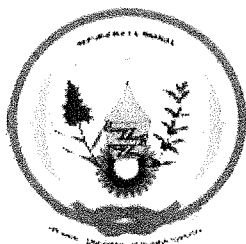


# Government of Rwanda



## United Nations Development Programme



### Project Document

<b>Project Title</b>	Supporting Integrated and Comprehensive Approaches to Climate Change Adaptation in Africa - Building a comprehensive national approach in Rwanda
<b>UNDAF Outcome(s):</b>	<b>UNDAF Result 4:</b> Management of environment, natural resources and land is improved in a sustainable way  <b>Outcome 1.</b> An enabling policy framework to support an effective system for environmental management and ecosystem conservation established
<b>Expected CP Outcome(s):</b>	<b>Outcome 2.</b> Capacity at national, district and community levels to restore and protect ecosystems of national and global importance against potential degradation strengthened <b>Outcome 3.</b> Economic productivity enhanced using natural resources in an environmentally friendly way
<b>Project Objective</b>	1. Rwanda has the institutional, individual and systemic capacity to address climate change risks and opportunities through a national approach to adaptation.
<b>Expected Output(s):</b>	1. Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced 2. Leadership and institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels strengthened 3. Climate-resilient policies and measures identified in priority sectors implemented 4. Financing options to meet national adaptation costs expanded at the local, national, sub-regional and regional levels

12



Handwritten text, possibly a signature or name, located in the lower-left quadrant of the page.

Handwritten mark or signature, possibly a checkmark or initials, located in the lower-center of the page.

5. Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels

**Executing Entity:**

Rwanda Environment Management Authority

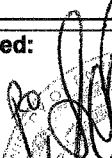
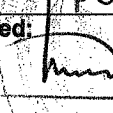

**Implementing Agencies:**

UNDP

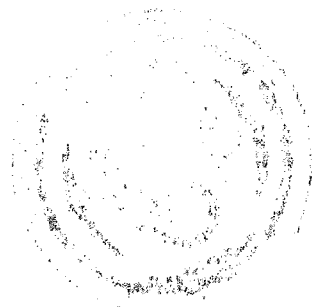
**Brief Description**

Climate change trends in Rwanda are characterized by a trend of declining overall rainfall, interspersed with years of excessive rainfall. Dry spells and prolonged droughts, often geographically specific, can be observed. A trend of increasing temperatures has been recorded, both of annual average maximum and minimum temperature. Extreme rainfall events have led to severe flooding in various areas in Rwanda. Overall the occurrence of extreme phenomena (drought and floods) has increased. Global Circulation Model (GCM) projections of future climate predict overall hotter climatic conditions, both in terms of day and night temperatures. Rainfall may increase especially events that are more intense. Climate change impacts affect agricultural production and food security, water availability, land degradation i.e. erosion and land slides and infrastructure such as housing, roads and micro dams, due to flooding and siltation. Malaria is becoming more prevalent and other health impacts are expected. Overall, the adaptive capacity of Rwanda is low, especially on the community and district level. The 1994 genocide and war has left institutions poorly positioned to take on the climate change challenge. The Government of Rwanda aims to establish a country-wide approach to adaptation that would particularly test adaptation measures at the community and district level, taking a community preparedness focus and integrating gender sensitive approaches. The proposed project addresses climate change risks under each of the five Africa Adaptation Programme (AAP) Global Project outputs, focusing on strengthening (1) adaptive long-term planning capacities and climate proofing sectoral and national development policies, (2) institutional and human resource capacities, specifically targeting the district level, (3) policy measures, through testing adaptation options through community adaptation projects and demonstration activities, (4) a sustainable financing strategy ought to be developed, and (5) knowledge management activities will be implemented. Improved adaptive capacities will help Rwanda to make sustainable advances towards Vision 2020.

Programme Period:	2010 - 2011	Total resources required:	US\$ 2,932,925
Key Result Area (Strategic Plan)	_____	Total allocated resources:	
PIMS Number:	4308	• Regular	
Atlas Award ID:	00058852	• Other:	
Atlas Project ID:	00073312	◦ Japan	
Start date:	April 2010	◦ US\$ 2,932,925	
End Date:	December 2011	Donor	
PAC Meeting Date:	18 <sup>th</sup> Dec. 2009		
Management Arrangements:	NEX (national)		

<b>Agreed by:</b> Hon. John Rwangombwa, Minister of Finance and Economic Planning	<b>Signed:</b> 	<b>Date:</b> 01 JUN 2010
<b>Agreed by:</b> Hon. Stanislas Kamanzi, Minister of Environment and Lands	<b>Signed:</b> 	<b>Date:</b> 26. April 2010
<b>Agreed by:</b> Mr Aurélien Agbénonci, Resident Representative, United Nations Development Programme	<b>Signed:</b> 	<b>Date:</b> 1. 6. 2010

Faint markings or text in the top right corner.



## TABLE OF CONTENTS

List of acronyms.....	4
I. Situation analysis .....	5
1. Problem and root causes.....	5
2. Proposed response.....	7
3. Barriers to proposed response.....	11
4. Underlying principles .....	14
II. Strategy.....	15
1. Outputs and activity results.....	15
2. Comparative advantage.....	20
III. Results and Resources Framework.....	22
IV. Annual Work Plan and budget.....	29
V. Management Arrangements .....	47
VI. Monitoring Framework And Evaluation .....	49
VII. Legal Context .....	58
VIII. ANNEXES .....	59
<b>Annex 1: Risk Log.....</b>	<b>60</b>
<b>Annex 2: Key Terms of Reference for Project Staff.....</b>	<b>62</b>
<b>Annex 3: Key Roles and Responsibilities .....</b>	<b>64</b>
<b>Annex 4: Capacity Assessment: Rwanda Environment Management Authority (REMA) ..</b>	<b>65</b>
<b>Annex 5: Some CCA responses already underway in Rwanda .....</b>	<b>72</b>
<b>Annex 6: LPAC Minutes .....</b>	<b>73</b>

## LIST OF ACRONYMS

AAP	Africa Adaptation Programme	MINAGRI	Ministry of Agriculture
AfDB	African Development Bank	MINALOC	Ministry of Local Government
ALM	Adaptation Learning Mechanism		Ministry of Finance and Economic Planning
APR	Annual Performance Report	MINECOFIN	
AWP	Annual Work Plan	MINEDUC	Ministry of Education
BAU	Business-as-Usual	MINICOM	Ministry of Trade and Industry
	Bureau for Crisis Prevention and Recovery	MININFRA	Ministry of Infrastructure
BCPR		MININTER	Ministry of Internal Affairs
CBA	Community Based Adaptation	MINELA	Ministry of Environment and Lands
CBOs	Community Based Organisations	MOH	Ministry of Health
CC	Climate Change		Medium-term Expenditure Framework
CCA	Climate Change Adaptation	MTEF	
	Climate Change and Development-Adapting by Reducing vulnerability	NAFA	National Forestry Agency
CC-DARE			National Adaptation Programme of Action
CCP	Climate Change Projects	NAPA	
CDR	Combined Delivery Reports	NCCC	National Climate Change Committee
	Centre for Geographic Information Systems and Remote Sensing - National University of Rwanda	NGOs	Non Governmental organisations
CGIS-NUR		NLC	National Land Centre
	Action Plan on Climate Information for Development	OGMR	Office of Geology and Mines of Rwanda
CLIMDEV		PIR	Project Implementation Review
COD	Common Operational Document	PPP	Polluters Pay Principle
CRM	Climate Risk Management	PRSP	Poverty Reduction Strategy Paper
CTA	Chief Technical Adviser	QPR	Quarterly Progress Report
DDPs	District Development Plans		Rwanda Agriculture and Export Development Board
	Decentralisation and Environmental Management Project	RAEDB	
DEMP		RDB	Rwanda Development Board
	Economic Development and Poverty Reduction Strategy	REMA	Rwanda Environment Management Authority
EDPRS		SGP	Small Grants Programme
ENSO	El Nino/Southern Oscillations	SLM	Sustainable Land Management
EoP	End of Programme	SNC	Second National Communication
EWS	Early Warning System		Systeme National d'Information et d'Alerte Rapide
	Funding Authorisation and Certificate of Expenditures	SNIR	
FACE		SOE	State of the Environment
FP	Financial Report	SWAp	Sector Wide Approach
GCM	Global Circulation Model	ToRs	Terms of Reference
GEF	Global Environment Facility	UN	United Nations
GMS	General Management Support		UN Development Assistance Framework
	International Institute for Environment and Development	UNDAF	
IIED		UNDP	United Nation Development Programme
INC	Initial National Communication		United Nations Economic Commission for Africa
	Institute of Scientific and Technological Research	UNECA	
IRST		UNEP	United Nations Environment Programme
ISS	Implementation Support Services		United Nations Education, Science and Culture Organisation
ITCZ	Inter-Tropical Convergence Zone	UNESCO	
LCA	level coordination agreements		United Nations Framework Convention on Climate Change
LDCF	Least Developed Country Fund		
M&E	Monitoring and Evaluation		
MDGs	Millennium Development Goals	UNFCCC	

---

## I. SITUATION ANALYSIS

### 1. Problem and root causes

#### *Climate change risk and impacts*

1. Rwanda's climate is generally equatorial, but strongly influenced by the mountainous and hilly relief of the country. It is mainly determined by the Inter-Tropical Convergence Zone (ITCZ), and additionally by subtropical anticyclones, tropical cyclones, monsoons, east waves as well as the tile connections related to the temperatures of the oceans (SST) and episodes of El Niño/Southern Oscillations (ENSO). Overall the climate is moderate, characterised by two rainy seasons from mid-September to mid-December and from mid- February to May and two dry seasons from mid-December to mid-February and from June to mid-September).

2. Over the past decade a trend of declining overall rainfall has been observed, however, this has been interspersed with years of excessive rainfall, more intense and frequent compared to earlier decades. Over the past decade, the rainy seasons have been observed to become shorter, and rains do sometimes commence later than usual. Dry spells and even prolonged droughts are observed in some years and are often geographically specific. A trend of increasing temperatures has been observed in Kigali, with significantly hotter abnormalities since the late 1990s (both of annual average maximum and minimum temperature). No country wide data are available currently. Extreme rainfall events in the rainy season have led to severe flooding in various areas in Rwanda. Overall the occurrence of extreme phenomena (drought and floods, the latter leading to severe soil erosion and even landslides) has increased. GCM projections of future climate predict overall hotter climatic conditions, both in terms of day and night temperatures. Rainfall may increase, especially events that are more intense<sup>1</sup>.

3. In summary<sup>2</sup>, major climate change related impacts that can already be observed include the lowering of lakes' and rivers' water levels, as well as a loss of associated biodiversity. A significant decrease in agricultural productivity caused by changing climatic conditions is leading to poor performance of crops. This has triggered a worsening food security situation, malnutrition and poor health throughout the country. Rainfall is already constrained, especially in the southern part of the country, which is prone to aggravating dry spells and prolonged droughts. In the past five years alone, crop failures and poor performance of traditionally cultivated species were observed.

