



**TERMS OF REFERENCE (ToR)**  
**INTERNATIONAL INDIVIDUAL CONSULTANCY**

Preparation of Project Document for  
 a Rwanda GEF-6 project on “Forest Landscape Restoration in the Mayaga Region”

<b>Application Type:</b>	External vacancy
<b>Job Title:</b>	<b>Project Preparation Team Leader and SFM/LD Specialist</b>
<b>Category:</b>	Environment and Climate Change
<b>Duty Station:</b>	Home based and travels to Rwanda
<b>Application Deadline:</b>	9 August 2017
<b>Type of contract:</b>	International Individual Consultancy
<b>Expected starting date:</b>	Immediately (no later than 28 <sup>th</sup> August)
<b>Duration of assignment:</b>	80 working days (16-person week) within a period of 11 months

**1. Background**

Rwanda, also known as the Land of a Thousand Hills, boasts a high 29.8% forest cover<sup>1</sup> and aims to reach 30% of coverage by June 2018. Although forest cover has registered a growth of 1% per year for the last decade, forest distribution is uneven and forest regeneration is skewed. Most of the forests are found in the west, with fewer forests in the East and in the Mayaga regions, where forest cover is a low 5%. Of specific importance, however, are the many and scattered patches of indigenous forests in the Mayaga region, which in addition to hosting important plant biodiversity and carbon stocks, provide critical watershed services to the agricultural landscapes surrounding them.

In this regard, the Project Identification Form (PIF) on “**Forest Landscape Restoration in the Mayaga Region**” was developed to assist the country through GEF-6 funding in securing biodiversity and carbon benefits while simultaneously strengthening the resilience of livelihoods, through forest landscape restoration and upscaling clean technologies in selected Districts of Southern Province. The PIF was approved by the GEF council in May 2017 for further development of the full project document within 12 months with an approved Project Preparation Grant (PPG).

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<sup>1</sup> Forward Looking Joint Sector Review meeting of the Environment and Natural Resources Sector (June 2017)

In this context, an international consultant in collaboration with other experts mobilized by a firm is required to lead the process of preparing and developing a project document relevant to achieve the outcomes outlined in the approved Project Identification Form (PIF).

## **2. Objective and scope of the work**

The purpose of this consultancy is:

- 1) to develop a full set of project document of GEF 6 “Forest Landscape Restoration in the Mayaga Region” by coordinating the work of all other consultants to be hired by UNDP (hereinafter referred as “Project Preparation (PP) team”),
- 2) to ensure the quality and timely preparation of all reports and documentation for final submission and endorsement by the GEF and
- 3) to provide the technical leadership for the landscape based planning with special emphasis on forest landscape restoration via sustainable forest management (SFM) and sustainable landscape management (SLM) including restoration of remnant natural forests.
- 4) To lead the baseline assessments under PIF components 1 and 2, in particular the review of international best practices on methods that have been effective in incentivising uptake of SLM/SFM under conditions similar to Rwanda.

The Project Preparation (PP) team will consist of following experts:

- Forest Productivity expert (1)
- Environmental Economist (1)
- Gender analysis and socioeconomics baseline assessment expert (1)
- Vulnerability assessment experts (1)
- Household energy expert (1)
- Environment and social safeguard expert (1)
- GIS expert (1)
- Entrepreneurial and local market development expert (1) (Optional)
- Policy analyst (1) (Optional)

The international consultant (IC) will undertake at least two missions to Rwanda to consult with stakeholders, coordinate among experts for baseline studies and write and submit the final set of documents to UNDP and further to GEF through UNDP RTA.

