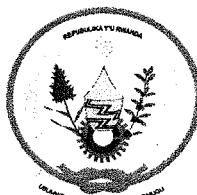


## Government of Rwanda



## United Nations Development Programme (UNDP)



### Addendum to Project Document

*Decentralization and Environment Management Project (DEMP) Phase I (December 2004-June 2008)*

*Decentralization and Environment Management Project (DEMP) Phase II (July 2008-July 2013)*

### **Brief Description**

This project summarises the proposal for a second phase of the Decentralisation and Environmental Management Project (DEMP), to be implemented over the period of 5 years (2008-2013). The project herein referred to as DEMP II, follows the end of phase I, and seeks primarily to build on the successes of the just ended phase in order to consolidate the achievements within the project area and scale-up some of the success initiatives to other areas.

Proposed investments would focus on three key areas: 1) Capacity development of MINIRENA/ REMA to undertake environmental policy coordination and monitoring and the Districts to be able to integrate environment with development through the district planning ,budgeting process and project implementation; 2) DISTRICTS to undertake collaborative planning and management of environment and natural resources of Lake Kivu, associated river basins, islands, marginal and fragile ecosystems Scaling up environmental protection investments, community based resource management capabilities and strengthening advocacy and social resilience around natural resources management is critical; 3) implement viable environmental practices as well as promote sustainable livelihoods using decentralization as a delivery mechanism.'

The ultimate aim is to contribute to poverty reduction and economic development through sustainable use and management of natural resources. Districts through the proposed initiatives should have the capacity to plan, manage and ultimately benefit from environmentally sound development activities.

**SIGNATURE PAGE**

**Country: RWANDA**

**UNDAF Outcome(s)/ Indicator(s):**

Capacity at national, district and community levels to restore and protect ecosystems of national and global importance against potential degradation strengthened

**Expected Outcome(s) Indicators**

Districts through collaborative planning are sustainable managing environment and natural resources of Lake Kivu, associated river basins, and islands, marginal and fragile ecosystems countrywide. DEMP Phase 1 best practices are being replicated in the remaining 23 districts.

**Expected Outputs/ Annual Targets:**

Mechanisms for coordination and collaboration of environmental and Natural resources management through watershed management approach developed and strengthened.

**Executing Agency:**

Rwanda Environmental Management Authority (REMA)

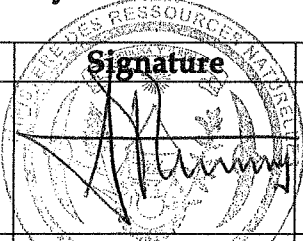
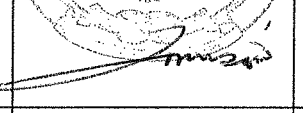

**Implementing agencies:**

United Nations Development Programme (UNDP)

Programme Period: July 2008-July2013
Programme Component:
Project Title: Decentralisation and Environment Management Project (DEMP) II
Project ID: 00060897
Project Duration: Five Years(starting from 1 July 2008)
Management Arrangement : National Execution (NEX)

Estimated Budget: US\$ 6.023.171
Allocated Resources : US\$ 5.620.171 (one fund)
In kind contribution : US\$ 403.000 (GoR)
UNDP TRAC : UNDP Rwanda: 500,000 US\$)

**Agreed by**

On behalf of:	Signature	Date	Name/Title
MINIRENA			<b>Prof. MUNYANGANIZI Bikoro,</b> Minister of State in charge of Environment, Water and Mines
MINECOFIN		13/08/2008	<b>Hon. James Musoni</b> Minister of Finance and Economic Planning
UNDP		14/8/2008	<b>Mr. Anthony Ohemeng Boamah</b> Resident Representative a.i



## **Part 1. Background Analysis**

Rwanda has steadily recovered from the devastating effects of the 1994 genocide in which up to one million of its citizens perished, the structures of governance collapsed and the entire socioeconomic infrastructure was destroyed. The country has been applauded internationally for remarkable progress in achieving good governance, and was in 2005 ranked among the best sub-Saharan African countries for private investments, mainly on account of transparency and record on corruption. It yielded some dividends – per capita aid inflows is estimated to average around US \$ 500 per person per annum, suggesting that the impressive record has attracted a lot of donor aid. But despite these impressive records, enormous challenges remain. Absolute poverty levels remain unacceptably high at around 60%; the combination of increasing population growth and poverty have imposed a lot of pressure on the already severely limited natural resource base, resulting in incidences of food insecurity in many areas.

To seriously address the above cited challenges, the Government of Rwanda resolved to commit itself to the principles of sound environmental management and sustainable development by putting in places various tools and instruments. The Ministry of natural Resources, (MINIRENA) within the framework of Vision 2020 developed the National Environment Policy in 2003 which clearly spelt out environmental issues and the process of action to address them in accordance with the policy of decentralisation and good governance in the country. MINIRENA further developed the Organic Law of 04/2005 determining modalities of protection, conservation and promotion of environment in Rwanda to provide a solid legal framework for improved management of the environment, as well as the right principles for the participation of the population in general. These two instruments facilitated the formation of the Rwanda Environment Management Authority (REMA) to oversee the management of environmental issues in the country. Subsequently, REMA has committed itself to establish and strengthen institutional framework for environmental management as is consistently manifested by its active involvement in various environmental endeavours.

Environmental management in Rwanda has, therefore, drawn consistent attention and support from the Government and various donors. Having noted that natural resources upon which communities depend for their livelihoods are being degraded and depleted with loss of income levels among resource users, it was imperative for the Government to take affirmative action to protect and conserve these resources. The Government developed the Decentralization and Environment Management Project (DEMP) among other initiatives, to address some of the top priorities of decentralization and poverty reduction.

### **1.1. Decentralization as a Mechanism for Addressing Environmental Degradation**

Rwanda has implemented the decentralization policy since 2001, and during this period, a lot has been achieved by way of empowering local population in planning and decision making, and bringing services nearer to the people. The decentralized local governance structures have provided an opportunity to identify issues that affect the population, plan and implement well-targeted interventions, and put in place mechanisms for sustainability, through the democratic and people-centred institutional structures that extend down to grassroots level.

Decentralization is recognized as a mechanism to empower citizens to conceptualise, plan and manage their own development activities, since they know better than anyone else, the problems that affect them. Local communities and their leaders are more knowledgeable about and have bigger stake in the natural resources in their areas. Environmental protection and sustainable natural resources management is more effectively and efficiently realized by actions at local level where degradation occurs. The Decentralization Policy and Strategy have presented a major opportunity to empower the population, who are primarily affected by degradation to better manage their natural resources. Phase 1 of the Decentralization and Environment Management Project (DEMP) was designed to strengthen the capacity for sustainable environmental and natural resources management, at community, district and national level, by building on the opportunities offered by decentralization<sup>1</sup>.

The primary responsibility for rural development activities is now vested in the country's districts, with oversight from the Ministry of Local Government Community Development & Social Affairs (MINALOC). Each district is required to complete a District Development Plan (DDP) to qualify for a centralised CDF assistance. Donor organizations also increasingly use the DDPs to identify district partners and guide their expenditures. DDPs are now required to include District Environmental Plans toward which an estimated 10% of budgets are to be applied<sup>2</sup>.

DEMP is, arguably, one of the few interventions that attempted to address environmental sustainability through capacity strengthening at all levels in a complementary way. However, considering that the decentralization process is still evolving in Rwanda, the local governance structures put in place face capacity challenges to address complex issues like environmental degradation. From another dimension, decentralization and associated public sector reforms have resulted in change of power relations and roles - Central Government authorities retained the roles of policy formulation, standards setting, technical guidance and capacity building support to local structures, while all planning and implementation activities devolved to the local levels (essentially district, sector and cell level).