4. Extreme floods occurred in 2007 in western Rwanda have led to the death of twenty two people and have destroyed significant agricultural production and main infrastructures such as roads and houses. Auto-adaptation is already on going, with people flood-proofing their homes by constructing stone walls, and road construction companies investing in stronger canalisation and run-off management. Established river channels are being strengthened and partially reinforced through cementation and local authorities invest in drainage systems.

5. The spread of diseases, especially of malaria and waterborne threats has been observed. The worsening food security situation has negative impacts on health especially of already vulnerable groups such as children, pregnant women, elderly people and the poor. Linkages to the effects of HIV/Aids have not been formally established, however they may be significant.

---

<sup>1</sup> C. McSweeney, M. New and G. Lizcano, 2008. *UNDP Climate Change Country Profiles – Tanzania*, <http://country-profiles.geog.ox.ac.uk>. The Tanzania profile covers the grid cells for Rwanda and Burundi.

<sup>2</sup> Based on Rwanda State of the Environment and Outlook, 2009; NAPA, 2006; INC, 2005 and national consultations, June 2009.

6. In terms of water availability (drinking water, production including irrigation, hydro-electricity), overall Rwanda is believed to have sufficient water resources, characterised by a good hydrological network (with the sources of the Nile originating in Rwanda's highlands) and 101 lakes and 860 wetlands covering 16% of the surface area of Rwanda. However, a lowering of water tables as well as impacts of reduced water flows have been observed especially, but not only, in eastern Rwanda. These impacts are at least partially attributed to climate change stresses (other drivers are related to non-climatic causes such as sub-optimal water resource and watershed management), which limit water availability. Rainfall variability impacts overall on hydrological flow and water storage and availability, leading to more floods and dry spells while ground water recharge diminishes.

7. In other extreme climate related incidents following torrential rainfall events, flash floods occur and flood water accumulates in low lying valleys and forms ponds, which impede on settlements and production land. Mostly negative impacts are observed on (i) irrigation potential for agricultural production, (ii) availability of good drinking water, and (iii) feasibility of hydro-electrical schemes in place/planned in Rwanda. For example, lower water flows or more extreme flash floods, often carrying high sedimentation loads, lead to increasingly high levels of siltation, worsened by the severe erosion problem. These may adversely impact on micro-hydropower schemes, which will have to deal with more erratic water supplies, as well as higher maintenance costs, which need to be factored into designs.

#### *Non-climate root causes*

8. What distinguishes Rwanda among other developing country is its status of a post-conflict country with an emerging and growing economy. The annual economic growth is around 6.4%, and country is usually acknowledged by development partners and investors to be disciplined, pro-active and innovative, creating an enabling framework for economic growth. Still, about 60% of the population area is said to be living under the poverty line, and 42% of the poor are destitute. Poverty rates are particular acute in the rural areas.

9. Most of Rwanda's economy is based on rain-fed agriculture, with lesser contributions coming from the service and industrial sectors. Up to 87% of the rural population depends directly on agriculture for their livelihood, either through subsistence or employment. The agricultural sector is believed to be under-performing, and unproductive, and unsustainable land management and agricultural practices generate poor returns from limited resources. Eighty-six per cent (86%) of Rwanda's energy needs are currently biomass-energy based, and severe biomass shortages are prevalent, mainly due to over utilisation and poor natural resource management practices in place. Hydro-electric power is being developed as an energy alternative. An impact on energy supply is expected, aggravating the already severe problem of insufficient biomass for energy generation.

10. Overall, there is extreme pressure on the limited land and ecosystems, mainly due to extremely high human population density, high population growths rate (at 2.9 %), and the quest for arable land due to a lack of alternatives to agriculture for income generation. Environmental degradation e.g. through extreme deforestation and transformation of land, infringement on conservation areas, poor land management practices, disruption and destruction of critical ecosystem services, severe soil erosion, siltation of rivers, and so forth, is a major threat to sustainable development in rural Rwanda

#### *Institutional baseline*

11. Rwanda has an impressive and practical development planning and governance framework in place. Following-up and improving on the 2001-2005 Poverty Reduction Strategy Paper (PRSP I and PRSP II), the 2008-2012 Economic Development and Poverty Reduction Strategy (EDPRS) is modern, forward looking, ambitious but attainable. All government sources, as well as cooperation support, are geared towards achieving the targets set in the EDPRS, tightly aligned with Vision 2020, and the Millennium Development Goals (MDGs). EDPRS priorities, which are set for a five year period, reflect both the long term objectives of Rwanda Vision 2020 and government policies derived from its own agenda. Implementation of the EDPRS has a function-based dimension through the Sector Strategic Plans and Line Agency Strategies. Furthermore, an area-based dimension has been introduced through the District Development Plans and Vision 2020 *Umurenge*. Both Sector Strategic Plans and District Development Plans have a five year time horizon. The Sector Strategic Plans elaborate EDPRS objectives and strategies in more detail. Similarly, the District Development Plans draw from the EDPRS and the Sector Strategies in order to balance these



national priorities with local needs identified at district level. The Medium Term Expenditure Framework (MTEF) shows how funds in the coming three years will be used to generate the required outputs. The annual budget performs a similar function over a one-year period. Arriving at a realistic MTEF and annual budget requires strong procurement planning.

12. In terms of governance, the EDPRS, the decentralisation policy and other policy guidelines, focus in particular on strengthening the district level to address the rural development challenge in Rwanda. Through the so-called Targeted Achievements and Accountability (*Imihigo*) Triangle central government, its technical agencies and the district, govern implementation of interventions identified in local level coordination agreements (LCA). These agreements state the reciprocal obligations of all participants and responsible entities and establish timelines for delivery. Local level coordination agreements aim to serve as tools for implementing Vision 2020 *Umurenge*.

13. In terms of institutional Climate Change Adaptation arrangements, a Climate Change and International Obligations Unit (CCIOU) is currently being established (ongoing July 2009) within the Rwandan Environmental Management Authority (REMA). The Unit will be responsible for the implementation of the United Nations Framework Convention on Climate Change (UNFCCC) in the country context, negotiate in international forums, and coordinate the National Climate Change Committee. Rwanda's National Adaptation Programme of Action (NAPA) was prepared with the coordination of REMA, and is hailed as one of the best from Africa; processes such as the Second National Communication (SNC) are currently under preparation.

14. A regional Global Environment Facility (GEF) initiative is looking at options to climate change-proof the energy sectors in Rwanda (UNEP/IISD/ACT/KIST), whilst a Small Grant Project (SGP/GEF/UNDP) and a Least Developed Country's Fund (LDCF/GEF/UNDP/REMA) project are currently being prepared for the Gishwati area of the western province, targeting specifically the Nyabihu District which was hardest hit by severe flooding in past years. Two project proposals were submitted for funding to Climate Change and Development-Adapting by Reducing Vulnerability (CC-DARE) for some targeted actions in the same area and countrywide. An economic cost analysis of climate change impacts and different adaptation scenarios is currently underway (IIED/Stockholm Institute/REMA/MINECOFIN). Ongoing environmental management projects such as the Nile Transboundary Environmental Action Project (NTEAP/REMA) and the Decentralisation and Environmental Management Project (DEMP) (UNDP/REMA) include elements on adaptation and have generated important lessons learnt; linkages with such existing/planned programmes should be established. UNESCO is currently negotiating with the Government of Rwanda to be part of a regional project that would enhance the capacity for risk and vulnerability assessments in-country, an objective closely linked to the Africa Adaptation Programme (AAP). UNDP's Bureau for Crisis Prevention and Recovery (BCPR), the Global Environment Facility (GEF) and the International Research Institute for Climate and Society (IRI) are planning to implement activities for Climate Risk Management (CRM) with the Government of Rwanda in the future. The AAP will build on existing experiences.

## 2. Proposed response

15. To address the identified problems and root causes underlying the Climate Change and Climate Change Adaptation problem in Rwanda, a suite of proposed responses should be implemented. Adaptation alternative scenarios include the following:

### ***Output 1: Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced.***

16. *Who will be targeted?* Various line Ministries are targeted, especially MININFRA (National Meteorological Service, Energy Service, Water Supply and Sanitation Service), MINELA (NAFA, NLC, Water Resource Management Service, REMA, OGMR), MINAGRI (Agro meteorology Service, RAB-SNIAR, Marketing Information Service, RAEDB), MININTER (e.g. DMC etc.), MINICOM (e.g. RDB), MINEDUC

(including higher learning and research institutions, e.g. CGIS-NUR, IRST), MOH, NGOs in the environmental sector, districts and associated local communities

17. *Who will do the work?* REMA , National Meteorological Service and Agrometeorology Service in close collaboration and coordination with MINELA, MINAGRI, MOH, MININFRA (Priority sectoral Ministries to be confirmed during inception), MINECOFIN

18. *What will be done?* Existing information on sector specific climate change risk information will be synthesised and gaps in information will be addressed in identified priority sectors, i.e. infrastructure, agriculture, natural resources and health. Other sector work already ongoing will be integrated (energy, water). The overall information availability, and synthesis and application capacity will be strengthened especially, but not only, in government. This process has already been partly completed by the coordinating agency (REMA).

19. A functional Early Warning System (EWS) that responds to climate change risks will be designed in a participatory and multi-stakeholder and -agency approach. Lessons learnt from an on-the-ground pilot initiative being developed in the Gishwati Watershed in western Rwanda (funded by the LDCF), where flash floods and an overall flood risk are pertinent will inform the design of a national EWS. Consultative and technical mechanisms put into place through the pilot will further be used in the development of the country approach to EWS. Ongoing initiatives e.g. MOH (Ministry of Health), will be integrated. The importance of developing one integrated system is realised. Additional data observation and gathering facilities will be required, and data processing and forecasting capacity will be built within the EWS to ensure both short- and long-term predictive capacity.

20. EWS that work effectively by definition need effective knowledge sharing and information flows from national to local stakeholders. The GEF/Least Developed Country's Fund project in Gishwati will serve as a pilot to establish such communications with the communities in the district. Lessons learnt will be integrated into the development of the national EWS strategy. The capacity of identified national and district level institutions to implement EWS will be strengthened and they will have responsive risk management in place, which should include developing and implementing specific EWS communication elements targeting the local farmers. Responsive risk management tools will be developed and identified target groups will be trained in responsive risk management.

21. Additionally, selected national and sector policies will be reviewed for climate change resilience, and a Climate Change Adaptation (CCA) mainstreaming and Monitoring & Evaluation tool will be developed<sup>3</sup>, allowing for systematic analysis of existing policy instruments, including programmes. A priority will be the implementation of the EDPRS, CC related priorities already contained or to be mainstreamed e.g. at mid-term, and review and planning of the next five year national development planning period. Gender sensitive planning for CCA particularly, will be integrated, and relevant tools will be developed. The assistance of external experts to assist in developing a comprehensive model of potential effects of policy and climate changes may be required.

22. All activity results have a strong capacity building focus. The AAP team, with the support of relevant technical experts, will support the work of government employees and other technical staff to ensure that after the AAP implementation period strong integral capacities for CCA planning are available in Rwanda.

