



ADAPTATION FUND

AFB/B.34/15  
4 October 2019

---

Adaptation Fund Board  
Thirty-fourth meeting  
Bonn, Germany, 10-11 October 2019

Agenda item 11 c)

## **REPORT OF THE PORTFOLIO MONITORING MISSION IN RWANDA**



ADAPTATION FUND

AFB/B.33/10  
12 December 2018

---

Adaptation Fund Board  
Thirty-third Meeting  
Bonn, Germany, 15-16 March 2019

Agenda item 10

## **REPORT OF THE PORTFOLIO MONITORING MISSION IN RWANDA**

## TABLE OF CONTENTS

INTRODUCTION .....	3
Background and scope of the mission.....	3
PROJECT/PROGRAMME CONTEXT AND PROGRESS TO DATE.....	3
Context .....	3
Progress to Date.....	5
MEETINGS, SITE VISITS AND FINDINGS OF THE MISSION.....	6
Integrated and multi-dimensional approach to strengthen climate change adaptation of natural systems and rural communities .....	7
Replicability and scalability of adaptation interventions and the role of communities in achieving sustainability of project activities .....	8
Open inter-sectorial and inter agency dialogue to ensure better coordination at project implementation phase.....	11
LESSONS LEARNED .....	12
ANNEXES .....	14

## INTRODUCTION

### Background and scope of the mission

1. As part of the Knowledge Management (KM) Strategy, the Adaptation Fund Board secretariat (the secretariat) conducts missions to projects/programmes under implementation to collect and analyze lessons learned through its portfolio. The secretariat's work plan for the fiscal year 2019 (FY19) which was approved by the Adaptation Fund Board (the Board) at its thirty-first meeting (Decision B.31/28) includes a portfolio monitoring mission in Rwanda to visit the project implemented by the Ministry of National Resources of Rwanda (MINIRENA) and later by the Ministry of Environment (MoE). This report covers the FY19 mission from 26 to 30 November 2019 to the project "Reducing Vulnerability to Climate Change in North West Rwanda through Community Based Adaptation" which is currently implemented by the MoE and executed by Rwanda Natural Resources Authority (RNRA) to then become the Rwanda Water and Forestry Authority (RWFA).

The mission targeted this project since it helps to learn from:

- (a) concrete adaptation practices, such as the construction of land and water management infrastructure;
- (b) communities' involvement strategy, to ensure sustainability of project's results;
- (c) institutional capacity building for replication and scaling up of concrete interventions; and
- (d) the change in the project implementation role from MINIRENA to its successor organization, the MOE, has been prepared for and managed, and how this change affected the project implementation.

### Methodology

2. The secretariat was represented by the manager of the fund, a knowledge management officer and a programme analyst. The mission was carried out from November 26<sup>th</sup> to November 30<sup>th</sup> 2019, and included field visits to project sites in Musanze and Nyabihu districts. The methodology used for the monitoring mission comprised qualitative semi-structured interviews and meetings with key stakeholders from communities, local government, non-government entities, the MoE, and the Designated Authority of the Adaptation Fund. The mission visited project beneficiaries on-site and met with representatives from the MoE in the capital, Kigali. A set of guiding questions, covering the aforementioned objectives, had been prepared for the mission and shared in advance with MoE (see Annex 1).

## PROJECT/PROGRAMME CONTEXT AND PROGRESS TO DATE

### Context

3. Rwanda is the most densely populated country in Africa, and with a population projected to rise to around 16 million by 2020, there is likely to be continued intense pressure on natural resources. Rwanda's high population density combined with its reliance on rain-fed agriculture means that the predominantly rural population is increasingly farming smaller and smaller plots of land. More than 80% of households own less than 1 ha of land. Moreover, as the population

has grown, and land has become increasingly scarce, farmers have started to cultivate marginal land on steep slopes (up to and above 55%). The large number of people farming on Rwanda's hilly and mountainous terrain<sup>9</sup> has led to serious environmental degradation due to overexploitation of the soil and extensive erosion<sup>10</sup> which results in soils being washed down the hillsides into the valleys causing extensive sedimentation of the main rivers and other water-bodies. In addition to these unsustainable farming practices, there has been significant unplanned settlement in fragile and sensitive areas particularly following the 1994 genocide when nearly 3 million people returned from neighboring states to a war-ravaged countryside.

4. Recent changes in the variability of rainfall have had a dramatic effect on these already highly perturbed ecosystems particularly in the mountainous North West part of the country which has experienced floods and landslides. As rainfall is predicted to become more erratic with increasing intensity and uncertainty in the onset and cessation of rains, there are serious implications for rural communities living in these areas as they are ill equipped to respond and adapt to climate change.