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<sup>1</sup> DEMP Mid -Term Review Report 2007

<sup>2</sup> Strengthening Biodiversity Conservation Capacity in the Forest Protected Area System of Rwanda

## **1.2. Decentralization and Environment Management Project (DEMP) 1**

The DEMP Phase One was a 3-year project which was formulated in 2004. Its geographical scope initially covered the 6 districts of the current Western Province (note that in the former administrative structure Gisenyi, Kibuye and Cyangugu were Provinces). However, after the administrative and territorial reform of 2005 these three Provinces became part of the Western Province with 7 districts namely Rubavu, Nyabihu, Ngororero, Rutsiro, Karongi, Rusizi and Nyamasheke. The criteria used to select the 3 Provinces were ecosystem diversity, building on on-going decentralization programmes, existence of NGOs/CBOs that were deemed potential implementing partners, and the need to maintain synergy with ongoing UNDP development assistance programmes in the region<sup>3</sup>. UNDP and the Royal Netherlands Embassy (RNE) support to DEMP phase 1, as well as the Swedish International Development Agency (Sida)'s initial support, is gratefully acknowledged.

Project mobilisation took place a year later. Despite delays in implementing the project, lack of staff continuity and time consuming tendering procedures, the DEMP has made significant progress towards accomplishing planned objectives. A variety of important initiatives implemented have had far-reaching implications. It is against this background that the Mid-Term Review Mission conducted in June 2007 recommended the extension of the project to run for another five years. It has been realised that continued support is even more critical in this phase, because the new decentralized structures put in place, the tangible investments already established, and the key lessons in implementing such complex initiatives, will be at play to optimize results and impact. Undoubtedly, this project will further translate into one of the most remarkable and practical ways of realising the EDPRS objectives.

The DEMP was thus, inspired by the fact that local communities are more motivated to protect and sustainably use natural resources if they are directly involved in the planning and decision making process. For local governments, strengthening environmental management capacity is important since environmental sustainability contributes to widening and increasing local revenue base, a key aspect of Rwanda's decentralization process.

The Mid-term Review Mission recommended that the project should be extended to another Phase in order to ensure that the interventions made achieve significant and sustainable impact. The areas recommended for investments were:

- Consolidation of the achievements made by supporting community mobilization, sensitization and tooling to manage investments made.
- Building capacity of the communities to manage the investments being handed over by the project and strengthening institutional capacity of local institutions
- Scaling -up activities to reach all areas in the Kivu ecosystem.

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<sup>3</sup>UNDP had supported resettlement programmes in parts of Gisenyi (in/around Gishwati forest) and Kibuye which had implications for ecosystem degradation and sustainable livelihoods.

- Re-aligning and integrating its activities into existing local actions and district development programmes to guarantee sustainability.

## **Part 2. Situational Analysis**

### **2.1. Geographical Features**

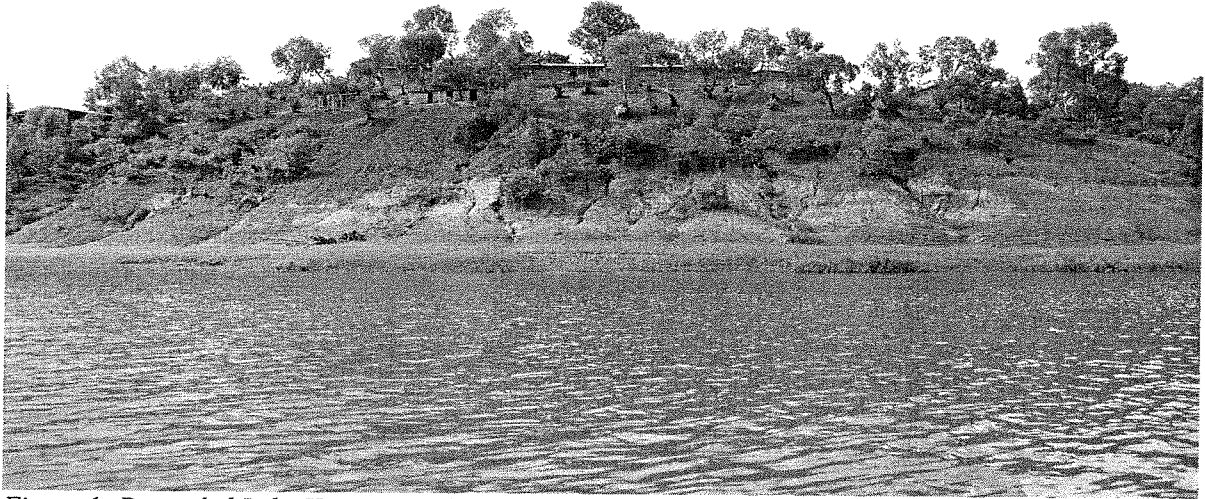
Rwanda is a land locked country located south of the equator. Its topography is characterized by mountains, hills, plains and valleys ranging from 900 meters to 4500 meters above the sea level with an area of 26,238 square km. This diverse terrain makes the country susceptible to land degradation due to soil erosion emanating from heavy rains and poor cultivation methods. About 50% of the soils in Rwanda have a low aptitude for highly nutrient demanding crops mainly due to their advanced level of erosion and acidity<sup>4</sup>

The country has a stable tropical temperate climate with average temperature of 20°C and has bimodal rainfall regime with average rainfall of 1000 mm annually. However, the rains have recently become unreliable and unstable to the extent that some areas are becoming relatively warmer than expected. Indeed, in the last 30 years, Rwanda has experienced climate change, with regards to frequencies, intensity and persistency of extremes like heavy rainfalls, waves of heat, drought and climatic variables.

Rwanda has a natural good drainage system composed of the Congo and Nile river basins with well distributed rivers streams, lakes and marshlands networks which could ensure adequate rainfall in the country. The Nile basin covers 67% of the natural territory and the Western Congo basin covers 33%. The Congo basin consists of insignificant and short rivers which flow into Lake Kivu. The Rusizi River is its outflow into Lake Kivu. The wetlands related to these basins are not well utilized and this underpins the need to manage them to ensure sustainability of the drainage systems.

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<sup>4</sup> Strategic Plan for Agricultural Transformation Support Project, IFAD/MINAGRI, March 2005



*Figure 1: Degraded Lake Kivu Watershed*

Protected areas of Rwanda consist of the Natural Forest of Nyungwe, the Volcanoes National Park and the Akagera National Park, while natural reserves are the natural forest of Mukura and the forests of Cyamudongo, Busaga and the savannah of the east. It should be pointed out that the natural forest of Gishwati has virtually disappeared. The degradation of forests and national parks of course has a number of adverse consequences. One of them is the diminishing ability of forests to provide the climatic and ecological services.

Natural Forest of Nyungwe dominates the shores of Lake Kivu in the south west of Rwanda. It stretches at an altitude ranging between 1600 and 2950 m and shelters a complex mosaic of types of vegetation. This rich variety of flora is accompanied by an equal variety of fauna, including several species of birds and primates. Whereas the Volcanoes National Park stretches in the southern part of the volcanoes range which constitutes Rwanda's northern border with the Democratic Republic of Congo and Uganda. The Akagera National Park is situated in the eastern part of the country. Generally, the vegetation cover varies according to the relief and the distribution of the rainfall.

As cited above, Rwanda has a diverse but fragile tropical ecology which require protection and careful maintenance if it has to sustain high population densities which depend on agriculture for its livelihood.

## **2.2. Social Economic Context**

The Rwandan economy is primarily dependent on natural resources. Over 87% of the population depends on subsistence agriculture for their livelihood and more than 94% use

fuel wood as their primary source of energy for both domestic and industrial uses.<sup>5</sup> This situation has led to massive deforestation and soil destruction.

The total population of Rwanda is 8,128,533 increasing at a rate of 2.6% per annum and with the majority of the people living in rural areas.<sup>6</sup> The population is expected to be around 16 million by 2020 unless family planning, education and outreach strategies are intensified<sup>7</sup>. The average population density is over 321 inhabitants per km<sup>2</sup> the highest in Sub Saharan Africa.

The overpopulation has led to excessive environmental degradation due to exploitation of natural resources, on which the development of Rwanda is largely dependent, particularly agriculture. Thus, poverty and demographic factors are the main cause of environmental degradation. The environmental Policy identifies “the imbalance between the population and natural resources (land, water, flora, fauna and other non renewable resources) as the major environmental problem in Rwanda. This imbalance has led to serious land degradation as reflected through massive deforestation, loss of soil fertility, soil erosion, the reduction of biodiversity, the cultivation of marginal areas, the erosion and unplanned farming of marshes and urban and industrial pollution. This explains the numerous initiatives of the Government towards fighting poverty and combating land degradation although the continued exploitation of natural resources does not simultaneously match the application of corrective measures.