23. *How will it progress adaptation?* Climate change risks will be identified and realised by a variety of sectors; responsive adaptive planning capacities will be built including EWS. The capacity to review and improve national and sectoral policy instruments, including programmes for climate change resilience will be built.

---

<sup>3</sup> Where available ,already existing mainstreaming tools should be used and adapted to the Rwandan country context and needs.

**Output 2: Leadership and Institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels strengthened**

24. *Who will be targeted?* MINELA (policy coordinator), REMA (technical coordinator), MINALOC and districts, i.e. six pilot districts, MINECOFIN, other line ministries, CBOs, NGOs (including youth and women's associations), private sector, research institutes, sub-regional organisations and meteorological services should provide for multi-stakeholder participation

25. *Who will do the work?* REMA, MINELA, MINALOC and districts

26. *What will be done?* The Government of Rwanda has conducted a national Sector Wide Approach (SWAp) that includes the environment and natural resources sector. It is proposed to further this approach and build on it for coordinating national CCA action, thus a programmatic approach CCA is needed to reach out to all relevant stakeholders. It is noticeable that the stakeholders and objectives of CCA go beyond such an environment SWAp. The capacity of REMA will be strengthened within the newly established Climate Change and International Obligations Unit. The services of a well experienced expert are sought, to take on in-house capacity building activities, and those related to this output and to specifically develop a CCA Leadership Capacity Building and Training Strategy. Capacity building opportunities will be extended to a wide range of relevant stakeholders, both from the public service and private sector, including business, NGOs and CBOs, where existing linkages with other national and regional capacity building programmes will be sought.

27. District level leadership capacity for local level adaptation action will be supported. A targeted and needs-based capacity support strategy will be developed and implemented in six pilot districts, which will be selected based on agreed criteria. Amongst others, multi-stakeholders district CCA coordination committees will be set up, and guidance for climate change-proofing District Development Plans (DDPs) will be prepared and applied.

28. In the spirit of the EDPRS and the decentralisation and community empowerment efforts in Rwanda, one activity result specifically targets CCA leadership building at the district level, including local government and the community. The establishment of district-level multi-stakeholder CCA platforms will be piloted in six selected districts, representing different agro-ecological zones. These committees will become involved in implementing AAP activities, and follow-up action on the National Adaptation Programme of Action (NAPA).

29. *How will it progress adaptation?* Capacitated and informed leadership at national, district and community level, encompassing multi-stakeholders from the public service and private sectors, as well as NGOs, CBOs, and civil society, will form the foundation of strong CCA action in Rwanda.

**Output 3: Climate-resilient policies and measures in priority sectors implemented.**

30. *Who will be targeted?* Various line ministries, as indicated under Output 1, NGOs in the environmental sector, districts and associated local communities, districts, i.e. six pilot districts, CBOs, NGOs (including youth and women's associations), private sector, research institutes and sub-regional organisations

31. *Who will do the work?* REMA, MINALOC and districts, MINECOFIN

*What will be done?* Key is to ensure local-level on-the-ground implementation and testing of adaptation measures. A dedicated community-based adaptation approach will be developed and piloted in up to six agro-climatic zones in Rwanda. Lessons learnt from the Community Based Adaptation (CBA) approach will feed into the development of a national CBA Strategy, building on the existing SGP and modalities. Additionally, sector or inter-sectoral theme-based demonstration projects will be set up, awarding cooperation and learning experiences for multi-stakeholder and multi-level adaptation action. For example, an issue such as climate change-proofing food security needs to be addressed in an integrated, multi-sectoral way at the local level, where communities need to be equipped to be able to adapt to the climate

challenges, whilst on the service provider level including local government, coordination of service delivery as well as integrating adaptation additionality into ongoing work is required.

32. Local-level ongoing coping mechanisms and actions, including indigenous and traditional knowledge and CCA experiences will be documented, and best and worst practices will be tracked as learning experiences to also demonstrate what does not work and what leads to mal adaptation

33. Up to two multi-sectoral demonstration projects (e.g. targeting implementation by government extension/ services, in collaboration with relevant key partners) will be developed. These are different from the CBA projects, which reach out to the community level, whilst the inter-sectoral approaches are aimed to facilitate practical adaptation action by high tier institutions.

34. The GEF/ LDCF in the Gishwati Watershed, focusing on addressing the flood risk in that particular area, integrates demonstration as well as CBA piloting components.

35. Good action can be leveraged by creating incentives. This can also hold true for adaptation. Activity Results 3 under this output focuses on developing a concept for how incentive measures could help leverage adaptation action, and what type of incentive measures could be tested in Rwanda. Incentives should focus on different types of stakeholders, including the business community, government and the public.

36. *How will it progress adaptation?* Specific knowledge and understanding on what adaptation measures work will be generated through practical community and theme-based demonstration projects and will inform future policy decisions. First-hand practical experiences with testing and further developing adaptation measures will be gained by a variety of stakeholders and partners. Relevant policy guidelines will be advanced relating to CBA, and incentive measures, influencing adaptation action in the long-term in Rwanda.

***Output 4: Financing options to meet national adaptation costs expanded at the local, national, sub-regional and regional levels.***

37. *Who will be targeted?* MINECOFIN, REMA, various line ministries, cooperation partners, business community, district/local government, community representatives, research institutions, tertiary education institutions/universities, NGOs

38. *Who will do the work?* MINECOFIN

39. *What will be done?* Currently MINECOFIN and REMA with the support of IIED and the Stockholm Institute are undertaking a first economic analysis of the potential costs of climate change impacts. Based on the results from this study, follow-up priority research will be identified under AAP (see Output 1, AR 2 and AR 3; develop joint/linked ToR). An existing multi-stakeholder coordination platform under the leadership of MINECOFIN (IIED study) will be continued and expanded to broaden membership to especially include private sector and business representation. Key research may focus on the cost of adaptation under different climate change and adaptation scenarios, as well as a business-as-usual (BAU) scenario. The research information will be translated into policy-relevant communication materials and policy debates will be organised under the AAP (see also Output 5). The key result from this output will be the development of a long-term CCA financing strategy, and tools that assist in the climate change-proofing of national, sectoral, district and community level planning and budgeting processes. Instruments that will facilitate access of the public and especially community members to financing will be of particular focus. Gender sensitive budgeting will be especially considered.

40. Link appropriate work to Output 1, AR1, by developing joint or relevant follow-up Terms of Reference.

A top priority in Rwanda is to build the local capacity for financial and economic research, analysis and policy development, and a strong capacity building component is attributed to this output. Capacity needs will be

assessed and a dedicated capacity building and training programme will be developed in a participatory manner and subsequently implemented.

41. *How will adaptation be progressed?* Strategic and targeted resource mobilisation to implement adaptation measures in the long-term are developed in Rwanda, a prerequisite adaptation action. Local capacities for CCA-related financial and economic analysis will be strengthened, which will assist the country in positioning itself in terms of increased adaptive capacity.

**Output 5: Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels.**

42. *Who will be targeted?* REMA, communities, public, technical experts, policy and decision makers, information providers, NGOs, media, all AAP stakeholders

43. *Who will do the work?* REMA

44. *What will be done?* A targeted CCA information and knowledge sharing mechanism will be established. This is mainly two-fold, firstly a dedicated information hub, i.e. REMA, is capacitated in terms of human resources, equipment, and especially running costs for implementing and maintaining such information and knowledge sharing mechanism. Secondly, dedicated knowledge management and communication strategies will be developed, based on end-user needs surveys, and to specifically address the low public awareness on adaptation needs and options. Communication will not be addressed as an afterthought but as a fully developed strategic pillar of the AAP and CCA management in the future. The Communication Strategy may include training elements e.g. for journalists and the media *per se*. The most appropriate communication media will have to be identified based on the end user survey. Outreach to the community level is particularly important and all caveats need to be taken into account when designing the most suitable approaches. All AAP outputs will be supported by the knowledge management component. For example, policy briefing and debates to be organised under Output 4, must be an integral part of the Communication Strategy.

45. A knowledge-brokering interface with other international CCA knowledge networks will be established, e.g. with the UNDP Adaptation Learning Mechanism (ALM), and with other countries implementing AAP. Lessons learnt from the programme will be codified and shared.

46. *How will it progress adaptation?* Through the accessibility of information and the sharing of experiences, climate change adaptation capacity and action will be leveraged. Well researched, targeted and needs-based communication for CCA will make strong advancements to creating awareness and adaptive capacities at many levels. The currently low public awareness on adaptation needs and options will be enhanced.

### **3. Barriers to proposed response**

47. In summary these are:

- Insufficient knowledge and research
- Limited integration of adaptation measures in ongoing institutional efforts
- Absence of knowledge sharing and information dissemination
- Weak inter-sectoral and multi-stakeholder coordination and collaboration
- Lack of climate change resilient planning, budgeting and policy setting.

#### *Insufficient knowledge and research*

48. Overall the information base is limited, mainly aggravated by the 1994 genocide and war, which disrupted previously established systems and research programmes. At present there is a lack of basic bio-

physical and socio-economic data for establishing reliable information systems i.e. for EWS. No weather stations, weirs or other measuring instruments are set up in the rural areas. Climate risk information is limited, and often extrapolated from regional models. Very limited research on climate change and adaptation-related issues is currently underway. There is limited information on the suitability and distribution of specific crops in view of changing climatic conditions. For example, cash crops such as coffee and tea might be positively or negatively affected, as would be other potential natural resource-based products identified for promotion (e.g. silk, pyrethrum) in national policies such as EDPRS, or sector policies such as the Agricultural Policy). Few research centres exist and research divisions in ministries are often under resourced and do not yet address climate change as a priority. There are several university institutions, however, only few CCA relevant research initiatives are currently ongoing, with limited knowledge generation. Currently very limited experience exists in view of community adaptation, adaptation options and adaptation costs, economics and finances.

#### *Limited integration of adaptation measures in ongoing institutional efforts*

49. Although generally government and non-government institutions are relatively well organised and capable personnel fills key positions, it is clear that dedicated climate change capacities are limited, and adaptation measures are currently not routinely mainstreamed in relevant sectors. REMA is in the process of positioning itself to house a dedicated CCIU; they would however need immediate support to follow through with the ambitious institutional and individual capacity plans. Through the implementation of some recent climate change projects, i.e. the initial economic analysis of CC impacts guided by the Stockholm Institute, some foundation capacity has been created in line ministries and especially in MINECOFIN in addition to REMA. No CC and CCA capacities are in place outside of Kigali, and districts and community level capacities on these issues are currently very low. At the moment, line ministries and government institutions outside the environmental sphere do not specifically have CC and CCA capacities.

#### *Absence of knowledge sharing and information dissemination*

50. A key issue raised during the consultations for the programme preparation revolved around the lack of access to information. Although it was understood that locally applicable information might be available elsewhere in the country or lessons could be learnt from international experiences, it was noted extensively that such information remains largely inaccessible. Although the government through the implementation of the EDPRS is trying to improve information accessibility through promoting e.g. IT access, even in remoter towns, few categorical and systematic knowledge and information sharing mechanisms are in place currently. Even information sharing amongst line ministries and with other institutions remains a challenge to date. Key stakeholders, such as industry and private investors are currently not part of the CC and CCA debate in Rwanda.