**The consultant will carry out the following major tasks and having responsibility including:**

### GEF Project Document Development (70%):

- a) Provide an overall orientation and guidance to the PP team in relation to GEF requirements for project planning and monitoring
- b) Provide technical clearance of all deliverables produced by the PP team before submitting them to the technical working group
- c) Provide methodological guidance for data collection related to project planning and monitoring with particular attention given to the description and quantification of the baseline investments based on best international practices on methods to be used.
- d) Based on the inputs from national and international experts and in close cooperation with the key national stakeholders, compile final baseline/situational analysis for the full-sized project (FSP). This will include:

- 1) A precise definition of baseline projects, activities, budgets, goals and co-finance links to GEF outcomes;
  - 2) Definition of GEF incremental value per outcome and output;
  - 3) Presentation of results of the incremental cost-analysis in matrices.
- e) Based on the inputs from other experts and the best international practice, prepare a quantified assessment of global environmental benefits for climate change (CC) mitigation, sustainable forest management (SFM) and biodiversity (BD) conservation.
  - f) Analyse the socio-economic benefits of the proposed interventions at national and local levels.
  - g) Based on international experience, assist in reconfirming/specifying the project strategy, finalizing project sections on:
    - An assessment of the social, economic and financial sustainability of proposed project activities;
    - An assessment of alternatives to the project strategy and establishing the cost effectiveness of the preferred strategy and suite of activities;
    - A replication strategy for project activities;
    - Assessment of the risks to the proposed project activities and identifying measure to mitigate these risks;
    - Incremental cost analysis.
  - h) Based on other experts' inputs, develop project monitoring and evaluation system for the FSP including quality control of completed tracking tools for CC, BD, land degradation (LD) and SFM/REDD+, including a set of indicators, baselines and targets.
  - i) Establish baselines and targets for indicators reporting on the UNDP Integrated Results and Resources Framework.
  - j) Elaborate a Logical Framework of the project (Project resource framework).
  - k) Prepare M&E plan and budget.
  - l) Prepare an indicative Procurement Plan for the project.
  - m) Based on other experts' inputs, draft ToRs for the key consultants/contracts to be employed by the full project.
  - n) Based on other experts' input, elaborate Stakeholder Involvement and Public Participation plans.
  - o) Develop an action plan for incorporation of gender aspects in the project, with quantifiable baseline and target indicators, as per GEF and UNDP guidance.
  - p) Define recommended project monitoring and evaluation indicators.
  - q) Participate in and facilitate sessions for stakeholders' validation workshop.
  - r) Perform final reviews of the required project documentation.
  - s) Conduct environmental and social safeguard screening following the UNDP procedure, producing the checklist and summary report in close collaboration with the Environment and social safeguard expert. This should include review and update of the Social and Environmental Screening Procedure (SESP) pre-screening document at the start of the assignment.
  - t) Remain available to provide inputs to address comments received from stakeholders, UNDP CO, UNDP/GEF RTA and reviews of GEF until the final endorsement

Spatial Assessment of forest areas, land use, degraded areas, and emission factors (20%):

- u) With inputs from the consultants under the PP team as appropriate, assess and compile spatial information on current land uses, forested land, and degraded areas in in the four Districts (Gisagara, Ruhango, Nyanza and Kamonyi), which will include:
  - Spatial assessment on current forest coverage;
  - Drawing on work through REDD+ on Forest Reference Emission Levels, estimation of reference deforestation rate based on the business as usual scenario and potential reduction of deforestation;
  - Establishment of emission reduction potential from various forest safeguarding measures including High Conservation Value (HCV)/ High Carbon Stock (HCS) forest protection, reforestation, improvements on the plantation, and agroforestry.
  - Map these results of the spatial assessment with the GIS expert to be hired under the PP team

GEF LD and SFM Tracking Tool and Project Indicator Development (10%):

- v) Take the lead in compiling the CC mitigation, BD, LD and SFM Tracking Tools.
- w) Develop the following project indicators:
  - A finer calculation of emission reduction potential and targets for the project;
  - Extent of degraded land and potential for improving land management;
  - Current rate of deforestation and probable reduced deforestation rate

The detailed division of labour among the team members with the detailed plan of the project preparation is listed as Annex I to this ToR, which will also guide the tasks of the consultant when preparing the project document.

### 3. Outputs/Expected deliverables

The key deliverable of the Project Preparation Team Leader and SFM/LD Specialist will be a **final comprehensive project document using the latest UNDP/GEF template and the CEO Endorsement Request** in a style accessible to senior policy makers. The document should make full use of figures, diagrams and boxes to bring out key points and summarize materials emerging from the project preparation phase.