5. The project, thus, aims to increase the adaptive capacity of natural systems and rural communities living in exposed areas of North Western Rwanda to climate change impacts. The strategy of the project is to manage the risks and effects from recurring floods, landslides and erosion through an integrated natural resource management and alternative livelihoods programme in one of the most climate sensitive and vulnerable areas of Rwanda. This will be achieved through three main components: i) Adaptation to climate change (rainfall intensity and duration) through integrated land and water management to support climate-resilient production and post-harvest systems; ii) Support for the transition from exploitive farming practices to sustainable diversified livelihoods; and iii) Capacity building of local institutions to improve understanding of climate change impacts and scale up effective adaptation strategies at the local level.

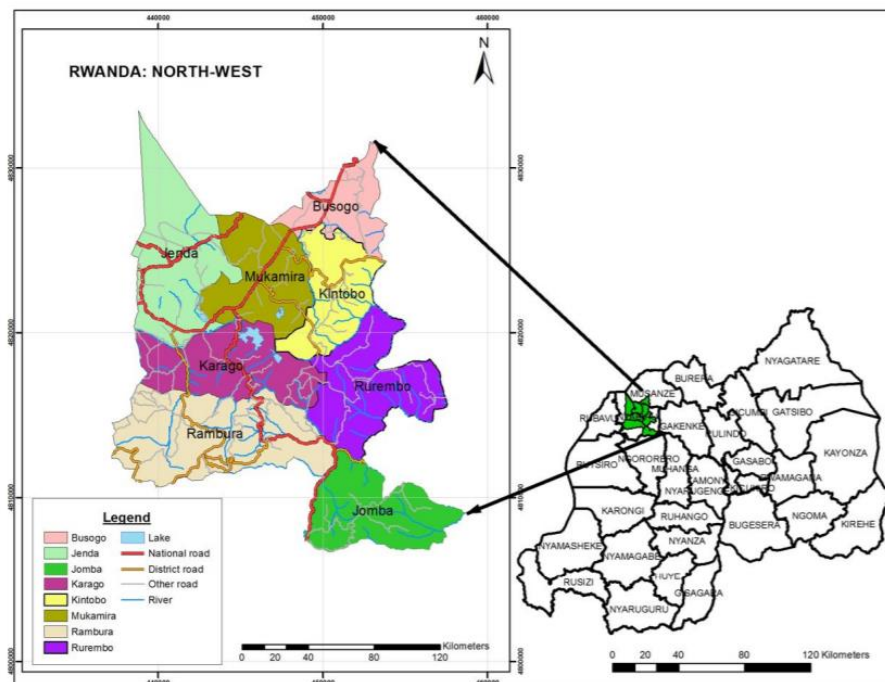


Figure 1: Nyabihu and Musanze districts in North Western Rwanda.

6. Following vulnerability assessments and community consultations in target localities within the districts, the project identified viable solutions to address the climate change adaptation needs of the above areas. In particular:

- **Construction of bench, progressive terraces and buffer zone protection** to improve land productivity and reduce soil erosion.
- **Drainage works in the Mugogo lowland** as the current systems are inadequate and are quickly overwhelmed by floods due to high siltation rates. The project will remove silt from five caves/lava tubes that normally help to drain some of the flooded areas and will construct water breaks and settlement tanks to reduce sediment loads in the water flowing into the caves.
- **Resettlement of 200 households living in high risk zones in Nyabihu District** to Rural Development Hubs. The project prioritizes the most vulnerable households and plans to resettle them within the same sector<sup>1</sup> as where they are currently located.
- **Intensifying and diversifying agricultural production** by: i) developing integrated farming systems, which maximize the use of resources by combining crops (food and fodder) with livestock. Integrated systems improve soil fertility by recycling soil nutrients and allowing the introduction and use of rotations between various crops, forage legumes and trees; ii) promoting inter-cropping, which is beneficial in terms of pest and disease management; iii) promoting agro-forestry, which can reduce soil erosion and improves water retention; and iv) supporting agro-sylvopastoral systems.
- **Enhancing livelihoods** by supporting sustainable, economically viable and market oriented alternative livelihoods. This support will reduce the impact from unsustainable farming practices on natural resources and increase the reliance of local communities.

### Progress to Date

7. The project was approved by the Board at its twenty-second meeting, and the agreement was signed by MINIRENA, in November 2013. The inception workshop was held on 2 June 2014 and marked the commencement of the project implementation. The expected duration of the project is four years. In line with the performance-based grant financing used by the Fund, MINIRENA, and its successor MoE, had already submitted four annual project performance reports (PPR) to the Board at the time of the mission. To date, the trustee has transferred the total amount of US\$ 9,969,619 or 100% of the approved amount for the project. The project's implementation progress has been rated satisfactory in all the three reports provided since the project's inception. The project has gone through a mid-term evaluation which was finalized in September 2016. The project's completion is expected by the end of December 2018. By the time the portfolio monitoring mission was conducted the following results were achieved:

- a. **Construction of bench, progressive terraces, and buffer zone protection:** 503 ha of bench terraces constructed in Nyabihu District and 850.5 ha of progressive terraces

---

<sup>1</sup> Sector is the third level administrative subdivision in Rwanda. The provinces of Rwanda are subdivided into 30 districts and each district is, in turn, divided into sectors.