#### *Weak inter-sectoral and multi-stakeholder coordination and collaboration*

51. Although certain multi-sectoral and multi-stakeholder mechanisms are in place, most stakeholders consulted during the programme preparation indicated that more effort needs to be placed into fostering such mechanisms and related work processes. Noting that CCA must be addressed through a multi-sectoral and partnership approach with civil society, NGOs, research institutions and a wide range of stakeholders overall, the absence of relevant coordination and collaboration was frequently indicated.

#### *Lack of climate change resilient planning, budgeting and policy setting*

52. At present there is no systematic climate change resilient planning and policy setting and no national approach exists besides the NAPA. The NAPA however is limited in its scope and focuses on community level interventions, without providing a national multi-sectoral context for addressing CC and CCA

#### *Agriculture and Food Security*

53. Improved land management techniques that include adaptation additionality need to be developed and tested. Limited investments are being made to improve the adaptive capacity of rural farmers, and there is limited knowledge about techniques and methods that could help farmers to react to CC. Agricultural resources such as improved seeding materials and organic fertilisers are extremely limited. Considering the high pressure on already scarce land resources, which will potentially be worsened by the effects of climate change, off-farm and non-subsistence food security strategies need to be explored. Community-based

management structures are largely undeveloped or absent, and generally, few local-level capacity support programmes reach the people.

#### *Water availability (drinking water, production including irrigation, hydro-electricity)*

54. Considerations for climate change risks and impacts have not been addressed in the national water resources policy context. Government plans, such as the National Irrigation Master Plan and the Micro-Hydro-Electricity Scheme may be adversely impacted by CC, if appropriate adaptation investments are not considered from the planning stages. However these plans do not systematically consider the expected CC impacts and costs to investments. Plans to drain marshland for developing irrigated agricultural land may be severely hampered by CC, which could cause reduced ground water availability, and feasibility assessments taking the CC risks into consideration are needed.

55. Currently there is no dedicated research into adaptation innovation and potential opportunities remain largely untapped. For example, in areas where torrential rainfall has led to flash floods, run-off could potentially be channelled and used i.e. for irrigation purposes.

56. Water availability in major settlements such as Kigali, but also in villages, is already constrained, and may become worse with projected effects of climate change. The absence of effective integrated water management approaches that include all levels of stakeholders is a major short-coming. Adaptation measures and technical interventions that help protect watersheds are partially addressed through environmental programmes such as the Nile Basin Project and various Sustainable Land Management (SLM) activities, however these are currently not sufficient to address the climate change increment impacts expected.

#### *Energy and infrastructure*

57. Although quite a lot of auto-adaptation can already be observed, especially in the infrastructure sector (e.g. adjustments to road building for flooding events in western Rwanda, improved and reinforced channelling of rivers, and enforcements of building in areas that are flood prone), the systematic roll-out of successful measures is still lacking. Investment capacities are currently limited, especially on the community level, but a lack of knowledge about appropriate and effective adaptation options limits such investments.

58. No settlement planning is currently being undertaken, although in certain high risk areas, reactions to i.e. extreme flooding have started. Although these are good starting points for risk planning, such planning is often reactive to the immediate impact and does not address long-term adaptation needs.

59. Industry and private investors may automatically react to some of the hazards, but it should become part of a multi-stakeholder CCA debate to address climate change risks from the on-set in their infrastructure investments and designs. Policy guidelines requesting CC resilient planning and budgeting are currently lacking and therefore do not guide such investments. For example, the investments into the various micro-hydropower schemes at this stage are designed under "business-as-usual" scenarios and may not withstand future climate change threats e.g. too little water or too much siltation. If climate change resilient planning and policy guidance were in place, such challenges could well be avoided.

#### *Disasters and health*

60. A relatively good awareness about climate related disasters exists in Rwanda, mainly because during the past years extreme floods have led to the loss of dozens of lives, which could have been spared had better early warning systems been in place. Currently EWS are largely absent or ineffective on the ground. EWS thinking lacks innovation and multi-sector integration. While for example, the MOH is planning the development of a health risk system in flood threatened areas, no discussions are underway that would for instance, discuss a single communication system for the EWS to the end user.

61. Although occurring droughts may not have led to the loss of lives recently, health impacts of severe droughts and floods have been reported. These are *inter alia* related to food insecurity, unhealthy living conditions and resettlement from emergency and risk areas. It is likely that health impacts are gender-specific, however this is little understood. Limited formal documentation of the real impact of CC on health

has taken place and decision making in the health sector does not integrate current and future climate change risk. Some initial studies indicate that the malaria risk in Rwanda will increase due to climate change, and indications are that an increasingly hotter climate may affect both human and animal health, but specific research information and demonstrations of practical local-level adaptation measures are lacking.

#### **4. Underlying principles**

62. During the planning processes of the AAP country projects elsewhere in Africa, it was found that it was helpful to formulate underlying principles for the strategy of country projects and especially in view of project implementation. The following principles will underlie the project strategy of Rwanda and need to be adhered to during implementation.

1. Gender consideration will cut through all programme intervention areas and approaches: gender must be considered during adaptation at any stage. All planned activities will be planned and implemented in a gender sensitive and cognisant manner. Internationally available guidance on gender and CCA will be considered in developing an engendered CCA approach.
2. The AAP promotes a programmatic approach to CCA, which aims to create the national umbrella for all CCA investments in the country: a national framework should be developed and recognised and positioned by Rwandan partners and stakeholders to provide coordination and integration of all climate change adaptation activities and sources of funding. The AAP is a partnership programme, which aims to coordinate, accommodate and link up a great diversity of individual CCA initiatives.
3. Financial responsibility builds ownership in the AAP. Resources should be given to ministries impacted by climate change to develop impacts and options analysis for CCA (financial resources will be distributed in line with the selected project execution mechanisms in Rwanda; a NEX arrangement and in line with the Rwanda One UN approach), and managed by the Executing Agency i.e. REMA.
4. The Adaptation Team in the REMA Climate Change Unit provides the following key functions: i) standard setting (i.e. helping ministries develop the ToRs for the work); ii) conveners of ministries and multi-stakeholder platform (i.e. bringing stakeholders including ministries together to understand cross-sectoral linkages and implications for policy); iii) synthesising information from sectoral studies, pilot projects and feeding such information back into multi-stakeholder processes; iv) coordinating the knowledge management component; v) providing or soliciting technical advice, as needed for the implementation of the various project components; vi) project M&E and reporting.
5. Economic evidence is the foundation for the programme (i.e. what will adaptation cost; how will it be paid for e.g. fiscal and regulatory instruments; changes in national budgets, other), and will be addressed through targeted project activities as laid out in Output 4.
6. Demonstration activities should be geared towards generating adaptation learning, with a policy-relevant focus, and be catalytic to enable replication. Lessons learnt from ongoing CCA pilot interventions will be integrated into the knowledge management component of the AAP and will contribute to building the national adaptation knowledge base.
7. Technical expertise/competency should be built within civil services, rather than relying on consultants to do the work. Where outside expertise is required, strong mechanisms for internalisation of knowledge generated must be put into place. Skills need to be transferred into the ministries through training and knowledge sharing. It is important that any work facilitated by a consultant will be adopted within the commissioning entity and partner institutions, including the private sector. The use of multi-stakeholder briefings and training is promoted.



---

## II. STRATEGY

63. In line with the national development framework in Rwanda, i.e. the 2008-2012 EDPRS, Vision 2020, and the MDGs, and building on the NAPA prepared in 2006/7, the AAP will address national development priorities and support their attainment and long term sustainability through building climate change resilience.

64. Additionally, the AAP will react to the UN's priorities in Rwanda. The UN in Rwanda is piloting the "One UN programme Rwanda" and has aligned its UNDAF to the country priorities in its 2008-2012 Common Operational Document (COD). Thematic Group 4 focuses on the management of the environment, natural resources and land. Annually prepared Strategy Papers guide the country-focused programming of each theme. The AAP supports the three intended outcomes of the Country Programme (CP), *inter alia*:

- Outcome 1. An enabling policy framework to support an effective system for environmental management
- Outcome 2. Capacity at national, district and community levels to restore and protect ecosystems of national and global importance against potential degradation strengthened
- Outcome 3. Economic productivity enhanced using natural resources in an environmentally friendly way.

65. Overall there are extremely progressive approaches set in place in terms of governance in Rwanda; they should be built upon and strengthened through the AAP in terms of building climate change resilience and adaptation capacity at all levels of public and civil society levels.

66. A GEF/LDCF project which is currently under preparation by UNDP/UNEP and two CC-DARE priority projects under preparation are already directly responding to priorities identified under the AAP umbrella programme and will make significant contributions to the implementation of the AAP and the building of a national CCA approach over the coming years. Once the Climate Risk Management (CRM) project of Bureau for Crisis Prevention and Recovery (BCPR) is further developed this should also align with the AAP. Other government and donor-supported projects should be aligned in a similar fashion in the long-term and contribute to attaining Rwanda's national adaptation and national development vision.

67. It is noted that the planned project framework is very comprehensive for the relatively short project implementation time. It is therefore foreseen to prioritise activities during the inception period of the AAP.

### 1. Outputs and activity results

#### **Output 1: Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced**

##### **ACTIVITY RESULT 1: Sector specific CC risk information generated and scenarios developed**

###### **Actions:**

- Identify existing data and information systems in key sectors i.e. infrastructure, agriculture, natural resources and health
- Identify gaps on CC related data for these priority sectors
- Create a database system/ information centre on CC within the project coordination unit (see also Output 5)
- Assess CC risks and use scenarios to build potential for future (depending on our response measures put into place); use existing international and cutting edge models and programme; do not reinvent (including UNESCO global programme; 'CLIMDEV', 'African Policy Centre on Climate

Change', 'SRO-EA' (regional observatory), and 'African Centre of Statistics' (all supported by UNECA)

**Indicator 1:** Number of sectors for which risk assessment has been prepared

**Indicator 2:** Data base system/information centre operational

**ACTIVITY RESULT 2: EWS and responsive risk management in place**

**Actions:**

- Develop costed EWS Strategy for Rwanda; link to LDCF/GEF demonstration project focusing on Gishwati Watershed, including strategy elements on strengthening meteorological information, services and modelling capability; link meteorological data to other applications e.g. hydrology, agro-climatology; develop responsive risk management EWS communication tools targeting local farmers
- Identify priority elements of EWS for AAP investments; develop and implement financial and fundraising strategy for unfunded elements
- Implement capacity building activities at all levels to address CCA needs.