Preparation of this key deliverable will include quality control and final formulation of the following indicative sections of a UNDP/GEF compliant project document:

- a) Development Challenge (including context, threats/root causes/barriers analysis, institutional/sectoral/policy context, stakeholder analysis, business-as-usual-analysis, gender analysis, indigenous groups, business-with-GEF-analysis);
- b) Project Strategy (including theory of change, project rationale and policy conformity);
- c) Results and Partnerships (including Expected Results, Partnerships, Risks and Assumptions, Stakeholder engagement plan, Gender equality and empowering women, South-South and Triangular Cooperation if applicable, and Sustainability and Scaling Up);
- d) Project Management (Cost efficiency and effectiveness, Project management, and Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information);
- e) Project Results Framework
- f) Monitoring and Evaluation Plan and Budget;
- g) Governance and Management Arrangements (including Project Organogram);

- h) Incremental Cost Analysis (including systems boundary, Summary of costs, additional cost matrix);
- i) Financial Planning and Management;
- j) Total Budget and Work Plan;
- k) Legal Context;
- l) Risk Management;
- m) Mandatory Annexes:
  - A. Multi-year Work Plan
  - B. GEF Tracking Tools at baseline
  - C. Overview of technical consultancies/sub-contracts
  - D. Terms of Reference for Project Board, Project Manager, Chief Technical Advisor and other positions as appropriate
  - E. UNDP Social and Environmental Screening Template (SESP) and Environmental and Social Management Plan (ESMP) for moderate and high risk projects
  - F. Stakeholder Engagement Plan
  - G. Gender Analysis and Action Plan
  - H. UNDP Risk Log
  - I. Results of the capacity assessment of the project implementing partner and HACT micro assessment
  - J. Additional agreements such as: cost sharing agreements, project cooperation agreements signed with NGOs, letters of financial commitments, GEF OFP letter, LOA with the government in case DPCs are applied
  - K. UNDP Project Quality Assurance Report

These sections are indicative. As templates may be subject to change, the consultant will be required to obtain guidance by the UNDP/GEF Regional Technical Advisor (RTA) and UNDP CO on applicable formats and templates and ensure that his/her work is compliant with UNDP/GEF and UNDP CO requirements.

Deliverables:

- **Deliverable 1:** Inception report which includes the understanding of the task and ToRs, work schedule and outlines of final deliverables, approved by the technical working group<sup>2</sup>. (7 working days, home based)
- **Deliverable 2:** Draft project document using the latest UNDP/GEF template and the CEO Endorsement Request incorporating inputs from stakeholders (covering the point a) to l) listed above), approved by the technical working group (45 working days, home based and at least 2 missions to Kigali)
- **Deliverable 3:** Compiled spatial information on current land uses, forested land, and degraded areas in in the four Districts, approved by the technical working group (10 working days, home based)
- **Deliverable 4:** Finalized GEF LD, BD, SFM and CCM Tracking Tools and Project Indicator Development approved by the technical working group (7 working days, home based)
- **Deliverable 5:** Completed project document with all annexes as above, approved and validated by the technical working group & UNDP, and further approved by UNDP/GEF RTA (11 working days, home-based)

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<sup>2</sup> Refer to the 5. Institutional arrangement

#### **4. Duration of the contract**

The consultancy is expected to take 80 working days (16 person-weeks) within a period of 11 months after signing the contract.

#### **5. Institutional arrangement**

UNDP will recruit and contract the individual consultant who will be selected through a competitive process and to undertake the assignment as described in this ToR. The consultant will report to the Programme Specialist and Head of Unit, Poverty Reduction and Environment Unit of UNDP Rwanda or any person delegated to perform such a duty after being cleared by a technical working group.

The technical working group will be formed which should be composed of UNDP CO, REMA as the OFP's office, MINIRENA, Rwanda Water and Forestry Authority, Rwanda Land Management and Use Authority, MINAGRI, Rwanda Agriculture Board (RAB), MINALOC and any other which deemed important to be part of this. Guidance will be given by this technical working group, UNDP/GEF RTA and if necessary Senior managers in UNDP CO. All deliverables submitted by the individual consultant should be approved by the technical working group before any payment is made.

#### **6. Duty station**

The assignment is both field and home-based. The consultant is required to undertake at least two missions to Rwanda. The duty station of the work while in Rwanda will be Kigali. UNDP will provide an office space and internet for the consultant while in Kigali. UNDP will provide transport to the field during the field mission to engage with the stakeholders in the proposed intervention areas in Southern province.

