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# FINAL REPORT

MID-TERM EVALUATION FOR THE STRENGTHENING  
CAPACITIES OF THE ENVIRONMENT AND NATURAL  
RESOURCES (ENR) SECTOR FOR GREEN ECONOMY  
TRANSFORMATION PROGRAMME

**Richard Niyongabo, December 2022**

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## List of acronyms and abbreviations

Acronym	Name
CO	Country Office
CPCIC	Cleaner Production and Climate Innovation Centre
CSO	Civil Society Organisation
ENR	Environment and Natural Resources
EQ	Evaluation Question
FGD	Focus Group Discussions
FONERWA	Rwanda Green Fund
GoR	Government of Rwanda
IDP	Integrated Development Programme
IPs	Implementing Partners
KII	Key Informant Interview
M&E	Monitoring and Evaluation
MINALOC	Ministry of Local Government
MoE	Ministry of Environment
NDRMP	National Land Use and Development Masterplan
NIRDA	National Industrial Research and Development Agency
NSTI	National Strategy for Transformation
OECD-DAC	Organisation for Economic Corporation and Development – Development Assistance Committee
PESTE	Political, Economic, Social, Technology, Environmental
RBM&E	Result Based Monitoring and Evaluation
RHA	Rwanda Housing Authority
RIB	Rwanda Investigation Bureau
RNP	Rwanda National Police
SCENR	Strengthening Capacities of the Environment and Natural Resources (ENR) Sector for Green Economy Transformation'
SWOT	Strength, Weakness, Opportunity, Threat
ToC	Theory of Change
TOR	Terms of Reference
UN	United Nations
UNDAP	United Nations Development Assistance Plan
UNDP	United Nation Development Programme
UNEG	United Nations Evaluation Group
UNSDCF	United Nations Sustainable Development Corporation Framework
SICM	Strengthening the Institutional Capacity of the Ministry of Natural Resources
RF	Results Framework

UNEP	United Nations Environment Programme
CC	Climate Change
CDR	Combined Delivery Report
SSP	Sector Strategic Plan
FMT	Fund Management Team
CPD	Country Programme Document
NDA	National Designated Authorities
NISR	National Institute of Statistics of Rwanda
MoU	Memorandum of Statistics
MSME	Micro, Small and Medium Enterprise
RWF	Rwandan Frances
KfW	Kreditanstalt Für Wiederaufbau (German Development Bank)
BMZ	German Federal Ministry for Economic Cooperation and Development
AFB	Association of Foreign Banks
LAIS	Land Administration Information System
MRV	Measurement, Reporting, and Verification
HISP	Health Information Service Provider
SME	Small and Medium Enterprise
REMA	Rwanda Environment Management Authority
IT	Information Technology
MINAGRI	Ministry of Agriculture
NAEB	National Agricultural Export Board
NAMA	Nationally Appropriate Mitigation Actions
RAB	Rwanda Agriculture Board
RLA	Rwanda Land Authority
RWB	Rwanda Water Board
RMB	Rwanda Mining Board
COMESA	Common Market for Eastern and Southern Africa
LAN	Local Area Network
BIOFIN	Biodiversity Finance Initiative
DFID	Department of International Development
RDB	Rwanda Development Board
PPCR	Pilot Programme for Climate Resilience
SPCR	Strategic Programme for Climate Resilience
LNOB	Leaving No one Behind
GCF	Green Climate Fund
GE	Gender Empowerment
KPI	Key Performance Indicators
MINECOFIN	Ministry of Finance and Economic Planning
SQL	Structured Query Language

FY	Fiscal Year
SOP	Standard Operating Procedure
DHIS	District Health Information System
IFMS	Integrated Financial Management Information System
MIS	Management Information System
SDT	System Development Team
RBM&E	Result-Based Monitoring and Evaluation
GV	Gender Violence
SIDA	Swedish International Development Cooperation Agency
NDC	Nationally Determined Contribution

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## Executive Summary

This Executive Summary presents the key findings, main lessons learned, and recommendations, from the Mid-Term Evaluation for Strengthening Capacities of the Environment and Natural Resources (ENR) Sector for Green Economy Transformation (SCENR) programme. This is a five year-year programme implemented by the Government of Rwanda under UNDP funding covering the period from 2019 to 2023.

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

The SCENR programme sets out to achieve the following outputs:

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

The Mid Term Evaluation used OECD/DAC criteria of relevance, effectiveness, efficiency, sustainability to assess SCENR progress and performance and was guided by a theory of change-based approach to evaluation. The evaluation opted for a mix of qualitative (mainly) and quantitative data from documents reviewed, KII, FGDs, and field visits to Districts and participatory observations.

### Key Findings

- The evaluation found that the programme was still relevant in supporting the achievement of NST1 priorities under the economic transformation pillar, GGCRS, and the implementation of international obligations, for example SDGs (5, 7, 9, 11, 13, 15, 17).

- The evaluation found incoherence between the programme duration (2018-2023) and NST1 (2017-2024) and UNSDCF duration (2018 to 2024). Therefore, the programme design document didn't take into consideration aligning the programme to NST1 timeframe (2024).
- The program is relevant in addressing the needs of the beneficiaries including the vulnerable population as stipulated in the design document and implementation plans.
- The evaluation found causal logic from implemented outputs to the intermediate programme objective and the outcome.
- In addition, indicators measuring the programme intermediate objective and the outcome were also not considered during the design to facilitate the connection and the relationship between the output indicators and the high-level indicators at the intermediate objective and outcome level.
- In terms of effectiveness, the evaluation found the main achievements under output 1, was that 10 ENR sector indicators were being monitored through Thematic working group as well as in the joint sector review meeting. While the main results registered for Output 2, was the review of GGCRS, the development of the Master Plan for Wetlands Management in Kigali City including categorization for Wetlands, management plan of specific wetlands and resource mobilization plan ready for implementation. So far, 44 households (34 women & 10 men) in Mudende IDP model village had benefited from green components while a total of 1,915 solar panels were distributed to 1,915 households in 9 Districts. Under Output 3, a resource mobilization strategy was developed. SCENR catalytic impact, included additional resources mobilized as a result of the resource mobilization strategy. For example, Domestic resources: US\$ 730,857 USD, KFW: US\$ 27,514,250, AFB: US\$ 99,000 USD) were mobilized as of 30th May 2021 from various partners, and the programme had increased visibility across partners through their participation in forums such as the Conference of Parties (COP26).
- Under output 1, the evaluation found that the number of trainings provided so far, have not necessarily reflected the utilisation of the ENR-MIS and the use of the entered data due to limited commitment from system users.
- The programme has been effective in implementing the partnership strategy, this is evidenced through the continuous collaborations between UNDP and MoE

on many initiatives, including the current 'Strengthening Capacities of the Environment and Natural Resources (ENR) Sector for Green Economy Transformation'. In this regard, evidence suggests that partners were listed with their complementary roles, for example, UNDP has consistently contributed funds to MoE, FONERWA and other partners to accelerate the sector catalytic role in the transformation to a green economy, and there were new partnerships emerging as a result of the different engagements through workshops, and MoUs signed, for example between MoE, RHA and the Districts of Rubavu and Nyaruguru on the greening support to the IDP model village in Mudende sector.

- Overall, resources were efficiently managed by using the existing resources and capacities, including internal staff from UNDP and its implementing partners to manage and implement the programme without incurring additional costs of hiring new human resource, and this was acknowledged by respondents during the interviews.
- The programme had incorporated sustainability mechanisms, for instance SCENR had contributed to the empowerment of beneficiaries, through different interventions like supporting green village initiatives at Mudende sector, training beneficiaries in greening and sustaining results through Green Village tool kit is to guide implementation of Greening.
- Environmental sustainability was considered and institutionalised throughout the programme outputs. For example, the SCENR is aligned to and supports the achievement of SDGs 5, 7, 9, 11, 13, 15, 17, and outcome 2 of UNSDCF, NSTI priority of Promote sustainable management of the environment and natural resources to transition Rwanda towards a Green Economy and GGCRS.

## Conclusions:

This evaluation found the overall SCENR performance to be satisfactory. This is because the programme was still relevant and focused to the programme intended intermediate objective of strengthening the technical and institutional capacity of national and decentralized institutions in the ENR sector as catalyst for green economy transformation that is resilient to climate variability. The alignment of the programme to national policies and strategies and international obligations like SDGs were documented and evident, and the participatory, partnerships and collaboration approach to address the needs of stakeholders was also observed. The programme was on track and had registered key achievements across all outputs despite resource constraints, and COVID-19 outbreak. The programme was effective in implementing the partnership strategy, resources were efficiently managed by using the existing resources and capacities, including internal staff from UNDP and its implementing partners, and sustainability measures had been incorporated in the programme design and implementation.

## The Main Lessons Learned

- The agility and flexibility of the programme in the design and implementation is very important. Because this has enabled SCENR to move from soft outputs that are technical assistance oriented to hard outputs like the support to greening components, including the construction of water harvesting tanks.
- The implementation and support of the IDP green model village has taken more than one year to complete. Meaning that Programmes that have had outputs with infrastructure components like the IDP green model villages will require extended timeline for implementation in future.
- Stakeholder involvement and support from top leadership is very significant for the sustainability of any programme. For example, involvement of beneficiaries, Districts and their leadership in all the programme cycle creates buy-in from the start of the programme to its completion.

## Key Recommendations

The evaluation found that there was no alignment between SCENR timeframe with NSTI time frame. Therefore, the evaluation recommends extension of the SCENR programme timeframe to 2024 to align it to NSTI time frame and ensure enough time to complete the delayed activities that were due to COVID-19 outbreak.

Activities such as IDP green villages under output 1, had been planned to be implemented in 5 districts but only one has been completed since 2019 because of ambitiously set targets, and delays caused by COVID-19 outbreak. Therefore, this activity and other delayed activities will need more time to be completed. IDP green villages will also need to be scaled up beyond the set target to cover 30 districts in Rwanda because the intervention has potentials of improving livelihoods. Related to this, implementing partners need also to expedite the implementation of the pending activities like ensuring and tracking of Green Growth Implementation into sectors at central levels (Green Economy Score Card), technical support to conduct a comprehensive study including a cost benefit analysis of imposing an age limit on imported vehicles and scoping study on the introduction of a carbon tax to the transport sector to reduce air pollution in Rwanda, so that they can contribute to the achievement of the programme results under output 2.

Establishing a strong management mechanisms to monitor and track SCENR programme implementation and result reporting is needed across all outputs. Including a review and updating the RF (including a review of the indicators and targets) based on implementation experience and align it with NST 1 timeframe.

In regards to output 1, a process re-thinking approach to ENR-MIS utilisation should be considered by the Ministry and its stakeholders to ensure the implementation and use of the system. This will include attracting and encouraging senior managers at National and District level to use and support the usage of the system. As earlier mentioned, interviews with different stakeholders, mentioned that it is only one or two individuals that know or understand the system because they have to comply to the reporting demands from the Ministry.

There is need to increase resources for coordination and the implementation of SCENR on-going and future interventions across all outputs. In this regard, Capacity of implementing partners, should be further supported to address the gap caused by staff turnover. Ensure allocation of key human resource in the future programme design that are dedicated to the programme, so that the programme is effectively implemented and monitored.

UNDP and its Implementing Partners should consider publishing technical reports on the UNDP and implementing partners' websites to foster transparency and share lessons learned as a tool for resource mobilisation and knowledge sharing.

## 1. Introduction

The Government of Rwanda received UNDP support to implement a five-year programme (2018 -2023) on “Strengthening Capacities of the Environment and Natural Resources (ENR) Sector for Green Economy Transformation’ (SCENR). The programme is coordinated by MoE which also works with National Industrial Research and Development Agency (NIRDA) on green technology research, through the support to the Cleaner Production and Climate Innovation Centre (CPCIC); the Rwanda Investigation Bureau (RIB) on environmental crimes and awareness raising; Rwanda Housing Authority (RHA) under prioritized areas of greening of IDP model villages, together with districts under the guidance of MINALOC.

The United Nations Development Programme (UNDP) conducts programme/project evaluations at different stages of the Country programmes to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level.

The Mid Term Evaluation is within the context of the independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy. In line with the UNDP Rwanda Evaluation Plan, the proposed SCENR programme evaluation was conducted to assess the status of Implementation of the programme. More specifically, this evaluation was undertaken in order:

- To assess the overall progress towards achieving the programme outcomes
- To assess the status of achievement of programme outcomes, outputs, their alignment, contribution to national development goals, as well as the UNDP and UNDP Strategic Plan Results.
- To reflect on the overall context of the programme (taking into account the risks and assumptions that guided the AWP), lessons learnt, identify best practices and consider recommendations for the next programming cycle
- Identify the gap between the outcome of the SCENR programme and their goals

- Measure the impact of the UNDP SCENR programme and its programmatic strategies.
- Support greater UNDP accountability to national stakeholders and partners in Rwanda.
- Serve as a means of quality assurance for UNDP interventions at the country level.
- Contribute to learning at corporate, regional, and country levels.