**Indicator 1:** CC related EWS Strategy for Rwanda developed

**Indicator 2:** Knowledge and understanding of EWS by the community enhanced (data can be collected through community interviews)

**Indicator 3:** Number of training events and events; number of tools and equipment delivered

**ACTIVITY RESULT 3: National and sectoral policies and programmes are climate resilient and address adaptation needs**

**Actions:**

- Undertake comprehensive analysis of sectors and national policies and programmes in terms of climate resilience and adaptation needs
- Develop sector specific plans of how to climate change-proof and how to address adaptation (link to economic analysis under Output 4); mainstream CCA programmes into various sector policies, strategic plans and sector budgets
- Thematic Group 4 of One UN develops strategy paper on adaptation to ensure that work plans and next UNDAF integrate adaptation as a priority
- Mainstream and address CCA in EDPRS implementation, review and planning of next five year period
- Develop gender sensitive planning tools
- Develop and apply mainstreaming M&E tool.

**Indicator 1:** Number of sector specific climate change proofing and adaptation plans in place

**Indicator 2:** One UN Strategy paper developed

**Indicator 3:** Status of CC mainstreaming in EDPRS as assessed by M&E tool

**Output 2: Leadership and institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels built**

**ACTIVITY RESULT 1: National institutions dealing with Climate Change Adaptation are functional and coordinated by capacitated lead institution**

**Actions:**

- Based on capacity needs assessment, strengthen the capacity of REMA, and especially the existing CCIO Unit, to coordinate CCA in Rwanda; position in a way that CCA entity can convene all relevant sectors on CCA matters; establish relevant link with Ministry of Environment and Lands and other potential higher level entities

- Set up and operationalise (including ToR development) multi-stakeholder CCA technical platforms at national level including public and civil society organisations, research institutions, private sector and industry, development partners, NGOs, CBOs, Youth Organisations etc.
- Undertake institutional study to identify relevant institutions that should become part of the platform; link to undertaking of capacity assessment
- Develop and coordinate SWAp to CCA; cater for cutting across multiple sectors.

**Indicator 1:** CCIO unit established and operational

**Indicator 2:** SWAp to CCA established and organised with involvement of various entities

**Indicator 3:** Number of platform meetings conducted annually

**Indicator 4:** Number and mix of institutions represented on platform

## **ACTIVITY RESULT 2: District level leadership capacity for local level adaptation action in place**

### **Actions:**

- Establish selection criteria for the six pilot districts (one per province plus one)
- Develop gender-specific capacity needs assessment and capacity support strategy for targeted districts
- Develop targeted and gender specific district capacity support programme and implement (in pilot districts): especially establish capacity development of the community including CBOs, NGOs, etc.
- Set up multi-stakeholders district CCA coordination committees
- Develop guidance for addressing CCA in District Development Plans (DDPs) and ensure that DDPs are climate change resilient; ensure community participation
- Identify priority CCA action and develop financing strategy (link to Output 4)
- Promote gender specific leadership development

**Indicator 1:** Capacity needs assessment in place

**Indicator 2:** Capacity Support Strategy developed

**Indicator 3:** Number of multi-stakeholder district CCA coordination committees

**Indicator 4:** Guidance for addressing CCA in DDPs designed

**Indicator 5:** Number of DDPs that address/mainstream CCA

## **ACTIVITY RESULT 3: Targeted CCA leadership, capacity building and training strategy implemented**

### **Actions:**

- Based on institutional study (including capacity assessment) under AR2 develop leadership and governance capacity for targeted institutions
- Develop strategy to implement priority initiatives
- Coordinate with ongoing international especially sub-regional initiatives on CC and CCA leadership building

**Indicator 1:** Number of institutions with leadership and governance enhanced, number of training & workshops held, number of participants joined for the workshops, and number of certificates issued for the successful participants

**Indicator 2:** Priority initiatives incorporated in the implementation strategy

**Indicator 3:** Number of Rwandan stakeholders involved with high-level negotiations at the national, regional, and international initiatives

## **Output 3: Climate-resilient policies and measures implemented in priority sectors**

### **ACTIVITY RESULT 1: Community-adaptation tested and rolled out as country-wide approach**

#### **Actions:**

- Document local-level ongoing coping mechanisms and actions, including local and traditional knowledge and CCA experiences; document best and worst practices as learning experiences to also demonstrate what does not work and what leads to mal adaptation
- In participatory bottom-up approach identify and plan at least six community-adaptation pilot interventions in six districts representing differing agro-climatic zones
- Implement pilot projects
- Document lessons learnt
- Develop costed national strategy for community-adaptation; integrate NAPA elements.

**Indicator 1:** Report on local level existing coping mechanisms and action produced

**Indicator 2:** Progress on six pilot projects implemented

**Indicator 3:** National strategy for community-adaptation in place

**Indicator 4:** Number of lessons learnt codified

**Indicator 5:** Number of NAPA projects and ideas integrated in national strategy for community-adaptation

### **ACTIVITY RESULT 2: Sector/ theme demonstration projects implemented**

#### **Actions:**

- Identify two sector/theme-specific demonstration projects<sup>4</sup>; they should address different sectors and be implemented in different geographic regions of Rwanda; priorities identified in NAPA, INC and SOE & Outlook include agriculture and food security, water availability (drinking water, production including irrigation, hydro-electricity), energy and infrastructure, disasters and health)
- Develop selection criteria for sector/theme demonstration projects
- Implement with key partners
- Document lessons learnt

**Indicator 1:** Progress on demonstration project implementation

**Indicator 2:** Number of lessons learnt codified

**Indicator 3:** Selection criteria agreed to

### **ACTIVITY RESULT 3: Incentive-based CC resilience building programme established**

#### **Actions:**

- Develop concept note and strategy for incentive-based climate change resilience (outputs linked to activities to develop a national adaptation financing strategy under Outcome 4); *rationale may include:*
  - Tax incentives for promotion of best practices.
  - Forest management and reforestation and rehabilitation of other ecosystems implementing SLM/ecosystem management as adaptation measures;
  - Compliance with Land Use Plans to be an important adaptation tool to be promoted, and could become a prerequisite for incentive measures
  - The promotion of off-farm employment creation to address adaptation needs in particular.
- Implement follow-on actions with key partners

**Indicator 1:** Sectoral financing strategies developed

**Indicator 2:** Number of follow-up actions implemented

### **Output 4: Financing options to meet national adaptation costs expanded at the local, national, sub-regional and regional levels<sup>5</sup>**

<sup>4</sup> Such sectoral/theme-based pilot projects will link to already ongoing pilots e.g. as the UNEP/IISD/ACT/KIST "Reducing the vulnerability of the energy sector to impacts of climate change" project in Rwanda.

<sup>5</sup> Analysis of climate change financing mechanisms to facilitate gender responsive climate change investment financing.

**ACTIVITY RESULT 1: Sound information base on costs of climate change impacts and adaptation on priority sectors established and applied to decision-making**

**Actions:**

- Based on results of the ongoing economic study (MINECOFIN, REMA, DFID and Stockholm Institute) identify future research and information needs and set up follow-up studies
- Reinforce the coordination mechanism already set up and operational from that initial study (CCA Financing Task Team); include the private sector
- Commission priority studies e.g. focusing on priorities such as key investment areas for coffee, tea and other commodities (i.e. it is important to identify what the CC risk is to such cash crops, and to project the potential financial impacts); studies to establish the economic cost of climate impacts, expected adaptation costs and cost-benefit analysis; improve economic and financial analyses based on different scenarios (climate change scenarios; economic and development scenarios) (link to Output 1, AR1 by developing joint ToRs)
- Undertake bottom-up study to obtain more detailed and tailored cost analysis for Rwanda
- Set up M&E system to analyse trends of climate change impact costs and of adaptation costs during the project implementation and investigate whether the project impacts are positive
- Develop capacity of local experts on economic analysis through specific capacity building activities, i.e. the translation of research information into policy-relevant communication materials and policy ebates.

**Indicator 1:** Report on identified future research and information needs prepared

**Indicator 2:** Number of cost studies successfully carried out

**Indicator 3:** Number of local experts trained

**ACTIVITY RESULT 2: Strategy for adaptation financing and leadership for its implementation in place**

**Actions:**

- CCA Finance Task Force under leadership of MINECOFIN to develop strategy for adaptation financing; address need for financing strategy for NAPA implementation
- Commission support studies, e.g. looking at issues such as: increase available resources: develop new tools (e.g. example tax on environmental degradation, which is developed but not yet fully enforced); reinforce/establish national disaster fund, which could also address adaptation; consider links to carbon off-sets and carbon market; can funds be used for adaptation initiatives? Can we reduce the costs of what we are currently doing? Incorporate results especially from Output 3, AR 3
- Develop an information base on potential funding sources for adaptation projects; often difficult especially for CBOs and small organisations to access funding
- Establish a Rwandan long-term CCA financing strategy
- Develop and apply tool for gender-sensitive CCA budgeting and planning including a M&E component

**Indicator 1:** Long-term CCA financing strategy in place

**Indicator 2:** Tool for gender-sensitive CCA budgeting applied

**ACTIVITY RESULT 3: CCA costing routinely included in national, sectoral, district and community level development planning and budgets**

**Actions:**

- Develop tools for CCA costing (linked to mainstreaming tool under Output 1); apply through MINECOFIN established structure and processes;
- Include adaptation costs into national and sectoral budgets
- Establish a system to ensure CCA funds disbursement to the community

**Indicator 1:** CCA costing tools in place

**Indicator 2:** National budgets (in 2 sectors) and district budgets (in 2 districts) adjusted to reflect CCA costs

**Output 5: Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels<sup>6</sup>**

**ACTIVITY RESULT 1: National CCA Clearing House/Knowledge Management hub at REMA established and capacitated**

**Actions:**

- Undertake capacity needs assessment in terms of Clearing House/Knowledge Management at REMA
- Develop Knowledge Management Strategy and implement
- Establish client oriented service; include M&E programme to ensure that services are required by the end-user and are applied
- Link to UNDP Adaptation Learning Mechanism (ALM) and other existing relevant information systems i.e. ALM, CLIMDEV, 'African Policy Centre on Climate Change', 'SRO-EA' (regional observatory), and 'African Centre of Statistics' (all supported by UNECA)

**Indicator 1:** Knowledge Management Strategy formulated

**Indicator 2:** Clearing House established and capacitated

**Indicator 3:** ALM include relevant information from AAP Rwanda

**ACTIVITY RESULT 2: CCA Communication Strategy targeting stakeholders at different levels developed and implemented**

**Actions:**

- Undertake information needs survey (including information on preferred medium of communication)
- Develop communication strategy targeting the various key stakeholder groups; address communication strategically from the planning stage
- Address all information and communication needs of AAP design; strategically communicate all AAP products and outcomes from the programme (e.g. in form of policy briefs, radio sessions, scientific reports). Consider element such as
  - Important to have sound information; need to discriminate between reliable and unreliable information; Also need to address existing "myths" especially in traditional contexts
  - Need to include local level information; multi-way information flows
  - Need to communicate in vernacular; culture and language need to be taking into consideration
  - Include peer to peer communication and exchange of experiences
  - Include women and youth as key target groups and involve in activities; gender specific communication.