#### **7. Required expertise and qualification**

##### **Education:**

- Postgraduate or other advanced university degree (at least MSc. or equivalent) in the area of environment or natural sciences, social sciences or political sciences or any other relevant disciplines.

##### **Experience:**

- Minimum 10 years of demonstrable experience in preparing high quality UNDP and GEF multi-focal area project documents;
- Sound knowledge and understanding of forest restoration and sustainable land management;
- Work experience in Rwanda and/or African countries preferred;
- Demonstrated ability in analytical and report drafting work in concise format and of high quality and strong technical writing skills;
- Excellent coordination and leadership skills.
- Demonstrated experience in designing landscape based projects; and in emissions calculations.
- Experience of working and collaborating with a broad range of stakeholders from diverse institutions and levels including governments, civil society and communities;

- Extensive experience analyzing data and preparing analytical reports.
- Experience in Rwanda an advantage
- Good communication skills
- Good interpersonal and facilitation skills
- Demonstrate professionalism

**Language requirement:**

- Excellent written and verbal communication skills in English;
- Working knowledge of French will be an added advantage.

**Corporate competencies:**

- Demonstrate integrity by modelling the UN's values and ethical standards;
- Ability to establish and maintain good working relations with colleagues in multicultural environment;
- Fulfills all obligations to gender sensitivity and zero tolerance for sexual harassment.

**8. Payment modalities**

The consultant will be paid the consultancy fee upon completion of the following milestones:

- **Payment 1: (10% of total amount)**  
After completion, submission and acceptance of the inception report (Deliverable 1) by the technical working group
- **Payment 2: (25% of total amount)**  
After completion, submission and acceptance of the Deliverable 3 and 4 by the technical working group
- **Payment 3: (30% of total amount)**  
After completion, submission and acceptance of the Deliverable 2 by the technical working group
- **Payment 4: (35% of total amount)**  
After completion, submission, acceptance and validation of Deliverables 2 – 5 by the technical working group

**9. Application procedure**

Qualified and interested candidates are hereby requested to apply. The Application should contain the following:

- Personal CV or P11, indicating education background/professional qualifications, all past experience, as well as the contact details (email and telephone number) of the candidate and at least three (3) professional references;
- Brief description of why the individual considers him/herself as the most suitable for the assignment and a methodology on how he/she will approach and complete the assignment;
- Proposed methodology to undertake the assignment;
- Financial proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided.

## 10. Evaluation criteria

The expert will be evaluated against a combination of technical and financial criteria (combined scoring method). Maximum score is 100% out of which technical criteria equals 70% and financial criteria equals 30%. The technical evaluation criteria will include the following:

Criteria	Weight	Max. point
Educational background: Postgraduate or other advanced university degree (at least MSc. or equivalent) in the area of environment or natural sciences, social sciences or political sciences or any other relevant disciplines.	10%	10
Minimum 10 years of demonstrable experience in preparing high quality UNDP and GEF MFA project documents and sound knowledge and understanding of forest restoration and sustainable land management;	25%	25
Demonstrated ability in analytical and report drafting work in concise format and of high quality and strong technical writing skills, excellent coordination and leadership skills and demonstrated experience in designing landscape based projects; and in emissions calculations.	30%	30
Overall methodology	30%	30
Fluency in English	5%	5
Total	100%	100

**UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and person with disabilities are equality encouraged to apply. All applicants will be treated with the strictest confidence.**

Drafted by: Sun Cho, Climate Change and Green Growth Specialist, Poverty and Environment Unit

Reviewed by: Poverty and Environment Unit, UNDP/GEF RTA and REMA

Approved by: Sophie Nyirabakwiye, Programme Specialist and Head of Unit Poverty and Environment Unit, United Nations Development Programme

