



WEBINAR FOR ACCREDITED NATIONAL IMPLEMENTING ENTITIES (NIEs) OF THE FUND ON APRIL 22, 2020 FROM 9:00-10:30AM EDT

**TOPIC: MANAGING PROJECT EXTENSIONS THROUGH ADAPTIVE
MANAGEMENT DURING PROJECT IMPLEMENTATION.**

Questions to be answered during the Presentation

- What is your project about (provide a brief summary in 5 minutes)
- What factors led to delays in the project? (distinguish between internal vs external factors)
- Do you have proposed solutions for how the above factors could be avoided or addressed in future projects?
- In hindsight, what would you have done differently to avoid having to request for project extension?

What is your project about ? (provide a brief summary in 5 minutes)

- **PROJECT CATEGORY:** REGULAR PROJECT
- **COUNTRY:** RWANDA
- **TITLE OF PROJECT:** REDUCING VULNERABILITY TO CLIMATE CHANGE IN NORTH WEST RWANDA THROUGH COMMUNITY BASED ADAPTATION
- **TYPE OF IMPLEMENTING ENTITY:** NATIONAL IMPLEMENTING ENTITY
- **IMPLEMENTING ENTITY:** MINISTRY OF ENVIRONMENT (MoE)
- **EXECUTING ENTITY:** RWANDA WATER AND FORESTRY AUTHORITY (RWFA)
- **PROJECT BUDGET:** 9,969,619 (IN U.S DOLLARS EQUIVALENT)

PROJECT OBJECTIVE

- To increase the adaptive capacity of natural systems and rural communities living in exposed areas of North Western Rwanda to climate change impacts.

PROJECT STRATEGY

- To manage the risks and effects from recurring floods, landslides and erosion through an integrated natural resource management and alternative livelihoods program in one of the most climate sensitive and vulnerable areas of Rwanda.

PROJECT COMPONENTS

1. Adaptation to climate change (rainfall intensity and duration) through integrated land and water management to support climate-resilient production and post-harvest systems.
2. Support for the transition from exploitive farming practices to sustainable diversified livelihoods.
3. Capacity building of local institutions to improve understanding of climate change impacts and scale up effective adaptation strategies at the local level.

PROJECT OUTCOMES

The project addresses the three outcomes under the Immediate Objective of this umbrella project:

- ❖ Reduced flooding and diversified and higher yields leading to enhanced food security and increased household incomes.
- ❖ Diversified and climate resilient livelihoods of vulnerable households in project area.
- ❖ Enhanced capacity of local actors and Government to develop and implement risk reduction strategies for areas prone to flooding and landslides.

Key achievements



Key achievements/ Output 1 Reduced flooding



Before the Project



After the project



Key achievements/ Output 2: Diversified and climate resilient livelihoods of vulnerable households

**Resettlement of
200 households
from high risk
zones to safer
zones (Kabyaza
Green Village)**



Distribution of cows to vulnerable communities





Mukamira Carrot washing station



Mukamira handcraft show center

Enhanced capacity of local actors



- Formal trainings to youth (boys and girls)
- Farmer field schools
- Community animators introduced



Local leaders handing over sewing machines to RV3CBA project Beneficiaries

What factors led to delays in the project? (distinguish between internal vs external factors)

- The project started officially On **Monday, 2nd June 2014**
- The Project was 4 years period and was supposed to end by June 2018
- On **30th August 2017**, the accredited entity was split into 2 Ministries (MINILAF and MoE)
- The last disbursement was supposed to be effective in **June 2017**
- The last disbursement has been effective on **16th August 2018**
- This led to requesting 1st non cost extension by **June 2019**
- Since the Final evaluation of the Project is supposed to be carried 9 months after project completion date (**7.01 para e**)
- This led to request of the 2nd no cost extension up to **December 2019**

What factors led to delays in the project? (distinguish between internal vs external factors)

- It has been observed that internally, a **split** of the Ministry of Natural Resources (MINIRENA) into MoE and MINILAF caused delays of last tranche of the funds disbursement
- **Automatic cancellation of the accreditation**
- **Comprehensive consultations** between national institutions (Ministry of Justice (Legal Opinion), Ministry of Finance and Economic Planning and MoE
- **Lack of proper documentation** of decisions (all staff are involved)
- **Insufficient time** for completing and submission of required documentation

External factors

- There is **no policy** at the Adaptation Fund level to deal with a case “split institution which is accredited”, lack of clear guidance
- MoE as the **1st institution** to face this challenge
- **Slow feedback** from the Fund “ Ministry request was sent on **25th September 2018**, the feedback from the Fund was issued on **25th April 2019** (after 7 Months) due to a large number of requests from NIEs.
- **Change** of the reaccreditation focal point (positive or negative element)
- Slow feedback from sister Government Institutions

Do you have proposed solutions for how the above factors could be avoided or addressed in future projects?

- The article 116, para 2 of the Constitution of Rwanda, cabinet members are appointed by the President of the Republic. The split of MINIRENA was beyond Ministry's control
- Due to partnership with Private Sector, the firms have not stopped the works on the ground, even if the payments were pending
- Institution memory is very key in providing information regarding accreditation and re accreditation
- Foresight planning of the tenders and consistent monitoring of project achievements
- Consistent communication with the Fund

In hindsight, what would you have done differently to avoid having to request for project extension?

- In our view the non cost extension was **obvious**
- From the Fund, it is good that an **internal policy** on causes for reaccreditation and extension was developed and endorsed
- For the final report, these milestones to be delivered **after** the project completion (eg. Final report) should be considered within the project duration, otherwise after closing the project it will not be possible to spend the remaining budget.



ADAPTATION FUND

Thank you!