**Indicator 1:** Information-needs survey conducted

**Indicator 2:** Communication strategy in place and under implementation

**Indicator 3:** Number of outreach activities (e.g. radio programmes, workshops, leaflet distribution...)

**Indicator 4:** Number of women reached/ involved

## 2. Comparative advantage

68. UNDP has a strong capacity building and policy development focus in all its operations. The AAP Rwanda project formulates priorities pertaining exactly to these institutional focal areas (capacity building and policy development), which are also reflected in the UNDP CP(AP), i.e. focusing on creating an enabling policy framework to support an effective system for environment management, strengthening of capacity at national, district and community levels to restore and protect ecosystems, and enhancing economic productivity by using natural resources in an environmentally friendly way, including by building climate change resilience and adaptive capacities. In Rwanda UNDP has a strong environmental portfolio, and

<sup>6</sup> To all possible extent, knowledge products should strive to show the impact of, and challenges facing women and indigenous communities in managing climate change risks

together with the Africa Programme Regional Support Component and its Regional Technical Advisors can provide relevant technical guidance to the project implementation. The UNDP Crisis Prevention and Recovery team of experts can also provide relevant inputs to enhance the country's preparedness and ability to respond quickly and effectively to any case of natural disaster. Through the unique One UN programme Rwanda approach, UNDP can leverage additional support and collaboration with other development partners, especially within the UN family. The project brief was developed jointly by UNDP and UNEP, who are also currently preparing a related LDCF/GEF follow-up project for Rwanda to implement NAPA. Additionally, through a strong Country Office, project management can be supported, i.e. through competent and efficient project assurance.

### III. RESULTS AND RESOURCES FRAMEWORK

**Intended Outcome as stated in the Country Programme Results and Resource Framework:**  
 UNDAF Result 4: Management of environment, natural resources and land is improved in a sustainable way  
**CP Outcomes**  
**Outcome 1:** An enabling policy framework to support an effective system for environmental management and ecosystem conservation established  
**Outcome 2:** Capacity at national, district and community levels to restore and protect ecosystems of national and global importance against potential degradation strengthened  
**Outcome 3:** Economic productivity enhanced using natural resources in an environmentally friendly way  
**Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:**  
**Applicable Key Result Area (from 2008-11 Strategic Plan):** Promote climate change adaptation  
**Partnership Strategy**  
**Project title and ID (ATLAS Award ID):** Building a comprehensive national approach to Climate Change Adaptation in Rwanda. Atlas ID: 00058852.  
 Project ID: 00073312  
**Applicable Key Result Area (from 2008-11 Strategic Plan):** Promote climate change adaptation

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	MEANS OF VERIFICATION			RESPONSIBLE PARTIES	INPUTS
			Quality indicator	Quality methods	Assessment time		
<b>Output 1:</b> Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced  <b>Indicator:</b> I1. Improvement of national capacity for CCA risk research,	<b>Target 2010</b> I1. At least 4 sectoral/ ministerial vulnerability and risk assessments and scenarios in place and integrated into planning processes  <b>Target 2011</b> I1. The EDPRS mainstreams CCA and addresses CC resilience in national	<b>Activity Result 1:</b> Sector specific CC risk information generated and scenarios developed  Action 1.1 Identify existing data and information systems in key sectors  Action 1.2 Identify gaps on CC related data for these priority sectors  Action 1.3 Create a database system/ information centre on CC within project coordination unit  Action 1.4 Assess CC risks and use scenarios to build potential for future	AR1 Risk assessment reports	End of 2010 End of 2011	Coordination: REMA  With various line ministries, especially MININFRA (National Meteorological Service, Energy Service, Water Supply and Sanitation Service), MINELA (NAFA, NLC, Water Resource Management Service, REMA, OGMR), MINAGRI (Agrometeorology)	Fees for studies in line ministries, risk studies, consultancies, transport, tool development, infrastructure support, communication  <b>US\$ 387,000</b>	



<p>adaptive planning and CC resilient policy setting</p> <p>Baseline: 11. No specific CCA capacity in place, aside from NAPA</p>	<p>planning</p>	<p>Activity Result 2: <i>EWS and responsive risk management in place</i></p> <p>Action 2.1: Develop costed EWS Strategy for Rwanda, link to LDCF/GEF demonstration project and strengthened meteorological information and services</p> <p>Action 2.2. Identify priority elements of EWS for AAP investments; develop and implement financial and fundraising strategy</p> <p>Action 2.3 Implement capacity building activities at all levels to address CCA needs</p>	<p><b>AR 2 Indicator</b> <b>1:</b> CC related ESW Strategy for Rwanda developed</p> <p><b>AR 2 Indicator</b> <b>2:</b> Knowledge and understanding of EWS by the community enhanced (data can be collected through community interviews)</p> <p><b>AR 2 Indicator</b> <b>3:</b> Number of training events</p>	<p>EWS Strategy ARP</p>	<p>End of 2010 End of 2011</p>	<p>Service, RAB, SNIAR, Marketing Information Service, RAEDB), MININTER (e.g. DMC etc.), MINICOM (e.g. RDB), MINISTR (e.g. IRST), MINEDUC (High learning and research institutions, e.g. CGIS-NUR), NGOs in environmental sector, districts and associated local communities</p>
		<p>Activity Result 3: <i>National and sectoral policies and programmes are climate resilient and address adaptation needs</i></p> <p>Action 3.1 Comprehensive analysis of sectors and national policies and programmes in terms of climate resilience and adaptation needs</p> <p>Action 3.2 Develop sector specific plans to climate change-proof and address adaptation in various sector policies, strategic plans and sector budgets</p> <p>Action 3.3: Thematic Group 4 of One UN develop strategy paper on adaptation</p> <p>Action 3.4: Mainstream and address CCA in EDPRS implementation</p> <p>Action 3.5: Develop gender sensitive planning tools</p> <p>Action 3.6 Develop and apply mainstreaming M&amp;E tool</p>	<p><b>AR 3 Indicator</b> <b>1:</b> Number of sector specific climate change proofing and adaptation plans in place)</p> <p><b>AR 3 Indicator</b> <b>2:</b> One UN Strategy paper developed</p> <p><b>AR 3 Indicator</b> <b>3:</b> Status of CC mainstreaming in EDPRS as assessed by M&amp;E tool</p>	<p>ARP Climate change-proofing and adaptation plans UN Strategy Paper Mainstreaming M&amp;E tool</p>	<p>End of 2010 End of 2011</p>	

<p><b>Output 2:</b> Leadership and institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels built</p> <p>Indicators: I2. Level of national CCA leadership capacity</p> <p><u>Baseline:</u> I2. Limited level of national CCA leadership capacity e.g. .a. one permanent and one temporary staff member, for CC at REMA b. no district level CCA coordination mechanism</p>	<p><b>Target 2010</b> I2: CCIO Unit in REMA established, with dedicated adaptation unit</p> <p><b>Target 2011</b> I2: At least 4 district-level CCA coordination mechanisms in place and members are knowledgeable about CCA priorities</p>	<p><b>Activity Result 1: National Institutions dealing with CCA are functional and coordinated by a capacitated lead institution</b></p> <p>Action 1.1: Based on capacity needs assessment, strengthen capacity of REMA/CCIO Unit to coordinate CCA activities in Rwanda</p> <p>Action 1.2: Set up and operationalize multi-stakeholder CCA technical platform at national level</p> <p>Action 1.3: Undertake institutional study to identify relevant institutions that should be part of the platform; link to undertaking of capacity assessment</p> <p>Action 1.4: Develop and coordinate specific SWAp to CCA</p>	<p><b>AR 1 Indicator</b> 1: CCIO unit established and operational <b>AR 1 Indicator</b> 2: SWAp to CCA established and organised with involvement of various entities <b>AR 1 Indicator</b> 3: Number of platform meetings conducted annually <b>AR 1 Indicator</b> 4: Number and mix of institutions represented on platform <b>AR 2 Indicator</b> 1: Capacity needs assessment in place <b>AR 2 Indicator</b> 2: Capacity Support Strategy developed <b>AR 2 Indicator</b> 3: Number of multi-stakeholder district CCA coordination committees <b>AR 2 Indicator</b> 4: Guidance for addressing CCA in DDPs designed <b>AR 2 Indicator</b> 5: Number of DDPs that address/ mainstream CCA</p>	<p>ARP SWAp meeting minutes Platform meeting minutes</p>	<p>End of 2010 End of 2011</p>	<p>Coordination: MINELA (policy coordinator), REMA (technical coordinator)</p> <p>With MINALOC and districts, i.e. 6 pilot districts, MINECOFIN, other line ministries, CBOs, NGOs (including youth and women associations), private sector, research institutes, sub-regional organisations, meteorological services; should provide for multi-stakeholder participation</p>	<p>Support staff for Adaptation Unit, office and operational support and supplies, transportation, operational costs for multi-stakeholder mechanism, capacity building/training expenses, support studies and consultancies <b>US\$ 738,500</b></p>
<p><b>Activity Result 2: District level leadership capacity for local level adaptation action in place</b></p> <p>Action 2.1: Establish selection criteria for the 6 pilot districts <b>AR 2 Indicator</b> 2: Undertake gender-specific capacity-needs assessment at district level Action 2.3: Develop targeted and gender district capacity support programme and implement Action 2.4: Set up multi-stakeholders district CCA coordination committees Action 2.5: Develop guidance for addressing CCA in District Development Plans (DDPs) Action 2.6: Identify priority CCA action and develop financing strategy Action 2.7: Promote gender specific leadership development</p>	<p><b>AR 3 Indicator</b></p>	<p>ARP Multi-stakeholder district CCA coordination committee minutes Mainstreaming M&amp;E tool</p>	<p>End of 2010 End of 2011</p>	<p>Ongoing</p>			