## Annex I: Detailed division of labour among the team members with the detailed plan of the project preparation

Lead (drafted by)	Support ed by	Components
<b>Component A: Technical Review</b>		
<b>1. Baseline studies</b>		
		(A) Expansion of the barrier description (Development challenge)
		Component 1
FPE	GISE	Assess the adequacy of knowledge to support decisions on forest management and effective integration of forest management in District Land use plans and decision making by land users in the four Districts targeted by the project; describe the current funding for knowledge generation for the improvement of forest species and genetic material for both natural forests and plantations, explaining which institutions undertake the work and any issues they face disseminating their findings; confirm the productivity levels of plantation forests in the four districts, and explain the reasons for the current low level of productivity; confirm the species diversity of the current plantation forests, country-wide and specifically in the four Districts
FPE	GISE	Undertake an inventory of the various forest patches that dot the four Districts, and describe the forest fragmentation, species composition, population structure and general condition of the forests; describe their importance for biodiversity, carbon mitigation (providing carbon values), water catchment and provision of wood and other resources for the owners and/or communities living around them; identify potential for reforestation and boundary marking, where this is appropriate and make recommendations on the species that would be suitable, and recommendations for zoning use categories where applicable
EE		Undertake a cost benefit analysis of deforestation and land degradation in the four Districts (may use sampling, to be determined during PP contracting);
FPE	TL	Review best practices for improving genetic germplasm, increasing productivity of plantations and reforestation of natural forests – globally, regional and national – and distil lessons for the project, making recommendations on the methods to be adopted by the project – with justification
TL	ESSE	Review the draft SESP submitted with the PIF and address any issues/risks relevant to Component 1.
		Component 2
GSEBA		Assess the institutional and individual capacities for SFM, SLM; applying the UNDP capacity scorecard as relevant. Ensure that capacity assessment looks at the extension service – including a review of the technologies for SFM and SLM related matters being disseminated, and identify strengths, weaknesses, challenges and opportunities for improvement
GSEBA		Assess current levels of adoption of SFM, SLM and biodiversity friendly agriculture practices, identifying enabling conditions that have been found to work

GSEBA	GISE	Undertake socio-economics assessment for selected pilot areas, identifying key crops being grown in the selected project pilot Sectors (Locations) and establish current proportion of land for selected households, and annual productivity; also identify sources of incomes for most households and levels of poverty (household incomes)
GSEBA		Identify relevant stakeholders to be involved in project implementation, identify their roles and responsibilities, and assess their capacities for implementing their mandates; identify how to engage with different sets of stakeholders for achieving project objectives and outcomes (and fill out the stakeholder assessment table). This assessment will be done through extensive consultation processes in order to seek the consent of various groups/stakeholders to the project and secure their full support and participation in project development and implementation
GSEBA	TL	Assess best practices – globally, regional and in-country – for incentivising uptake of SFM, SLM and biodiversity friendly practices in agriculture, under conditions similar to Rwanda – and identify lessons to inform selection of project activities
GSEBA	ESSE	Revisit the SESP and address issues/risks related to component 2 and address them
		Component 3
ELMDE	FPE	assess level of private sector engagement and opportunities for advancing local level economy; and, elaborate on the absence of market based incentives for the adoption of climate smart technologies, forestry and biodiversity friendly businesses, given the very limited land parcels; describe the difficulties being faced by the private sector in trying to support the uptake of the green technologies in the green villages, and in establishing thriving forest based enterprises at the local levels
ELMDE	EE	undertake value chain analysis and identify products for which viable businesses/enterprises can be established, clearly outlining the requirements that would be necessary for successful uptake of the enterprises
HEE	ELMDE	assess the extent to which sustainable charcoal has been taken up – globally, regional and in-country – and identify best practices that the project can take up to actualize the concept in the four Districts
HEE	TL	assess the best practices for adoption of efficient stoves and identify best practices for the project to support reduction of biomass use in the four districts
HEE	ESSE	Revisit the SESP and address issues/risks related to component 3 and address them.
		All component
		<b>a) Development Challenge</b>
TL	All other	elaborate and expand the narrative on the threats to forests, biodiversity and ecosystem services at national level and in each of the four Districts, quantifying the magnitude where relevant
TL	All other	confirm the long-term desired condition, in view of these threats
TL	All other	Confirm the baseline programs, clearly outlining their objectives, duration and budgets, and explaining the link between these expenditures and the proposed project outcomes (and activities where these are clear)