This report is divided into the following chapters:

- Chapter 2 outlines the description of the intervention
- Chapter 2 outlines the scope of the evaluation and objectives
- Chapter 3 outlines the description of the evaluation methodology
- Chapter 4 presents the evaluation findings (Project relevance, Effectiveness, Efficiency, and sustainability).
- Chapter 6 presents the partnership strategy
- Chapter 7 details the best practices
- Chapter 8 states the evaluation conclusions, lessons learned and recommendations

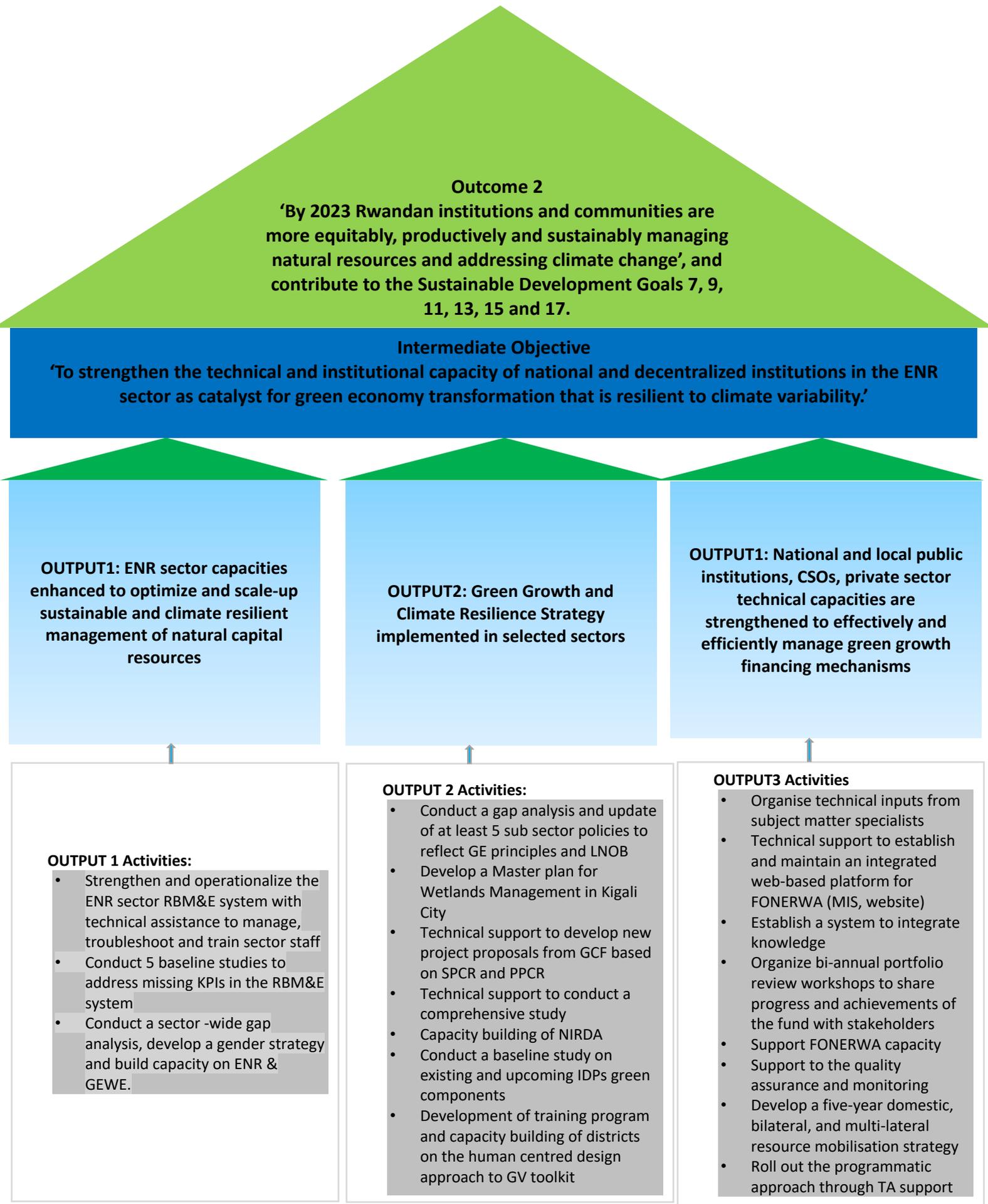
## **2. Description of intervention**

The 'Strengthening Capacities of the Environment and Natural Resources (ENR) Sector for Green Economy Transformation' programme builds on the positive outcomes of three previous UNDP supported ENR sector programmes and focuses on strengthening the institutional and technical capacities of the Ministry of Environment (MoE) and the national green fund FONERWA to act as main drivers of the Green Growth and Climate Resilience Strategy and key coordinating and funding institutions within the sector. Additionally, within the wider framework of donor coordination in Rwanda, the programme also works with other Development Partners to coordinate on similar efforts and to mobilise resources to scale up

proven activities and is implemented as part of a concerted effort with other UN agencies and Development Partners.

According to the SCENR programme design document, the programme follows a generalised ToC from activities to three outputs to the intermediate objective and outcome through pathways in the context of (a) supporting capacity development of key ENR sector institutions on evidence-based decision making, coordination and GEWE, (b) updating the GGCRS into a robust strategy accommodating the changing nature of ENR & CC, (c) generating upstream knowledge especially on emerging environmental issues, (d) strengthening effective enforcement of on-going policies and regulations and (e) demonstrating the business case for a green economy, all underpinned by increased financial resource including from new and innovative financing options, that the programme will contribute to catalysing the transformation to a green economy in line with the NST1 objectives. Which requires partnership support through maintaining and enhancing the current institutional partnerships established through SICM, Green Economy and Support to FONERWA; stakeholder engagement with national institutions in the ENR sector, national institutions of selected sectors, vulnerable communities and populations in the rural areas; knowledge and innovation; sustainability and scaling up as demonstrated in the SCENR reconstructed ToC diagram below.

**Figure 1: SCENR Programme Theory of Change**



The intermediate objective of this programme is 'to strengthen the technical and institutional capacity of national and decentralized institutions in the ENR sector as catalyst for green economy transformation that is resilient to climate

**Table 1: Programme outputs and indicators tracking progress**

Outputs	Indicators
<p>Output 1: ENR sector capacities enhanced to optimize and scale-up sustainable and climate resilient management of natural capital resources.</p>	<p>1.1 <i>Extent to which the environment and natural resources sector strategic plan implementation is coordinated</i></p> <p>1.2 <i>% of ENR KPI and non-KPI baseline and monitored data available at a set frequency in the RBM&amp;E System for improved decision making</i></p> <p>1.3 <i># of ENR sector institution staff applying gender to develop and implement environmental policies and budget statements</i></p>
<p>Output 2: Green Growth and Climate Resilience Strategy implemented in selected sectors.</p>	<p>2.1 <i>Extent to which GGCRS is reviewed and reflected in selected SSPs</i></p> <p>2.2 <i>% of recommendation from policy gap analyses used to develop or review ENR and priority sector policies and strategies</i></p> <p>2.3 <i>A Master plan for Wetlands Management in Kigali City developed, including categorization of wetlands, mgt plan of specific wetlands and resource mobilization plan and ready for further implementation</i></p> <p>2.4 <i>Extent to which the Cleaner Production and Climate Innovation Centre is strengthened on green technology transfer and operations</i></p> <p>2.5 <i>Number of SMEs that acquired climate change mitigation technologies</i></p> <p>2.6 <i># of households in IDP model villages newly benefiting from green components based on the GV toolkit, disaggregated by sex of the head of household</i></p> <p>2.7 <i>Extent to which the GV toolkit is utilised in IDP model villages</i></p> <p>2.8 <i># of GCF project proposal 1) developed by ENR sector 2) approved by the NDA. 3) Amount of resources newly mobilised from the GCF [US\$ millions]</i></p>
<p>Output 3: National and local public institutions, CSOs, private sector technical capacities are strengthened to manage green growth financing mechanisms effectively and efficiently.</p>	<p>3.1 <i>Cumulative volume of finance [US\$ millions] mobilized through FONERWA for climate and environment purpose</i></p> <p><i>Fund disbursement proportion [%] to 1) CSO, 2) Private sector, 3) public institutions</i></p> <p>3.3 <i>Percentage of new quality proposals approved for funding 1) public sector 2) private sector 3) CSOs</i></p> <p>3.4 <i>% of projects whose emerging lessons (both positive and negative) have been collated and disseminated by the FMT for knowledge sharing</i></p>

All the above outputs contribute to the achievement of the intermediate objective and a list of 16 indicators were formulated to track the achievement of the stated outputs.

## **3. Scope of the Evaluation and objectives**

### **3.1 Evaluation Scope**

The evaluation looked at UNDP's SCENR programme interventions in a holistic and comprehensive manner.

The primary scope of evaluation was focused on the status of implementation of the SCENR programme and how it is contributing to advancing the environment and natural resources sector in Rwanda and how efficient the interventions and management of the programme is.

The evaluation assessed how the programme was mainstreaming the UN programming principles subscribed during the programme elaboration phase with particular focus on Gender Equality, human rights, and the principle of leaving no one behind as well as capacity development.

The Midterm evaluation covered the period from 2019 to September 2022 and considered interventions related to the aforementioned 3 outputs of SCENR.

### **3.2 Evaluation Objectives**

The mid-term evaluation was conducted with a view to assess progress towards programme expected goal and identify challenges and lessons that would help the programme to overcome challenges and achieve results. The evaluation also examined how the programme could be extended up 2024 to align it with NST1.

### **3.3 Evaluation Criteria**

The DAC criteria represent a widely accepted framework against which development assistance programmes should be evaluated. Widely endorsed by donors and the international development community the DAC criteria set out a number of standard questions which should be applied to

a programme through the evaluative lenses of relevance, effectiveness, efficiency, and sustainability.

### 3.4 Evaluation Questions

A number of Evaluation Questions (EQs) provided in the ToR were grouped under the OECD-DAC evaluation criteria to provide the context to the evaluation inform the entire analysis. It should be emphasised that given the number of EQs not all were answerable to the same extent, and for that reason some were dropped or partly answered in the overarching questions aligned to the evaluation findings.

**Table 2: Evaluation Matrix**

OECD-Development Assistance Committee (DAC) evaluation criteria				
Relevance	Effectiveness	Efficiency	Sustainability	Method
Extent to which the SCENR programme is relevant to Rwanda’s Vision 2050 agenda, the National Strategy for Transformation (NST1), environment policies and strategies, UNDAP II, UNSDCF and the SDGs.	Extent of UNDP’s effectiveness in producing results at the local levels and at the aggregate national level?	How much time, resources, capacities, and effort does it take to manage the programme and where are the gaps if any? More specifically, how do UNDP practices, policies, decisions, constraints, and capabilities affect the performance of the programme? Has UNDP’s strategy in producing the programme’s outputs been efficient and cost-effective?	Extent to which UNDP established mechanisms ensure sustainability of the programmes’ interventions?	Document/Literature Review; Interviews
Extent of the progress towards advancing SCENR results.	Extent of UNDP support towards capacity development of partners, advocacy on ENR issues and policy advisory services in Rwanda?	Whether the programme resources were used effectively to produce planned results (Were the disbursements and project expenditures in line with expected budgetary plans)?	Extent of the viability and effectiveness of partnership strategies in relation to the achievement of the programme outcomes?	Document/Literature Review; Interviews
How relevant is UNDP’s support for different partners: e.g. national authorities of Rwanda, development partners, CSOs, private sector etc?	Assessment of UNDP’s work on advocacy to scale up best practices and desired goals; UNDP’s role and participation in national debate and ability to influence national policies?	Extent of M&E contribution to achieve the programme outcome and outputs’ indicators	Provide preliminary recommendations on how the SCENR programme can most effectively support appropriate central authorities, local communities, and civil society in improving service delivery in a long-term perspective?	Document/Literature Review; Interviews

Programme's collaboration with implementing partners, private sector and civil society, if relevant.	Extent of UNDP's contribution to human and institutional capacity building of implementing partners as a guarantee for sustainability beyond UNDP interventions?	Roles, engagement, and coordination among various stakeholders in the environment and natural resources sector, One UN Programme in project implementation? Were there any overlaps and duplications?	Assess possible areas of partnerships with other national institutions, CSOs, UN Agencies, private sector and development partners in Rwanda?	Document/Literature Review; Interviews
To what extent did the programme results contribute to the UNDAP II and NST1 results in the areas of environment and natural resources?	Was the scope of interventions realistic and adequate to achieve results?	Extent of synergies among One UN programming and implementing partners?	Assess how ENR-related studies and available data are used to build the sustainability of the programmes?	Document/Literature Review; Interviews
Were the strategies adopted and the inputs identified, realistic, appropriate and adequate for the achievement of the results? Is there any need to change the focus in view of the next programming?	the programmatic approach with other approaches used by UNDP and in the sector (e.g., policy advisory services, technical assistance)?	Synergies between national institutions for UNDP support in programming and implementation, including between UNDP and development partners? Assess	Assess the likelihood of continuation and sustainability of the programmes and benefits during the remaining period of the current programme cycle and beyond?	Document/Literature Review; Interviews
To what extent have the implementing partners been assisted during the programme design and implementation? How have they benefitted?	Contributing factors and impediments to the achievement of the outcome results through related supported programme outputs?	Could a different approach have led to better results? What would be those approaches?	What are the main lessons that have emerged from the programme implementation?	Document/Literature Review; Interviews
Does the programme continue to be relevant to the GOR priorities?	Assessment of the capacity and institutional arrangements for the implementation of the UNDP SCENR programme in view of UNDP support to the GoR and within the context of Delivering as One?	Do the programmes' activities overlap or duplicate interventions?	The responsiveness of the programme management to significant changes in the environment in which the programme functioned (both facilitating or impeding programme implementation)	Document/Literature Review; Interviews
How did the programme mainstream the UN programming principles including the	Is the programme effective in responding to the needs of beneficiaries, and what are results achieved? Are those	How satisfied are you with the programme management and coordination approach/strategy used by the oversight	As of now, what are the unintended positive or negative effects of SCENR support on sustainability of	Document/Literature Review; Interviews

principle of Leaving No One Behind?	with the highest risk of being left behind considered?	institutions and programme implementers, why?	both research capacity and knowledge sharing?	
To what extent have the SCENR interventions you supported enhanced capacity of the implementers to meet their target groups needs and priorities?	Extent to which established coordination mechanisms are enabling /or not achievements of programme outcomes and outputs?	Are you aware of the roles of the different implementing partners? For those that you are aware of, to what extent did they participate in fulfilling their roles, responsibilities, and commitments?	Is there a sustainability strategy or plan developed with respect to sustaining results under SCENR? If so, what does it consist of?	Document/Literature Review; Interviews

## 4. Description of the evaluation methodology

This section presents the evaluation approach and methodology for the SCENR Mid-Term Evaluation. The design is based around the OECD-DAC criteria, that has been used to reconstruct the programme ToC. The evaluation draws on a mix of qualitative and quantitative data from both primary and secondary data collected throughout the evaluation.

### 4.1 Data and Information Sources

Multiple data sources were identified and used as the source of data, these included Government Institutions like MoE mainly in regard to the output 1 and 2 of the programme, and FONERWA for output 3. Another source of data was UNDP mainly in regards to multiple programme documents covering the period 2019 when the programme implementation started to quarter 3 of 2022. Verification of the data sources and submitted data was conducted in consultation with the relevant stakeholders to ensure integrity of the data. Triangulation of different data sources was undertaken to ensure consistency and reliability of the data.

### 4.2 Secondary Data collection

Secondary data entailed desktop review of over 100 key project documents and other external documents as indicated in annex 1. Data from reviewed documents was used to supplement primary data. The review of the documents was guided by the document review checklist (see annex 2) and observations were made and noted in relation to the Evaluation criteria and programme outputs.

### 4.3 Primary data collection

Primary data was collected through key informant interviews with 23 UNDP stakeholders, these included: From UNDP (2), MoE (3), FONERWA (4), NIRDA/CPCIC (2), RHA (1) and RNP (1), Meteo (1), RWB (1), RMB (1), Rwanda Land Authority (1) Rwamagana District (1), Kayonza District (1), Ngoma District (1), Muhanga District (1), Ruhango District (1), Huye District (1), all accessed through SCENR focal persons, and the interviews were guided by the key informant guide (see annex 3) to facilitate questioning.

Focus Group Discussions (FGDs) were conducted to gain in-depth insights from solar panel and IDP Green village beneficiaries. Participants were contacted and organised through RNP contact persons for solar panels as well as cell leaders and village chairpersons. While, IDP Green village beneficiaries were contacted through the Director of Social Protection for Rubavu District with the help of the president of Ishema cooperative. The discussions were guided by FGD guides (see annex 4). Focus groups were ranging between 6 to 10 respondents categorised by gender to allow equal participation and voicing of views from male and female participants. In addition, consent was first sought before groups were formed and the moderator stated the purpose of the Focus Groups, and asked every participant to introduce themselves. The entire approach was introduced and participants were asked to discuss freely about their experience with Focus Group themes. After ensuring that all questions were discussed and answered, the moderator thanked participants for their commendable discussions and participation.