- constructed (5 ha in Musanze and the rest in Nyabihu district); 11,090 check dams constructed in Nyabihu and Musanze Districts; 130 ha of buffer zone on rivers planted with bamboo and Alnus; 5,200 households beneficiaries of terraces adopted climate-resilient farming practices.
- b. **Drainage and regular maintenance works of Mugogo lowland:** 8.3km of water channels of Kinoni stream in Mugogo lowland have been rehabilitated; 20 caves reopened and regularly maintained.
  - c. **Resettlement of 200 households living in high risk zones in Nyabihu district:** 200 households have been relocated to Kabyaza Green Village (15.3ha); among 200 HHs resettled, 102 are headed by women.
  - d. **Support to cooperatives:** 7 cooperatives received materials to help them in their respective businesses; 107 youths attended technical training schools, graduated and obtained a certification.
  - e. **Farmer field schools:** 16 farmer field schools have been organized in 8 sectors for 480 members.
  - f. **Construction works:** In Nyabihu district two mini-markets, a carrot washing station, a model green village, and a handcraft show center were constructed; in Musanze, a solid waste management and treatment center was constructed.

## MEETINGS, SITE VISITS AND FINDINGS OF THE MISSION

8. The representatives of the secretariat met with a number of stakeholders including project beneficiaries during the five days of the mission, discussing various aspects of the project implementation and execution. A number of field visits were undertaken in the districts of Musanze and Nyabihu. The agenda of the mission is provided in Annex 2 of this report.

9. On the first day, the mission team met with members of the National Steering Committee, specifically the Director General of the Rwanda Housing Management Authority. It also met with the Permanent Secretary (DA of the Adaptation Fund) of the MoE. To conclude the day the mission had a meeting with the project execution staff comprised by the project focal point, the project coordinator and the Deputy Director General of Rwanda Environment Management Authority (REMA)<sup>2</sup>. The second day the manager of the Adaptation Fund participated in a panel in the Green Growth Africa Investment Forum (see Annex 3 for the agenda), while the other two team members met with the Executive Director of the Rwengo Forum, followed by a meeting with a Green Growth Specialist of the Ministry of Agriculture (MINAGRI).

10. On the third day the mission team visited project beneficiaries in the Mugogo lowland and visited sites on radical and progressive terraces in Mukamina, Kintobo and Nyamutukura. The mission visited also the carrots washing station and the handcraft showing center in Mukamira. On the fourth day the mission met with local authorities in Musanze and Nyabihu district. Furthermore, the team met with project beneficiaries in Rurembo village, who benefitted from the

---

<sup>2</sup> REMA is supporting the execution of project component 3, and is part of the project steering committee.

mini-market to sell their products, and with the people working in the improved hair dress cooperative.

11. The following section summarizes the findings of such visits and meetings during the mission.

**Integrated and multi-dimensional approach to strengthen climate change adaptation of natural systems and rural communities**

12. The project used a multifold approach in that the activities carried out ensured a multiple positive impact on the natural systems and communities enabling them to adapt to climate change. The construction of bench terraces, progressive terraces and buffer zone protection allowed the communities to reclaim agricultural land that was previously no longer suited for agriculture production due to soil erosion caused by intense rainfall and floods. The project intervention sites located in the Nyabihu and Musanze districts benefitted from the construction of 503ha of bench terraces and 845.5ha of progressive terraces in the Nyabihu district and 5ha of progressive terraces in the Musanze district. In total, 5,200 households' beneficiaries of terraces adopted climate-resilient practices, 57% of them being led by women.

13. Additional to the terraces, the project adopted progressive water management practices in the Mugogo lowland where the construction of drainage canals and caves and regular maintenance of these by the communities allowed for re-claiming of agricultural land that was previously flooded due to increased rainfall. Around 8.3km of water canals of Kinoni stream have been rehabilitated with the help of communities and 20 caves reopened and regularly maintained. As a result of these achievements, 70ha of land that was flooded before project implementation are currently valorized and use for agriculture production.

14. The agro-forestry activities carried out by the project are delivering benefits to communities that are multifold – they are enabling agricultural (Irish potatoes, maize and beans) production, providing livelihood support for the communities and are enabling conservation and enrichment of soil. The agricultural practices are combined with agroforestry through the planting of *Alnus rubra* (alder) trees which contribute significantly to the supply of nitrogen in the soil, improve air quality and provide livestock fodder.

15. In the area of livestock, the project provided the communities with 150 cows distributed in one cow per household and 500 small ruminants (sheep and goats) and pigs. The provision of cows served multiple purposes, that of providing nutrition for the communities, manure for garden kitchen for each household and compost fertilizer for the soil, thus ensuring the crops remain in the terraces, but also provision of biofuel. The latter indirectly benefitted women and youth as in Rwandan rural communities, they traditionally are the ones fetching wood in the community.