Agriculture accounts for more than 90% of the labour force but it is still unproductive and largely on subsistence level. Increasing degradation of natural resources, especially land, makes the population more vulnerable to food and income insecurity. Poverty and food insecurity will be difficult to deal with if the degradation of the natural resource base continues unabated. A related aspect of this problem is the cultivation of lake shores which results in considerable silting of the lakes with adverse consequences for fish breeding. The EDPSR targets to reduce soil erosion and soil fertility decline by 22% over the period of 5 years<sup>8</sup>

The small size of the country makes land a very limited resource. Two percent of cultivating households do not own land so rent, sharecrop or borrow land. Half of the cultivating households (representing 3.6 million people in 2000/2001 and 4.5 million in 2005/06) cultivate less than half a hectare. More than 60 percent less than 0.7 ha of land and more than a quarter cultivate less than 0.2 ha. Standard of living is strongly related to size of household with those holding the least land generally being the poorest<sup>9</sup>

Raising agricultural productivity remains the biggest challenge. This is a crisis that calls for urgent and appropriate measures, given that the scarcity of land in Rwanda hardly

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<sup>5</sup> Draft Economic Development and Poverty Reduction Strategy (2008-2012)

<sup>6</sup> Population Census 2002

<sup>7</sup> Rwanda Vision 2020

<sup>8</sup> Draft Economic Development and Poverty Reduction Strategy (2008-2012)

<sup>9</sup> Economic growth has slowed., population density continues to rise and the environment is under stress  
2.1 EDPRS report



offers any possibilities to increase land availability for agricultural purposes. Vision 2020 aspires to transform the agricultural sector into a productive high value market oriented sector. This is in line with the DEMP Project which focuses on stepping up agriculture through sustainable livelihood activities.

Rwanda's Vision 2020 sets some specific and time bound targets such as increasing the percentage of land protected from erosion from 20% in 2000 to 90% in 2020. In addition, it states that the country's ecosystems should be conserved, preserved, restored and the biodiversity be protected. The Vision 2020 further underscores the relationship between poverty and land, demography and environmental degradation. The ongoing EDPRS process envisages the area protected against erosion to rise from 40% of the agricultural land area to 64% in 2012. Furthermore, one of the priorities of the Strategic Plan for the Transformation of Agriculture (PSTA) is to intensify and develop sustainable production systems in agriculture and animal husbandry through soil conservation measures such as construction and rehabilitation of terraces and the promotion of agro-forestry technologies for sustainable land use. On the livestock side, the programme emphasizes, the 'One Cow per household programme which was introduced in 2006 to improve the livelihood of the poor.

Energy needs in Rwanda are met from several sources of varying importance. However, biomass is the principal source of energy since it meets 94% of national needs. Wood fuel and plant residues are used for cooking and in industries and cottage industries as a source of primary energy. The increasing demand of the modern sector has made it necessary to develop the country's hydro--electric potential for the production of electricity, which is still in deficit. This has led to examining the possibility of extracting of the methane gas of Lake Kivu.

### **2.3 Description of the Project Area**

Lake Kivu is a mountain lake situated at the altitude of 1463m and covers a total surface area of 2370 km<sup>2</sup> of which about 1000km<sup>2</sup> (42.2%) is in Rwanda. 270km<sup>2</sup> which is 27% of the part that is in Rwanda constitute the former Province of Cyangugu. Lake Kivu is characterised by edges which are generally composed of abrupt slopes degraded by erosion through human activities.

Lake Kivu basin is part of Congo basin, one of the basins that drain the waters of Rwanda. The two basins (Nile and Congo) are separated by the Congo- Nile crest, a chain of mountains that overhangs Lake Kivu with an altitude varying from 2500-3000m. Water that pours in the Congo River basin comes from the west of the crest whereas water that pours in the Nile comes from the east. The Congo basin covers about 20% of the national territory.

Lake Kivu and the entire hydrological system in the Western Province are threatened by the degradation of lake shores and river banks, resulting in siltation and pollution. This area is faced with high degradation pressures, which threaten livelihoods of the riparian

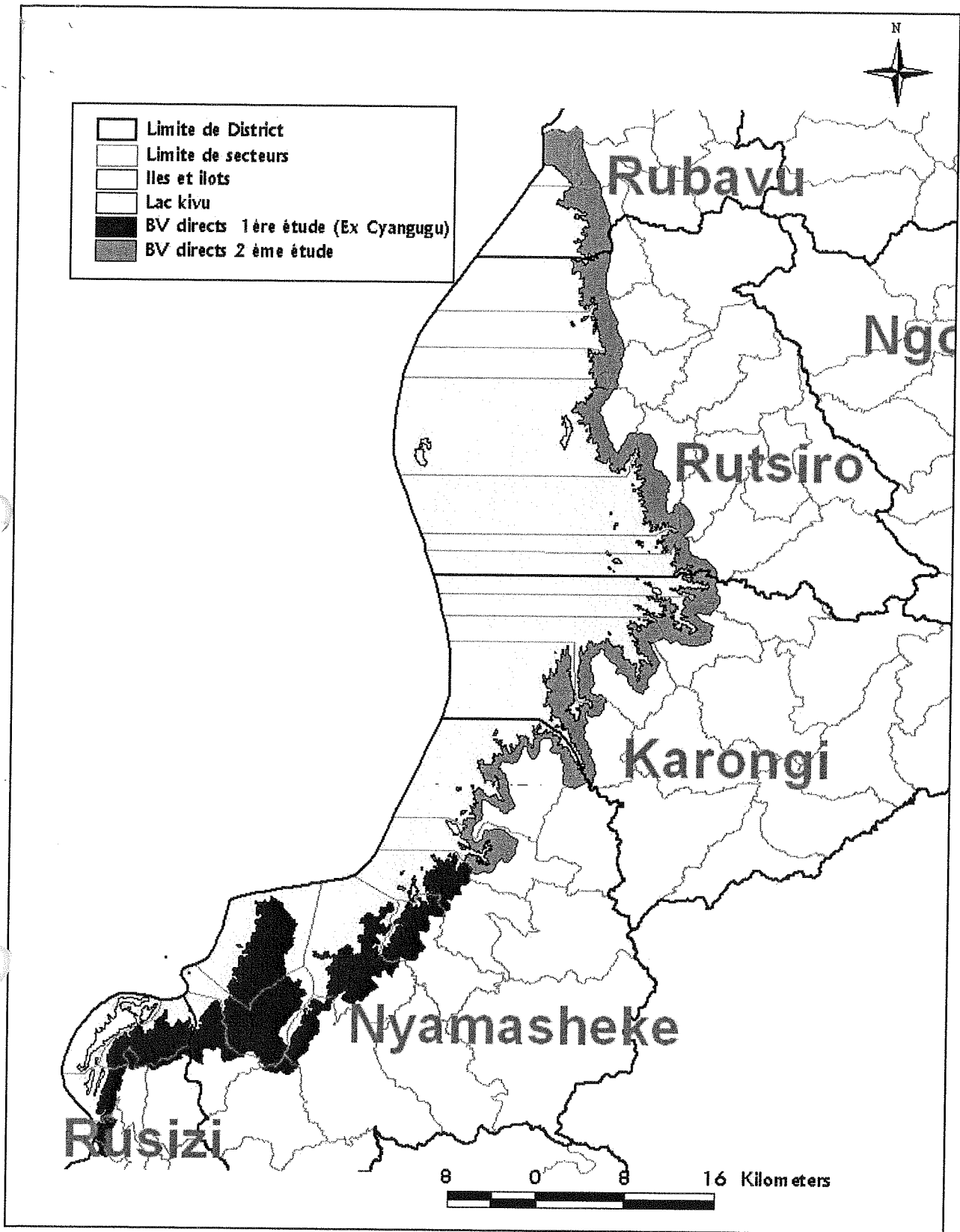
communities<sup>10</sup>. The natural resources in these areas are undergoing rapid degradation due to inappropriate use and/ or management, over-dependency and naturally fragile ecosystems, among other factors, which threaten not only their very existence but also the livelihoods and economy that depend on them.



