policy and an Energy Sector Strategic Plan. These set out a framework and specific actions for achieving policy goals to 2018 in all areas of the energy sector which provide an essential starting point for the roadmap towards longer-term SE4All goals. Under the Output 4, the GE joint programme will provide support in this regard.

The Joint Programme is centered on institutional development in terms of support for policy development and reform, especially for the country's production sectors so as to integrate considerations for a Green Economy in economic transformation. The joint programme makes provisions under Output 5 to support Government policy development and reform as capacity building and advocacy initiatives for effective support for green economic growth.

²² Mainstreaming Resource Efficient and Cleaner Production in Policies and Strategies of Rwanda (UN Rwanda, 2011).

4. RESULTS FRAMEWORK: Support for the development of a Green Economy approach to Rwanda's Economic Transformation

UNDAP Outcome 3: PRO-POOR GROWTH AND ECONOMIC TRANSFORMATION ENHANCED FOR INCLUSIVE ECONOMIC DEVELOPMENT AND POVERTY REDUCTION.									
JP (UNDAP) Outputs and Participating UN Organizations	UN Agencies	Implementing Partners	Indicative activities for each Output	Resource allocation and indicative time frame*					
				Y1 (2014)	Y2 (2015)	Y3 (2016)	Y4 (2017)	Y5 (2018)	TOTAL (USD)
Output 1: Innovation centres of excellence for environment and climate change established and linked to relevant institutions.	Administrative Agency: UNDP	Coordination IP: REMA			100,000	380,000	330,000	300,000	1,110,000 (To Mobilize: 198,000)
Indicators									
Innovation Centre for Environment, Climate Change, Green Urbanization and Green Technologies established and operational.	FAO	MINIRENA (REMA)	Support establishment and operationalization of an innovation centre of excellence that promotes the environment, climate resilience, green urbanization and green technologies.		50,000	100,000	100,000	100,000	350,000
Centre of Excellence on Biodiversity and Natural Resources Management, established and operational.	UNESCO	MINEDUC (UR)	Support operationalization of the Centre of Excellence for Biodiversity and Natural Resources Management.		50,000	100,000	100,000	70,000	320,000
Institutional linkages established and functional between innovation centres and RECP Centre, Business Development Centres, Research, TVET, Academic etc.	UNIDO	MINICOM (PSF)	Support institutional linkages in pursuing green growth (Innovation Centre of Excellence Research/Academic/RECP/BDC/TVET).			180,000	130,000	130,000	440,000
Baseline Situation (to be established from):									
National Green Growth & Climate Resilience Strategy; Mainstreaming RECP in Rwanda; Energy Sector Review and Action Plan.									
Lessons from LDCF, APP and PEI project reports.									

JP (UNDAP) Outputs and Participating UN Organizations	UN Agencies	Implementing Partners	Indicative activities for each Output	Resource allocation and indicative time frame					
				Y1 (2014)	Y2 (2015)	Y3 (2016)	Y4 (2017)	Y5 (2018)	TOTAL (USD)
Output 2: Public and private investment in Green Urbanization approaches to Economic Transformation increased.	Administrative Agency: UNDP	Coordination IP: REMA			330,000	300,000	150,000	125,000	905,000 (Mobilize: 261,000)
Indicators									
Private sector-led structure established and operational for the construction of a model green city.	UNHABITAT	MININFRA (RHA)	Support for the establishment and operationalization of a private sector-led structure for the construction of a model green city in Rwanda.		130,000	100,000	50,000	50,000	330,000
Resources available for private sector-led construction of a model green city in Rwanda.	UNCTAD	MININFRA (RHA); MINICOM	Support for private sector-led resource mobilisation and construction of a model green city in Rwanda.		150,000	150,000	50,000	25,000	375,000
At least one industry operational, producing a green technology goods for the national and/or export market.	UNIDO	MINICOM (PSF)	Support for private investment in green technology goods for large scale national and/or export market.		50,000	50,000	50,000	50,000	200,000
Baseline Situation:									
To be established									

JP (UNDAP) Outputs and Participating UN Organizations	UN Agencies	Implementing Partners	Indicative activities for each Output	Resource allocation and indicative time frame					
				Y1 (2014)	Y2 (2015)	Y3 (2016)	Y4 (2017)	Y5 (2018)	TOTAL (USD)
Output 3: Planning and Implementation of Integrated Rural Settlements (Green Villages) especially for vulnerable women and men strengthened.	Administrative Agency: UNDP	Coordination IP: REMA			950,000	925,000	275,000	182,802	2,332,802 (Mobilize: 474,000)
Indicators									
Private sector-led structure established and operational for up-scaling green villages in Rwanda.	UNHABITAT	MININFRA /RHA (Rural Settlements)	Support the establishment of a gender-balanced private sector-led structure for up-scaling green villages in Rwanda for vulnerable women and men.		50,000	75,000	50,000	25,000	200,000
2 demo green villages established for the up-scaling programmes in Rwanda with climate smart agriculture practices	UNDP; FAO	MININFRA /RHA (Rural Settlements)	Support investment for integrating Climate-Smart practices in the construction of green villages.		800,000	800,000	200,000	132,802	1,932,802
Resources available for a private-sector-led construction of green villages in Rwanda.	UNCTAD	MINICOM (PSF)(MININFRA)	Support private sector-led resource mobilization for up-scaling construction of green villages in Rwanda.		100,000	50,000	25,000	25,000	200,000
Baseline Situation:									
1) Three districts with an established demo green village.									