16. The project also provided rainwater harvesting infrastructure in the form of 1,054 water tanks and adduction of water to certain centers, thus decreasing the time spent for fetching water by women and youth and improving their livelihood. The installed water tanks fulfill multiple roles, including to provide storage of water to be used in multiple applications, drinking water, irrigation in agriculture, agricultural farming, both for plants and livestock, food preparation as well as many other uses. Harvesting water will also reduce the surface runoff in the village where people will



live together. Furthermore, 45 biogas digesters have been installed in the Kabyaza green village which will contribute to the “zero grazing policy” and biogas strategy in this village.

17. The project is working toward the objective of increasing the adaptive capacity of rural communities living in exposed areas to climate change impacts by resettling 200 households located in high risk zones in the district of Nyabihu and Musanze to the green village of Kabyaza. Resettled households were given cows and small ruminants by the project which enables them to create alternative livelihoods. They are also prioritized to work with the project in different activities such as erosion control activities, thus empowering the communities and giving them ownership of the project. The level of satisfaction of resettled communities is high as they understood they are living in a village that offers diverse development opportunities to them and access to electricity, water, health facilities, schools and other necessary infrastructure. The green villages are also situated in close proximity to agricultural areas, thus offering the communities access to livelihoods.



*Picture 1: women taking part of maintenance works in the lowland (Mugogo)*

### **Replicability and scalability of adaptation interventions and the role of communities in achieving sustainability of project activities**

18. The project intervention activities followed a community-driven participatory approach employing community-driven solutions which, in turn, fosters sustainability of the project activities. The communities were actively involved in the constructions and maintenance of the bench and progressive terraces in the Nyabihu and Musanze districts. Furthermore, in adopting adaptation practices, communities were involved from the early stages, integrating their traditional practices. Following sensitization work from the project, the communities were made aware of the need to maintain the infrastructure.

19. The drainage and regular maintenance works of the Mugogo lowlands was executed using local knowledge and cleaning methods whereby communities themselves found solutions that are sustainable. These interventions have restored the confidence and support of communities in the proposed adaptation measures by the project and sustain implementation of adaptation measures.

20. The local leaders and communities have shown their commitment in working together with the project and ensured their contributions in sustaining its activities. This was made possible by strong and continuous mobilization done by the project team and community animators.

21. The project interventions have been replicated in other districts through a program titled "Come and See, Go and Implement" whereby farmers from other sectors of the districts come and learn about the successful adaptation practices employed by this project and subsequently go and replicate them in their own respective districts. Thus, all remaining 19 sectors in the Nyabihu and Musanze districts are replicating the community-based adaptation activities.

22. This project has also informed the GCF proposal, which was approved in March 2018, and some of the adaptation measures have been replicated in other parts of the country.

**Active involvement of communities from very early stage ensures a successful resettlement process of highly vulnerable households**

23. The project is working towards the objective of increasing the adaptive capacity of rural communities living in exposed areas of the country to climate change impacts. It does this through the resettlement of communities from high risk zones affected by landslides and floods to safe areas in green villages. In the Nyabihu district, 200 households have been relocated to the Kabyaza Green Village which includes health facilities and schools and access to markets. Of these 200 households, 102 are headed by women and 98 by men.

24. The process of resettlement followed a community-driven and participatory approach in that intensive consultations with communities took place previous to the resettlement, a resettlement strategy and plan was in place at the national level during the selection process and a database of communities was used ranking the households from the most vulnerable. The resettlement process encountered minimal resistance from the affected communities due to the early engagement with the communities, through awareness raising campaigns through community mobilization in the selected sites, the formation of 100 climate resilient groups by the Project Implementation Unit (PIU), composed of project beneficiaries who got jobs in terracing and other activities. Furthermore, the project also put in place 16 community animators who work closely with the PIU and the project beneficiaries in information sharing and awareness raising.



*Picture 2: beneficiary of resettlement in the green village*

25. The project is implementing a variety of diversified livelihood opportunities, such as the establishment of cooperatives, field farm schools, carrot washing stations and minimarkets.

26. The grouping of communities in cooperatives fosters participatory decision-making and local development and ensures the sustainability of the project after project closure. The project established seven cooperatives that received materials to help them in their respective businesses, five of them in the Nyabihu district to support carpentry, welding and wheat production and the remaining two in the Musanze district for cleaning and hair dressing. The project undertook awareness meetings to empower women for carrying out identified livelihoods opportunities including carpentry, hair dressing, tailoring, hospitality. In total, 107 youths – 60 of them females and 39 males - have been supported by the project to join technical vocational trainings centers. The project provided them with basic toolkits to start businesses in different trades.

27. As part of building the capacity of the communities, the project established 16 farmer field schools in 8 sectors for 480 members, 257 of them women and 223 men, where farmers receive training and kits on “farmer field school” approaches and techniques, such as kitchen garden preparation, seed production and the use of climate resilient crops. Furthermore, the project established tree seedling production and distribution to project beneficiaries, including 115,710 fruit seedlings and 270,000 *Alnus* tree seedlings for the practice of agroforestry.