Related to the above, Field visits were undertaken to 9 districts (Gakenke, Musanze, Rubavu, Burera, Gicumbi, Nyagatare, Gatsibo, Muhanga and Nyamagabe) to gain in-depth insights on the distributed solar panels, and the greening IDP model village initiatives at Mudende sector in Rubavu sector as guided by the observation checklist (see annex 5).

In general, the aforementioned was critical in assessing the programme at the outcome level to determine the change it has created thus far and at the process level towards interrogating its progress towards the set targets in light of the focus

areas observed in the evaluation criteria including collating lessons learnt, best practices and recommendations that will inform implementation in the future.

## 4.4 Data Analysis and Reporting

Data analysis was mainly qualitative in nature and tailored to evaluation questions, analysis was done through assessing notes taken and documents reviewed. Upon completion of all KII and FGDs, the documented data was processed, organised and themes were identified, and patterns across the respondents were explored to develop insights from key informant and focus group responses.

The quantitative performance aspects of the programme were drawn mostly from administrative reports including periodic (quarterly and annual) reports. The collected data was reviewed for any errors, missing values or inconsistencies and explored for analysis using tools such as excel.

An ordinal scale of measurement was used to assess the evaluation criteria (Relevance, Effectiveness, Efficiency, and sustainability). A rational for programme rating was provided based on findings as indicated under the section for findings.

**Table 3: Rating criteria as based on DAC-OECD Evaluation Criteria**

<b>6</b>	<b><i>Highly Satisfactory (HS)</i></b>	No shortcomings in achievement of its objectives, in terms of relevance, efficiency or effectiveness
<b>5</b>	<b><i>Satisfactory (S)</i></b>	Has minor shortcomings in achievement of its objectives, in terms of relevance, efficiency or effectiveness
<b>2</b>	<b><i>Unsatisfactory (U)</i></b>	Has major shortcomings in achievement of its objectives, in terms of relevance, efficiency or effectiveness
<b>1</b>	<b><i>Highly Unsatisfactory (HU):</i></b>	Has severe shortcomings in achievement of its objectives, in terms of relevance, efficiency or effectiveness
<b>0</b>	<b><i>Not Applicable (NA);</i></b>	Programme is no longer relevant to the current financial sector context or is erroneous

## **4.5 Data Quality Control**

Prior to and following the discussions/interviews, documents were reviewed both hand written and printed materials (notes) from meetings and field visits, thus observations were made for completeness, and to verify any incomplete or missing information.

## **4.6 Inclusion and Ethics**

All consultations were conducted in line with appropriate professional and ethical standards. The respondents were verbally informed of the purpose of the evaluation and verbal consent was obtained from respondents for voluntary participation and with no discrimination.

## **4.7 Limitations**

Some respondents were hard to reach due to either rain, poor roads. While some respondents were not available for the interviews, this delayed data collection but didn't have any effect on the findings of this evaluation since some respondents were reached through phone interviews.

## **5. Evaluation Findings**

Findings were based on the OECD-DAC Evaluation criteria, namely Relevance, Efficiency, Effectiveness and Sustainability as detailed below.

### **5.1. Relevance**

Two overarching questions were used to address the relevance of SCENR programme. These mainly focused on the extent to which the SCENR programme is relevant to Rwanda's Vision 2050 agenda, the National Strategy for Transformation (NST1), environment policies and strategies, UNDAP II, UNSDCF and the SDGs and was consistent with beneficiary needs and priorities as detailed below.

The Programme builds on the previous strengthening capacities for ENR sector interventions, supported by UNDP to the ENR sector under the coordination of MoE. Related to this, the program design document acknowledges the importance of national policies and strategies. For example, outcome 2 and its related outputs,

namely 1) *ENR sector capacities enhanced to optimize and scale-up sustainable and climate resilient management of natural capital resources*; 2) *Green Growth and Climate Resilience Strategy implemented in selected sectors* reflect the relevance of the programme to national strategies, vision 2050 aspirations, NDC and the Green Growth and Climate Resilient Strategy; Programmes of action like Sustainable Intensification of Agriculture (programme 1), Sustainable Small-scale Energy Installations in Rural Areas (programme 6) and Green Industry and Private Sector Development (program 7).

In addition, the program supports the achievement of NST1 priorities under the economic transformation pillar, for instance promoting sustainable management of the environment and natural resource to transition Rwanda towards a Green Economy and prioritization of Environment and Climate Change as a cross-cutting area. Similarly, the program is aligned to Urbanisation and Rural Settlement Sector Strategic Plan, where MoE is mentioned as the responsible ministry that will ensure sustainability and green growth across sectors.

The program is relevant in addressing the needs of the vulnerable population, as stipulated in the design document and in implementation, of which 44 households have been relocated from disaster prone areas to safe constructed new villages like Mudende village of Rubavu District. Thereby, providing additional green initiatives like construction of composite pit, construction of ground water tanks, establishment of nursery seed beds as detailed in the next sections. This has improved the relevance of the program through ENR (RBM&E) indicators like number of green jobs created, through implementation of environmental projects, which directly responds to improvement of people's livelihoods.

Related to the above, the program is still relevant in addressing needs like the limited technical and financial capacity at districts where there is still a demand for more green villages, for example, GGCRS indicates that investments in model green villages will be scaled up, aiming to implement over 400 (one in each sector of the country). Also, there is presence of insufficient green components in the newly built villages, yet this supports the achievement of GGCRS program of action on Green and Climate Resilient Rural Settlements where Rwanda plans to design and roll out Model Green Rural Villages to support spatial connectivity and

resilience to Rwanda's rural residents. Furthermore, there is a need for more solar panels in villages that are yet to light up. This is affirmed by REG assertion that the cumulative connectivity rate is 75.3% of Rwandan households including 50.9% connected to the national grid and 24.4% accessing through off-grid systems (mainly solar)<sup>1</sup>.

Furthermore, the programme supports the RBME which is aligned to the sector monitoring and evaluation, data collection, analysis and reporting needs. This is demonstrated through sector indicators captured in the ENR MIS (RBME) that is projected to inform the sector reporting structures, including providing information to MINECOFIN, development partners, and through key sector meetings. In addition, the SCENR program activities are also reported or aligned to MINECOFIN IFMIS.

The programme further reflects relevant effort to environmental considerations and coordination through establishments of institutional partnerships between different ENR actors, including MoE and its affiliated agencies, MINAGRI on smart agriculture in green villages, MININFRA (RHA) for green model villages, CPCIC for Green Techs and circular economy, RIB on environmental awareness and RNP for solar panels and MINALOC through districts and the global partnerships with UNDP.

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<sup>1</sup> [https://www.reg.rw/what-we-do/access/#:~:text=Electricity%20access,grid%20systems%20\(mainly%20solar\).](https://www.reg.rw/what-we-do/access/#:~:text=Electricity%20access,grid%20systems%20(mainly%20solar).)



# THE GLOBAL GOALS

The programme is still relevant for implementation of international obligations, for example interventions under output 2, aimed at having GE principles and LNOB reflected by at least sub sector policies, including the indicator tracking the number of households in IDP model villages newly benefiting from green components based on the GV toolkit, disaggregated by sex of the head of household, which is in line with the realization of Gender equality (SDG5). While programme initiatives like solar panels provided in rural areas of Rwanda and the distribution of cookstoves in green model villages are coherent with affordable and clean energy (SDG 7). At the same time, Green Techs implemented by NIRDA are relevant to Industry, Innovation and infrastructure global goal (SDG 9). Through the green village model intervention, the programme is consistent with sustainable cities and communities (SDG 11). While the program support to RBM&E system resonates with climate action (SDG13), especially in regard to climate data for decision making purposes. Another commitment to sustainable development goals, is through the development of a master plan for wetlands management in Kigali City, which is linked to life on land (SDG 15), and the design document focuses on building partnerships for effective program implementation, thereby supporting the achievement of partnerships for goals (SDG 17).

Additionally, the SCENR programme design document acknowledges its contribution to the UNDAF 2018-2023 Outcome 4 and UNDP-CPD 2018-2023

Outcome 2, by 2023 Rwandan institutions and communities are more equitably, productively and sustainably managing natural resources and addressing climate change and this has been reflected in most of the programme reports, including in its result framework. However, the UNDAP 2018-2023 Outcome 4 and UNDP-CPD 2018-2023 was revised by One UN to UNSDCF, which is aligned to NST1 timeline of 2024, and articulates the United Nations' collective response to support the Government of Rwanda in addressing national priorities and gaps in the pathway towards meeting NST1 and Sustainable Development Goals (SDGs) targets. "The Cooperation Framework also promotes the spirit of partnerships that is at the core of the 2030 Agenda with strengthened focus on inclusion, advancing gender equality and women's empowerment as well as tackling inequalities", so the program responds to UN 2030 agenda. That said, this evaluation found incoherence between the programme duration (2018- 2023) and NST1 (2017-2024) and UNSDCF duration (2018 to 2024). Therefore, respondents recommended aligning the program duration to NST1 and UNSDCF endline of 2024 by extending it to one year. So that it can fully connect with the achievement of the aforementioned strategies.

## **5.2. Effectiveness**

The evaluation used the effectiveness criteria in assessing the progress and performance of the SCENR programme with respect to 3 outputs stated in the design document shared by UNDP, and as informed by the reviewed documents and progress reports, the result framework, interviews and focus group discussions held with beneficiaries.

### **5.2.1 Programme Performance**

According to the reviewed design document, there is evidence of a result framework and an M&E plan guiding on the programme monitoring and data collection. However, there is no sufficient evidence of explanations/description of each of the defined indicators which creates ambiguity in measurement, what the indicator intends to measure, therefore compromising on the availability of data and the reporting against the indicator targets. This is evidenced in the narrative quarterly reports presented by implementing partners where activities are reported against, and rarely against the indicator targets. Which raises concerns

on whether the result framework and M&E plan was used to guide programme monitoring and reporting.

A summary of key achievements against each of the SCENR outputs is presented below, this is based on the reviewed progress reports since 2019 to quarter 3 of 2022, and was recognised by interviewed implementing partners.

### ***key achievements***

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

Under SCENR support, the MoE recruited new staff in charge of ENR RBM&E Data management (ENR RBM&E Data Management Specialist) and whose main responsibility is the daily monitoring of RBM&E system.

According to interviews, the ENR-MIS has been evolving since its establishment. This has included the upgrading of the system with the latest functionalities and customisation, for instance an NDC tracker interface was added, revision of indicators to address duplication, of which some of the indicators were dropped and others retained. For example, the system had over 100 indicators and were reduced to 91 indicators. Through UNDP support, the system recruited a firm called HISP Rwanda to support the ministry in integrating the system with other systems to allow interoperability. The firm will also provide IT support and maintenance and customize the system to the user emerging needs.

ENR-MIS designed in DHIS2 platform was upgraded to new version to enhance the security of the ENR-MIS initially known as RBM&E system Both back-end and front-end upgrading, metadata dictionary and data set development.

Additionally, harmonized data collection tools were developed to meet required standards in information management for all levels and will facilitate data collection, entry, with full confidence that reports generated in the system can be trusted in policy and decision-making as it will be traceable.

Under the UNDP/SCENR support, MoE conducted integration feasibility analysis of the ENR-MIS with other systems. This included analyzing potential Integrations

and expanding the system to serve as the main tool in information sharing, planning and decision making.

In addition, trainings targeting ENR stakeholders at sector, sub-sector level, and district level have been conducted and a number of users trained as indicated in the below table. Of recent, a refresher training targeting district environmental officers was undertaken to awaken the useability of the system as it had been redundant due COVID-19 outbreak.

The table below demonstrates trainings carried out since July 2021 to June 2022. The highest number of people trained was in 2021, specifically July while the highest number of people trained were at the district level.

**Table 4: Number of users trained in RBM&E System**

<b>Categorize</b>	<b>July 2021</b>	<b>September 2021</b>	<b>June 2022</b>	<b>Total</b>
• District Level	66	0	0	66
• System Development Team (SDTs)	0	28	0	28
• ENR-MIS users/introducing MRV tool for NDC implementation at the district level	0	0	64	64
<b>Total</b>	66	28	64	158

The evaluation acknowledges the trainings provided by HISP Rwanda in the month following June 2022, though these have been provided to the same group of participants but with different content.

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

The GGCRS whose three strategic objectives is to achieve Energy Security and Low Carbon Energy Supply that supports the development of Green Industry and Services and avoids deforestation, to achieve Sustainable Land Use and Water Resource Management that results in Food Security, appropriate Urban Development and preservation of Biodiversity and Ecosystem Services and to ensure Social Protection, improved Health and Disaster Risk Reduction that reduces vulnerability to climate change impacts, was revised to align with the Vision 2050, to ensure it defines a development pathway for Rwanda that is climate resilient and harnesses green economic innovation. Importantly, GGCRS has been mainstreamed in industry, energy, human settlement, natural resources (land, forestry, mining, water) sub-sectors leading for example to increased environmental compliance in the industry sector.

The development of Kigali wetland master plan was completed, this included the categorization of wetlands, management plan of specific wetlands and resource mobilization for further implementation. The reports revealed that wetlands in the City of Kigali have undergone significant transformation mainly through agricultural activities that have drained wetlands and replaced wetland plants with crop plants. Other impactful human activities include infrastructure development (eg. Buildings and roads) within wetlands boundaries and the extraction of clay for brick making, these changes can be reversed through ecological rehabilitation.

The green model village in Mudende IDP village, Located in Rubavu District was developed and completed. Under this initiative, different activities related green component were implemented to improve the livelihoods of families resettled from scattered and high-risk zones. In total, 44 households, including 71 beneficiaries (34 women, 10 men and 27 youth) from this village were supported to improve their livelihoods by helping them to increase their capacity in job creation and

supporting them to access green technologies for better management of natural resources. Equally, another village, Kivugiza IDP model village in Nyaruguru District was selected to be supported and 32 households are to be re-settled.

More so, RIB carried out a documentary film on environmental problems with key highlights on legal measures on environmental crimes and damages, this was aired on Rwanda Television.

At the same time, RIB carried out a joint inspection with Rwanda Mines, Petroleum and Gas Board (RMB) in mining companies located in districts of Kamonyi, Muhanga, Gatsibo, Rwamagana, Rulindo, Gakenke, Rusizi and Nyamasheke and purchased a drone to support on the wider surveillance of environmental crimes as demonstrated in the picture below.

**Picture 1: The drone used for surveillance of environmental crimes taken near Kabuga High School in Gasabo District.**



Source: RIB

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

Resource mobilisation strategy was developed and approved by the Board of Directors and SCENR supported the Rwanda Green Fund (FONERWA) to participate in the Conference of Parties (COP26) which took place in Glasgow from 15 to 12 November 2021.

Furthermore, UNDP supported the development of a document on Environmental statutory fees and collection manual with practical actions/tools to strengthen enforcement, collection and channeling of revenues from environmental statutory fees, fines and penalties to FONERWA.

The following list of consultancies were supported to FONERWA under SCENR.

- UNDP support contributed to the development of the Green Bank initiative which later was changed to the development of the Rwanda Green Investment Facility. As of now, it has become the Ireme Invest and has the potential of focusing on the private sector.
- UNDP support contributed to the development of the Upper Nyabarongo Catchment Restoration Plan in the Mbirurume sub-catchment.
- UNDP support contributed to the development of the Rainwater water harvesting proposal.