*Figure 2: Degraded Shores of of Lake Kivu*

Administratively, the basin of Lake Kivu covers the districts of the Western Province, former Provinces of Cyangugu, Kibuye, Gisenyi and a small part of Ruhengeri. in the former Province of Cyangugu the basin of Lake Kivu covers part of Nyamasheke and Rusizi districts.

<sup>10</sup> DEMP Mid –Term Review Report 2007



The total population of the five districts surrounding L. Kivu is 1,492, 943 with an average population density of 538 inhabitants per km<sup>2</sup>. It is densely populated depending mainly on agriculture and fishery.

DEMP1 has demonstrated the complexity and inter-relatedness of the environmental issues in the Western Province. The ecosystem approach used in protecting the Lake Kivu shores and Feeder Rivers and streams, which transcend administrative boundaries of districts and even provinces, highlighted the need for concerted efforts in the design and implementation of interventions geared at sustainable management of natural resources and environment.



*Figure 3: Protected River Tributaries*

But the project's mid-term review revealed that despite the high level of appreciation of the need for holistic and integrated approaches, all districts confessed that they lack the skills, knowledge and motivation to initiate their coordination framework. Moreover, while such joint management frameworks such as the Lake Kivu Integrated Management Plans for the five districts namely Rubavu, Rutsiro and Karongi Rusizi and Nyamasheke have been developed with assistance from DEMP, they are yet to be implemented.

Implementing such programmes will provide opportunity for districts to learn to put together efforts and work in a collaborative way.

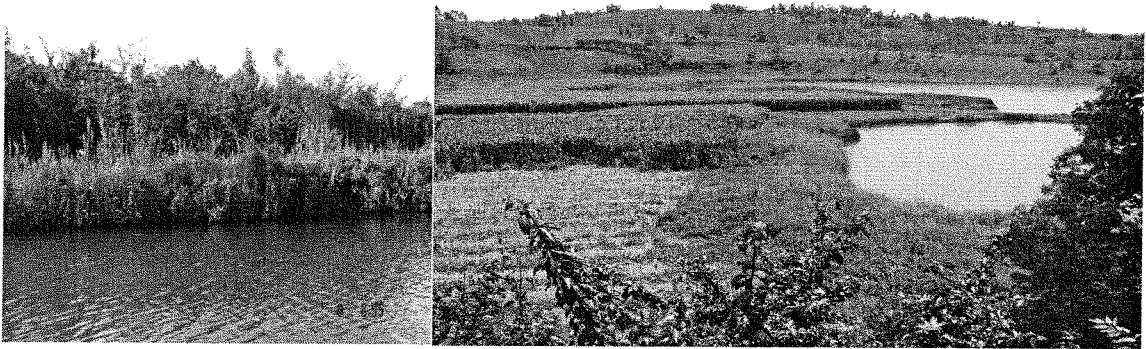
DEMP1 has also facilitated the districts in contracting and supervising local enterprises to establish protection belts along the Lake Kivu shores and on the banks of main rivers and streams draining into Lake Kivu. The project, through UNVs has assisted the districts to prepare tender documents, hiring and supervision of contractors, and of-course providing the funds. The activities undertaken by the contractors are: surveying and clearing the land, identification and purchase of planting materials, planting and tending to the vegetation (i.e. elephant grass, pasparum and bamboo belts on the lake Kivu shores and along the river banks for rivers and streams draining into Lake Kivu. However, DEMP Phase 2 aims at undertaking a watershed management approach in addressing the protection and conservation of Lake Kivu and related river basins.

The Organic Law n° 04/2005 of 08 May 2005 determining modalities of protection, conservation and promotion of environment in Rwanda, particularly articles 85,86 and 87 gives a provision of a setback line of 50m from the present shoreline in which no development activities are allowed. Thus, people living within 50 m have to be mobilised to understand the implications of the law. In this case, local authorities have to sensitise households earmarked to shift to appreciate the move. The emphasis is for communities to continue to own the same land provided that they followed the government plan of planting grass in the area to protect the environment which they could harvest for cattle when it was appropriate. In addition, each household is given a cow as an incentive to keep cattle which would feed on planted grass while working on options of resettlement.

The buffer zone of 50m has been demarcated in all Districts in accordance with the Organic Law. Of the 335km of the Lake Kivu banks, 200 km have been rehabilitated. The adopted plan in all 5 districts which border Lake Kivu from the shoreline was as follows:

- 10m for natural vegetation
- 20m for French Cameroon grass
- 10m for agro forestry
- 5m for fruit trees
- 5m for a belt of bamboos

And about 270km out of 335 km of Lake Kivu shores have been rehabilitated.



*Figure 4: Rehabilitated Shores of Lake Kivu*

DEMP1 further assisted in establishing tree nurseries for agro-forestry in Rustiro district. Other tree nurseries for rehabilitation of hills and Mukura Forest were prepared in Karongi district. The target was to plant 503,800 trees to prevent soil erosion on hills of the district.

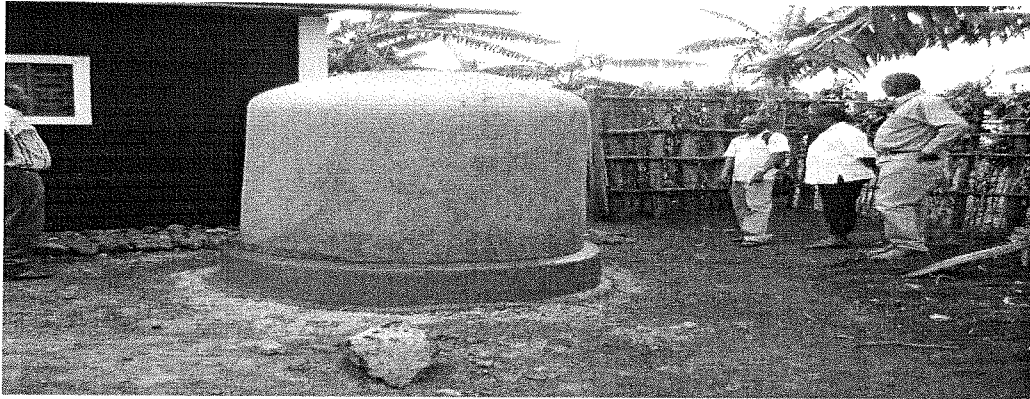


*Figure 5: Tree Nursery*

Environmental Competitions were held in various districts in order to motivate farmers to adopt best practices. During this period about 130 prizes were awarded to the winners of competitions. These included materials to be used in restoring of the environment. The objective was to help farmers change behaviour towards sound environmental management.

EDPRS underscores the importance of reducing the average distance for a household has to travel to fetch safe water. It recommends increasing the proportion accessing safe water from 63% to 86%. Water harvesting technologies were piloted in Nshangi Sector, Nyamasheke district. This innovation was highly appreciated by communities despite a few social problems associated with the technology. What is required is to review the design of water harvesting tanks and the modalities of implementation for a significant

impact. The technology of harvesting rain water has to be expanded in DEMP 2 to other villages as a contribution towards achieving the EDPRS set target.



*Figure 6: Water Harvesting Tanks in Shangi Sector Nyamasheke District*

The terraces in Karongi and Nyamasheke districts have demonstrated enormous advantages by way of controlled erosion and tremendous improvements in productivity. Farmers in response reported that they were organizing themselves into cooperatives and associations so that they can reduce the cost of constructing and maintaining the terraces.



*Figure 7: Terraces in Karongi and Nyamasheke*

This activity needs consolidation and up scaling in Phase 2

Introduction of energy saving cooking stoves proved to be cost-effective. The technology was easily adopted and the costs of disseminating it were significantly reduced, thereby ensuring access by all households in the project area. About 97% of households in the project area now use improved cooking stoves (Rondereza). The use of fuel wood has drastically declined and this





Figure 8: Energy Saving Stoves (Rondereza)

endeavour has seemingly relieved woman from walking long distances to fetch firewood. In addition, DEMP supported a local association of crafts makers in Rusizi district to produce bags and other crafts in sufficient quantities and on a cost-effective scale. The project specifically provided funds to purchase raw materials (palm leaves, bamboo stems etc) and provided advisory role on marketing and quality aspects. This type of activity is very crucial in contributing towards job creation. This approach is expected to be expanded to cover several Local Associations involved in craft making in the next phase.