28. Furthermore, as part of the promoting and facilitating sustainable, market-linked and diversified livelihoods, the project established the construction of carrot washing stations in Mukamira for processing and value addition and it is expected to increase the percentage of households engaged in transformative agro-processing. Moreover, it established mini-markets in Rubyiniro and Kabyaza and a handcraft show center which will help the communities sell their products, thus deriving additional income. As a result of this, approximately 8,000 target

households are benefitting from this new market infrastructure which supports products and service delivery through value chains. It also established the provision of minimarkets in the Nyabihu district where communities can share their products.



*Picture 3: people working in the carrot washing station*

29. The project facilitated the construction of a solid waste management and treatment center in the Busogo sector for organic waste and plastic and biodegradable waste for composting. The compost is converted to bricks and resold to the community to prevent them from cutting trees. This practice has been replicated from other parts of the country.

30. As part of promoting a saving and credit culture, the project established the creation of credit and savings cooperatives called 'Umurenge SACCOs" whereby it facilitated the linkage of 20,682 people, all members of resettled families, with 8 credit and savings cooperatives where up to 1,082,000 FRW were disbursed to members. To increase the income from diversified livelihoods, the beneficiaries of the project interventions have been engaged in the execution of the project activities as manpower. As part of this, 100 self-help groups composed of 53 women and 47 men have been sensitized to self-dependency and home-grown solutions for their own problems. Moreover, they have been encouraged to increase voluntary savings in Umurenge SACCOs.

### **Open inter-sectorial and inter agency dialogue to ensure better coordination at project implementation phase**

31. The project followed a multi-disciplinary and inter-sectorial approach from the start which ensured better coordination at implementation. It enabled a direct relationship with different institutions through the creation of a National Steering Committee composed of different technical

agencies, amongst which the Ministry of Environment, Ministry of Agriculture, Ministry of Finance, the National Housing Authority and others as well as a Local Steering Committee composed of technical experts, such as agronomists to provide expertise and guidance on the construction of terraces.

32. The project ensured a very close collaboration and dialogue between the National and Local Steering Committees, the latter having the role of monitoring and reporting to the National Steering Committee the progress on the ground.

33. Additionally, the project benefited from the RBM approach within the government, which is tied with the development programme for the country. The SDGs are also fully embedded in the national and sectorial development strategies. The coordinating mechanism around the strategy are the sector and subsector working groups, which bring together development partners. These groups meet twice per year for a forward-looking and a backward-looking meeting, which enables the government and development actors to plan their yearly sectorial development targets and share best practices.

## LESSONS LEARNED

### **Sustainability maintained through the participatory approach/ community involvement**

33. The project has worked extensively in building ownership for the activities to be implemented. It adopted a “come and see, go and implement” approach to ensure complete ownership of produced outcomes and people were involved in decision-making. For example, the cleaning and maintenance of assets to restore the lowland, was a solution brought up by communities, and constitutes a sustainability measure.

34. This is evidenced by the uptake of the project’s adaptation measures by the beneficiaries, community animators and local government authorities (at district level). The project outcomes’ sustainability will also be ensured through the involvement of women in project’s activities (more than 52% were women), the project in fact learned that working with women means to involve the whole family and community.

35. Specific strategies put in place by the project to ensure sustainability of its results, are the involvement of communities through climate resilient groups created, through community animators, and through the creation of a cooperative grouping all farmers owning land in Mugogo low land with the purpose of ensuring the maintenance of that lowland after the project’s finalization. Project beneficiaries were involved in construction activities, planting trees, building terraces, channels, and were trained in green jobs. Additionally, as part of its sustainability strategy, every last Saturday of each month the project beneficiaries participate in a *muganda*, that is a cultural practice where people in rural areas help each other by through, for example, communal work.

36. For what it concerns the relocation of highly vulnerable households from high risk zones to the green village, the project did not find resistance thanks to the involvement local communities and leaders. In addition, the project learned that people were more reluctant to be displaced if the new area was far from their land. By moving them in a safe and resilient village not so distant to their previous location, they could feel ownership as they could still cultivate they own land.

37. Finally setting learning objectives within the project, helped project beneficiaries to feel ownership on the project's achievements. The project has organized awareness trainings on climate change impacts in the target communities in the local language kinyarwanda. Additionally, the knowledge stemming from the project was share through the radio, newspapers and TV and it's a mechanism that will help in ensuring the sustainability of the project's achievement.

**Active participation of CSO and NGOs at all stages of the project can help in ensuring its sustainability**

38. By talking with different stakeholders, it was noted that the project would have highly benefitted from the engagement of NGOs, not just during the project's design phase but also during its implementation. NGOs in fact have technical expertise and extension services on the ground. NGOs like Developpement Rurale Durable (DRD), conduct monitoring of government activities at local level and can play an intermediary role between the cooperatives and the executing entity. Since most of the project's beneficiaries are grouped in cooperatives and associations, NGOs can continue to raise awareness among those groups through their advisors and technical experts.