JP (UNDAP) Outputs and Participating UN Organizations	UN Agencies	Implementing Partners	Indicative activities for each Output	Resource allocation and indicative time frame					
				Y1 (2014)	Y2 (2015)	Y3 (2016)	Y4 (2017)	Y5 (2018)	TOTAL (USD)
Output 4: Sustainable Energy for All (SE4ALL) Goals in the Energy Sector of Rwanda Advanced.	Administrative Agency: UNDP	Coordination IP: REMA		50,000	1,030,000	740,000	275,000	25,000	2,120,000 (Mobilize: 526,000)
Indicators									
National renewable energy resources assessment/development framework and tool developed to support renewable energy capacity expansion and investment decisions.	UNECA	MININFRA (Energy)	Support the strengthening of national energy planning through renewable energy resource assessment and decisions tools development.	50,000	115,000	100,000	25,000		290,000
Geothermal energy potential established and documented.	UNEP	MININFRA (Energy)	Support the development and execution of technical and economic assessment of renewable energy potentials at one of the sites.		400,000	200,000	150,000		750,000
Energy efficiency standards and codes developed to accelerate energy efficiency improvements	UNIDO	MININFRA (Energy)	Support the development of national energy efficiency standards and codes.		50,000	50,000			100,000
SE4ALL goals mainstreamed in energy sector policy and planning through policy dialogue, policy review support, consultations and technical support.	UNDP; UNHABITAT; UNECA; UNIDO	MININFRA (Energy)	Support mainstreaming SE4ALL goals including: Energy Technology Deployment and Energy Security framework; SE4ALL multi-stakeholders' framework and coordinating committee; Decentralised off grid solutions, in the energy sector of Rwanda through policy dialogue, consultation and technical support; and Strengthen the Decentralized energy segment of the Rwanda SE4ALL AA and develop programme framework for decentralized energy solutions.		315,000	240,000	50,000		605,000
Rwanda National SE4ALL Investment Prospectuses (IPs) developed.	UNECA; UNDP	MININFRA (Energy)	Support the drafting/adoption of the SE4ALL Investment Prospectus.		75,000	75,000			150,000
SE4ALL RBM and Monitoring & Evaluation systems developed.	UNDP; UNECA	MININFRA (Energy)	Support nationally adopted indicators and set-out the SE4ALL progress tracking system.		75,000	75,000	50,000	25,000	225,000

JP (UNDAP) Outputs and Participating UN Organizations	UN Agencies	Implementing Partners	Indicative activities for each Output	Indicative activities for each Output					
				Y1 (2014)	Y2 (2015)	Y3 (2016)	Y4 (2017)	Y5 (2018)	TOTAL (USD)
Output 5: Initiatives in Support of Policy, Advocacy, and Capacity Development for GE Effectively Coordinated.	Administrative Agency: UNDP	Coordination IP: REMA		424,999	1,024,999	1,015,001	573,333	430,000	3,468,332 (Mobilize: 1,100,333)
Indicators									
A toolbox for operationalizing GE Transition in Rwanda developed and operationalized.	UNEP	MINIRENA (REMA)	Support the development and operationalization of a toolbox for operationalizing the GE in Rwanda.		160,000	150,000	150,000	40,000	500,000
Environmental Unit within Rwanda National Police is established and equipped to support Rwanda's green growth.	UNDP	RNP/REMA	Provide capacity strengthening support for the Environment Unit of the Rwanda National Police to support in implementing green growth related standards.		150,000	150,000	150,000	150,000	600,000
All sectors costed for the implementation of the Green Growth and Climate Resilience Strategy.	UNDP/Others	MINIRENA (RNRA; REMA)	Support the costing of the Green Growth and Climate Resilience strategy.	50,000	100,000	100,000			250,000
Urbanization policy produced and pilots projects implemented.	UNHABITAT/WHO	MININFRA (RHA); MINIRENA (REMA)	Supporting the green urbanization and environmental health risk reduction policy development and implementation of pilot projects.	374,999	374,999	375,001	33,333		1,158,332
GE Advisory services provided	ONE UN	MINIRENA (REMA; FONERWA)	Supporting technical and capacity development and provision of advisory services for green growth and green economy.		240,000	240,000	240,000	240,000	960,000
Funded Subtotal									7,376,801
To be mobilized Subtotal									2,559,333
TOTAL									9,936,134
Gov. of Rwanda in-kind contribution									500,000