Table 1: Funds Disbursed by the Government to Districts

DISTRICT	TOTAL BUDGET	PROVIDED BY
Rubavu	7.076.000	MINIRENA
Rutsiro	69.540.000	MINIRENA
Karongi	54.168.000	MINIRENA
Nyamasheke	150.548.000	MININFRA
Rusizi	21.960.000	MINIRENA
Total	303.292.000	

The project mobilised funds from MINIRENA to support the shift 1146 households from the 50m setback line of L. Kivu. MINIRENA allocated about US \$ 277,717 out of US \$ 551.440 required for resettlement. The balance of US \$ 273.723 was released by MINIFRA early 2007. Every family among these 1146 displaced was given a cow.

### **2.3.1. Reflection on Community Livelihood**

Presently, in Western Province where the DEMP has made some interventions, rural households have been motivated to increasingly be involved in soil erosion control measures through, production of high value crops and modern livestock management. As Rwanda pursues sustainable development, it is important that the country gives due attention to balancing of the livelihood needs of the population with the needs for ecological integrity of its ecosystem which is essential for sustainable production and provision of ecosystem services

The ultimate goal of the project was to promote sustainable, equitable livelihoods i.e. natural resources are utilized for poverty reduction and economic transformation in a manner that does not degrade them. Tackling environmental degradation is, therefore, an integral part of socioeconomic transformation. It's possible to protect the environment and improve people's livelihoods at the same time in a more practical, cost-effective and sustainable way using simple innovative techniques.

The project stimulated emergence of local natural resources based enterprises, which provided employment for many local people, enabling them to earn income. It provided jobs through diversification of activities in direct financing of more than 50 small projects to construct terraces, plant grasses and bamboos along lake shores and river banks and supported also bee keeping and making of crafts. Whereas about 60 % of the funds were transferred to the district for these activities, 30% was paid to local communities—for various services rendered. In addition, “one-cow-per-family” initiative, to local communities, was meant to enhance the quality of life for the rural poor. The intervention managed to contribute positively towards the lives of beneficiaries both in terms technical skills and incomes. Improved rural incomes, however modest, contributed to promoting sustainable livelihoods and poverty reduction.

Therefore, investments undertaken to protect natural resources at the community level have had a direct bearing on livelihoods. The main message here is that incentives for conservation did demonstrate clearly the link between improved livelihoods and the interventions made. This underline the importance of strengthening of community-based organizations (CBOs) to mobilize local actors and undertake sustainable local action in conservation, natural resource based livelihoods initiatives. It is in this context that DEMP Phase 2 is being formulated to take on board the above concerns.

Phase 1 of DEMP, has realised many positive results which demonstrate tremendous potential to protect the environment and improve people's livelihoods through a combination of innovative local actions, raising awareness and strengthening the institutional capacity of local government and other institutions in natural resources management.

In summary DEMP 1 interventions could be categorised as follows:

#### Capacity Building

- Training and awareness raising
- Training of all Primary and Secondary School Students to Form Environmental Clubs
- Training in Integration of SEA into EDPRS Based on District Results
- Competition on Environmental Protection Activities
- Training of trainers using developed training modules
- Training in Geographic Information System (GIS)
- Strengthening of EIA Process
- Strengthening REMA structures

#### Field Activities

- Design, demonstration and dissemination of improved cooking Stoves (Rondereza) to local communities in all the 7 districts
- Management and Rehabilitation of the Shores of Lake Kivu and Other Rivers which Feed into the Lake.
- Resettlement 1146 families which were living within the 50-metre radius of Lake Kivu.
- Formation of 221 Environmental Clubs in schools (Primary and Secondary)
- Construction of Rain Water Harvesting Tanks in 2 Villages in Nshangi Sector, Nyamasheke District
- Support to Local Association of Crafts Makers in Rusizi district
- Preparation of nurseries for tree planting
- Best practices e.g. awarding model farmers with farming equipment during environmental competitions

#### Reports

- District Environmental Profiles for the 7 districts of the Western Province
- Lake Kivu Shores Management Plans
- Nkombo Island Environmental Management Plan
- Guidelines for mainstreaming Environment into DDPs
- Forest Management Plans for districts

#### Provision of materials and equipment

- Production and broadcasting of publicity spots
- Preparation and production of public awareness materials
- Environmental education and awareness programmes
- Two 4WD Prado vehicles (under UNDP)
- Computers, digital cameras, and accessories
- GIS software, GPS receivers and associated computer hardware

### **2.3.2 Application of Gender Consideration in the Project Area**

The essence of Phase 1 of the project was to ensure gender issues are well observed. In this respect, all major activities involved participation of men and women. With continued population growth, increasing demand for food and fuel and pressure on available resources, gender aspects could not be overlooked. Both men and women were encouraged to take a more direct and active interest in providing solutions to such environmental issues and problems as a contribution to the aspirations of Vision 2020.

Understandably, the role of communities, including women in tackling problems of environmental degradation and poverty reduction have to be clearly reflected. Issues such as inadequate energy supply, access to portable water, and declining land productivity have a direct bearing on women. Thus, whatever was done in DEMP Phase1, took cognizance of the needs of both men and women.

Protection and rehabilitation of Lake Kivu shores aims at controlling the problem of soil erosion which is already rampant in the project area. The introduction of the use of improved stoves was geared to address problem of deforestation and inadequate energy supplies. The same applies to the initiation of the rain water harvesting techniques. Women were at the centre in the application of the above techniques including activities such as soil conservation, terracing, agro-forestry etc. Working hours for men/women including leadership positions at different ranks was considered in relation to introduction of the above mentioned techniques. Thus, the design of Phase 2 has seriously taken into consideration gender aspects for the success of the project.

### **2.3.3. Major Achievements of Phase 1**

- All districts of Western Provinces have attempted to integrate environment into their respective DDPs. unlike districts of other Provinces.
- Each District of Western Province has an environmental Profile which provides database for monitoring and reporting system.
- All environmental Officers and Directors of Planning in these districts have been exposed to GIS and GPS through training
- All districts have been provided with Arc view software for their daily work in environmental management
- The level of environmental awareness in Western Province is considerably high compared to other Provinces due to sensitization through environmental competitions
- Introduction of innovative techniques which are environmental friendly e.g. energy saving stoves (Rondereza), rain water harvesting tanks etc.

Figure 9: Procedures followed in implementing Projects for protecting the Lake Kivu

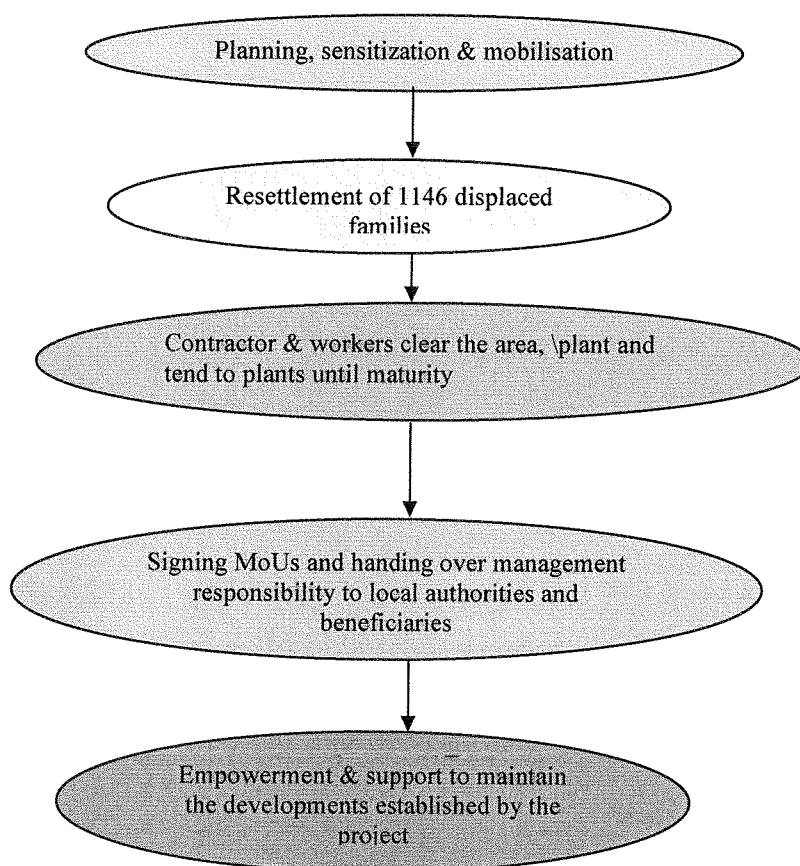


Table 2: Number of Projects Funded in Each District.