The support from SCENR programme led to the evaluation of FONERWA completed project. This was a final evaluation aimed at assessing the impact of 16 funded projects and generating lessons learned to be used for future improvements in the area of proposal development and implementation.

The below table illustrates the completed projects evaluated under the support of UNDP/SCENR programme.

**Table 5: FONERWA completed projects evaluated under SCENR support.**

Lead Organization	Project Title
Rulindo District/ Northern Province	Restoring Yanze River and watershed through scaling up agroforestry technologies for resilience to climate change
Rwanda Resource Efficiency and Cleaner Production Centre (RRECPC)- MINICOM	National e-waste management strategy for Rwanda to support the establishment of sustainable recycling industries
Ministry of Local Government (MINALOC) MIDIMAR	Supporting the Integration of Greening District Development Plans Environmental Protection in and around Refugee Camps
RNRA-Forestry project REMA	Sustainable forestry, agro forestry and biomass energy management for climate resilience in Gatsibo District Rwanda Air Quality and Climate change monitoring project
Rwanda National Police (RNP) STANDARD MINING COMPANY LTD	Transforming RNP into an efficient and low-carbon energy consumption institution Rushashi Environmentally Friendly mining project
WHH AVVAIS	Rusuli community-led, eco-friendly Marshland Development Project Supporting sustainable, climate resilient livelihoods for poor farming households in Bugesera
MINAGRI	Climate mainstreaming pilot for the coffee and tea sectors
European Cooperative for Rural Development (EUCORD) Rwanda Development Organization RWARRI	GROWING WITH CHANGE: Promoting green Solution for market-led agriculture under variable and changing climatic conditions in the Eastern Province of Rwanda Smart Irrigation Project Improving livelihoods and climate resilience of the smallholder farmers by the use of green technologies in the district of Ngoma
Inades-Formation Rwanda SGO	Empowering rural communities to cope with climate change effects through clean cooking and improved stoves. Empowerment of women and youth for climate change resilience and environmental conservation in Nyagatare District

A training on proposal development was provided to 29 participants on May 18<sup>th</sup>, 2021 and around 8 Knowledge sharing workshops were organized to promote the experience sharing and learning among Implementing partners.

A number of the Fund fact sheets and video documentaries to showcase Rwanda Green Fund achievement were developed and disseminated in the international events such as CHOGAM, Sustainable Energy for All Forum, and Stockholm+50.

### ***Assessing SCENR Result Framework***

The evaluation found that reporting and tracking the achievement of the set milestone targets and comparing them with the baseline remained a challenge as illustrated in the below table (Result Framework). Because, indicators were hardly reported on by implementing partners since reporting was done against activities instead of the attained results. This may be due to the nature and context of the programme, whose indicators are qualitative in nature and hard to measure with disconnected targets as represented by the orange box in the RF below. For examples, output 1.1 indicator, *“extent to which the environment and natural resources sector strategic plan implementation is coordinated”*, output 2.2 indicator, *“% of recommendation from policy gap analyses used to develop or review ENR and priority sector policies and strategies”*, among others, were considered as a signal of unclear definition of the indicator to guide on data collection and reporting. While *quantifying the contribution and attribution of output using the associated indicators seemed challenging since output 3 is generic and implemented at an institutional level (FONERWA level) rather than SCENR level, thus contributed and attributed to many development partners including UNDP.*

More so, there was little evidence of corresponding indicators tracking the achievement of the intended objective and outcome. As such, no indicator milestones were set for the intermediate objective and the programme outcome to be measured.

Further to that, some targets against indicators like *output 2.8 indicator, number of GCF project proposal 1) developed by ENR sector 2) approved by the NDA. 3), amount of resources newly mobilised from the GCF [US\$ millions], output 3.2 indicator, Fund disbursement proportion [%] to 1) CSO, 2) Private sector, 3)*

public institutions, output 3.4 indicator, % of projects whose emerging lessons (both positive and negative) have been collated and disseminated by the FMT for knowledge sharing, are off track as presented by the red box in the table below, and as informed by the narrative quarterly reports, of which no progress was mentioned in the reports.

Also, targets not met as compared to the set targets in the result framework was categorised as being on track since some results had been recorded. For example, there was under achievement registered on some indicators like 2.6 # of households in IDP model villages newly benefiting from green components based on the GV toolkit, disaggregated by sex of the head of household because of ambitiously set targets. Respondents, mentioned that providing greening components to 1 IDP per province in five years was an ambitious target which required to be revised. As such, 1 IDP per 2 years was commendable due to the nature of the investment and the associated constraints, including procurement procedures.

Furthermore, Output indicator 2.1, extent to which GGCRS is reviewed and reflected in selected SSPs; output indicator 2.3, A Master plan for Wetlands Management in Kigali City developed including categorization of wetlands, mgt plan of specific wetlands and resource mobilization plan and ready for further implementation, were found to be on track because they had been completed as represented by the green box in the SCENR RF below, as based on the shared information obtained from quarterly narrative reports.

**Table 6: Assessing Performance against the set targets in the Result Framework**

Output 1	Indicator	Baseline (2018)	Cumulative target values					Status	MoE Response
			YR 1	YR 2	YR 3	YR 4	YR 5	2019 TO 2022	
ENR sector capacities enhanced to optimize and scale-up sustainable and	1.1 Extent to which the environment and natural resources sector strategic plan implementation is coordinated	1	2	2	3	3	3	Reporting Challenges remain	This indicator doesn't have clear definition. But MoE as the coordinator of the implementation of SSP makes sure that 10ENR sector indicators are being monitored through Thematic

climate resilient management of natural capital resources									working group as well as in the joint sector review meeting
	1.2 % of ENR KPI and non-KPI baseline and monitored data available at a set frequency in the RBM&E system for improved decision making	KPI 15% Non-KPI 80%	KPI 33% Non-KPI 90%	KPI 33% Non-KPI 90% KPI 66% Non-KPI 95%	KPI10 0% Non-KPI 95%	KPI10 0% Non-KPI 100%	KPI10 0% Non-KPI 100%	On track	This indicator is on track. The KPI are being reported on through ENR MIS
	1.3 # of ENR sector institution staff applying gender to develop and implement environmental policies and budget statements	0	100	150	200	250	300	Off Track	No budget was allocated to this activity.

Output 2	Indicator	Baseline (2018)	Cumulative target values					Status	MoE Response
			YR 1	YR 2	YR 3	YR 4	YR 5		
Green Growth and Climate Resilience Strategy implemented in selected sectors	2.1 Extent to which GGCRS is reviewed and reflected in selected SSPs	1	2	3	3	4	4	On track	Ongoing
	2.2 % of recommendation from policy gap analyses used to develop or review ENR and priority sector policies and strategies	0	0	0	70	70	70	Reporting Challenges remain	Feasibility of plastics and assessment of circular economy options and the subsequent action plan and roadmap was implemented
	2.3 A Master plan for Wetlands Management in Kigali City developed, including categorization of wetlands, mgt plan of specific wetlands and resource mobilization plan and ready for further implementation	No	Yes	Yes	Yes	Yes	Yes	On track	Ongoing
	2.4 Extent to which the Cleaner Production and Climate Innovation Centre is strengthened on green technology	0	1	2	2	3	3	On track	This is in progress and Two technical experts were contracted in 2021 and 2022 to support the Centre in technology transfer.

	<i>transfer and operations</i>								
	2.5 Number of SMEs that acquired climate change mitigation technologies	0	0	5	10	15	20	On track	Clean leather production technologies demonstration done at one factory. A roadmap for development of a green leather value chain was developed to acquire and use the technologies. (CfR Report). 2021 and 2022 CPCIC provided technical assistance to 12 SMEs and industries and 108 SMEs were provided with technical assistance in the adoption of <i>climate change mitigation technologies</i>
	2.6 # of households in IDP model villages newly benefiting from green components based on the GV toolkit, disaggregated by sex of the head of household	0	50 F: 25 M: 25	100 F: 50 M: 50	150 F: 75 M: 75	200 F: 100 M: 100	200 F: 100 M: 100	On track	So far 44 households(34 women & 10 men) benefited Green components
	2.7 Extent to which the GV toolkit is utilised in IDP model villages	1	2	2	3	3	3	On track	Ongoing
	2.8 # of GCF project proposal 1) developed by ENR sector 2) approved by the NDA. 3) Amount of resources newly mobilised from the GCF [US\$ millions]	1) 1 2) 1 3) 0	1) 2 2) 1 3) 0	1) 2 2) 2 3) 2	1) 2 2) 2 3) 0	1) 2 2) 2 3) 30	1) 2 2) 2 3) 30	Off Track	It was no longer valid because GCF provides PPF for AEs to design and develop the project proposals. However UNDP supported in development of the full project proposal on Institutional support of MoE that was submitted to Sida

Output 3	Indicator	Baseline (2018)	Cumulative target values					Status	FONERWA Response
			YR 1	YR 2	YR 3	YR 4	YR 5		
National and local	3.1 Cumulative volume of finance	99	109	119	129	139	149	Reporting Challenges remain	SCENR Attribution and

public institutions, CSOs, private sector technical capacities are strengthened to effectively and efficiently manage green growth financing mechanisms	<i>[US\$ millions] mobilized through FONERWA for climate and environment purpose</i>								contribution was a challenge to quantity since the results are contributed to, by many projects supported by many different funders.
	<i>3.2 Fund disbursement proportion [%] to 1) CSO, 2) Private sector, 3) public institutions</i>	1) 6.3 2) 4 3) 84	1)20 2)30 3)50	1)20 2)30 3)50	1)20 2)30 3)50	1)20 2)30 3)50	1)20 2)30 3)50	1)20 2)30 3)50	<p>Reporting Challenges</p> <p>The Fund disbursement is as follows: GVT 89% CSOs 7% PRIVATE 3%. The conditions posed by donors in terms of providing earmarked funds targeting specific organization such as funding only Government institutions could not allow to meet the target of fund allocations. Additional to that, the Fund has not been able to get additional funds to launch new call for proposal every year.</p> <p>Note: SCENR Attribution and contribution was a challenge to quantity since the results are contributed to, by many projects supported by many different funders.</p>
	<i>3.3 Percentage of new quality proposals approved for funding 1) public sector 2) private sector 3) CSOs</i>	N/A	1)10% 2)5% 3)5%	1) 15% 2) 8% 3) 8%	1) 20% 2) 15% 3) 15%	1) 25% 2) 20% 3) 20%	1) 30% 2) 25% 3) 25%	<p>Reporting Challenges remain</p> <p>The Fund has not be able to get additional funds to launch new call for proposal every year. Since 2019, the fund has launched only one call for proposal which was targeting CSOs.</p> <p>It is noted that SCENR Attribution and contribution was</p>	

									a challenge to quantity since the results are contributed to, by many projects supported by many different funders.
	<i>3.4 % of projects whose emerging lessons (both positive and negative) have been collated and disseminated by the FMT for knowledge sharing</i>	80	100	100	100	100	100	100	<p>Reporting Challenges remain</p> <p>We have been on track for this indicator. However, this indicator was removed during the revision of the SCENR result framework. We are no longer reporting the achievement for this indicator.</p> <p>SCENR Attribution and contribution was a challenge to quantity since the results are contributed to, by many projects supported by many different funders.</p>
	<i>3.5 % of active projects reporting data of sufficient quality to satisfy FONERWA monitoring and evaluation system</i>	0	75	80	85	90	95	95	<p>Reporting Challenges remain</p> <p>We have been on track for this indicator. However, this indicator was removed during the revision of the SCENR result framework. We are no longer reporting the achievement for this indicator.</p> <p>SCENR Attribution and contribution was a challenge to quantity since the results are contributed to, by many projects supported by many different funders.</p>

### 5.2.2 Factors Affecting Performance

The evaluation found that the focus of the programme has been mainly on the processes leading to implementation, including the required inputs that resonate with evidence at the output level with no much focus on the ultimate outcome or change created from the delivered outputs.

In addition, there were repeated information with standard content on progress shared in many narrative quarterly reports across all implementing partners, from one quarter to another with limitation on results achieved or unclear results that are accompanied with explanations that are activity focused and sometimes explaining the processes, intention of the activity or the planned activities rather than the results achieved during the quarter, as evidenced in MoE Quarter 3, July to September 2021 and Quarter 4, October to December 2021 narrative reports. This may be as a result of the program results framework, which is mainly focusing on qualitative measurements and targets and with limited direct measurement of outcome from the programme.

Regarding ENR-MIS system under output 1, Some users indicated that most of the areas trained in such as data analytics, developing customised dashboards had been forgotten (including their user credentials), because the system is rarely used until when demands are made from the Ministry. The evaluation found that the many trainings were output based rather than outcome oriented, which hardly served the purpose. This is because there was no sufficient evidence that the data entered in the system was being used by ENR implementing entities to inform decisions and entities still relied on the paper-based reports or other sub-systems like LAIS.

The evaluation found out that the changing of roles emerging from organisation restructuring and staff turnover at national and district level had constrained the effectiveness of the programme, especially the RBME (ENR-MIS) system. For example, most of the previously trained individuals had either changed roles or left the organisation. As reaffirmed in quarter 2 of 2022, which indicates that there were delays in data reporting due to change in jobs at the district and low-capacity building.

Respondents viewed ENR-MIS as MoE system rather than the sector system because of the limited buy-in and support from the top authorities since some have not actively been involved or are unaware aware of the importance of the system, especially at the district level.

Available data commonly reported was mainly on process and output level indicators that are easy to collect and outcome level/ impact level indicators were barely reported in the system since they required detailed surveys that were costly to the sector. Quarter 2 report of 2022, confirms to the aforementioned, by indicating that timely data reporting in RBM&E system was still a burden and providing an accurate data at different levels of use and that the system users were not giving enough priority to report through the system.

The evaluation found no sufficient evidence that the data entered in the ENR MIS system was being used by ENR implementing entities to inform decisions because entities still relied on the paper-based reports or other sub-systems like LAIS.

Users stated that MoE hardly provides feedback on the data submitted which raised integrity concerns and distrust in the system. Additionally, there were no approval levels built in the system to ensure data quality assurance, which led to confidence and trust issues of the system.

Across all the 3 outputs, the programme effectiveness was constrained by procurement issues like lack of responsive bidders, disbursement delays, COVID-19 outbreak, limited capacities and resource constraints, unclear evidence on how the data generated and entered into the RBM&E system was being used, limited evidence of how the evaluation studies of FONERWA funded projects were leading to resource mobilisation or informing decision making and policies, among others.

### **5.3. Efficiency**

Evaluation criteria related to efficiency guided answering the extent to which UNDP's strategy in producing the programme's outputs has been efficient and cost-effective. The efficiency use of resources of the programme was based on the total planned budget against total expenditure for the initial 3 outputs mentioned in the programme design document and timeliness in implementation as informed

by the reviewed annual work plan, the financial reports and interviews with key stakeholders.