Programme management, coordination and monitoring support (for funds-to-be-mobilized activities)	5.1. Admin and Finance Officer	120,000
	5.2. Programme Operations (2% of unfunded)	51,186
	5.3. Monitoring and Evaluation, Audit (1.27% of unfunded)	32,503
	5.4. Communication & Advocacy (1% of unfunded)	25,593
TOTAL (Programming Coordination& Monitoring)		229,282
Administrative Cost		255,933
Total program monitoring, coordination and administrative cost		485,215
TOTAL COST OF JOINT (Funded + to be mobilized + Administrative and Indirect Costs + Gov. in-kind contribution)		10,921,349

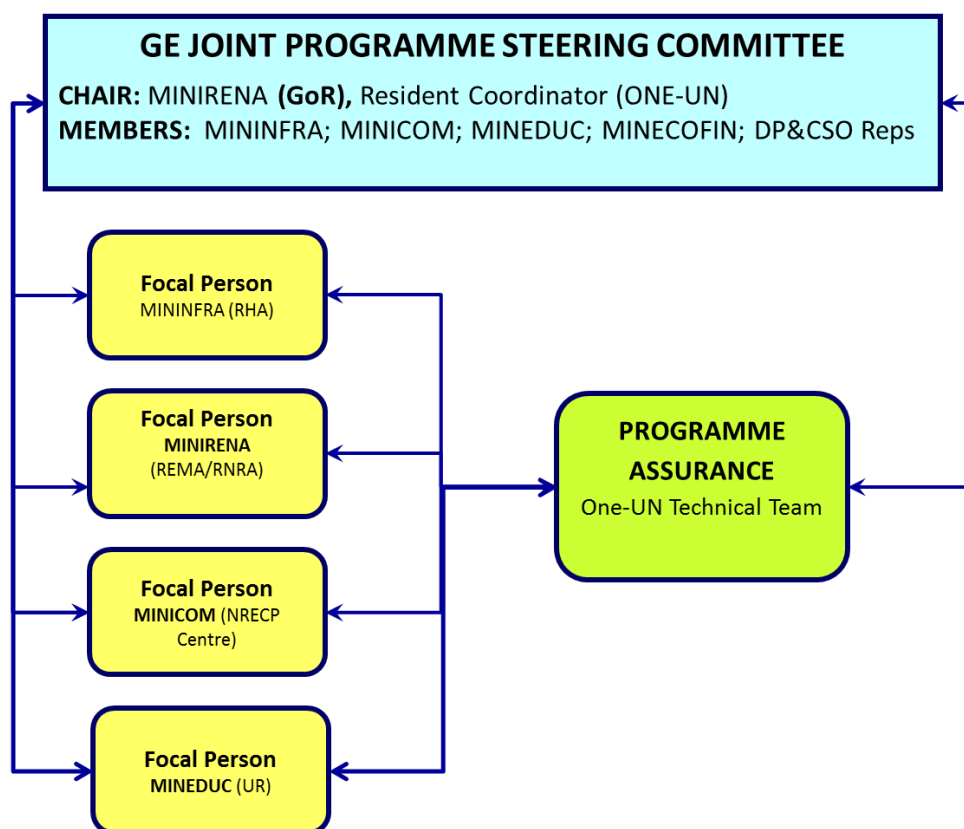
UN Agency Resource Allocation and Indicative Timeframe

UN agencies		Resource allocation and indicative time frame						
		Y1 (2014)	Y2 (2015)	Y3 (2016)	Y4 (2017)	Y5 (2018)	Sub-total	TOTAL /Agency (USD)
UNIDO	Core		50,000	180,000	80,000	80,000	390,000	878,750
	Vertical		78,750	60,000	50,000	50,000	238,750	
	One Fund		50,000	100,000	50,000	50,000	250,000	
FAO	Core		25,000	50,000	50,000	32,802	157,802	1,138,802
	Vertical		228,000	228,000	200,000	100,000	756,000	
	One Fund		25,000	50,000	50,000	100,000	225,000	
UNDP	Core	50,000	345,750	327,000	100,000	15,000	837,750	2,347,750
	Vertical		400,000	400,000			800,000	
	One Fund		230,000	230,000	100,000	150,000	710,000	
UNEP	Core		150,000	150,000	100,000		400,000	1,250,000
	Vertical		310,000	100,000	100,000	40,000	550,000	
	One Fund		100,000	100,000	100,000		300,000	
UN-HABITAT	Core		20,000	25,000		25,000	70,000	1,723,749
	Vertical	374,999	391,666	391,666	50,000	50,000	1,258,331	
	One Fund		187,083	158,335	50,000		395,418	
UNECA	Core	50,000	98,750	60,000	25,000		233,750	638,750
	Vertical		100,000	100,000	15,000		215,000	
	One Fund		70,000	75,000	35,000	10,000	190,000	
UNESCO	Core		25,000	25,000	50,000	20,000	120,000	320,000
	Vertical			50,000	50,000	50,000	150,000	
	One Fund		25,000	25,000			50,000	
UNCTAD	Core		75,000	75,000	50,000	50,000	250,000	575,000
	Vertical		150,000	100,000	15,000		265,000	
	One Fund		25,000	25,000	10,000		60,000	
WHO	Core		20,000	20,000	10,333		50,333	103,333
	Vertical							
	One Fund		15,000	15,000	23,000		53,000	
One UN	One Fund (Tech, Capacity & Advisory Services)		240,000	240,000	240,000	240,000	960,000	960,000
Total								9,936,134