DISTRICT	NUMBER of FUNDED PROJECTS	BUDGET	
		RWF	US\$
NYAMASHEKE	12	274,444,140	
KARONGI	14	162,022,880	
RUSTIRO	14	126,914,946	
RUBAVU	10	90,288,080	
RUSIZI	13	81,511,301	
NYABIHU	7	57,603,267	
NGORORERO	8	32,442,150	
<b>TOTAL</b>	<b>78</b>	<b>825,226,764</b>	

*Table 3: Major Studies Conducted by the Project*

Title of the study	Budget	
	RWF	US\$
District Environmental Profiles for 7 Districts of the Western Province	99,084,000	180,153
Lake Kivu Shores Management Plan	76,385,566	138,883
Nkombo Island Environmental Management Plan	17,315,542	31,483
Guidelines for Mainstreaming Environment into DDPs	13,676,200	24,866
Education Awareness Strategy	6,500,000	11,819
Guidelines for Integration of SEA into EDPRS Based on District Results	17,600,000	32,000
Relationship between environment population and poverty.	9,900,000	18,000
Total	240,461,308	437,204

### **3.0. Project Strategy**

#### **3.1. Development Objectives**

To achieve a level of sustainable management of natural resources that will conserve these resources for future generations while improving the living standards of residents using decentralization as a delivery mechanism.'

#### **3.2. Project Objectives**

This project builds on the opportunities offered by decentralization to enhance the capacity for sustainable environmental and natural resources management. It seeks to enhance management capacity especially at district level and initiate pilot local development activities that provide alternative livelihoods in order to reduce the pressure on natural resources

#### **3.3. Project Rationale**

The justification of the project should be seen in the context of a new political era of democracy in Rwanda which contends with widespread poverty, rapidly growing human population, high unemployment, limited resources and the prevailing conditions of land degradation. Building capacity for rural key stakeholders becomes critical in combating issues of land degradation. There is now evidence that decentralization can enhance sustainable management of natural resources if there is genuine empowerment of the population to manage their own affairs, and if there are strong incentives for sustainable management of environmental resources. The current phase of decentralization aims to

deepen decentralization by strengthening structures of local governance and community development (shift of service delivery centres from district further down to sectors, elected leadership at all levels up to Umudugudu, adoption of traditional values - Ubudehe, Umuganda, Umusanzu, etc., into policy frameworks, ...). Considering that Rwanda had just started a new dispensation of decentralized governance and service delivery, the DEMP intervention was thus deemed to be highly relevant of high national importance

Equally, the project should be seen in the framework of Development and Poverty Reduction Strategy (EDPRS) process in implementing the environmental concerns at a local level. The current Economic (EDPRS) categorically points out decentralization as the main channel for delivering on the goals of poverty reduction and socioeconomic transformation. The EDPRS has also recognized the inextricable links between environment, poverty and economic development, and prioritized environmental mainstreaming into all sectoral strategies and development programmes.

This project targets more direct “downstream” interventions for specific programme activities. The EDPRS expects 75% of districts to meet set benchmarks for mainstreaming crosscutting issues such as HIV/AIDS, gender, environment and social inclusion in their planning and budgeting. Sustainable management of natural resources for growth and poverty reduction is a key priority of the EDPRS. Thus the input of DEMP will contribute immensely to the realisation of the set target through environmental management.

Given the fact that the population in Rwanda and the Western province in particular, continues to increase at unprecedented rate, and yet will continue for the foreseeable future, to depend on the yet fragile environmental resources, an intervention that focuses on sustainable management of natural resources, by using integrated approaches is urgent. By working through decentralized structures and investing in community livelihoods, DEMP 1. Directly contributes to the attainment of the EDPRS objectives. DEMP I attempted to achieve this and indeed, many tangible results have been realised. But the changed political landscape (new governance structures, re-aligned government priorities,) and the need to consolidate what has been achieved on ground make this project necessary. The timing can never be more opportune, given that the main medium term development framework – the EDPRS and DDPs, are being finalized.

The mid term review has highlighted several achievements made, despite the difficulties encountered by the project at the commencement. It also recognized that there were key activities that are unlikely to be completed at the project close in December 2007, yet they are crucial for ensuring sustainability of the results on the ground.

What necessitates a new project, beyond consolidating the achievements made are:

- There will be need to support the districts to consolidate the achievements already made in form of physical natural resource investments (Rehabilitation of Lake Kivu banks, protective vegetation cover on the rivers and terraces).

- The Land tenure reform is almost complete – and the project beneficiaries have new incentives to sustainably manage the natural resources and environment, after the land sector has been re-organised.
- The 2005 territorial reform brought in new local government structures, and most districts now have a new *cadre's organique* with new staff. There is thus opportunity to Local Government structures are now almost fully occupied and operational, an opportunity to strengthen capacity of decentralized structures in sustainable environmental planning and management.
- An important element of the project was to mainstream environment into development and community development plans, programmes and projects. This could not effectively be done until now when the districts are finalizing their DDPs. While DEMP 1 has assisted to mainstream environment into DDPs still in the making, there is need to provide further support in terms of capacity building and follow-up to ensure that the environmental issues included into the DDPs and district performance contracts, are translated into budgets and actual projects on the ground.

Therefore Phase2 will provide opportunity to consolidate the positive attributes to reach all target areas, and enable realization of significant impact on poverty reduction and economic growth. The project will also offer opportunities of what has worked well, and what, and how to replicate the lessons and success stories to other deserving areas within the country.

At international level, Rwanda is signatory to a number of multilateral environmental agreements (MEAs) notably United Nations Convention to Combat Desertification (UNCCD) which addresses the serious problem of land degradation; the Convention on Biodiversity (CBD) which emphasizes the importance of safeguarding human welfare, utilising natural resources, protecting and managing ecosystems, habitat and species sustainably and the United Nations Framework Convention on Climatic Change (UNFCCC) ratified on 22<sup>nd</sup> October 1998. Thus, DEMP 2 meets the obligations of these Conventions in the endeavour to tackle the issue of overexploitation on natural resources and marginal lands with a view to safeguarding land from serious land degradation.

The commitment of Rwanda to the global efforts in achieving sustainable development goals enshrined in the Millennium Development Goals (MDGs) remains unwaveringly high. The project is within the framework of the UN Millennium Development Goals (MDGs) especially goal 8 which emphasizes global partnership in all MDGs and the first and seventh MDGs on eradication of extreme poverty and hunger and that on ensuring environmental sustainability.

Furthermore, the project is consistent with UNDP mandate on capacity development for enhanced growth, poverty reduction and human development in programme activities

Generally given the severity of land degradation in Rwanda and the declared aim to promote sustainable development, there is every justification for continued assistance to DEMP. The GoR is strongly convinced that the approaches used by DEMP in Phase 1



should be up scaled and adopted in other areas to spread the impact through a wider range of space within the national borders.

### 3.4. Stakeholder Participation

Wide stakeholder participation is inherent in the design of a project, especially like DEMP which has multiple stakeholders at international, national, district and community levels. In the review of DEMP 1, active stakeholder involvement was pointed out as critical for building ownership, accountability and learning, which are building blocks for ensuring sustainability. It is envisaged that the districts and all beneficiaries/ implementing partners will take greater responsibility in the implementation, as part of capacity building and safe strategy for exit. Local actions will be undertaken by the beneficiary communities and district authorities, while the project coordination and monitoring unit will only play a facilitating role.

The project will continue to build capacity at the local level, working with a broad array of government and local institutions. As part of decentralisation process the project will establish and strengthen NGOs/CBOs and forge partnership with these local institutions aiming at sustaining project activities.

Greater stakeholder participation in the DEMP II implementation will be enhanced by establishing appropriate mechanisms to create effective functional links among line ministries, public sector agencies, private sector, technology centres, NGOs and farmer's groups. The critical stakeholders that will be directly involved in the implementation of the project are summarized in the following table 1 and the financial implementation progress of the project.