	<p><i>leadership, capacity building and training strategy implemented</i></p> <p>Action 3.1: Develop leadership, capacity building and training strategy for suite of stakeholders</p> <p>Action 3.2: Implement priority initiatives</p> <p>Action 3.3: Coordinate with ongoing international and especially sub-regional initiatives on CC and CCA leadership building</p>	<p><b>1:</b> Number of workshops held, number of participants at the workshops, and number of certificates issued to the successful participants <b>AR 3 Indicator</b></p> <p><b>2:</b> Priority initiatives incorporated in the implementation strategy <b>AR 3 Indicator</b></p> <p><b>3:</b> Number of Rwandan stakeholders involved in high-level negotiations at the national, regional, and international initiatives <b>AR 1 Indicator</b></p>	<p>M&amp;E activities at training events</p> <p>Reports from UNFCCC focal point</p>	<p>End of 2011</p> <p>End of 2010</p>		
<p><b>Output 3:</b> Climate-resilient policies and measures implemented in priority sectors</p> <p><u>Indicator:</u></p> <p>I3. Lessons learnt from the implementation of demonstration projects integrated into national CCA approach</p> <p><u>Baseline:</u></p> <p>I3. No lessons learnt from dedicated CCA demonstrations currently available</p>	<p><b>Target 2010</b></p> <p>I3. Six community adaptation projects and 2 sector/theme demonstrations identified and under implementation</p> <p><b>Target 2011</b></p> <p>I3. Lessons learnt documented and integrated into national CCA approach (e.g. EDPRS); incentive-based CC resilience-building programme established.</p>	<p><b>AR 1 Indicator</b></p> <p><b>1:</b> Report on local level existing coping mechanisms and action produced <b>AR 1 Indicator</b></p> <p><b>2:</b> Progress on 6 pilot projects implemented <b>AR 1 Indicator</b></p> <p><b>3:</b> National strategy for community-adaptation in place <b>AR 1 Indicator</b></p> <p><b>4:</b> Number of lessons learnt codified <b>AR 1 Indicator</b></p> <p><b>5:</b> Number of NAPA projects</p>	<p>ARP</p> <p>Coping mechanism report</p> <p>Pilot project reports</p> <p>Lessons learnt reports</p> <p>National community adaptation strategy</p>	<p>End of 2010</p> <p>End of 2011</p>		
<p><b>Output 3:</b> Climate-resilient policies and measures implemented in priority sectors</p> <p><u>Indicator:</u></p> <p>I3. Lessons learnt from the implementation of demonstration projects integrated into national CCA approach</p> <p><u>Baseline:</u></p> <p>I3. No lessons learnt from dedicated CCA demonstrations currently available</p>	<p><b>Activity Result 1: Community-adaptation tested and rolled out as country-wide approach</b></p> <p>Action 1.1: Document local level ongoing coping mechanisms and actions, including local and traditional knowledge and CCA experiences</p> <p>Action 1.2: In participatory bottom-up approach, identify and plan at least 6 community-adaptation pilot interventions</p> <p>Action 1.3: Implement pilot projects</p> <p>Action 1.4: Document lessons learnt</p> <p>Action 1.5: Develop costed national strategy for community-adaptation</p>	<p><b>AR 1 Indicator</b></p> <p><b>1:</b> Report on local level existing coping mechanisms and action produced <b>AR 1 Indicator</b></p> <p><b>2:</b> Progress on 6 pilot projects implemented <b>AR 1 Indicator</b></p> <p><b>3:</b> National strategy for community-adaptation in place <b>AR 1 Indicator</b></p> <p><b>4:</b> Number of lessons learnt codified <b>AR 1 Indicator</b></p> <p><b>5:</b> Number of NAPA projects</p>	<p>Coordination:</p> <p>REMA</p> <p>With various line ministries, as indicated under Output 1, NGOs in environmental sector, districts and associated local communities, districts, i.e. 6 pilot districts, CBOs, NGOs (including youth and women associations), private sector, research institutes, sub-regional organisations</p>	<p>End of 2010</p> <p>End of 2011</p>		<p>Grants for community/district projects; inter-sectoral demonstration projects, support studies, tools development, consultancies</p> <p><b>US\$ 932,000</b></p>

<p><b>Output 4:</b> Financing options to meet national adaptation costs expanded at the local, national, sub-regional and regional levels</p> <p>Indicator: 14. National adaptation financing strategy in place</p> <p>Baseline 14. Ad hoc financing;</p>	<p><b>Target 2010</b> 14. Studies on adaptation cost scenarios and other background research commissioned</p> <p><b>Target 2011</b> 14. National adaptation financing strategy in place; CCA costing routinely integrated into national, sectoral, district and community level</p>	<p><b>Activity Result 2: Sector/ theme demonstration projects implemented</b> Action 2.1: Identify two sector/theme specific demonstration projects Action 2.2: Develop selection criteria for sector/theme demonstration projects Action 2.3: Implement with key partners Action 2.4: Document lessons learnt</p> <p><b>Activity Result 3: Incentive-based CC resilience building programme established</b> Action 3.1: Develop concept note and strategy for incentive based climate Implement follow-on actions with key partners Action 3.2: Implement follow-on actions with key partners</p> <p><b>Activity Result 1: Sound information base on costs of climate change impacts and adaptation on priority sectors established and applied to decision-making</b> Action 1.1: Identify future research and information needs and set up follow-up studies Action 1.2: Reinforce coordination mechanism already set up and operational from CCA Financing Task Team Action 1.3: Commission priority studies Action 1.4: Undertake bottom-up study to obtain more detailed and tailored cost analysis for Rwanda</p>	<p><b>AR 2 Indicator</b> 1: Progress on demonstration project implementation <b>AR 2 Indicator</b> 2: Number of lessons learnt codified <b>AR 2 Indicator</b> 3: Selection criteria agreed to</p> <p><b>AR 3 Indicator</b> 1: Sectoral financing strategies developed <b>AR 3 Indicator</b> 2: Number of follow-up actions implemented</p> <p><b>AR 1 Indicator</b> 1: Report on identified future research and information needs prepared <b>AR 1 Indicator</b> 2: Number of cost studies successfully carried out <b>AR 1 Indicator</b> 3: Number of local experts trained</p>	<p>ARP Demonstration project reports Lessons learnt reports Minutes of inception meeting</p> <p>ARP Study reports M&amp;E activities at training events</p>	<p>End of 2010 End of 2010 End of 2011</p> <p>End of 2010 End of 2011</p> <p>Ongoing End of 2010 End of 2011</p>	<p>Coordination: MINECOFIN and REMA With various line ministries, cooperation partners, business community, district/local government, community representatives, research institutions, tertiary education institutions/universities, NGOs</p>	<p>Operational costs, several expert studies, capacity building/training activities, consultancies <b>US\$ 502,540</b></p>
---	---	--	--	---	--	---	--

no strategy in place	development plans	<p>Action 1.5: Set up M&amp;E system to analyse trends of climate change impact costs and of adaptation costs.</p> <p>Action 1.6: Develop capacity of local experts on economic analysis through specific capacity building activities</p> <p><u>Activity Result 2: Strategy for adaptation financing and leadership for its implementation in place</u></p> <p>Action 2.1: Develop strategy for adaptation financing for NAPA implementation</p> <p>Action 2.2: Commission support studies</p> <p>Action 2.3: Develop an information base on potential funding sources for adaptation projects</p> <p>Action 2.4: Establish a Rwandan long-term CCA financing strategy</p> <p>Action 2.5: Develop and apply tool for gender-sensitive CCA budgeting and planning</p>	<p><b>AR 2 Indicator</b></p> <p>1: Long-term CCA financing strategy in place</p> <p><b>AR 2 Indicator</b></p> <p>2: Tool for gender-sensitive CCA budgeting applied</p>	<p>ARP</p> <p>Gender mainstreaming indicators</p> <p>CCA financing strategy</p>	<p>End of 2010</p> <p>End of 2011</p>	
<p><b>Output 5:</b></p> <p>Knowledge on adjusting national development processes to fully incorporate climate change risks and</p>	<p><b>Target 2010</b></p> <p>15. Knowledge Management Strategy formulated</p> <p><b>Target 2011</b></p> <p>15. CCA communication strategy developed</p>	<p><b>Activity Result 3: CCA costing routinely included in national, sectoral, district and community level development planning and budgets</b></p> <p>Action 3.1: Develop tools for CCA costing and apply through MINECOFIN established structure and processes</p> <p>Action 3.2: Include adaptation costs into national and sectoral budget</p> <p>Action 3.3: Establish a system to ensure CCA funds disbursement to the community</p>	<p><b>AR 3 Indicator</b></p> <p>1: CCA costing tools in place</p> <p><b>AR 3 Indicator</b></p> <p>2: National budgets (in 2 sectors) and district budgets (in 2 districts) adjusted to reflect CCA costs</p>	<p>Budget review</p>	<p>End of 2010</p> <p>End of 2011</p>	
<p><b>Output 5:</b></p> <p>Knowledge on adjusting national development processes to fully incorporate climate change risks and</p>	<p><b>Target 2010</b></p> <p>15. Knowledge Management Strategy formulated</p> <p><b>Target 2011</b></p> <p>15. CCA communication strategy developed</p>	<p><b>Activity Result 1: National CCA Clearing House/Knowledge Management hub at REMA established and capacitated</b></p> <p>Action 1.1: Undertake capacity needs assessment at REMA</p> <p>Action 1.2: Develop knowledge management strategy and implement</p>	<p><b>AR 1 Indicator</b></p> <p>1: Knowledge Management Strategy formulated</p> <p><b>AR 1 Indicator</b></p> <p>2: Clearing House established and</p>	<p>ARP</p> <p>CHM review report (e.g. statistics for website use etc.)</p> <p>Knowledge Management</p>	<p>End of 2010</p> <p>End of 2011</p>	<p>Coordination:</p> <p>REMA</p> <p>With communities, public, technical experts, policy and decision makers, information providers, NGOs, media, all AAP</p> <p>Infrastructure investments, expert studies, consultancies, costs for communication mechanism, materials and material</p>

<p>opportunities generated and shared across all levels</p> <p><u>Indicators:</u> 15. Functional CCA Clearing House in place</p> <p><u>Baseline:</u> 15. No CCA Clearing House in place</p>	<p>and implemented; CCA Clearing House in place.</p>	<p>Action 1.3: Establish client oriented service Action 1.4: Link to existing relevant information systems i.e. ALM</p> <p><i>Activity Result 2: CCA Communication Strategy targeting stakeholders at different levels developed and implemented</i></p> <p>Action 2.1: Undertake information needs survey Action 2.2: Develop communication strategy targeting the various key stakeholder groups Action 2.3: Address all information and communication needs of AAP design and strategically communicate all AAP products and outcomes from the programme</p>	<p>capacitated <b>AR 1 Indicator</b> 3: ALM include relevant information from AAP Rwanda</p> <p><b>AR 2 Indicator</b> 1: Information needs survey conducted <b>AR 2 Indicator</b> 2: Communication strategy in place and under implementation <b>AR 2 Indicator</b> 3: Number of outreach activities (e.g. radio programmes, workshops, leaflet distribution...) <b>AR 2 Indicator</b> 4: Number of women reached/involved</p>	<p>Strategy ALM review</p> <p>ARP Communication Strategy &amp; M&amp;E framework Awareness baseline assessment &amp; follow-up</p>	<p>Baseline (onset of project) End of 2010 End of 2011</p>	<p>stakeholders</p>	<p>dissemination <b>US\$ 372,885</b></p>
---	--	---	--	--	--	---------------------	--

#### IV. ANNUAL WORK PLAN AND BUDGET

Year: 2010

EXPECTED OUTPUTS <i>List activity results and associated actions</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount
<b>Output 1</b> Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced  <b>Indicator:</b> I1. Improvement of national capacity for CCA risk research, adaptive planning and CC resilient policy setting  <b>Baseline:</b> I1. No specific CCA capacity in place, aside from NAPA  <b>Target 2010</b> I1. At least 4 sectoral/ ministerial vulnerability and risk assessments and scenarios in place and integrated into planning processes	Activity Result 1: Sector specific CC risk information generated and scenarios developed  Action 1.1: Identify existing data and information systems in key sectors  Action 1.2: Identify gaps on CC related data for these priority sectors  Action 1.3: Create a database system/information centre on CC within project coordination unit  Action 1.4: Assess CC risks and use scenarios to build potential for future  Action 1.5: Implement capacity building activities relating to the analysis of CC information for national experts		X					
		X						
		X	X					
		X	X	X		REMA	AAP	
		X	X	X	X			US\$ 80,000
							Fees for studies in line ministries, risk studies, consultancies, transport, tool development, infrastructure support, communication	