5. MANAGEMENT AND COORDINATION ARRANGEMENTS

a) Implementing Partners:

MINIRENA, REMA and FONERWA are designated sector and institutional leaders respectively for the implementation of Priority 5 of EDPRS II “pursuing a green economy approach for economic transformation”. The Green Economy Joint Programme will accordingly be hosted by REMA as the lead implementing partner. REMA is mandated by Law N° 16/2006 of 03/04/2006 determining the organization, functioning and responsibilities of Rwanda Environment Management Authority to among others, conduct research and provide technical advice to Government on policies, strategies and legislation and their implementation related to the environment. In the same regard, MININFRA’s RHA is responsible for Urbanization and Rural Settlement for which a green approach is required as stipulated in EDPRS II. MINIRENA will be responsible for the coordination of the Joint Programme and together with the ONE-UN will co-chair the Steering Committee for the Joint Programme. The Ministries of Infrastructure, Education, Trade and Industry will have key implementation roles at national and decentralised levels. However, MINECOFIN, as the Ministry responsible for national economic planning, and therefore transformation to a green economy, will continue to provide guidance and advice to the programme. UN agencies supporting the programme will be represented by the UN Resident Coordinator and on behalf of ONE UN; UNDP will be administrative agency while each UN agency will be responsible of its interventions. The management structure for the Joint Programme is displayed in the organogram below.



b) Steering Committee:

A Steering Committee will be instituted to provide strategic guidance and overall oversight for the implementation of the Joint Programme. The Steering Committee will comprise of senior managers from relevant sectoral ministries and will be co-chaired by MINIRENA on behalf of the Government of Rwanda and the UN Resident Coordinator on behalf of the UN. Key sector participants including development partners, MINECOFIN, MININFRA, MINEDUC, MINICOM and other partners like RNRA, UR, PSF, RNP will constitute Steering Committee members. The Steering Committee will be responsible for making

management decisions when required and provide recommendations for the programme plans and revisions.

Decisions of Steering Committee will ensure achievement of programme results, best value for money, fairness, integrity, transparency and effective international competition. The Steering Committee will also provide quality assurance for programme evaluations and will conduct programme reviews at key decision points or whenever it deems it necessary. The Steering Committee may review and approve programme quarterly plans when required and authorize any major deviation from these agreed quarterly plans. The Steering Committee will sign-off the completion of each quarterly plan as well as authorize the start of the next quarterly plan. It will ensure that required resources are committed and arbitrate on any conflicts within the programme or negotiate solutions to any problems between the programme and external bodies. In addition, it will approve the appointment and responsibilities of programme managers as appropriate and any delegation of its programme assurance responsibilities.

The Steering Committee will meet quarterly a year or as it deems necessary to review progress made, ensure that programme implementation resonates with required procedures and work plans and will make recommendations for strengthening implementation.

c) Programme Focal Points:

The Programme Steering Committee will advise implementing sectoral ministries on the requirements for programme implementation and appointment of Programme focal points as the main programme implementation agents. They will have the authority to implement designated programme outputs on behalf of their respective lead implementing partner institutions, within the limits laid down by the Steering Committee. A Programme focal point is responsible for day-to-day management and decision-making for the programme. He/she will:

- Convene meetings of the Steering Committee, arrange the capture of minutes of the proceedings and oversee the implementation of decisions of the Steering Committee;
- Plan the activities of the programme and monitor progress against the initial quality criteria;
- Mobilize goods and services to initial activities, including drafting TORs and work specifications;
- Monitor events as determined in the Programme;
- Monitoring Schedule Plan, and update the plan as required;
- Manage requests for the provision of financial resources from designated fund Administrative Agent, using advance of funds, direct payments, or reimbursement using appropriate finance forms - the FACE (Fund Authorization and Certificate of Expenditures) (including signature of FACE forms);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Be responsible for preparing and submitting financial reports and narrative reports to the IP coordinating agency on a quarterly basis (before it get submitted to UNDP);
- Manage and monitor programme risks as initially identified, submit new risks to the Steering Committee for consideration and decision on possible actions if required; update the status of these risks by maintaining the Programme Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log;
- Prepare the Programme Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Steering Committee and Programme Assurance through programme support officer;
- Prepare the Annual review report, and submit the report to the Steering Committee;
- Prepare the AWP for the following year, as well as Quarterly Plans if required.

d) Programme Support:

The programme will support the recruitment of an appropriate programme support officer (with competences on administrative and finances aspects) within MINIRENA (REMA) as GoR coordinating agency to coordinate work of different focal points in terms of financial and physical performance reporting. She/he will be working under the supervision of the designated coordinating SPIUs.