39. Rwengo Forum, which aims at reducing climate change impacts and is composed by NGOs working in environment, has a MOU with the Ministry of Environment, and is part of the National Steering Committee. In addition, NGOs are part of the joint action forum at district level, and they can provide guidance on sustainability and maintenance of assets on the ground but are not directly involved in the execution of some of the project's activities.

**Having well established inter-institutional communication systems prevents negative impact on project implementation as a possible result of NIE restructuring**

40. During 2014 the Government of Rwanda carried out Institutional reforms and this affected the Ministry of Natural Resources by changing its organizational structure. The new Agency (Meteorology Agency) joined other agencies under the Ministry of Natural Resources (MINIRENA) in 2014 (now Ministry of Environment), and the current Ministry has 2 technical departments: (1) Land, Environment Water and Forestry, (2) Mining and Petroleum Unit; and 2 supporting units: (1) Planning, Monitoring and Evaluation, (2) Finance and Administration. The national procurement laws and guidelines for managing public and donor funds were not changed.

41. The management of project was strengthened by introducing the Single Project Implementation Units (SPIU) in most of the government institutions/agencies including the MOE. The SPIU allows to strengthen synergies between all projects and reduce their operational costs (in M&E and administration). Before each project had a standalone management unit, then the ministry carried out an analysis which showed that there were a lot of overhead expenses. Now, for every project there is just one procurement and one administration specialist. Also, the flow of information is smoother, following an impact-based project management. The SPIU reports to the Permanent Secretary of the MOE, in charge of the implementation of policies and strategies of the agency.

42. Building trust between the Government and the Private sector is paramount. The trust built ensured a smooth deployment of works on the ground. In addition, a memorandum of understanding (MOU) on procurement can be important to avoid any procurement delays.

43. It was also noted that the project was supported by a multi-level governance already in place. This was beneficial for the monitoring and evaluation aspect of the project. In fact, local governments play an important role in the local steering committee to monitor the project's achievements in the field. When the national steering committee meets, it greatly relies on the views and information provided by the local steering committee.

## **ANNEXES**

- Key questions
- Agenda of the mission and participants

### **ANNEX I: Key questions**

A set of questions was prepared for the objectives of the mission, which were applied for the mission.

<b>Key guiding questions in the targeted learning plan</b>	
<b>Mission objectives</b>	<b>Key questions for the mission</b>
<p><u>Objective 1:</u> to collect lessons learned from concrete adaptation practices in the context of integrated land and water management technologies.</p> <ul style="list-style-type: none"> <li>• Lessons drawn from radical and progressive terracing in reducing flooding and landslides, which at the same time increase agricultural production;</li> <li>• Learn from the project's approach of diversification and integration of crop and livestock production (agro-sylvopastoral) systems to minimize the impact of variable rainfall;</li> <li>• Enhancing livelihoods by introducing post-harvest processing and storage systems, and through added-value transformative agro processing techniques (milling, shelling, grinding, packaging).</li> </ul>	<ol style="list-style-type: none"> <li>1) Based on what previous experiences/studies were the project adaptation options selected?</li> <li>2) What, if any, were the main challenges faced by the project in implementing its identified adaptation options?</li> <li>3) How have the soil and water management adaptation activities helped in reducing the agricultural production losses?</li> <li>4) What steps have been taken to measure the success of radical and progressive terracing, installation of rainwater harvesting tanks, planting bamboos and the construction of the check dams?</li> <li>5) What were the most innovative options proposed through the project and how have they been accepted by the communities?</li> <li>6) What are the considerations for the sustainability of the proposed innovative options?</li> <li>7) To what extent was local/traditional knowledge considered?</li> </ol>
<p><u>Objective 2:</u> to learn from the communities' involvement strategy and from institutional capacity building, to ensure sustainability of project's results and replication/scaling up of concrete interventions</p>	<ol style="list-style-type: none"> <li>1) What was the impact obtained through the creation of the Rural Development Hubs within selected imidugudus?</li> </ol>