Resources were efficiently managed by using the existing resources and capacities, including internal staff from UNDP and its implementing partners to manage and implement the programme without incurring additional costs of hiring new human resource, this was acknowledged by respondents during the interviews. For example, the programme oversight coordination at UNDP is done by a programme manager with the support from 2 programme associate, while implementation coordination at MoE and FONERWA is coordinated by focal persons considered as programme managers with the support of other staff that routinely support the programme implementation in parallel to other commitments. Which showcased the full utilisation of the available resources and was good value for money because operational costs are minimised to achieve the ultimate programme results.

The efficiency of the SCENR programme has been showcased through stakeholder engagements, where several stakeholders at national and local level have participated in the programme planning and implementation of aspects like the Green Village concept. To date, the programme has been inclusive through conducting several workshops with stakeholders. For instance, during the alignment of project indicators to UNDP 2018-2023 (currently UNSDCF), stakeholders jointly conduct monitoring and evaluation field visits to share knowledge and best practices, and to promote buy-in and ownership of the program by the stakeholders.

The reviewed Annual Work Plan, FACE forms, CDR forms, financial reports demonstrate flexibility in UNDP funding, and the approach was acknowledged by respondents suggesting that it managed to pay staff for some implementing entities like NIRDA during COVID-19 outbreak, permitted adjustments in the work plan, allowed request for advance disbursements, transferring budget surplus to the next quarter and enabled the flexibility by MoE in effecting direct disbursements to the districts, which addressed previous delays in implementation. The interviewees, recognised UNDP support and recommended

mobilisation of additional resources to scale up the programme for a wider impact and align it to NST1 timeline of 2024.

According to the prodoc signed between UNDP, MoE and FONERWA, the total grant to be availed in the 5 years of SCENR implementation was worth US\$4,400,000 Millions of committed resource by UNDP and US\$250,000 in-kind contribution from the GoR, starting 01/01/2019 and ending 30/06/2023. By the time of this evaluation, the total planned budget for the period 2019 to September 2022 was around US\$ 3.2M against US\$ 2.7M of total expenditure and the absorption rate was at 85%, which is in line with the estimated 80% UNDP recommendable absorption rate cut point, and an indication that additional funds would be put to good use by the implementing entities. According to interviews, the high absorption rate is attributed to implementation through MoE implementing partners and the MoE oversight role which helps in resource mobilisation.

The highest total planned budget and total expenditure was against output 2, as it is mainly made up of hard physical investment related to Green Growth and Climate Resilience interventions, which are implemented in selected sector. While output 1 and 3 focus on soft skills connected to capacity enhancement. The lowest expenditure was mainly on FONERWA project management costs as indicated in the below chart.

**Figure 2: Total planned budget against the total expenditure as per each output**

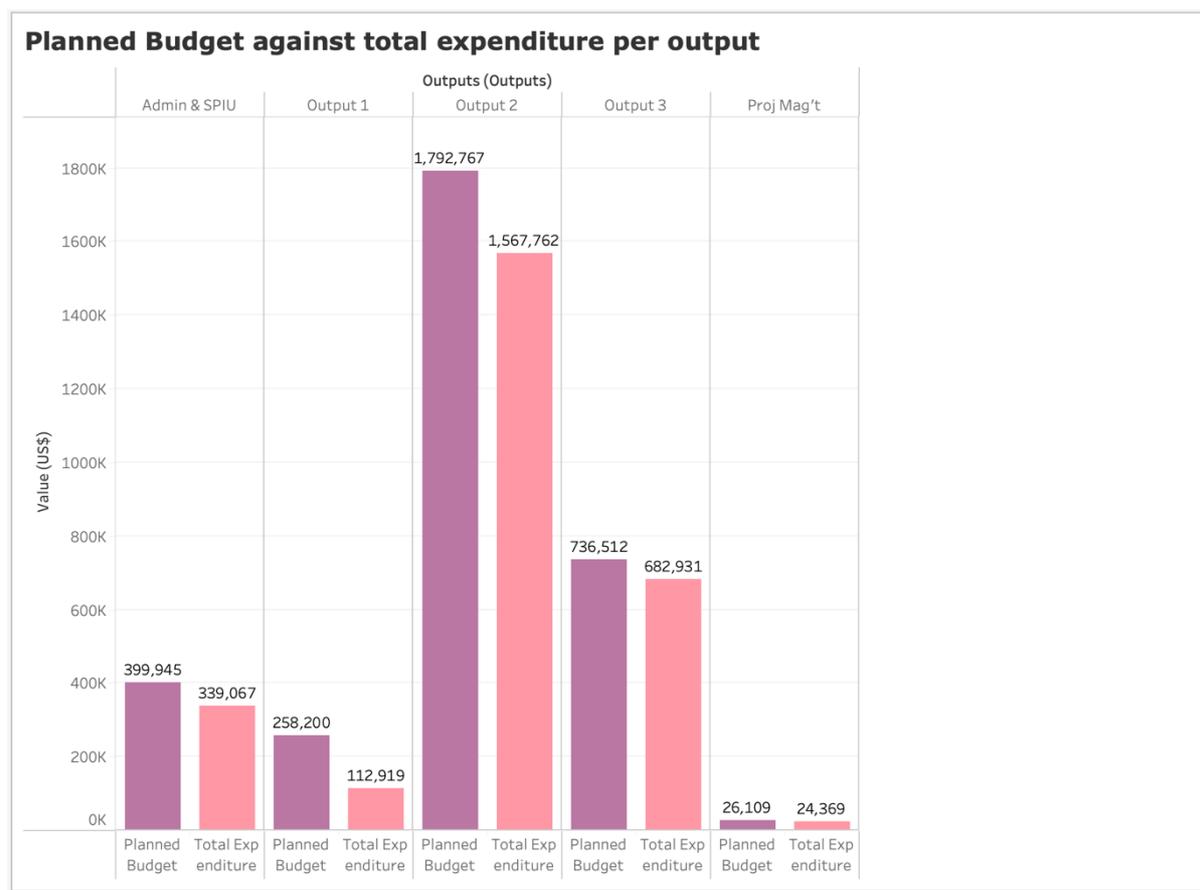
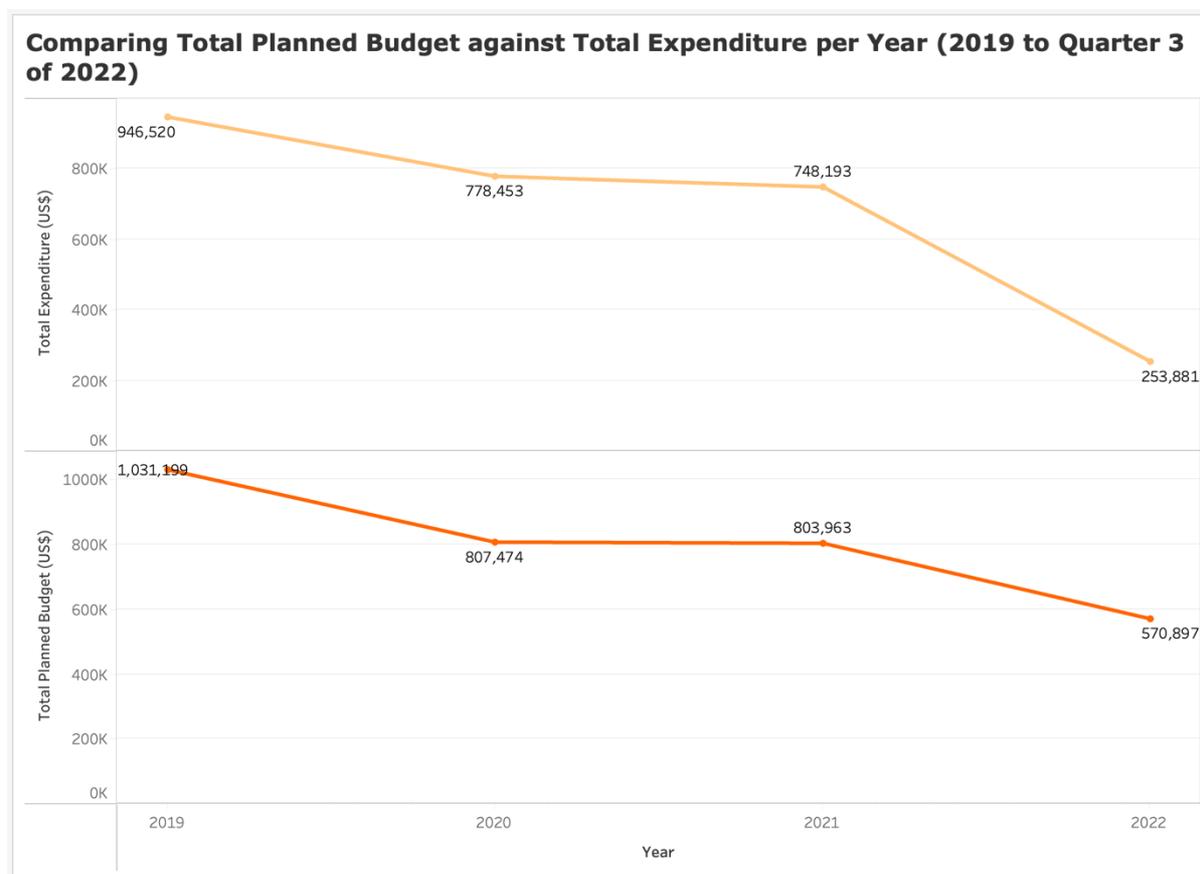


Figure 3 shows that total expenditure and total planned budget declined in 2022 as compared to other years, which could be explained by a shift in planned budget and expenditure on IDP village in Mudende sector under output 2 because it had been completed and handover to the Rubavu District for continuity. Moreover, implementation of Kivugiza IDP model village in Nyaruguru District was still in its initial stage of implementation. Besides, the financial reports reviewed were up to quarter 3 of 2022.

The total expenditure when compared to total planned budget decreased in 2020 and 2021 as compared to 2019, partly because of COVID-19 consequences, including country lockdowns and restriction of movements with almost no implementation on ground, which is also evidenced in some reports like the narrative report dated 10 June, 2020. Besides that, funds were allocated to the next quarter in case of any budget surplus caused by delays in implementation or no implementation to address issues due to COVID-19 constraints to implementation.

**Figure 3: Total planned budget against the total expenditure per year**



Also, the evaluation found that funds to the implementing partners are committed upon available mobilised resources which affects the implementing partner's plans and delivery on time. This was mentioned by respondents, indicating that by the time funds are mobilised and disbursed, implementation start date has already been delayed.

## 5.4 Catalytic Role

The long-term change in beneficiaries as a result of the programme is likely to materialise in future since SCENR is still in implementation. Therefore, the evaluation found that it was still early to determine the development impact but the programme had played a catalytic role triggered by the initiatives supported, which accelerated the catalytic impact, that included mobilisation of additional resources as a result of the FONERWA resource mobilisation strategy developed and increased the visibility of partners like FONERWA as a result of the

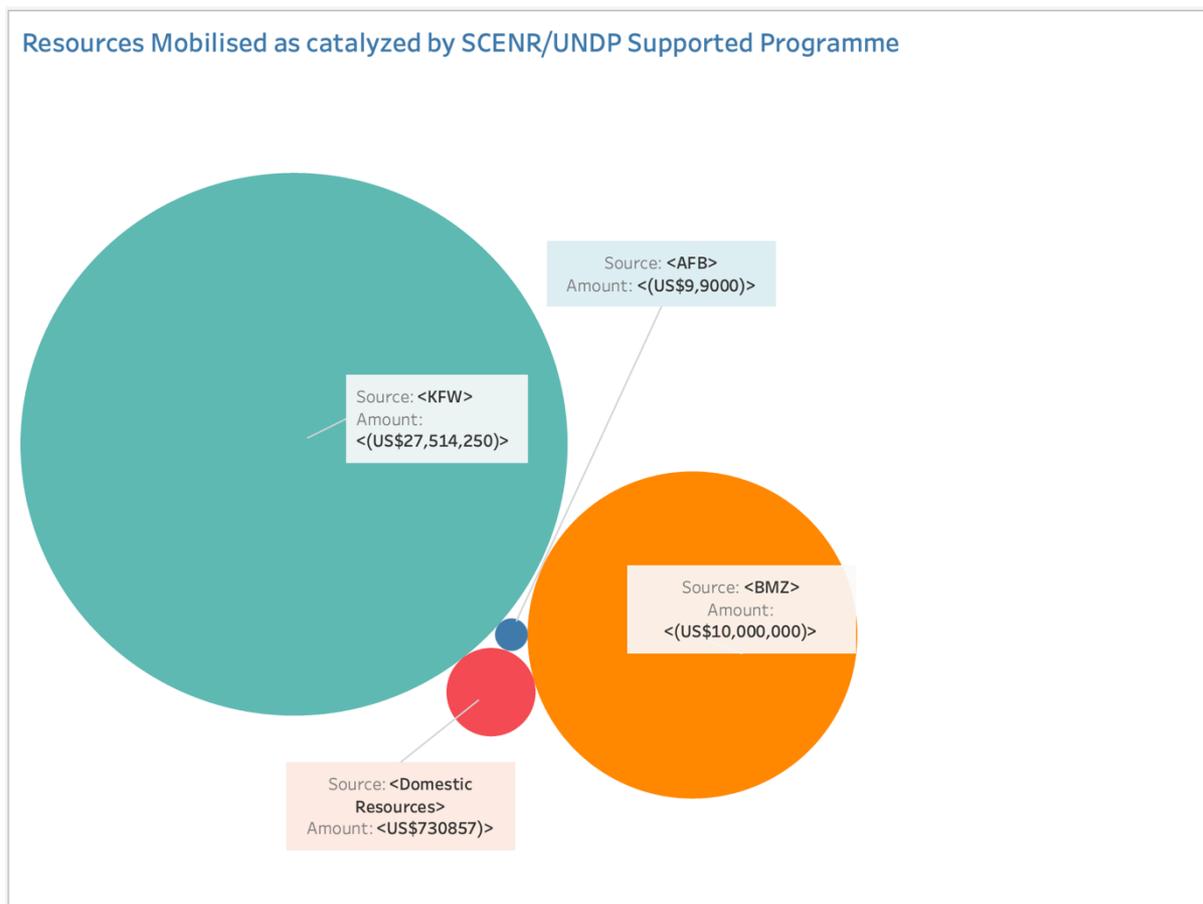
communication initiatives and workshops under UNDP funding as indicated in the next paragraphs.

### 5.4.1 Mobilised additional funds

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

There evaluation found, that seed fund from UNDP had led to development of FONERWA resource mobilisation strategy which had resulted into mobilisation of additional funds from different sources. This is According to FONERWA quarter 2 report April-June 2021 submitted to UNDP, which indicates that out of 20 million USD which were targeted during Financial Year 2020/2021, Domestic resources: US\$ 730,857 USD, KFW: US\$ 27,514,250, AFB: US\$ 99,000 USD) were mobilized as of 30th May 2021 from various partners as indicated below figure.

**Figure 4: Resource mobilisation catalytic effect**



The report states that the Resource Mobilization Strategy had guided on priority sectors for FONERWA pipeline proposals development. BMZ funding opportunity (€10M) has been approved to be directed to FONERWA, pending agreement signature and FONERWA was actively engaging identified donors in the Resource Mobilization.

During COP 26, Rwanda was selected as Pioneer Country for the Task Force on Climate Finance and will benefit from part of £100 million committed by the UK Government to the initiative.