Each Single Project Implementation Units (SPIUs) of respective implementing institutions in collaboration with programme focal point is responsible of the administration and reporting on achievements of their institutions and reporting to the overall programme support officer. Programme support services involve the following actions:

- Set up and maintain programme files;
- Collect programme related information data;
- Update programme plans;
- Administer Steering Committee meetings;
- Administer programme revision;
- Establish document control procedures;
- Compile and distribute all programme reports (financial and physical performance);
- Ensure the financial management tasks;
- Provide support in the use of Atlas for monitoring and reporting;
- Review technical reports and take appropriate measures and decisions as necessary;
- Monitor technical activities carried out by responsible parties.

The deployment of professional technical advisors including the short-term consultants is designed to develop and transfer tools and skills through variable methods as appropriate per target group.

e) Programme Assurance:

Programme Assurance is the responsibility of the Steering Committee, but for coordination purposes may be delegated to the designated coordinating IP and UN Administrative Agent. At this point MINIRENA and UNDP will be administratively responsible institutions. Due to the complex nature of the Joint Programme, a technical team composed of participating UN agency specialists will be constituted to support Programme Assurance. The participating UN agencies will share the cost of coordinating Programme Assurance. Programme Assurance will:

- Ensure that funds are made available to the programmes;
- Ensure that Implementing Partners obtain the required technical support for output delivery;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical programme information is monitored and updated in Atlas, using the Activity Quality Assessment page in particular;
- Ensure that Programme Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that financial reports are submitted on time to UNDP Administrative Agent, and that Combined Delivery Reports (CDRs) are prepared and submitted to the Implementing Partners for approval and endorsement;
- Perform oversight activities, such as periodic monitoring field and office visits and “spot checks”;
- Ensure that the Programme Data Quality Dash Board remains “green”.

6. FUND MANAGEMENT ARRANGEMENTS

a) Fund Management Modality

The UN Parallel Fund Management modality will be used in the implementation of the Joint Programme. The UN Development Group (UNDG) recommends this option as the most effective and efficient when the interventions of participating UN organizations are aimed at common results but when there are different national, subnational and/or international partners. Under this option, each organization manages its own activities within the common work plan and the related budget, whether from Regular or Other Resources.

b) UN Support Services:

The Memorandum of Understanding between UN agencies in the Delivering as One framework on one hand and between the Government of Rwanda on the other will guide the provision of support services by the designated UN Administrative Agent. The UN Administrative Agent may provide support services at the request of Implementing Partners for some activities of the programme and recover actual direct and indirect costs incurred in delivering such services according to the following stipulations: i) Payments, disbursements and other financial transactions; ii) Recruitment of staff (programme personnel and consultants); iii) Procurement of services and equipment, including disposals; iv) Travel authorization, Government clearances ticketing, and travel arrangements; and v) Shipment and custom clearance.

c) Summary of the inputs to be provided by partners

The government will recruit Programme Management and Support staff funded by the Joint Programme. REMA (MINIRENA) will provide office space for the programme staff estimated at an equivalent of a significant in-kind contribution by the Government of Rwanda to the programme. The designated UN Administrative Agent will manage technical assistance and funding required for programme implementation. Other third-party (non-core) resources will be mobilized to support the unfunded activities or components of the programme, in addition to the already approved funding. UN agencies can bring into the programme: research, experiences, and tools and skills in capacity development; relationships with governments and access to development partners; a neutral and objective perspective in supporting standard approaches and methods; as well as staff, networks, and field and hands-on experiences in developing countries. The UN brings a corporate body of knowledge and experience in strategic, results-based programme management in the area of Green Economy, poverty, and environment.

d) Audit Arrangements

Audits will be conducted in accordance with the Rwandan law as well as Audit policies, procedures and norms of the UN and based on Harmonised Cash Transfer (HACT) policy framework adopted by the UN Development Groups (UNDGs).

e) Agreement on intellectual property rights and use of logo on the programme's deliverables

These will be retrained by the employing organization of the personnel who develops intellectual products: either Government or the UN in accordance with respective national and UN policies and procedures.

7. MONITORING FRAMEWORK AND EVALUATION

The Joint Programme will employ an M&E logical framework using the following parameters: (i) key actions, (ii) indicators, (iii) means and source of verification, (iv) timing and method of data collection, (v) responsibilities, and (vi) risks and assumptions. The data on indicators and baseline are aligned to those provided in national planning tools and in the UNDP, and will be disaggregated by gender where appropriate. Detailed monitoring frameworks linked to annual work plans will be developed annually for standard close monitoring on programme delivery. This M&E plan will help ensure accountability, transparency, and will also monitor progress and achievements against outcomes and related outputs.

a) Within the annual cycle:

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

b) Annually

Annual Programme Report: An Annual Programme Report shall be prepared by the Programme Manager and shared with and approved by the Program Steering Committee. As minimum requirement, the Annual Programme Report shall consist of the Atlas standard format for the Quarterly Progress Report (QPR) covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

Annual Programme Review: Based on the QPRs, an annual programme review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the programme and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Steering Committee and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

External Programme Review: The programme will be subject to an external programme review linked to the EDPRS II's mid-term review with respect to timing. The exercise will be carried out to assess the performance of this programme, progress achieved so far and assess if the programme outputs and deliverables need adjustment. The Programme Manager with assistance from a Technical Advisor will be responsible for completing the relevant sections of the programme quarterly progress report as well as the annual progress report using a specific standard format.