*Table 4: Stakeholder Group, Interests and Expected Level of Participation*

STAKEHOLDERS	Level of involvement
MINIRENA	Ministry responsible for environmental policy formulation and monitoring. The Unit of environmental management is a key beneficiary. MINIRENA is the overall national authority with responsibility for protection and conservation of environment, responsible for overseeing the implementation of the DEMP.
REMA	REMA as the overall agency responsible for overseeing the protection and conservation of national environmental policies and laws.
MINAGRI, RADA, RARDA	MINAGRI sets national policies on agriculture and livestock. Provides guidelines and standards for land use management including terracing, which is a key component of DEMP, while RARDA will provide technical support and regulatory oversight in the procurement and distribution of livestock for beneficiary communities. RADA to provide extensive services in terracing and provision of quality seeds.
MININFRA,	Support to the re-settlement of people displaced from within 50-metres of the Lake Kivu, and in the construction of protection infrastructures on the banks of target rivers and streams.
MINICOM, RIEPA, ORTPN	MINICOM sets policy for trade, tourism and cooperatives and industries, including small scale artisans, who are targeted under this

	project. ORTPN is responsible for protected areas (National Parks) which are deposits for biodiversity and tourism promotion. RIEPA is responsible for facilitating investments including at local level.
MINALOC	Oversees the local governments and the decentralization process
MINEDUC	Environmental education in school (by supporting Environmental Clubs in schools), as well as to initiate the process of mainstreaming environment into schools.
MINECOFIN	Concerned with mainstreaming environment into DDPs and budgets and the financial implementation progress of the project .
Technology generation and dissemination centres (IRST, ISAR, KIST,..)	Will provide capacity building support to innovative low cost technologies required for improved and sustainable agriculture, soil conservation, waste management, water and sanitation, including water harvesting, energy efficient technologies, agro-processing and crafts making, etc;
Local NGOs and CBOs	NGOs and CBOs that are involved in natural resources and environment, poverty reduction and accountability, are targeted as beneficiaries as well as service providers in the project. The ability of local NGOs and CBOs to mobilize communities, undertake training and raising awareness and take up some of the project activities after the project end, is vital.
Private sector	Local enterprises are both service providers and as target beneficiaries for the capacity building support, especially those which are natural resource-based. In addition, large scale commercial ventures have potential to damage the environment, and will be targeted for training, awareness raising and advocacy for environmental impact assessment (EIA).
Rwanda Private Sector Federation (FRSP);	FRSP is an independent body that brings together all private sector practitioners including industrialists; exporters & importers and commission agents. Key messages will be passed through FRSP. FRSP mobilizes and coordinates the private sector business enterprises, focusing on improving enterprise efficiency for the interest of the commercial, industrial, agricultural, crafts, and service sectors; and advocacy through such activities as preparing and disseminating information on commercial and economic issues, and building capacity of members.

### **3.5. Linking with Prior, On-going Processes and Programmes**

The Economic Development and Poverty Reduction Strategy (EDPRS (2008-2012))<sup>11</sup> is on-going process aimed at attaining the aspirations as embodied in Vision 2020 and the Millennium Development Goals (MDGs). The Project document acknowledges the imperative need to rehabilitate degraded areas, strengthening of newly established central and decentralised institutions. EDPRS also recognises cross cutting issues which include gender, HIV/AIDS, social inclusion and environment. Effective linkages will be made with this on-going process to ensure DEMP 2, takes advantage and benefits out of this process.

The German Service Development (DED) 1995-2005 initiated a programme of resource protection (PPR) in the former districts of Rugarama and Gashonga . It focused on protection of riverbanks through anti-erosion measures. It aimed at improvement of soil fertility, promotion of agro-forestry and forestry management at district level and capacity building of community structures. DEMP 2 will learn from this programme to ensure what was useful from this programme are replicated.

“Strengthening Biodiversity Conservation Capacity in the Forest Protected Area System in Rwanda” is a project supported both technically and financially by GEF/ UNDP. The montane forests encompassing the Volcanoes National Park and the newly created Nyungwe Park have both national and global importance for the biodiversity and endemism values and their ecological services. In addition, economic benefits accrued from tourism contribute immensely to the national economy. These forests remain under threat from the land and resource needs of a still growing human population that occupies the rural landscape. The pressure has resulted in past habitat losses and degradation, as well as local species extinctions. Thus, these forests have to be sustainably managed to assure the long-term maintenance of their biodiversity, ecological functions, environmental services, and economic benefits so that they are of value to the future generations.

Issues of good governance have a key role to play in this project. The project targets both the central and the local government which is in accordance with the national policy of decentralisation. The local Authorities who are the custodians of these resources must be directly involved in their management. Thus, DEMP 2 has to work closely with this project bearing in mind that both projects are in Western Province and they share some of the concerns.

Helpage Rwanda was involved in a programme of afforestation along L. Kivu. They operated in Rusizi and Nyamasheke in environmental conservation activities including rehabilitation and protection of Lake Kivu, through agro forestry and other anti erosion measures. DEMP 2 will collaborate with Helpage in the endeavour to establish and strengthen new NGOs which are intended to be used in programme implementation.

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<sup>11</sup> Draft Economic Development and Poverty Reduction Strategy (2008-2012)

## **3.6. Challenges and Opportunities**

### **3.6.1. Challenges**

#### **3.6.2. Population Pressure on Natural Resources**

Rwanda still experiences remarkable challenges to environmental conservation, particularly in the areas of population pressure on natural resources and associated severe incidents of soil erosion, massive deforestation and reclamation of wetlands. High population densities still fuel land degradation given the fragility of the ecology, the predominance of traditional agricultural technologies, high dependence of the population on biomass energy (94%) and very limited opportunities for employment outside agriculture.<sup>12</sup> Thus, reducing population pressure on natural resource requires innovative approaches to natural resources and environmental management.

#### **3.6.3. Involvement of Beneficiaries**

Project implementation must involve beneficiaries at district level so that the activities supported, within the overall project scope, would easily be integrated in the institutional plans of the beneficiaries. While it is acknowledged that the districts are the primary institutions and facilitators for integration of environmental management issues in development process, their capacity is still limited and needs strengthening.

The original design envisaged that the project would be implemented through local CBOs/NGOs based at local level and rooted in the community. As it turned out, there were no viable CBOs at the local level and DEMP with local authorities had to contract private enterprises as local implementing agencies. The absence of community rooted NGOs/CBOs led to raising difficult in implementation of the project. This situation resulted to signing MoUs between DEMP and the districts, and between district authorities and communities.

#### **3.6.4. Coordination of Cross-border issues:**

The Lake Kivu resources and the hydrological systems (rivers and stream connections) which the project is assisting to protect tend to be shared between districts with challenging upstream and down stream pressures. There are concerns that little would be achieved by protecting a few portions or river systems and leave others. But the real challenge identified is how to coordinate the management of these resources. Authorities in all the 7 districts confessed that each district was concerned with issues within its borders and any inter-district issue was handled by the Provincial Administration based in Karongi district (former Kibuye town). While this is an appropriate administrative authority because of its legal responsibility, it has neither the human resources, nor the facilitation to handle complex coordination issues in natural resources management.<sup>13</sup>

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<sup>12</sup> DEMP Project Document 2004

<sup>13</sup> DEMP Mid-Term Review Report 2007

### **3.6. 5. Links of Environmental Management to sustainable livelihood**

Although the investments undertaken to protect natural resources at the community level have a direct bearing on livelihoods and overall development process, the links need to be clearly analysed, explained to communities and their leaders and practically demonstrated.

### **3.7. Opportunities**

#### **3.7.1. Political will**

Government has committed itself to support environmental management in the country. Environmental issues have been put on the mainstream of the political agenda. The current debate on EDPRS has clearly given environmental issues a high profile particularly in consideration of the ultimate goal of attaining sustainable development.

#### **3.7. 2. Decentralisation Policy and Programme**

Rwanda's decentralization policy and programme offer a main opportunity to empower the district leaders and enfranchise the population in the better management of natural resources upon which their livelihoods depend. They have empowered local authorities to make key policy decisions and raise expectations for change particularly in tackling environmental issues.