The UK Government committed £12 million to support sustainable cooling, of which approximately £6 million will go towards the establishment of the Africa Centre of Excellence for Sustainable Cooling and Cold Chain in Kigali.

Additionally, the German Government committed an additional €4.5 million to support implementation of Rwanda's climate action plan (NDC).

Through the deployment of electric motorcycle taxis and e-buses") submitted to the NAMA facility was shortlisted in January 2021 (partly of 1 out of 58 applicants). An in-depth assessment by the NAMA Technical Support Unit was completed, awaiting NAMA Board's decision towards full proposal development in April 2021. In addition, KFW funding in the tune of USD 3M had been secured by FONERWA and engagement was ongoing to finalize subsidiary agreement for the funding of the Green City Kigali project infrastructure component (USD 20M).

Furthermore, FONERWA was exploring a sustainable solution to collect environmental fees and fines (domestic resources mobilization) while aiming at reducing environmental degradation in the long-run. Suggested measures, included domestic resources data management system integrated in FONERWA management information system and its related funding. The latter has been identified among finance solutions under BIOFIN1 project and funding was being sought in BIOFIN2 project. Similarly, Resources mobilization proposal for the Rwanda green investment facility is being developed with partners and targeting funding from the Green Climate Fund while leveraging on the NDC Deep Dive funding among others.

### **5.4.2 Visibility and engagements of partners**

According to interviews and quarterly narrative reports from FONERWA, SCENR programme has increased visibility, engagements and strengthened relationships among partners: For example, Rwanda Green Fund participated in the Conference of Parties (COP26) which took place in Glasgow from 1<sup>st</sup> to 12 November 2021. The event brought together the entire international community to discuss on the global green agenda, which provided a great opportunity for the Fund and Rwanda in general to ensure strategic high-level engagements with bilateral, multilateral partners and other potential funders in the climate sphere, to support Rwanda's efforts to achieve its ambitious NDC targets. In addition, the Rwanda's delegation participated in several strategic events including the event organized in partnership with the UNDP Rwanda and NDC Partnership, and Rwanda's green investment opportunities to address climate were showcased.

Further to the above, the Rwanda Green Fund (FONERWA) was showcased in different events like Sustainable Energy for All Forum, Commonwealth Business Forum held from 21<sup>st</sup> to 23<sup>rd</sup> June in Kigali, Stockholm+20, international women day, development partner's retreat, and the fund was visited by Ministers from Germany and Sweden, thus strengthening relationships. In addition, the fund is visible on social media platforms (twitter, Facebook, YouTube, Flickr, Instagram and website) through media updates from FONERWA's communication consultant financed under UNDP-SCENR programme.

### **5.5 Sustainability of results**

The sustainability assessment looked at the extent UNDP established mechanisms ensure sustainability of the programmes' interventions and the likelihood of continuation of the programmes and benefits during the remaining period of the current programme cycle and beyond.

Evidence from the evaluation, showed that technical sustainability in some areas was observed as a concern due to staff turnover, and institutional restructuring. This resulted to changing of position of personnel trained, hence was noted to have weakened the sustainability of technical capacities. Besides, there was evidence of continued demand for more trainings especially in RBM&E system (ENR-MIS) but with less concrete evidence in the effectiveness of these trainings.

Because, the system was yet to address the web-based reporting demands, and there was no evidence on the integrity of the data entered or whether the data was being used to inform ENR decisions and policy formulation. Also, less commitment and ownership were observed at National and District level with little involvement of the senior managers.

The programme contributed to the empowerment of beneficiaries, through different interventions like supporting green village initiatives at Mudende sector, trained them in greening and sustaining results through Green Village tool kit to guide implementation of Greening. Used the cooperative model to sustain results, for example Ishema cooperative was provided a Grant equivalent to 57,684,280 RWF, while the amount equivalent to 19,770,000 FRW was provided to Amizero Y'Ishema youth cooperative (Cooperative made of youth living in Mudende IDP model village) to implement the project of nursery seedbed establishment and fruit trees plantation and cows were provided to the beneficiaries.

Related to the above, reports and interviews indicate that there are plans to scale up and replicate the Green Villages concept beyond the current target.

Environmental sustainability was considered and institutionalised throughout the programme outputs. For example, the SCENR is aligned to SDGs 5, 7, 9, 11, 13, 15, 17, outcome 2 of UNSDCF, NSTI priority of Promote sustainable management of the environment and natural resources to transition Rwanda towards a Green Economy and GGCRS. The evaluation, acknowledges evidence of environmental interventions observed during field visits to Mudende IDP village and the solar panels distributed in an effort of addressing adaptation and mitigation challenges.

Sustainability was put into the programme design through encouraging partnerships for long-term sustainability. Based on the reviewed documents, partnerships exist between institutions like UNDP and MoE as well as other implementing partners, and MoUs have been signed to accelerate these partnerships. Nonetheless, there was limited evidence of partnership with the private sector, CSOs and NGOs.

## Programme rating

As earlier mentioned, an ordinal scale of measurement was used to assess the evaluation criteria (Relevance, Efficiency or Effectiveness, and sustainability). A rationale for programme rating was provided based on evaluation evidence as indicated in the table below.

**Table 7: Programme Rating**

<b>Criterion</b>	<b>Summary Assessment</b>	<b>Rating</b>
<b>Relevance</b>	The overall relevance of the programme is rated as satisfactory. This is mainly based on the alignment of the programme to national policies and strategies and international obligations, the participatory, partnerships and collaboration approach used in implementation. Furthermore, evidence from interviewees conducted show that the programme is still relevant in addressing existing gaps in technical assistance regarding implementation of the revised GGCRS, the need to address energy demands through provision of solar panels, supporting greening IDP village initiatives and in implementing other delayed activities affected by COVID-19.	5
<b>Effectiveness</b>	The programme effectiveness is rated as satisfactory. Because the programme activities were responding to the delivery of the relevant outputs and there was evidence of key achievements registered per each output.	5
<b>Efficiency</b>	In general, the efficiency of the programme is considered to be satisfactory. This is because resources were efficiently managed by using the existing resources and capacities, including	5

	internal staff from UNDP and its implementing partners. In addition, 85% absorption rate was recorded, which is in line with UNDP 80% set absorption cut point.	
<b>Sustainability</b>	The sustainability of the programme has been rated as satisfactory, because sustainability measures had been incorporated in the programme design and implementation, besides it is still early to determine the sustainability of SCENR.	5

## 6. Partnership strategy

The programme has been effective in implementing the partnership strategy, this is evidenced through the continuous collaborations between UNDP and MoE on many initiatives, including the current 'Strengthening Capacities of the Environment and Natural Resources (ENR) Sector for Green Economy Transformation'. In this regard, evidence suggests that partners were listed with their complementary roles, for example, UNDP has consistently contributed funds to MoE, FONERWA and other partners to accelerate the sector catalytic role in the transformation to a green economy. Evidence from interviews show that UNDP supported implementing partners in planning, budgeting for each year and funds were mobilised each year in collaboration with GoR counterparts. For instance, UNDP worked closely with the programme manager to make sure that what is planned is delivered on time before quarterly deadlines, provided technical assistance in the area of monitoring field visits, procurement, reporting and brought experts from other sectors to exchange knowledge through trainings.

At the same time, MoE was able to provide oversight coordination of SCENR implementation, signed MoU with other implementing entities like NIRDA that supported the development of the circular economy plan and green techs. Partnerships with RIB to build capacity of law enforcers on implementation of environmental crime enforcement, involved the media house, RHA and the Districts of Rubavu and Nyaruguru in supporting the greening of IDP model villages, the MoE has a partnership With Rwanda National Police to award solar

panels to Villages with free environmental crimes, and MoE was engaging MINECOFIN and NISR on RBM&E system.

According to quarter 1 narrative report dated 24<sup>th</sup> April, 2020, the Ministry of Environment embarked in discussion with the National Institute of Statistics of Rwanda (NSIR) and the Ministry of Finance and Economic Planning (MINECOFIN) to support system operationalization by assigning dedicated staff from NISR and MINECOFIN and revived the technical team as well as establish proper mechanisms of reporting from Districts. Once the technical team to support the RBM&E System Operationalization is established, the UNDP department of Monitoring and Evaluation will join to contribute in addressing identified issues. Furthermore, it is envisaged that operationalization of ENR RBM&E system could be developed as a standalone project to ensure its sustainability.

The MoE had handed over the project activities to Mudende Sector after the completion of Mudende green village. The Ministry of Environment through the project conducted a performance audit of the transferred funds to Mudende Sector District of Rubavu to ensure regularity and accuracy of expenditure incurred and a physical verification of activities and services rendered to beneficiaries in the sector. The assignment was conducted in compliance with applicable audit standards and in compliance with the requirements of the MoU signed between the Ministry of Environment and the District of Rubavu.

At the start of 2022, the Ministry of Environment in collaboration with RHA, UNDP and Nyaruguru District selected Kivugiza IDP model village to green components to benefit the technical and financial support to enhance capacities of local communities living in Kivugiza IDP Model Village to achieve green economy transformation. The said village is located in Remera Cell, Ruheru sector, Nyaruguru District. The village resettles community members who were relocated in the buffer zone of Rwanda and Burundi Border. Currently, 32 households are already settled and construction of other houses to settle 104 households is ongoing and construction works are planned to be completed by end of June 2022.

Additionally, RIB in partnership with RDB organized a consultative workshop to involve RIB investigators, Prosecutors, Judges, Police Officers and National Park

wardens in order to streamline the way of dealing with environmental crimes. The workshop was conducted on 29th March 2022 involving 19 investigators, 08 Judges, 05 Prosecutors, 08 Police Officer and 03 park rangers and focused mainly on newly enacted Law n° 064/2021 of 14/10/2021 governing biological diversity and other related environmental laws. To upgrade capacity in investigating environmental crimes aiming for effective prosecution for the suspects.

Furthermore, FONERWA worked with Rwanda Water resources management board (RWB) and Ministry of Environment to address climate fund comments on the Rainwater water harvesting proposal under the Simplified Approval Process (SAP) which was resubmitted for GCF review. Implementing the Upper Nyabarongo Catchment Restoration Plan in the Mbirurume sub-catchment project proposal received GCF NDA (REMA) no-objection and was resubmitted to the GCF.

## **7. Best Practices**

The evaluation considers Mudende green model village initiatives, and the solar panels distributed by the Rwanda National Police to 9 Districts as an incentive to fighting environmental crimes, as 'best practices', since they target the most vulnerable population. These best practices were highlighted by respondents and identified in the programme quarter progress reports.

### **7.1 Supporting Green initiatives in Mudende Model Village**

According to the MoE Green village completion report for Mudende IDP village, "the Green Village concept was designed to demonstrate how addressing poverty related environmental problems such as soil erosion, inadequate access to water, deforestation and clean energy, among others, can help achieve national development goals and priorities".

Through the Ministry of Environment and in collaboration with Rwanda Housing Authority and Rubavu District with financial support from UNDP, the programme was able to accomplish the implementation of the following green components in Mudende IDP Model Village:

Picture 3 shows one of the hybrid cows provided to the beneficiaries. Also, documents reviewed indicated that 20 hybrid cows were provided to 20 selected beneficiaries. Respondents acknowledged that the beneficiaries staying in the green villages are vulnerable families who are now able to generate incomes from milk collection which is used for buying necessities such as scholastic materials. Some of the milk produced is consumed to address stunting and malnutrition, thereby improving their livelihoods. Focus groups reported that the provided cows have been insured against risks.

**Picture 2: One of the cows provided to beneficiaries at Mudende IDP Green Village**



Source: UNDP

Furthermore, Cowshed have been constructed for 20 cows and 8 calves, as indicated in picture 3 below.

**Picture 2: Constructed cowshed at Mudende IDP Green Village**



Source: UNDP

The cows also provide organic manure and this is collected in a composite pit as seen in picture 4 below. Focus Groups, mentioned that the manure from cows were supportive in increasing agriculture productivity. For example, the manure was being used in fertilizing soils for Irish potatoes growing, thus increasing productivity.

**Picture 4: Constructed composite pit at Mudende IDP Green Village**



Source: UNDP

Evidenced adduced from progress reports and focus group discussions indicate that ground water tank of 50 cubic meter were constructed and provided to the beneficiaries as shown in picture 5. Beneficiaries use the harvested from tanks to water their crops, drinking and feeding their animals.

**Picture 5: Constructed water harvesting tank at Mudende IDP Green Village**



Source: UNDP

Picture 6 illustrate fruit tree nursery bed at Mudende IDP Green Village. This is as a result SCENR support, of which 500 avocado fruit trees have been planted. Additionally, beneficiaries had acquired land for cow fodder multiplication.

**Picture 6: Fruit tree nursery bed at Mudende IDP Green Village**



Source: UNDP

Evidence suggests that beneficiaries were trained in compost waste management and environmental protection and provided with small grants to implement the community income generating activities (micro projects).

## **7.2 Solar Panel Distribution**

Administrative reports from RNP and according to KII indicate that a total of **1,915** solar panels were distributed to **1,915** households in 9 Districts namely, Gakenke (Mugunga sector, Munyana Cell, Nturo Village), Gatsibo (Kabarore sector, Mariba Cell, Rwimbogo Village), Gicumbi (Nyankenke Sector, Kigogo Cell, Gakoma village) Muhanga (Mushishiro sector, Rukaragata cell in Rigerero and Hanika village), Rubavu (Kanama Sector, Karambo Cell, Mariba Village), Musanze ( Cyuve sector, Migeshi cell, Mugari village), Burera (Ruhunde at Gitovu cell in Tetero villahe, at Ruhunde Police sector in Rubona cell, Ngongwe village), Nyagatare (Kiyombe sector, Tovu cell, Nyagatete, Gashuro village, in Matimba at Kanyonza M cell, Musha village, Kazaza Police Post/Musheri and Nyamiyonga police post in Musheri), Gicumbi (Kaniga sector, Gatoma cell, Nyakibande village and Rubaya

sector in Nyamiyaga cell, Kiriba village) Nyamagabe (Uwinkingi sector, Rugogwe cell, Subukiniro village).