Final Report: A final report will be consolidated by a UN agency designated by the Steering Committee, within three months of the termination of this programme. This report shall give a summary of the actual outcomes, outputs and deliverables compared to the planned outcomes, outputs, and deliverables. The report shall also give an assessment of the programme's efficiency. Only outputs or components which are funded will be subject for monitoring, periodic review and evaluation.

MONITORING FRAMEWORK

UNDP Outcome 1.3: Rwanda has in place improved systems for Sustainable management of natural resources, clean renewable energy resources and use, environment and climate change resilience improved. Indicative One Plan output: Outcome Indicator: Baseline: UNDP Strategic Plan 2014-17 Area of Work 1: Sustainable development pathways that can eradicate extreme poverty and reduce social and economic inequality and exclusion. <i>(Development of sustainable and inclusive productive capacities "... including Green Economy policies..."; Sustainable energy access and improved energy efficiency)</i>					
Output 1: Innovation centres of excellence for environment and climate change established and linked to relevant institutions.					
Key Actions:	Indicators:	Means of Verification	Timing; Method	Responsibilities	Risks & Assumptions
Support establishment and operationalization of an innovation centre of excellence that promotes the environment, climate resilience, green urbanization and green technologies.	Innovation Centre for Environment, Climate Change, Green Urbanization and Green Technologies established and operational.	Physical structure, personnel and operational reports.	Verification by MINIRENA (REMA)	MINIRENA (REMA)	Assumption: Sector commitment in Green Economy initiatives. Risk: 1) Limited funding.
Support operationalization of the Centre of Excellence on Biodiversity and Natural Resources Management.	Centre of Excellence on Biodiversity and Natural Resources Management, established and operational.	Personnel and operational reports.	Verification by MINEDUC (UR); MINIRENA (REMA)	MINEDUC (UR)	
Support institutional linkages in pursuing GE growth (Innovation Centre of Excellence Research/Academic/RECP/BDC/TVET	Institutional linkages established and functional between innovation centres and RECP Centre, Business Development Centres, Research, TVET, Academic etc.	Operational reports.	Verification by MINICOM (PSF); MINIRENA (REMA)	MINICOM (PSF)	
	Baseline Situation (to be established from): <ul style="list-style-type: none"> National Green Growth & Climate Resilience Strategy; Mainstreaming RECP in Rwanda; Energy Sector Review and Action Plan. Lessons from LDCF and APP project reports; Lessons learnt from PEI Rwanda 				

Output 2: Public and private investment in Green Urbanization approaches to Economic Transformation increased.					
Key Actions:	Indicators:	Means of Verification	Timing; Method	Responsibilities	Risks & Assumptions
Support for the establishment and operationalization of a private sector-led structure for the construction of a model green city in Rwanda.	Private sector-led structure established and operational for the construction of a model green city.	Private sector-led MoU for the construction of a model green city available.	Verification reports by MININFRA (RHA); MINIRENA (REMA)	MININFRA (RHA)	Assumption: Sector commitment in Green Economy initiatives. Risk: 1) Limited funding.
Support for private sector-led resource mobilisation and construction of a model green city in Rwanda.	Resources available for private sector-led construction of a model green city in Rwanda.	Bank account records of deposited funds.	Verification reports by MININFRA (RHA); MINIRENA (REMA)	MININFRA (RHA)	
Support for private investment in green technology goods for large scale national and/or export market.	At least one industry operational, producing a green technology goods for the national and/or export market.	Accessible and affordable made in Rwanda green technology goods.	Verification reports by MINIRENA (REMA; FONERWA)	MINIRENA (FONERWA)	
	Baseline Situation (to be established from): <ul style="list-style-type: none"> National Green Growth & Climate Resilience Strategy; Mainstreaming RECP in Rwanda; Energy Sector Review and Action Plan. Lessons from LDCF and APP project reports; Lessons learnt from PEI Rwanda 				