<ul style="list-style-type: none"> <li>• Lessons drawn from the development of Rural Development Hubs within selected imidugudus (villages);</li> <li>• Learn from the project's general approach in developing women-oriented production practices and engaging and empowering women in post-harvest operations, alternative livelihood strategies and vocational training schemes;</li> <li>• Learn from the investments opportunities and increased access to renewable energy for enterprise development;</li> <li>• Key aspects, such as knowledge sharing and community empowerment to foster the sustainability and scalability of a project;</li> <li>• Draw lessons from the resettlement process of extremely poor households from high risk to a safe zone;</li> <li>• To learn about what has worked to facilitate replication and institutionalization of the community-based adaptation approaches, as well as gender sensitive climate adaptation approaches into the national planning documents;</li> <li>• Elements to be taken into account to enhance the project's sustainability.</li> </ul>	<ol style="list-style-type: none"> <li>2) This project undertook a gender analysis before starting its implementation. In which way this helped to achieve a gender responsive intervention?</li> <li>3) What have been the main challenges encountered in the resettlement process of extremely poor households from high risk to a safe zone? How were these challenges overcome?</li> <li>4) What are the main lessons learned from the investment in and access to renewable energy for enterprise development?</li> <li>5) To what extent has scalability of the project been taken into account at the project design phase? Have there been any concrete plans to scale up the project activities?</li> <li>6) What elements were taken into account for local capacity building activities and institutional strengthening to ensure sustainability of project?</li> <li>7) Do you plan to convey lessons learned about adaptation interventions to decision makers at the state or national level? What kind of knowledge dissemination methods are being considered to be used?</li> <li>8) Has climate uncertainty been considered when proposing adaptation interventions in order to ensure their sustainability at the time of scale-up?</li> </ol>
<p><u>Objective 3</u>: to draw lessons from how monitoring and reporting have been used to improve project management</p>	<ol style="list-style-type: none"> <li>1) How has existing data/knowledge, including from projects funded by other funds/donors, been used to inform project design and implementation? How has exchange of</li> </ol>

<ul style="list-style-type: none"> <li>• How relevant indicators were defined by the implementing/executing entities, and measured during implementation;</li> <li>• How the mid-term review (MTR) was used to inform and readjust project activities.</li> </ul>	<p>information/lessons with other relevant projects taking place in Rwanda, arranged?</p> <ol style="list-style-type: none"> <li>2) What is the biggest lesson you have learned with respect to replicating or scaling up an adaptation practice?</li> <li>3) Was an exit strategy developed for the project? If yes, what were the elements of that strategy?</li> <li>4) How were the indicators defined at project design stage? How have the indicators been measured during implementation?</li> <li>5) Did the conducted MTR help improve project performance and impact on the ground?</li> <li>6) This project underwent a material change; how did that affect project implementation? What were the adaptive management strategies to ensure effectiveness and timely implementation of project activities?</li> <li>7) Are there any lessons learned from the reporting process?</li> </ol>
---	--

**ANNEX II: Agenda of the Mission**

Schedule Visit of the Adaptation Fund Secretariat  
Adaptation Fund Project in Rwanda

<b>Time Schedule</b>	<b>Agenda Item</b>	<b>Responsible</b>	<b>Contacts</b>
<b>Week end 24-25/11/2018 (Arrivals)</b>	<b>Weekend</b>	SPIU Coordinator/ RWFA	+250 78830 37 16
<b>Day one Monday 26<sup>th</sup> November 2018</b>			
10.00-11.00	Meeting with Director General of RWFA and PS/MOE	SPIU Coordinator/RWFA and SPIU Coordinator/MoE	+250 78830 37 16
11.00- 4.00	Meeting key central government institution representatives (Members of the National Steering Committee)	SPIU Coordinator/ RWFA	+250 78830 37 16
<b>Day two Tuesday, 27<sup>th</sup> November 2018</b>			
4:00PM	Departure to Musanze	SPIU Coordinator/ MoE	+250 7888 49234
<b>Day three Wednesday, 28 November 2018</b>			
7.00-8.00	Breakfast	Hotel	
8.30-10.00	Field visit Mugogo lowland rehabilitated and meet Mugogo farmers	SPIU Coordinator/ RWFA	+250 78830 37 16
10.00-12.30	Field visit on Radical and progressive terraces (Mukamina, Kintobo) meet beneficiaries near health center Kintobo.	SPIU Coordinator/ RWFA	+250 78830 37 16
<b>12.30-15.00</b>	Visit Radical terraces and Nyamutukura buffer zone protection/Jenda , Carrots washing station and handcraft showing center/ Mukamira	SPIU Coordinator/ RWFA	+250 78830 37 16
15.00	Lunch	La Palme Hotel	
<b>Day four Thursday, 29 November 2018</b>			

<b>Time Schedule</b>	<b>Agenda Item</b>	<b>Responsible</b>	<b>Contacts</b>
8.00-9.30	Meeting with local authorities at Musanze District level	SPIU Coordinator/RWFA	+250 78830 37 16
10.00-11.00	Meeting with local authorities at Nyabihu District level	SPIU Coordinator/RWFA	+250 78830 37 16
11.30-12.00	Farmer Field groups/ Rurembo and meet beneficiaries/ Rurembo	SPIU Coordinator/RWFA	+250 78830 37 16
	Rurembo Mini-Markert and meet beneficiaries/ Rurembo	SPIU Coordinator/RWFA	+250 78830 37 16
12.30-13.00	Hair Dress cooperative/Busogo and meet beneficiaries	SPIU Coordinator/RWFA	+250 78830 37 16
13.30-14.00	Kabyaza green village and mini-markert / Mukamira and meet Residents	SPIU Coordinator/RWFA	+250 78830 37 16
14.30	Lunch	Hotel	
16.00-18.00	Coming back to Kigali		MoE
<b>Day five 30<sup>th</sup> November 2018</b>			
8.30-9.00	Meeting with Hon. Minister of Environment	SPIU Coordinator/ MoE	+250 7888 49234
09.30-11.00	Wrap up meeting with Project Management Team	SPIU Coordinator/ MoE	+250 7888 49234
<b>12.00</b>	<b>Lunch</b>	<b>Hotel</b>	
<b>Going back to Washington DC</b>			