		<b>b) policy analysis</b>
PA	TL	review the relevant policies that impact on the SFM, forest restoration and uptake of SLM, identifying legislation and institutional issues influencing local level enforcement/uptake of legal provisions
PA	TL	review the state of coordination and collaboration in the Joint Action Development Fora (JADF)
PA	GSEBA	review decision making processes and make recommendations for the project to enhance capacities and policy environment (coordinating this closely with the World Bank supported Forest Landscape Restoration Project)
		<b>c) Gender analysis and strategy</b>
GSEBA		Undertake a gender analysis, identifying various gender groups, examining the rules and regulations, and cultural norms that influence their interactions, especially access to, and control of natural resources; further examining how the effectiveness and efficiency of implementation of the proposed project activities are likely to be affected by these gender arrangements, and how the project implementation, results and impacts are likely to affect the gender arrangements
GSEBA		Use the findings to formulate a gender strategy, to guide project to mainstream gender considerations in the implementation, to ensure that the project is inclusive, and that benefits, as well as responsibilities are adequately targeted
GSEBA	ESSE	Examine the proposed project targets and indicators to ensure that they are gender sensitive and that monitoring data will be gender/sex disaggregated
GSEBA	VAE	<b>d) Stakeholder engagement and Livelihood Action Plan</b>
		(B) Project Strategy (project goal, objectives, outcomes, outputs and activities proposed in the PIF)
		All component
TL	GSEBA	Fully justify the project goal and objective and suggest indicators for monitoring (gender sensitive and SMART);
TL	All other	Confirm and provide further explanations for outcomes and outputs proposed in the PIF
		Component 1
FPE	VAE	Describe and justify the process of formulating the landscape restoration plan that would promote ecosystems restoration and resilience of livelihoods: explaining how the plan will show areas of forest protection, areas suitable for afforestation and areas for increasing tree cover via agroforestry
EE	FPE	Describe how the cost-benefit analysis of deforestation undertaken as part of PPG would be upscaled in the four districts, and how the information will be used to advocate for better forest management (what channels, why)
FPE	PA	Describe the process to be followed to update the District Forest Management Plans, to build on the work of RWFA which has started the process of updating the DFMP

FPE	TL	Describe which of the lessons identified will be applied to put the existing plantations and woodlots under improved management (improving species diversity and productivity) confirming hectares and explaining what would change and how, and what results would be expected
TL	All other	Describe what will be needed to formulate the landscape forest, carbon, biodiversity and livelihoods monitoring plan(s)
		Component 2
TL	GSEBA	Describe how the project will address the capacity gaps
TL	GSEBA	Describe the activities necessary to constitute and empower the Community Forest Association to manage the natural forests, confirm area of natural forests and area to be put under afforestation, explaining how this would be achieved. Identify areas to be put under climate smart agriculture and confirm areas, as well as exact technologies to be applied in the various villages/areas
TL	VAE	Explain what livelihood diversification activities will be implemented where, explaining the reasons for matching activities and areas, and in particular, identifying and describing how all of the above improve resilience of the agro ecosystems and livelihoods, and how these results would improve livelihoods
TL	PA	Describe the activities necessary to improve delivery of extension service and to improve the coordination and collaboration in planning and delivery of the Joint Action Development Fora (JADF)
TL	GSEBA	Describe how gender considerations will be mainstreamed and what activities will be required
GSEBA	ESSE	Suggest gender sensitive, SMART indicators
		Component 3
ELMDE	HEE	Describe the process and activities required to use the results of the value chain analysis to get the private sector engaged in forest-based enterprises; how to effectively implement sustainable charcoal and obtain a higher rate of adoption of energy efficient cooking and lighting technologies
ELMDE	HEE	Describe the process of selecting the village to benefit from the greening technologies and the activities required to implement the program
GSEBA	ESSE	Suggest gender sensitive, SMART indicators
TL	All other	(C) Consolidate M&E Plan
TL	All other	(D) Address specific technical issues and questions raised by the GEF Sec; Council members and STAP
<b>2. Any additional assessment needed</b>		
ESSE	VAE	Assess any that might be needed to further address any opportunities/risks identified during an environmental and social screening of the project proposal