Output 3: Planning and Implementation of Integrated Rural Settlements (Green Villages) especially for vulnerable women and men strengthened.					
Key Actions:	Indicators:	Means of Verification	Timing; Method	Responsibilities	Risks & Assumptions
Support the establishment of a gender-balanced private sector-led structure for up-scaling green villages in Rwanda for vulnerable women and men.	Private sector-led structure established and operational for up-scaling green villages in Rwanda.	Private-sector-led MoU for upscaling Green Smart Villages and operational reports.	Verification by MININFRA (RHA); MINIRENA (REMA); MINICOM	MININFRA (RHA)	Assumption: Sector commitment in Green Economy initiatives. Risk: 1) Limited funding.
Support investment for integrating climate smart practices in the construction of green villages	2 demo green villages established with climate smart practices	Green Climate Smart demo villages occupied by households.			
Support private sector-led resource mobilization for up-scaling of green villages in Rwanda.	Resources available for a private-sector-led construction of green villages in Rwanda.	Bank account records of deposited funds.			
	Baseline Situation (to be established from): <ul style="list-style-type: none"> • National Green Growth & Climate Resilience Strategy; Mainstreaming RECP in Rwanda; Energy Sector Review and Action Plan. • Lessons from LDCF and APP project reports; • Parallel running 2013-2018 Building National and Local Capacities for Disaster Risk Management in Rwanda” – MIDIMAR/UNDP; • Lessons learnt from PEI Rwanda 				

Output 4: Sustainable Energy for All (SE4ALL) Goals in the Energy Sector of Rwanda Advanced.					
Key Actions:	Indicators:	Means of Verification	Timing; Method	Responsibilities	Risks & Assumptions
Support the strengthening of national energy planning through renewable energy resource assessment and decisions tools development.	National renewable energy resources assessment/development framework and tool developed to support renewable energy capacity expansion and investment decisions.	National Renewable Energy Framework and Planning Tool.	Verification by MININFRA (RHA); MINIRENA (REMA)	MININFRA, (Energy)	Assumption: Sector commitment in Green Economy initiatives. Risk: 1) Limited funding.
Support the development and execution of technical and economic assessment of renewable energy potentials at one of the sites.	Geothermal energy potential established and documented.	Geothermal feasibility study and business plan for a selected site.			
Support the development of national energy efficiency standards and codes.	Energy efficiency standards and codes developed	National Energy efficiency standards and codes			
Support mainstreaming SE4ALL goals including: Energy Technology Deployment and Energy Security framework; SE4ALL multi-stakeholders' framework and coordinating committee; Decentralised off grid solutions, in the energy sector of Rwanda through policy dialogue, consultation and technical support; and Strengthen the Decentralized energy segment of the Rwanda SE4ALL AA and develop programme framework for decentralized energy solutions.	SE4ALL goals mainstreamed in energy sector policy and planning through policy dialogue, policy review support, consultations and technical support.	Policy dialog reports, policy review and consultations and technical support reports.			
Support the drafting/adoption of the SE4ALL Investment Prospectus	Rwanda National SE4ALL Action Agenda & Investment Prospectuses (AA/IPs) developed.	Rwanda SE4ALL Action Agenda and Investment Prospectus.			
Support nationally adopted indicators and set-out the SE4ALL progress tracking system.	SE4ALL RBM and Monitoring & Evaluation systems developed.	SE4ALL RMB and M&E system functional.			
	Baseline Situation (to be established from): <ul style="list-style-type: none"> National energy policy. Sector strategic papers. 				

Output 5: Initiatives in Support of Policy, Advocacy and Capacity Development for Green Economy effectively coordinated.					
Key Actions:	Indicators:	Means of Verification	Timing; Method	Responsibilities	Risks & Assumptions
Support the development and operationalization of a toolbox for operationalizing the GE in Rwanda.	A toolbox for operationalizing GE Transition in Rwanda developed and operationalized.	Practical guide and set of training compendiums on planning toolbox; Number of experts trained at regional, national and local level on the application of the toolbox.	Verification reports by MINIRENA (REMA; RNRA; FONERWA). MININFRA (RHA)	MINIRENA (REMA; FONERWA)	Assumption: Sector commitment in Green Economy initiatives. Risk: 1) Limited funding.
Provide capacity strengthening support for the Environment Unit of the RNP to support in implementing green growth related standards.	Environmental Unit within RNP exists and is operational	Reports on implementation of Green Growth related standards and role of RNP documented		RNP/REMA	
Support the costing of the Green Growth and Climate Resilience strategy.	All sectors costed for the implementation of the Green Growth and Climate Resilience Strategy.	Sector green growth and climate resilience cost reports.		MINIRENA (REMA; RNRA ; FONERWA)	
Supporting the urbanization and environmental health risk reduction policy development and implementation pilot projects.	Urbanization policy produced and pilots projects implemented.	Urbanization policy document; progress reports on green urbanization.		MININFRA, (RHA) MINIRENA (REMA; FONERWA)	
Supporting technical and capacity development and provision of advisory services for Green Growth and Green Economy	GE Advisory services provided	Feedback from institutional managers and reports on support provided.		MINIRENA (REMA; FONERWA)	