### **Institutions/stakeholders visited/met**

- Rwanda Housing Management Authority (part of the National Steering Committee)
- Rwanda Environment and Climate Change Fund (FONERWA) (part of the National Steering Committee)
- Rwanda Environmental Management Authority (REMA)
- Rwengo Forum (association of NGOs working in environment)
- United Nations Development Programme (UNDP)
- Ministry of Agriculture (part of the National Steering Committee)
- Ministry of Environment – former MINIRENA (Implementing Entity)
- Designated Authority for the Adaptation Fund
- Developpement Rurale Durable (DRD) NGO
- Local authorities
- Project Beneficiaries (Nyabihu and Musanze Districts)

### **Mission Team**

Mr. Mikko Ollikainen – Manager, Adaptation Fund Board Secretariat

Ms. Cristina Dengel – Knowledge Management Officer, Adaptation Fund Board Secretariat

Ms. Martina Dorigo – Programme Analyst, Adaptation Fund Board Secretariat

Mr. Innocent Musabyimana – Ministry of Environment

Mr. Xavier Rwibasira – Rwanda Environmental Management Authority

## ANNEX III: Agenda of the Africa Green Growth Forum

Africa Green Growth Forum

# Programme Outline

(as of 25 November 2018)

**26 - 30** ..... KIGALI CONVENTION  
 Nov 2018 ..... CENTRE - RWANDA

Time	Monday	Tuesday	Wednesday	Thursday	Friday
Morning Session 1	<b>8:30-13:00</b> Rwanda High Level Green Growth and Climate Resilience Strategy Policy Dialogue & Launch of Rwanda NDC Partnership Plan (MH3)	<b>10:00-17:30</b> Africa Green Growth Investment Forum (MH 1&2)  <b>11:00</b> Opening of Africa Green Growth Exhibition	<b>9:30-12:45</b> African Circular Economy Alliance Event (AD12)  <b>9:00-17:30</b> Africa Regional Consultation on Sustainable Cities Impact Programme (with GEF <b>by invitation</b> ) (AD10)  <b>9:00-17:00</b> Rwanda Sustainable Infrastructure Roundtable Training (All Day <b>by invitation</b> with GGGI) (AD11)	<b>8:30-13:00</b> Knowledge Management and Green Growth Readiness Assessment in Africa (with GGGI & AfDB) (AD12)  <b>10:00-16:00</b> Dialogue on Increasing Private Sector Access to Finance for Climate Action (AD10)  <b>10:00-12:00</b> Roundtable on Accelerating Africa's Switch to Affordable and Efficient Cooling and Lighting (with R-COOL and partners <b>by invitation</b> ) (AD1)	<b>8:00-16:30</b> Rwanda Green Growth Investments Field Visits (Bugesera)  Departure: Kigali Convention Centre ( <b>Limited spaces</b> )
Morning Session 2					
Lunch			<b>12:45-13:45</b> African Circular Economy Alliance Technical Meeting		
Afternoon Session 1	<b>14:00-16:30</b> Advancing Climate Action Plans (NDCs) Workshop (with the World Bank and NDC Partnership) (MH3)  <b>15:00-17:00</b> Green Schools Events (with REMA) (Bugesera District)  Departure 14:00 ( <b>Limited spaces</b> )	<b>14:30-19:00</b> Africa Regional Consultation on Sustainable Cities Impact Programme (with GEF <b>by invitation</b> ) (AD10)  <b>15:30-17:30</b> Business to Business Meetings (MH3)  <b>16:00-18:00</b> Rwanda Green Growth Roundtable ( <b>by invitation</b> ) (AD12)	<b>14:00-16:00</b> Green Growth Technologies Exchange (AD12)  <b>16:30-18:30</b> Rwanda Green Fund - Investing in Green Growth The Potential of E-Mobility (AD12 & Foyer 1A)	<b>14:30-16:30</b> Africa Centre for Climate and Sustainable Development Workshop (with GGGI & REMA) (AD12)  <b>All Day</b> Africa Regional Consultation on Sustainable Cities Impact Programme (with GEF <b>by invitation</b> ) (Field Visits)	
Afternoon Session 2					
Evening Session		<b>18:30</b> Green Growth Champions Dinner ( <b>by invitation</b> ) MH4	<b>19:00</b> Official Side Event: Green Drinks Kigali on Green Urbanisation (Kigali Conference Exhibition Village - Camp Kigali)		<b>17:00-22:00</b> Green Growth Concert & Awards  (Intare Convention Arena, Rusororo)  <b>(Registration required)</b>
All Day		<b>All Day:</b> Africa Green Growth Exhibition (Foyer 1A)			