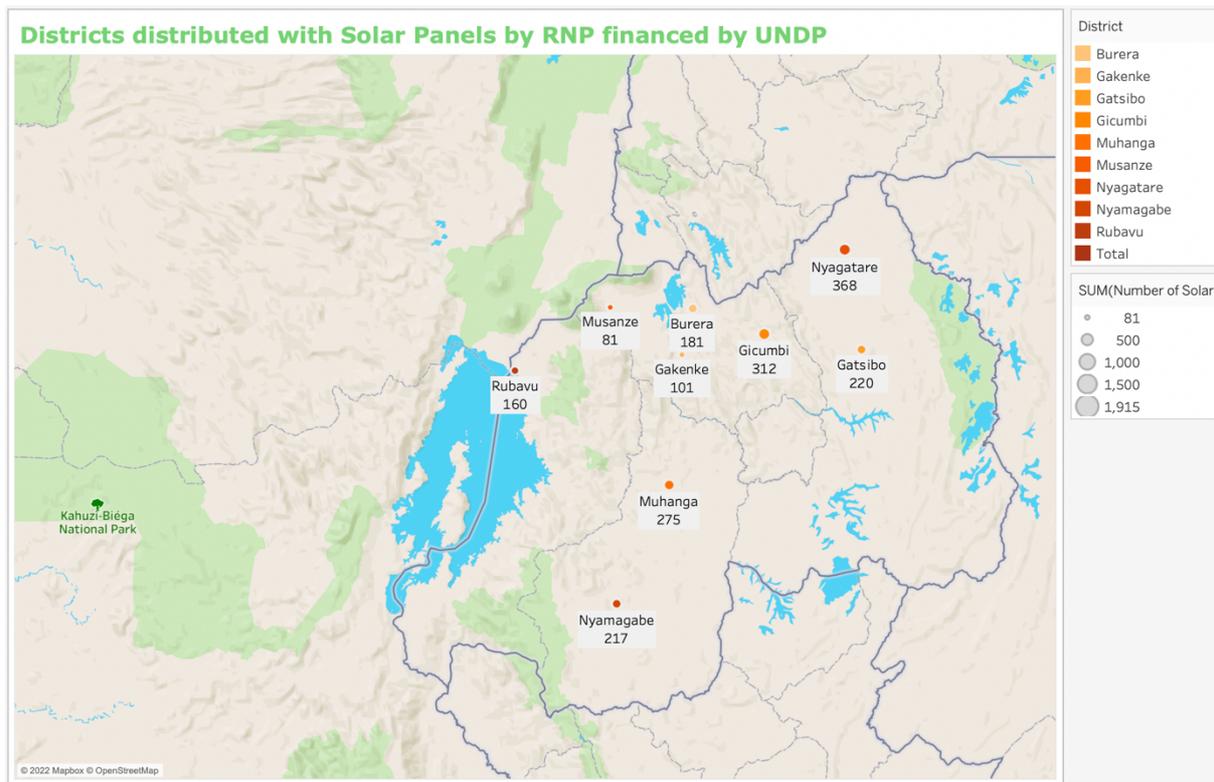
**Picture 7: A house powered by solar panel at Mugari village in Musanze District**



Source: Primary data

As illustrated in the map below, solar panels distributed were varying across all the districts. More panels were provided to Nyagatare District than other districts, as represented by the darkest and more visible dot on the map, while Musanze had the lowest, represented by the smallest dot. The evaluation found that solar panels, are provided based on the list from Rwanda Energy group that details areas with no electricity, or with the likelihood of not accessing electricity in the near future and areas identified by the district officials as having best practices in fighting environmental crimes.

**Figure 5: Illustrating location of district provided with RNP solar panels**



The evaluation evidence suggests that solar panel benefited households through increased visibility at night, studying at night by school going children that result in increased scores at school, security and crime prevention, increased work hours, which all was unlikely without the support from the programme.

## 8. Conclusions, lessons learned and recommendations

This chapter covers the conclusions, lessons learned and recommendations from the SCENR programme Mid-Term Evaluation as informed by different stakeholders interviewed, and documents reviewed.

## 8.1 Conclusions

This evaluation found the overall SCENR performance to be satisfactory. This is because the programme was still relevant and focused to the programme intended intermediate objective of strengthening the technical and institutional capacity of national and decentralized institutions in the ENR sector as catalyst for green economy transformation that is resilient to climate variability.

The alignment of the programme to national policies and strategies and international obligations like SDGs were documented and evident, and the participatory, partnerships and collaboration approach to address the needs of stakeholders was also observed.

The programme was on track and had registered key achievements across all outputs despite resource constraints, and COVID-19 outbreak. The programme was effective in implementing the partnership strategy.

It was also found that resources were efficiently managed by using the existing resources and capacities, including internal staff from UNDP and its implementing partners, and sustainability measures had been incorporated in the programme design and implementation.

## 8.2 Lessons Learned

The agility and flexibility of the programme in the design and implementation is very important. Because this has enabled SCENR to move from soft outputs to hard outputs. For example, SCENR includes adaptation measures like water harvesting tanks and mitigation interventions like solar panel distribution. Also, the programme allowed synergies between SCENR and other projects like NDC support project. It is a lesson learnt because the current three outputs under evaluation were missing gender aspects such as gender budgeting, youth empowerment interventions with exception of small-scale interventions like the IDP model green villages and solar panels distributed by RNP.

Stakeholder involvement and support from top leadership is very significant for sustainability of any programme. For example, involvement of beneficiaries, Districts and their leadership in all the programme cycle creates buy-in from the start of the programme to its completion, which creates ownership and continuity.

And involvement of implementing partners like NIRDA, RNP fast tracks implementation, provides more effectiveness in achieving results and creates synergies and bonding among partners for a broader common cause rather than working in isolation and silos.

The implementation and support of the IDP green model village has taken more than one year to complete. Meaning that Programmes that have infrastructure components like the IDP green model villages would require extended timeline for implementation in future.

### **8.3 Recommendations**

The following recommendations are targeted at UNDP, MoE, FONERWA and other implementing partners to support future SCENR implementation.

Extend the SCENR programme timeframe to 2024 to align it to NSTI time frame and ensure enough time to complete the delayed activities due to COVID-19. This is also connected to the recommendation from the steering committee meeting minutes dated 13th July 2022 commending the extension of SCENR program duration up to 2024 in order to align the program to the country NST1 strategy.

Related to the above, activities such as IDP green villages under output 2 had been planned to be implemented in 5 districts but only one has been completed since 2019 because of ambitiously set targets, and delays caused by COVID-19 outbreak. Therefore, this activity and other delayed activities will need more time to be completed. IDP green villages will also need to be scaled up beyond the set target to cover 30 districts in Rwanda because the intervention has potentials of improving livelihoods. Besides, implementing partners need also to expedite the implementation of the pending activities like ensuring and tracking of Green Growth Implementation into sectors at central levels (Green Economy Score Card), to contribute to the achievement of the programme results.

Establishing strong management mechanisms to monitor and track SCENR programme implementation and result reporting is needed across all outputs. Including a review and updating the RF (including a review of the indicators and targets) based on implementation experience and align it with NST 1 timeframe. This should also include the following:

- Move and rephrase the stated SCENR programme intermediate objective to the level of an outcome statement aligned to NSTI and UNSDCF time frame while directly focusing it to SCENR purpose. This would facilitate tracking of the intended intermediate change, as it is more realistic to achieve it within the stated timeframe, and the review commends moving the outcome statement indicated in the design document and UNSDCF, to an impact level statement at SCENR level, since it is unrealistic to achieve it in the medium term but achievable in the long-run, besides the programme can only contribute to its achievement, as it is beyond the SCENR control. Also, consider documenting any changes to the revised RF for reference purposes and date the RF versions to track these changes and the time when they were made.
- Consider dropping the indicators, targets as well as activities that have never been reported against since the programme started or considered irrelevant at the moment.
- Furthermore, Programme indicators should be jointly defined, with well-defined indicators and monitoring and evaluation/data collection methodologies to ease data collection and reporting, as this isn't evidenced in the programme design document.
- Implementing partners should be involved in this process and own the RF, focusing it to the intended outcome instead of the overall implementing partners organisation RFs (indicators) that are usually mixed with the contribution from other partners. Additionally, SCENR Implementing partners should move beyond activity-based reports and consider reporting against the set indicator targets in the agreed RF.

In regards to output 1, a process re-thinking approach to ENR-MIS utilisation should be considered by the Ministry and its stakeholders to ensure the implementation and use of the system. Implementation of the aforementioned recommendation include:

- Attracting and encouraging senior managers at National and District level to use and support the usage of the system. As earlier mentioned, interviews with different stakeholders, mentioned that it is only one or two

individuals that know or understand the system because they have to comply to the reporting demands from the Ministry.

- This can be done through reviewing the approach used in providing the ENR-MIS trainings because many trainings have been provided since the establishment of the system to date, but the system is not fully functional and there is no sufficient evidence to show that the available data in the system is utilised to inform decisions.
- Rethink of inviting other ENR sector stakeholders like NGOs, private sector and other relevant ministries to be part of the system. Also, integrate the ENR level project/programmes to the system, evidence shows there is no interface of ENR project or programmes on the system. This will help tracking and reporting on the contribution from all relevant ENR sector stakeholders. Apparently, their contribution to the sector is undocumented in the system, yet they play a great role to the sector.
- Consider aligning the system to the planning, and existing reporting structures, including approval levels to ensure the credibility of the data entered, harmonize data collection tools, indicator definitions, methods of data collection. Since most of the data come from village chairpersons and cell executives who in most case may be with limited skills in data collection and reporting, and never been trained in RBM&E system.
- MoE should consider providing feedback regarding the integrity of the data provided, because issues concerning feedback from MoE on the entered data was commonly raised by users. According to Respondents, there was hardly any feedback for validity purposes from MoE regarding the data entered.
- Also, use a carrot and stick approach to reinforce its use, this can be done by benchmarking from other organisations with effective systems, such as the Ministry of Health (DHIS2) and MINECOFIN on IFMIS on how they have successfully operationalised the system.

There is need to increase resources for coordination and the implementation of SCENR on-going and future interventions across all outputs. Including the future, updating of GGCRS, ENR-MIS, scaling up of IDP green villages, the Master plan for Wetlands Management in Kigali City and FONERWA resource mobilisation strategy.

To implement the above stated initiatives, there will be need for consolidated efforts from all actors, and this will require a joint effort from UNDP and other UN agencies to join the programme so that UN family can jointly support the programme to address funding constraints. The MoE as a sector coordinating Ministry, should also consider bringing on board NGOs, private sector, and other Ministries like MINAGRI because they complement the sector and contribute to its success, therefore build more synergies for effectiveness of the programme.

Capacity of implementing partners across all outputs should be further supported to address the gap caused by staff turnover. Ensure allocation of key human resource in the future programme design that are dedicated to the programme, so that the programme is effectively implemented and monitored.

Implementing Partners should consider publishing technical reports on the UNDP website to foster transparency and share lessons learned as a tool for resource mobilisation.

# ANNEXES

## Annex 1: List of References

All Annual progress reports of SCENR and quarterly progress reports (2019- September 2022)

FONERWA (2019 to September 2022). Overview of all financial expenditure of SCENR

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UNDP (2018). SCENR Programme design document

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UNDP and UNEP (n.d.). Final Green Village Toolkit

UNEG (2010). Quality Checklist for Evaluation Reports

## Annex 2: Document review checklist

#	Document Title	Date of Document	Evaluation Focus	Review notes
1				
2				
3				
4				
5				

## Annex 3: Key Informant Interview Guide for Implementing Partners

Introduction	
Name:	Institution:
Title:	Date:
Question	Response
Please describe your role and/or interaction with the <i>UNDP SCENR Programme</i>	
<b>1. Relevance</b>	
1.1 To what extent is the SCENR programme relevant to Rwanda's Vision 2050 agenda, the National Strategy for Transformation (NST1), environment policies and strategies, UNDAP II, UNSDCF and the SDGs?	
1.2 To what extent of the progress towards advancing SCENR results?	
1.3 How relevant is UNDP's support for different partners: eg. national authorities of Rwanda, development partners, CSOs, private sector etc?	
1.4 To what extent did the programme results contribute to the UNDAP II and NST1 results in the areas of environment and natural resources?	

1.5	Were the strategies adopted and the inputs identified, realistic, appropriate and adequate for the achievement of the results? Is there any need to change the focus in view of the next programming?	
1.6	To what extent have the implementing partners been assisted during the programme design and implementation? How have they benefitted?	
1.7	Does the programme continue to be relevant to the GOR priorities?	
1.8	How did the programme mainstream the UN programming principles including the principle of Leaving No One Behind?	
1.9	To what extent have the SCENR interventions you supported enhanced capacity of the implementers to meet their target groups needs and priorities?	
<b>3. Effectiveness &amp; Progress</b>		
1.1	Extent of UNDP's effectiveness in producing results at the local levels and at the aggregate national level?	
1.2	Extent of UNDP support towards capacity development of partners, advocacy on ENR issues and policy advisory services in Rwanda?	
1.3	Assessment of UNDP's work on advocacy to scale up best practices and desired goals; UNDP's role and participation in national debate and ability to influence national policies?	
1.4	Extent of UNDP's contribution to human and institutional capacity building of implementing partners as a guarantee for sustainability beyond UNDP interventions? Probe the situation now in terms of ENR capacity as compared to the period before SCENR programme?	
1.5	How well were the most affected people (vulnerable, women etc) targeted and given voice in SCENR implementation (at the project and programme level)? [project]	
1.6	Was the scope of interventions realistic and adequate to achieve results?	
1.7	What are the key achievements of the programme and to what extent have they contributed to achievement of the relevant SCENR programme Objectives?	
1.8	Assess the programmatic approach with other approaches used by UNDP and in the sector (e.g., policy advisory services, technical assistance)?	
1.9	Contributing factors and impediments to the achievement of the outcome results through related supported programme outputs?	
1.10	Assessment of the capacity and institutional arrangements for the implementation of the UNDP SCENR programme in view of UNDP support to the GoR and within the context of Delivering as One?	
1.11	Is the programme effective in responding to the needs of beneficiaries, and what are results achieved? Are those with the highest risk of being left behind considered?	
1.12	Extent to which established coordination mechanisms are enabling /or not achievements of programme outcomes and outputs?	
1.13	Are programme teams equipped with the financial resources, technical skills and capacities to deliver the planned outcomes? Describe any strengths and weaknesses among the programme partners you worked with?	
1.14	Please provide any specific examples or detailed explanation regarding the challenges, difficulties or problems behind the slow or no progress on programme's implementation, if any?	
1.15	Is the planning, monitoring and reporting on the SCENR adequate? Why yes or no	
<b>3. Efficiency + Management Coordination</b>		
1.	How much time, resources, capacities, and effort does it take to manage the programme and where are the gaps if any? More specifically, how do UNDP practices, policies, decisions, constraints, and capabilities affect the performance of the programme? Has UNDP's strategy in producing the programme's outputs been efficient and cost-effective?	
2.	Extent of M&E contribution to achieve the project outcomes and outputs' indicators	