RISK LOG

	Risk Description	Type	Impact & Probability Scale 1 (low) to 5 (high)	Countermeasures/ Management Response	Owner	Last Update	Status of risk
1	Delay in the start-up and implementation of the project because of the need to build relationships and consensus with some institutions on activities.	Political	There would be subsequent delays in the implementation of programme activities and challenges in resource mobilization. Probability: 3 Impact: 3	<ul style="list-style-type: none"> • Ensure flexibility in programme design to accommodate possible delays; • Regular contacts with key stakeholders • Regularly monitor and address developments related to implementation in close consultation with implementing partners 	Participating UN Organisations		Probability low as UN has been working with most of the IPs in Joint Programme.
2	Limited consensus on joint programming among UN country team	Organizational	There would be delay in start of implementation of programme activities and challenges in resource mobilization. Probability: 2 Impact: 2	<ul style="list-style-type: none"> • Bilateral meetings with other UN Agencies providing support to GoR; • Operationalize and monitor the DaO principles and objectives 	Participating UN Organisations		
3	Insufficient initial funding due to unreliable funding sources and below anticipated resource mobilization	Strategic/ Financial	Insufficient funding will entail the prioritization of programme activities resulting into scale down and/or slow down implementation of key activities, derailing the impact of the programme. Probability: 3 Impact: 3	<ul style="list-style-type: none"> ▪ Support the RC to mobilise resources for the One Fund ▪ Identify other sources of funding 	Participating UN Organisations		
4	Inadequate human resources	Strategic/ Financial	The UN would not be able to engage in available policy and practice development spaces minimizing its ability to foster the development a green economy approach in Rwanda. Probability: 2 Impact: 2	<ul style="list-style-type: none"> ▪ Source technical assistance to strengthen the DRG1 team ▪ Provide technical assistance where needed to IP 	Participating UN Organisations		

8. HUMAN RIGHTS BASED APPROACH IMPLEMENTATION OF THE JOINT

This Joint Programme has emulated the Human Rights Based Approach (HRBA) as articulated in the UNDP along with the application of Results Based Management for implementation, monitoring and evaluation. The Joint Programme takes seriously the HRBA consideration that participating in and benefiting from development is every individual's right. Principles of participation, non-discrimination and accountability will be central in the implementation of the Joint Programme outputs. Technical support provided for achieving all Joint Programme outputs will ensure participation and prevention of discrimination of beneficiaries and promote accountability of duty bearers.

Appropriate technology and skills development will strive to ensure quality that is socially and culturally acceptable, and scalable for availability and accessible both physically and economically to all sectors of target communities. The same principles will be applied in supporting Government in boosting green energy investments.

9. GENDER MAINSTREAMING IN THE JOINT PROGRAMME

Gender equality is enshrined in the Rwanda's Constitution, in Vision 2020 and in national development mechanisms including the MDG-linked EDPRS. Gender equality has been retained a cross-cutting themes in EDPRS II and will be emulated as such the implementation of this Green Economy Joint Programme. Gender equality, women's empowerment and participation will be integrated in all activities geared to achieve programme outputs as detailed below:

Output 1: Innovation centres of excellence for environment and climate change established and linked to relevant institutions. Key actions to deliver this output will include the establishment and operationalization of innovation centres of excellence and support for their linkage to relevant institutions including the Resource Efficient and Cleaner Production (RECP) Centre, Business Development Centres (BDCs), TVET, research and academic institutions. Concerted efforts will be made to incorporate gender equality in BDC capacity development programmes.

Output 2: Public and private investment in Green Urbanization approaches to Economic Transformation increased. The programme will provide support that encourages Government to make gender-aware investments including energy infrastructure and access to innovative finance so that time is freed for women and girls to duly participate in the socio-economy.

Output 3: Planning and Implementation of Integrated Rural Settlements (Green Villages) especially for vulnerable women and men strengthened. The programme will support the development of gender-aware, improved household energy technologies and their accessibility through innovative financing as part of the development and up-scaling of Green Villages in the Country. Support for capacity development of Green Village membership in ownership, operations and utility management of communal solar power generated; Biogas generated; Rainwater harvested will ensure gender equality.

10. SOUTH-SOUTH COOPERATION

The Government of Rwanda and the UN affirms the effectiveness of South-South Cooperation as a strategy for augmenting development initiatives, especially in the areas of technical and economic advancement. UN support to GoR during EDPRS I employed innovative South-South Cooperation approaches to

demonstrate participatory and affordable technologies for poor and vulnerable communities. One of the successful examples involved the linkage between the environment and livelihoods through UN funded off-grid mini hydropower demonstration schemes for rural energy needs constructed at several locations in the country. Joint Programme Outputs will greatly benefit from this experience.

The rural energy initiative has also offered a test-bed for community and private sector mechanisms for energy ownership, operation, maintenance and management that can be applied in the implementation of Joint Programme Outputs, especially regarding green village integrated food, water and energy security requirements. MINALOC identified the Songhai Model in the Republic of Benin as a fitting case of innovation that can be adapted to the Rwandan context in a South to South Cooperation framework that can benefit achievement of green village objectives.

The South-South Cooperation approach will be used in the Joint Programme to encourage and support the exchange of best practices including clean and green technologies as well as Green Economy synergies and investment opportunities among neighbouring countries of the region. Rwanda is already working with regional exploration companies in for geothermal energy prospecting. Lessons learned will be applied in implementation of all programme outputs.