Decentralization can help in reshaping the institutional structures for natural resources management by defining the powers and lines of accountability of those responsible for management and the mix of power and obligations to be retained at the centre and to be devolved to the districts.

The programme encourages bottom-up participatory development strategic planning that could benefit natural resources management.

#### **3.7.3. EDPRS process**

The ongoing EDPRS processes which is the centrepiece of development policy for Rwanda, explicitly focuses on sustainable development as the underlying principle and emphasizes the environment as the foundation for sustainable growth and poverty reduction. This is an opportunity to align the DEMP 2 to the aspirations of EDPRS.

### **3.7.4. Donor goodwill**

The donor goodwill is still a very important opportunity in support of environmental issues in the country. DEMP1 was supported by UNDP and the Netherlands Government. Many other donors are either already involved in natural resources management or have given indication to support various aspects of environmental management. In addition, the government collaborates very well with donors which is an added advantage to environmental management

### **3.8. Sustainability and Exit Strategy**

The first phase of DEMP has laid a fairly firm foundation for the developments to be owned by the beneficiaries. As the external support is likely to cease after Phase 11, there is a need to gradually initiate a process of integrating these activities into respective districts. This would allow financial commitments to support such activities.

#### **3.8.1. Strengthening of Local Formal and Informal Institutional Establishments.**

The Government of Rwanda is convinced that this project will bring about high socioeconomic, political and ecological returns. DEMP II is essentially about consolidating the capacity already developed and scaling up to optimize on the impacts, both in terms of physical investments established for demonstration, skilled and competent human resources, institutional systems and procedures for monitoring and follow-up. The basic elements of the sustainability strategy include:

#### **3. 8.2. Institutional Sustainability**

At the local level where physical environmental conservation investments<sup>14</sup> have been made (Management contracts have been signed between the national project management unit, the district and sector authorities, and the local communities, to manage the natural resources investments on the ground. These will be regularly monitored to ensure that the local communities fulfil the terms of the contracts, and to encourage the district technocrats to provide technical guidance, where necessary.

The Institutional arrangements for the implementation of DEMP draw lessons from the just ended DEMP I, and the proposed implementation arrangement captures input from key stakeholders. Putting in place viable institutional structures at the grassroots level is one of the key values added. However, as the project is essentially a capacity building project, and considering that MINIRENA the mandate and responsibility to develop national capacity for implementation of policies and strategies in the field related to environment, it will take responsibility for overseeing the implementation process.

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<sup>14</sup> Elephant grass and other protective vegetation cover along the Lake Kivu shores and river banks, constituted a major aspect of local investments under DEMP. These have now been transferred from DEMP responsibility to local authorities and communities (essentially land owners).

The involvement of and interaction with District Mayors and the Environmental Officers in the 1st Phase of the project was highly appreciated. Through such efforts, districts would take the project activities as theirs and absorb them in their normal programme. At the same time, it is important to deliberately and systematically transfer what will be viewed as DEMP activities to respective districts. As capacity is increased within respective districts, and Heads of various Units become increasingly aware of the approaches and methods used, it is natural that responsibility for programme activities is also accepted. This is a critical process of phasing out the dependence on donor project finance and technical support.

### **3. 8.3. Financial Sustainability**

There is also need to look at mechanisms for ensuring financial sustainability. A study should be undertaken to ascertain whether activities within the project area could generate enough revenue to support DEMP activities

### **3. 8.4. Replicability**

The practical investments that DEMPI established on-ground prompted neighbouring districts to request the project to extend to their area – implying that there is enormous scope for replicability. Thus any opportunity for scale-up will be successful. In the process of implementing DEMP I, the GoR and implementing partners have learnt a number of lessons which will provide considerable guidance in the implementation of this phase – adequate mobilization and inclusiveness of all stakeholders; prioritizing investments at the grassroots level; timeliness of political and institutional reforms, etc.

Experiences learned from the just completed DEMP I will inform rational management and effective implementation of the project components. At the grassroots level, a lot of flexibility is called for, hence there needs to be room to allow for local innovativeness e.g. in identifying projects for funding. There is a whole wide scope for replicating the experiences learnt in the project implementation. Rwanda will be keen on sharing information with other countries in the region, given that some of the successful aspects like protection of international rivers and lakes are in fact part of the international commitments. This will be done through publications of successful case studies and sharing information through such forums as NEPAD, East African Community (EAC), Lake Victoria Basin Organisation (LVBO), etc.

DEMP I has already realised positive results, generated important lessons and good practices that could be shared with others within and outside the country. The project will benefit from UNDP's experience and expertise in distilling such case studies and sharing them with other countries, and to inform the design of demonstration projects.

#### 4.0. Project Components

The project has to be focused with clear priorities if it has to realize its original objectives. To achieve this objective, the planned project interventions for DEMP II are organized under the following broad components:

1. Consolidation and scale-up of DEMP I interventions
  - protection of the remaining part of the Lake Kivu shores;
  - Mobilization, training and organizational supports of local structures for the sustainable management of established natural resources investments along the Lake Kivu shores.
  - Scale-up/ extension of interventions
2. Support to the Implementation of the Integrated Lake Kivu Management Plan
3. Support to developing a framework for collaborative management of shared resources, marginal and fragile ecosystems
4. Support to MINIRENA environmental policy analysis, coordination and monitoring – focusing on the Environment Unit.
5. Strengthening decentralized structures in environmental mainstreaming and management
  - Capacity building for environmental profiling, and scaling up district environment profiles to other districts
  - Establishment and strengthening of district based monitoring and evaluation system for environmental mainstreaming.
  - Capacity building of decentralized structures (to include NGOs/, local associations and enterprises)
6. Demonstration projects using public-private-civil society partnership approaches

Against this backdrop, the GoR has found it important and appropriate to design another project as a follow-up to consolidate and scale-up the achievements of the just completed DEMP intervention. The project will assist the GoR and beneficiary districts to develop capacity for sustainability of natural resource investments. In this respect, the main proposed project will have 3 main intervention loci:

This project document has been prepared in accordance with the findings and recommendations of the review mission. For achieving the development objectives of the project, three components have been reformulated as shown below:

*Component 1: Strengthening the capacity of MINIRENA/REMA to fulfill its mandate*

This component provides technical support (International and National Adviser) and capacity development support to MINIRENA/REMA particularly enabling REMA to undertake environmental policy implementation and monitoring the districts to enable them integrate environment and development through the district planning and budgeting process.



Therefore, under this component, the following interventions will be undertaken:

- Strengthening the capacity of REMA in environmental policy implementation, REMA will be supported to effectively implement the environmental policies, as well as to facilitate the mainstreaming of environmental policy issues into other sectoral policies and strategies.
- Reviewing and strengthening mechanisms for regular interaction between communities and the districts; first identifying shortcomings in the existing situation
- Facilitating the process of integrating environment into the District Development Plans (DDPs).focusing on environmental priorities identified in Phase 1.
- Strengthening school clubs both in Primary and Secondary Schools
- Building public-private-civil society sectors in integrating conservation and development
- Establishing and strengthening NGOs/ CBOs in the project area
- Increasing awareness of natural resources to key stakeholders in the districts
- Providing communities with skills to enable them to participate in improved natural resources management
- Implementing district environmental profiles
- Improving availability of environmental information to respective districts
- Enhancing Environmental competition through best practices
- Establishing a coordination framework to handle inter-district issues, and empower the Provincial Administration to coordinate and follow-up the management of shared ecosystem resources;

*Component 2: Adopting collaborative planning and management of Environment and Natural Resources of Lake Kivu Shores and associated riverbanks*

This component will build partnership of key stakeholders to strategically manage Environment and Natural Resources of Lake Kivu Shores and associated riverbanks. Scaling up environmental protection investments and community based resource management capacities, and strengthening advocacy and social resilience around natural resources management. Interventions proposed under this component include:

- Supporting implementation of the Lake Kivu Integrated Management Plans;
- Mobilising, sensitising and training of communities around L. Kivu and upstream on hill slopes in sustainable NRM. based livelihoods;
- Rehabilitation the remaining part of Lake Kivu shores and river banks. To scale-up the investments to cover areas in the Kivu ecosystem that has not been covered.
- Supporting environmental conservation activities in Nkombo Island in Rusizi District and Bugarura Island in Rutsiro