ESSE	GSEBA	Addressing the risks raised during the Social and Environment Screening has been integrated under the core baseline assessments under each component (under Baseline Assessment section), including a full-scale gender analysis
ESSE	TL	A final review of how the risks have been addressed will be undertaken and confirmation provided that they have all been adequately assessed, or further analysis undertaken to address them comprehensively
ESSE	TL	Conduct a full screening of the Social and Environmental Screening Process
GSEBA	ESSE	Detailed socioeconomic and environmental context assessment to mitigate any negative consequences to local populations -men, women and children. In particular, and in line with the gender analysis and strategy, potential gender issues will be closely looked at and women will be proactively considered for involvement in project pilot activities related to capacity development, establishing forestry based enterprises, sustainable charcoal production, greening the households, agroforestry based reforestation, etc
ESSE	TL	List all potential environmental and social impacts that the implementation of the above-mentioned outputs/activities could potentially have (building on the list generated during PIF formulation, listed above)
ESSE	TL	Clearly articulate the positive environmental and social impacts that will result from the implementation of different components of the project
ESSE	TL	Rate the likelihood of the listed negative impacts materializing during the implementation of the project using high, medium and low likelihood ratings
ESSE	TL	Rate the level of impact of the listed negative social and environmental impacts using low, moderate and high level ratings
ESSE	TL	Develop brief draft mitigation strategies for the listed negative environmental and social impacts that were rated as moderate to high likelihood of occurring and with a high level of impact
TL	GSEBA	Ensure engagement with local communities during the PPG phase for joint planning of local level activities, and ensure that prior informed consent mechanisms will be integrated in the project activities
<b>3. Identification of specific sites for intervention</b>		
TL	All other	Presently the project will be implemented in selected Sectors in Kamonyi, Gisagara, Ruhango and Nyanza Districts. These Sectors will be confirmed and specifics provided of the sites where (i) the reforestation of 500 ha will happen; ii) where the plantation forests are; and where restoration will happen via agroforestry based system; which village will be supported by the private sector engagement.
<b>4. Use the information on threat confirmation and baseline data analysis to integrate the project with development plans, policies, budgets and complementary projects: Further describe and cost the programmatic baseline projects as discussed in the PIF; analyse weaknesses and gaps in these, and identify opportunities for joint action/identification for co-financing.</b>		
TL	FPE	(a) Describe in detail baseline natural resource management activities in the four Districts in terms of regulation, planning and enforcement and management and cost these activities
TL	PA	(b) Describe in detail the work undertaken by the MINIRENA and MINAGRI at the national level regarding the development of national environmental standards, specifications and guidelines regarding environmental practices and management and cost such work over the project period

<b>5. Completion of GEF focal area tracking tools</b>		
TL	TL	BD METTs, Land Degradation PMAT, CC Mitigation and Sustainable Forest Management Tracking Tool.
All other	TL	<b>6. Stakeholder consultations during technical review</b>
<b>Component B: Institutional arrangements, monitoring and evaluation</b>		
<b>1. Finalization of project results framework</b>		
TL	All other	Further define the results framework with appropriate objective-level and outcome-level quantitative and qualitative indicators, and end-of-project targets
GSEBA	ESSE	Special attention will be made to include socio-economic and sex disaggregated indicators
TL	All other	The result framework indicators should include: (i) state indicators (e.g. spatial coverage, ecosystems quality, species populations or degree of land degradation); (iii) pressure indicators (threats and drivers); and (iii) response indicators
<b>2. Definition of monitoring and evaluation (M&amp;E)</b>		
TL	All other	A detailed M&E work plan will be developed, including clear identification of responsibilities and accountabilities, as well as an appropriate M&E budget
TL	All other	The plan will be based on the standard template provided in the UNDP-GEF project document template that reflects the mandatory requirements of the GEF M&E Policy
<b>3. Define sustainability plan</b>		
TL	ESSE	The sustainability plan will outline the principles and guidelines for ensuring the long-term sustainability of project achievements
TL	ESSE	It will also outline an exit strategy, seeking the continuation of key activities/achievements without the need of long-term international financing
<b>4. Define gender mainstreaming plan</b>		
TL	GSEBA	The gender mainstreaming plan will outline the principles and guidelines for mainstreaming gender in individual outputs, in order to ensure the equal participation of women and men and to ensure no adverse impact on either sex
<b>5. Definition of management arrangements</b>		
TL	ESSE	The organisational structure governing the project will be decided, including identification of the project board
TL	GSEBA	Coordination arrangement with related initiatives and organisations will also be elaborated, with clear statement of complementarity
<b>6. Stakeholder consultations during Component B</b>		
TL	GSEBA	Involve key agencies in the development of the project strategy to ensure a strong national ownership