<b>3.</b> Roles, engagement, and coordination among various stakeholders in the environment and natural resources sector, One UN Programme in project implementation? Were there any overlaps and duplications?	
<b>4.</b> Extent of synergies among One UN programming and implementing partners?	
<b>5.</b> Could a different approach have led to better results? What would be those approaches?	
<b>6.</b> Do the programmes' activities overlap or duplicate interventions?	
<b>7.</b> How satisfied are you with the programme management and coordination approach/strategy used by the oversight institutions and programme implementers, why?	
<b>8.</b> Are you aware of the roles of the different implementing partners? For those that you are aware of, to what extent did they participate in fulfilling their roles, responsibilities, and commitments?	
<b>4. Sustainability</b>	
<b>1.</b> Extent to which UNDP established mechanisms ensure sustainability of the programmes' interventions?	
<b>2.</b> To what extent have the stakeholders understood and taken ownership of the programme results?	
<b>3.</b> Extent of the viability and effectiveness of partnership strategies in relation to the achievement of the programme outcomes?	
<b>4.</b> To what extent has capacity of partners been developed in order to ensure sustainability of efforts and benefits (programme)? (Evidence)	
<b>5.</b> To what extent have UNDP leveraged the SCNER to strengthen the programme collaboration, buy in, replication and scale-up?	
<b>6.</b> Provide preliminary recommendations on how the SCENR programme can most effectively support appropriate central authorities, local communities, and civil society in improving service delivery in a long-term perspective?	
<b>7.</b> Please indicate 2-3 specific issues that might require further technical assistance of partners in the remaining period of SCENR implementation	
<b>8.</b> Assess possible areas of partnerships with other national institutions, CSOs, UN Agencies, private sector and development partners in Rwanda?	
<b>9.</b> Assess how ENR-related studies and available data are used to build the sustainability of the programmes?	
<b>10.</b> Assess the likelihood of continuation and sustainability of the programmes and benefits during the remaining period of the current programme cycle and beyond? Any recommendations for extension of the programme up to 2024 to align with NSTI timeline?	
<b>11.</b> What are the main lessons that have emerged from the programme implementation?	
<b>12.</b> Do you consider there to be sufficient communication and awareness of interventions under the SCENR? What can be done to support this?	
<b>5. Impact</b>	
<b>1.</b> Give examples of the most significant positive changes you can attribute to the SCENR programme since in 2018-2022? (Evidence and details)	

2. What are the emerging unexpected outcomes (positive and negative) have been realised so far and for whom? If any?	
<b>6 Lessons Learned</b>	
1. What key lessons have you learned through the support of the SCENR Interventions?	
2. Are there cases that you consider as "good practice"? Specify and justify why you think so.	
3. What needs to be changed in the second half of the SCENR to ensure full achievement of objectives by 2023?	
4. The responsiveness of the programme management to significant changes in the environment in which the programme functioned (both facilitating or impeding programme implementation)	

## Annex 4: FGD guide for SCENR Beneficiaries

<b>Introduction</b>			
<b>Location:</b>	<b>UNDP SCENR Intervention: Participant Description:</b>	<b>Male or Female: No. of Participants:</b>	<b>Date:</b>
<b>Question</b>		<b>Response</b>	
0.1 Have you had any interaction with the development and implementation of SCENR? If you have, what is your experience? Prob through what institution?			
0.2 Please describe the SCENR intervention, under which you have been engaged and involved?			
<b>1. Relevance</b>			
1.1 What are some of the main gender equality related problems you have been facing as an individual and as a group?			
1.2 Describe how the interventions you were engaged in with the SCENR aimed to/or addressed some or all of these challenges?			
1.3 Do you feel like some of the group within your category or facing similar challenges were excluded (intentionally or unintentionally) by the intervention?			
1.4 Is there anything unique that the partner/implementer used or introduced to you that was previously not available or accessible?			
<b>2. Effectiveness + Coherence</b>			
2.1 What are some of those individual and/or group targets that you were able to achieve because of your interaction with the SCENR programme/intervention?			
2.2 How well were the most affected people (vulnerable, women etc) targeted and given voice in SCENR implementation (at the project and programme level)? [project]			
2.3 What have been the main challenges you have faced in achieving planned results? What did you fail to achieve even after the intervention and why?			
<b>3. Efficiency + Management Coordination</b>			

<b>3.1</b> To what extent have the available resources (financial, human etc.) been used to achieve planned results, on time and to required quality? Are there any lessons and challenges encountered?	
<b>3.2</b> Do you have any suggestions on how resources available can be used better to achieve planned results?	
<b>3.3</b> What adjustments/changes would you like done, if any, on the planning, implementation & monitoring/reporting on SCENR for effectiveness and increased benefits to you/your District?	
<b>4. Sustainability</b>	
<b>4.1</b> To what extent has your capacity been developed to ensure activities continue and/or results achieved are sustained?	
<b>4.2</b> How will you ensure continuity of the results/activities introduced and/or supported by the SCENR projects?	
<b>5. Impact</b>	
<b>5.1</b> What is the most significant change you have realised as an individual or as a group that you can say resulted from your engagement with the intervention?	
<b>5.2</b> Are there any negative effects that you have realised after engaging with the intervention? And do you have any suggestions on how these could be addressed?	
<b>5.3</b> What lessons have you learned by participating in the joint gender programme?	

## Annex 5: Observation Checklist

#	Intervention/Activity	Field Location	Status	Observations
1				
2				
3				
4				
5				

## Annex 6: Stakeholder Engagement

S/N	Name	Sex	Position	Organisation
1	Immaculee Uwimana	F	Programme Manager	UNDP
2	Bernardin Uzayisaba	M	Head	UNDP
3	Diane Bucyana	F	SCENR Programme Manager	MoE
4	Eric Gasana	M	ENR MIS Data Management	MoE

			and learning specialist	
5	Niyigena Jerome	M	System Administrator	MoE
6	Jean Munyarugero	M	Programme Manager	Meteo
7	Vellen Byandanga	F	Planning Specialist	RWB
8	Aloys Nzamvurimana	M	Planning Specialist	RMB
9	Sam Biraro	M	Assistant to DG	RLA
10	Aloys Nizeyimana	M	Environmental Spatial Data Specialist	REMA
11	CIP Regis Kayiranga	M	Senior Superintendent of Police	RNP
12	JMV	M	Focal Person of SCENR	RHA
13	Slvie Mugabekanzi	F	Acting CEO	RRECPC /NIRDA
14	Juma Nsazimana	M	Technical Expert	RRECPC/NIRDA
15	Augustine Hitimana	M	Chief Finance Officer	FONERWA
16	Fidele Nzirwanabacye	M	Fund Manager	FONERWA
17	Florian Mugabo	M	Division Manager	FONERWA
18	Eric Karerangabo	M	M&E Specialist	FONERWA
19	Rubangutsangabo Anselme	M	District Environmental Specialist	Rwamagana District
20	Mudenge Jean Paul	M	District Environmental Specialist	Kayanza District
21	Mutabaruka Sematabaro	M	District Environmental Specialist	Ngoma District
22	Henry Victor Ndayisaba	M	District Environmental Specialist	Muhanga District
23	Elie Manzi	M	District Environmental Specialist	Ruhango District
24	Martin Butera	M	District Environmental Specialist	Huye District
25	Mukayuhi Zibia	F	Beneficiary	Mudende Sector, Rubavu District

26	Muhirwa Elina	F	Beneficiary	Mudende Sector, Rubavu District
27	Mukandori Alliance	F	Beneficiary	Mudende Sector, Rubavu District
28	Muhirwa Elina	F	Beneficiary	Mudende Sector, Rubavu District
29	Ingabire Phiona	F	Beneficiary	Mudende Sector, Rubavu District
30	Uwizeyimana Edite	F	Beneficiary	Mudende Sector, Rubavu District
31	Nyiraneza Esteri	F	Beneficiary	Mudende Sector, Rubavu District
32	Nyiraburigiti Angnes	F	Beneficiary	Mudende Sector, Rubavu District
33	Mukadekyezi Peruth	F	Beneficiary	Mudende Sector, Rubavu District
34	Musanabera Naomi	F	Beneficiary	Mudende Sector, Rubavu District
35	Nyamucyeri Yowana	M	Beneficiary	Mudende Sector, Rubavu District
36	Nzamponimpa EIAM	M	Beneficiary	Mudende Sector, Rubavu District
37	Shama James	M	Beneficiary	Mudende Sector, Rubavu District
38	Busuru Cleophas	M	Beneficiary	Mudende Sector, Rubavu District
39	Harerimana Kandiyo	M	Beneficiary	Mudende Sector, Rubavu District
40	Kabagyema Ta_Iyana	F	Beneficiary	Nyamagabe District
41	Nyirasazimana Bonifilida	F	Beneficiary	Nyamagabe District
42	Nyiradikuryayo Filomena	F	Beneficiary	Nyamagabe District
43	Nyiramatsigyangwe Cecile	F	Beneficiary	Nyamagabe District
44	Uwitonze Bernadette	F	Beneficiary	Nyamagabe District
45	Ingabire Vestine	F	Beneficiary	Nyamagabe District

46	Nyirandababona Ephanisa	F	Beneficiary	Nyamagabe District
47	Mukakarisa Serafina	F	Beneficiary	Nyamagabe District
48	Mukashema Donatila	F	Beneficiary	Nyamagabe District
49	Nsinumvayabo Jackline	F	Beneficiary	Nyamagabe District
50	Kamanayo Vestine	F	Beneficiary	Nyamagabe District
51	Nyirahagyenimana Pascaziya	F	Beneficiary	Nyamagabe District
52	Mukarwengo Scolastika	F	Beneficiary	Muhanga
53	Nyiranyima Speciyozza	F	Beneficiary	Muhanga
54	Musabyemariya Speciyozza	F	Beneficiary	Muhanga
55	Mukantagara Marita	F	Beneficiary	Muhanga
56	Mariyanyesi Nirere	F	Beneficiary	Muhanga
57	Mukasyaka Emerita	F	Beneficiary	Muhanga
58	Nzaiyisenga Claudina	F	Beneficiary	Muhanga
59	Nikobasanze Stephania	F	Beneficiary	Muhanga
60	Kantera Alphonsina	F	Beneficiary	Muhanga
61	Mukadutiye Olive	F	Beneficiary	Muhanga
62	Mukarugomwa Riberata	F	Beneficiary	Muhanga
63	Musengimana Jean Claude	M	Beneficiary	Muhanga
64	Hategimana Pascal-Hanika	M	Beneficiary	Muhanga
65	Simbomana Joseph-Hanika	M	Beneficiary	Muhanga
66	Kayigamba Florian	M	Beneficiary	Muhanga
67	Rwihadagaza Fidele	M	Beneficiary	Muhanga
68	Sabimana Jean Marie Vianney-Hanika	M	Beneficiary	Muhanga
69	Muridahabi Jean Claude-Hanika	M	Beneficiary	Muhanga
70	Kwitonda Oswald	M	Beneficiary	Muhanga
71	Bikorimana Theosepholi-Hanika	M	Beneficiary	Muhanga

72	Habimana Jean De Dieu-Hanika	M	Beneficiary	Muhanga
73	Ntegekurora Evariste	M	Beneficiary	Muhanga
74	Ndayabajye Innocent	M	Beneficiary	Gatsibo
75	Ntahayo Jean de dieu	M	Beneficiary	Gatsibo
76	Rutaganira Fredric	M	Beneficiary	Gatsibo
77	Ntawuruhunga Emmanuel	M	Beneficiary	Gatsibo
78	Uwimana Jean Claude	M	Beneficiary	Gatsibo
79	Ntahonyiriye Jean Marie	M	Beneficiary	Gatsibo
80	Havugimana Suprian	M	Beneficiary	Gatsibo
81	Niyoneze Yohana	M	Beneficiary	Gatsibo
82	Ndangura Jean Baptiste	M	Beneficiary	Gatsibo
83	Habamenshi Lauri	M	Beneficiary	Gatsibo
84	Mukashema Felista	F	Beneficiary	Gatsibo
85	Nirere Gaudance	F	Beneficiary	Gatsibo
86	Umutesi Jean Chantal	F	Beneficiary	Gatsibo
87	Uwubahamana Janvier	F	Beneficiary	Gatsibo
88	Nyirindinabo Emiliata	F	Beneficiary	Gatsibo
89	Mukamumvunyi Florence	F	Beneficiary	Gatsibo
90	Mukantwari Tereza	F	Beneficiary	Gatsibo
91	Mukakarara Perazia	F	Beneficiary	Gatsibo
92	Uwamahoro Francine	F	Beneficiary	Gatsibo
93	Mukamayuki Sarfina	F	Beneficiary	Gatsibo
94	Bejeneza Claudine	F	Beneficiary	Gatsibo
95	Uwimana Marie Jose	F	Beneficiary	Gatsibo
96	Mukakigeri Rose	F	Beneficiary	Nyagatare
97	Batamuriza Viviane	F	Beneficiary	Nyagatare

98	Yamfashije Jeanette	F	Beneficiary	Nyagatare
99	Mukamana Velen	F	Beneficiary	Nyagatare
100	Mukamusanga Console	F	Beneficiary	Nyagatare
101	Mukagasan Annociata	F	Beneficiary	Nyagatare
102	Gasana Steven	M	Beneficiary	Nyagatare
103	Zamurabaho Juvenal	M	Beneficiary	Nyagatare
104	Karemera Venuste	M	Beneficiary	Nyagatare
105	Sebanani Vincent	M	Beneficiary	Nyagatare
106	Ngendabizi Boniface	M	Beneficiary	Nyagatare
107	Sindayigaya Isaac	M	Beneficiary	Nyagatare
108	Nyirabududuru Felista	F	Beneficiary	Musanze
109	Uwimana Mariceline	F	Beneficiary	Musanze
110	Mujawimana Beracine	F	Beneficiary	Musanze
111	Muhawenimana Clamatine	F	Beneficiary	Musanze
112	Nawumenyigihe Eugenia	F	Beneficiary	Musanze
113	Uwamariya Julianne	F	Beneficiary	Musanze
114	Barushimana Felician	M	Beneficiary	Musanze
115	Habiyaremye Jean Pierre	M	Beneficiary	Musanze
116	Munyanshoja Jack	M	Beneficiary	Musanze
117	Ndatimana Innocent	M	Beneficiary	Musanze
118	Ntayino Aroyse	M	Beneficiary	Musanze
119	Ndukunze Maria Jacline	F	Beneficiary	Gankeke
120	Mukantangazwa Jeanette	F	Beneficiary	Gankeke
121	Mujawamariya Devota	F	Beneficiary	Gankeke
122	Musabye Maria	F	Beneficiary	Gankeke
123	Mohawenimana Felisiisima	F	Beneficiary	Gankeke

124	Akimanizagye Venacia	F	Beneficiary	Gankeke
125	Mulisa Didas	M	Beneficiary	Gankeke
126	Maniragaba Gaspard	M	Beneficiary	Gankeke
127	Mukyeshimana Cristate	M	Beneficiary	Gankeke
128	Mporanyimana Appolenel	M	Beneficiary	Gankeke
129	Sebazungu Jean Bosco	M	Beneficiary	Gankeke
130	Nihabose Innocent	M	Beneficiary	Gankeke
131	Munyaneza Placide	M	Beneficiary	Gankeke
132	Uwamungu Fredrico	M	Beneficiary	Gankeke
133	Bunwabwino Felicien	M	Beneficiary	Burera
134	Ntamashakiro Evariste	M	Beneficiary	Burera
135	Harerimana Jean Baptiste	M	Beneficiary	Burera
136	Uwimbabazi Godance	F	Beneficiary	Burera
137	Bagirumbwira Innocent	M	Beneficiary	Burera
138	Utazirubwira Ettien	M	Beneficiary	Nyamagabe
139	Mwizerwa Gaspard	M	Beneficiary	Nyamagabe
140	Gakwandi Floduani	M	Beneficiary	Nyamagabe
141	Nsegimana Justin	M	Beneficiary	Nyamagabe
142	Ssezibera Evariste	M	Beneficiary	Nyamagabe
143	Hakuzimana Emmanuel	M	Beneficiary	Nyamagabe
144	Nshingabigwi Laurent	M	Beneficiary	Nyamagabe