TL	All other	In close collaboration with key government representatives and other stakeholders ensure full participation in the development of the project results framework and ensure agreement on the project objectives and outcomes
TL	FPE; ESSE; PA	Undertake consultations to secure agreement(s) on project implementation arrangements, including roles, responsibilities, and accountabilities of lead and partner agencies
TL	All other	Document these consultations
<b>Component C: Financial planning and co-financing investments</b>		
TL		<b>1. Prepare a detailed multi-year budget following the standard template provided in the UNDP-GEF project document template that reflects the mandatory requirements of the GEF M&amp;E Policy</b>
TL		<b>2. Explore multilateral and bilateral co-financing opportunities</b>
TL	FPE; ESSE; PA	Undertake series of consultations with partners to ensure a coherent and sustainable financing package for the project including post-GEF grant phase.
TL	All other	<b>3. Ensure completion of required official endorsement letters</b>
REMA	TL	An official endorsement letter will be prepared by the GEF Operational Focal Point of the Government
TL	REMA	A co-financing guarantee will be collected from participating government institutions, bilateral development partners, multilateral development partners and NGOs who wish to provide cash or in kind contributions to the project
		<b>4. Stakeholder consultations during Component C</b>
TL	GSEBA	Involve key agencies in the development of the project strategy to ensure a strong national ownership
TL	All other	In close collaboration with key government representatives and other stakeholders ensure full participation in the development of the project results framework and ensure agreement on the project objectives and outcomes
TL	FPE; ESSE; PA	Undertake consultations to secure agreement(s) on project implementation arrangements; including roles, responsibilities, and accountabilities of lead and partner agencies
TL	All other	Document these consultations
GSEBA	ESSE; VAE	In addition, the PPG funds will support carrying out a targeted capacity assessment of local communities to engage in community based natural resource management and help define strategic interventions to address gaps
<b>Component D: Validation workshop</b>		

TL; All other expert	UNDP	A validation workshop will gather representatives from all relevant stakeholders to present, discuss and validate the final draft project document.
<b>Component E: Completion of final documentation</b>		
<b>1. Consolidation of all technical and consultation inputs into a clearly written UNDP Prodoc document with all relevant sections and annexes</b>		
TL	All other	· Finalized UNDP Project Document
TL	All other	· Finalized GEF Request for CEO Endorsement
ESSE	TL	· Finalized SESP (Social & Environmental Standards)
GSEBA	TL	· Finalized Gender assessment
TL	All other	· GEF Tracking Tools
TL	REMA	· All co-financing letters
TL	All other	<b>2. Completion of a CEO endorsement request form</b>
TL	All other	<b>3. Once GEF Secretariat comments have been received after submission, the consultants will prepare a 'UNDP Response to GEF Secretariat Comments' and then make changes to the text of the UNDP project document and GEF Request for CEO Endorsement with the ultimate objective of obtaining GEF approval of the full project</b>

### Legend:

Abbreviation	Expert title
TL	Team Leader and SFM/LD Specialist (int'l)
FPE	Forest productivity expert (int'l or nat'l)
EE	Environmental Economist (int'l or nat'l)
GSEBA	Gender analysis and socioeconomics baseline assessment expert (Nat'l)
VAE	Vulnerability assessment expert (int'l or nat'l)
ESSE	Environment and social safeguards expert (Nat'l)
HEE	Household energy expert (Nat'l)
GISE	GIS expert (Nat'l)

ELMDE	Entrepreneurial and local market development expert (Nat'l)
PA	Policy analyst (Nat'l)
All other	All other experts (except the Team Leader)
<b>Acronym</b>	<b>Name of Institution</b>
UNDP	United Nations Development Programme Rwanda Country Office
REMA	Rwanda Environment Management Authority