<p><b>Target 2011</b> 11. The EDPRS mainstreams CCA and addresses CC resilience in national planning</p>	<p><b>Activity Result 2: EWS and responsive risk management in place</b> Action 2.1: Develop costed EWS Strategy, tie them to LDCF/GEF project and strengthened meteorological information and services Action 2.2: Identify priority elements of EWS for AAP investments; develop and implement financial and fundraising strategy Action 2.3: Strengthen the capacity of identified institutions to implement EWS Action 2.4: Develop responsive risk management tools Action 2.5: Identify training needs and provide training to target groups in risk management</p>		X	X	X		REMA	AAP	Fees for studies in line ministries, risk studies, consultancies, transport, tool development, infrastructure support, communication	US\$ 125,000
--	---	--	---	---	---	--	------	-----	--	--------------



	<p><b>Activity Result 3: National and sectoral policies and programmes are climate resilient and address adaptation needs</b></p> <p>Action 3.1: Comprehensive analysis of sectors and national policies and programmes in terms of climate resilience and adaptation needs</p> <p>Action 3.2: Develop sector specific plans to climate change-proof and address adaptation into various sector policies, strategic plans and sector budgets</p> <p>Action 3.3: Thematic Group 4 of One UN develop strategy paper on adaptation</p> <p>Action 3.4: Mainstream and address CCA in EDPRS implementation</p> <p>Action 3.5: Develop gender sensitive planning tools</p> <p>Action 3.6: Develop and apply mainstreaming M&amp;E tool</p>		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X		X	
--	--	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--	---	--

<p><b>Output 2 Leadership and institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels built</b></p> <p><b>Indicators:</b> I2. Level of national CCA leadership capacity</p> <p><b>Baseline:</b> I2. Limited level of national CCA leadership capacity e.g. a. one permanent staff, one temporary for CC at REMA b. no district level CCA coordination mechanism</p> <p><b>Target 2010</b> I2. CC Directorate in REMA established, with dedicated adaptation unit</p>	<p><b>Activity Result 1 : National Institutions dealing with CCA are functional and coordinated by a capacitated lead institution</b></p> <p>Action 1.1: Based on capacity needs assessment, strengthen capacity of REMA/CCIO Unit to coordinate CCA activities in Rwanda</p> <p>Action 1.2: Set up and operationalize multi-stakeholder CCA technical platform at national level</p> <p>Action 1.3: Undertake institutional study to identify relevant institutions that should be part of the platform; link to undertaking of capacity assessment</p> <p>Action 1.4: Develop and coordinate specific SWAp to CCA</p>		X	X	REMA	AAP	Support staff for Adaptation Unit, office and operational support and supplies, transportation, operational costs for multi-stakeholder mechanism, capacity building/training expenses, support studies and consultancies	US\$ 225,500
---	---	--	---	---	------	-----	---	--------------

<b>Target 2011</b> 12. At least 4 district-level CCA coordination mechanisms in place and members are knowledgeable about CCA priorities	<b>Activity Result 2: District level leadership capacity for local level adaptation action in place</b> Action 2.1: Establish selection criteria for the 6 pilot districts Action 2.2: Undertake gender-specific capacity-needs assessment at district level Action 2.3: Develop targeted and gender district capacity support programme and implement Action 2.4: Set up multi-stakeholders district CCA coordination committees Action 2.5: Develop guidance for addressing CCA in District Development Plans (DDPs) Action 2.6: Identify priority CCA action and develop financing strategy Action 2.7: Promote gender specific leadership development	X	X	X	REMA	AAP	Support staff for Adaptation Unit, office and operational support and supplies, transportation, operational costs for multi-stakeholder mechanism, capacity building / training expenses, support studies and consultancies	US\$ 80,000
								US\$ 43,000
	<b>Activity Result 3: Targeted CCA leadership, capacity building and training strategy implemented</b> Action 3.1: Develop leadership, capacity building and training strategy for suite of stakeholders Action 3.2: Implement priority initiatives Action 3.3: Coordinate with ongoing international, especially sub-regional initiatives on CC and CCA leadership building	X	X	X	REMA	AAP	Support staff for Adaptation Unit, office and operational support and supplies, transportation, operational costs for multi-stakeholder mechanism, capacity building / training expenses, support studies and consultancies	US\$ 43,000

<p><b>Output 3 Climate-resilient policies and measures implemented in priority sectors</b></p> <p><b>Indicator:</b> I3. Lessons learnt from the implementation of demonstration projects integrated into national CCA approach</p> <p><b>Baseline:</b> I3. No lessons learnt from dedicated CCA demonstrations currently available</p> <p><b>Target 2010</b> I3. Six community adaptation projects and two sector/theme demonstrations identified and under implementation</p> <p><b>Target 2011</b> I3. Lessons learnt documented and integrated into national CCA approach (e.g. EDPRS); incentive-based CC resilience-building programme established.</p>	<p>Activity Result 1: <i>Community-adaptation tested and rolled out as country-wide approach</i></p> <p>Action 1.1: Document local-level ongoing mechanisms and actions, including local and traditional knowledge and CCA experiences</p> <p>Action 1.2: Identify and plan at least 6 community-adaptation pilot interventions in a participatory bottom-up approach</p> <p>Action 1.3: Implement pilot projects</p> <p>Action 1.4: Document lessons learnt</p> <p>Action 1.5: Develop costed national strategy for community-adaptation</p>			REMA	AAP	Grants for community/district projects; inter-sectoral demonstration projects, support studies, tools development, consultancies	US\$ 168,000	
	<p>Activity Result 2: <i>Sector/theme demonstration projects implemented</i></p> <p>Action 2.1: Identify two sector/theme specific demonstration projects</p> <p>Action 2.2: Develop selection criteria for sector/theme demonstration projects</p> <p>Action 2.3: Implement with key partners</p> <p>Action 2.4: Document lessons learnt</p>				REMA	AAP	Grants for community/district projects; inter-sectoral demonstration projects, support studies, tools development, consultancies	US\$ 206,000
	<p>Activity Result 3: <i>Incentive-based CC resilience building programme established</i></p> <p>Action 3.1: Develop concept note and strategy for incentive based climate Implement follow-on actions with key partners</p> <p>Action 3.2: Implement follow-on actions with key partners</p>				REMA	AAP	Grants for community/district projects; inter-sectoral demonstration projects, support studies, tools development, consultancies	US\$ 10,000

<p><b>Output 4 Financing</b> options to meet national adaptation costs expanded at the local, national, sub-regional and regional levels</p>	<p><b>Activity Result 1: Sound information base on costs of climate change impacts and adaptation on priority sectors established and applied to decision-making</b></p> <p>Action 1.1. Identify future research and information needs and set up follow-up studies</p> <p>Action 1.2. Reinforce coordination mechanism already set up and operational from CCA Financing Task Team</p> <p>Action 1.3. Commission priority studies</p> <p>Action 1.4. Undertake bottom-up study to obtain more detailed and tailored cost analysis for Rwanda</p> <p>Action 1.5. Set up M&amp;E system to analyse trends of climate change impact costs and of adaptation costs.</p> <p>Action 1.6. Develop capacity of local experts on economic analysis through specific capacity building activities</p>										<p>US\$ 84,000</p>
<p><b>Indicator:</b> I4. National adaptation financing strategy in place</p>											
<p><b>Baseline</b> I4. Ad hoc financing; no strategy in place</p>											
<p><b>Target 2010</b> I4. Studies on adaptation cost scenarios and other background research commissioned</p>											
<p><b>Target 2011</b> I4. National adaptation financing strategy in place; CCA costing routinely integrated into national, sectoral, district and community level development plans</p>											
							<p>MINECOFIN</p>	<p>AAP</p>	<p>Operational costs, several expert studies, capacity building / training activities, consultancies</p>		

	<p><b>Activity Result 2: Strategy for adaptation financing and leadership for its implementation in place</b></p> <p>Action 2.1: Develop strategy for adaptation financing for NAPA implementation</p> <p>Action 2.2: Commission support studies</p> <p>Action 2.3: Develop an information base on potential funding sources for adaptation projects</p> <p>Action 2.4: Establish a Rwandan long-term CCA financing strategy</p> <p>Action 2.5: Develop and apply tool for gender-sensitive CCA budgeting and planning</p>		X	X	X	X	MINECOFIN	AAP	Operational costs, several expert studies, capacity building/training activities, consultancies	US\$ 105,000
	<p><b>Activity Result 3: CCA costing routinely included in national, sectoral, district and community level development planning and budgets</b></p> <p>Action 3.1: Develop tools for CCA costing and apply through MINECOFIN established structure and processes</p> <p>Action 3.2: Include adaptation costs into national and sectoral budget</p> <p>Action 3.3: Establish a system to ensure CCA funds disbursement to the community</p>		X	X	X	X	MINECOFIN	AAP	Operational costs, several expert studies, capacity building/training activities, consultancies	US\$ 42,000

<p><b>Output 5: Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities generated and shared across all levels</b></p> <p><b>Indicators:</b> I5. Functional CCA Clearing House in place <b>Baseline:</b> I5. No CCA Clearing House in place</p>	<p><b>Activity Result 1: National CCA Clearing House/Knowledge Management hub at REMA established and capacitated</b> Action 1.1: Undertake capacity needs assessment at REMA Action 1.2: Develop knowledge management strategy and implement Action 1.3: Establish client oriented service Action 1.4: Link to existing relevant information systems i.e. ALM</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>REMA</p>	<p>AAP</p>	<p>Infrastructure investments, expert studies, consultancies, costs for communication mechanism, materials and material dissemination</p>	<p>US\$ 62,000</p>
<p><b>Target 2010</b> I5. Knowledge Management Strategy formulated</p> <p><b>Target 2011</b> I5. CCA communication strategy developed and implemented; CCA Clearing House in place.</p>	<p><b>Activity Result 2: CCA Communication Strategy targeting stakeholders at different levels developed and implemented</b> Action 2.1: Undertake information needs survey Action 2.2: Develop communication strategy targeting the various key stakeholder groups Action 2.3: Address all information and communication needs of AAP design and strategically communicate all AAP products and outcomes from the programme</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>REMA</p>	<p>AAP</p>	<p>Infrastructure investments, expert studies, consultancies, costs for communication mechanism, materials and material dissemination</p>	<p>US\$ 80,000</p>
<b>TOTAL</b>								<b>US\$ 1,362,500</b>

Year: 2011

EXPECTED OUTPUTS and baseline indicators including annual targets	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p><b>Output 1</b> Dynamic, long-term planning mechanisms to cope with the inherent uncertainties of climate change introduced</p> <p>Indicator: I1. Improvement of national capacity for CCA risk research, adaptive planning and CC resilient policy setting</p> <p>Baseline: I1. No specific CCA capacity in place, aside NAPA</p> <p><b>Target 2010</b> I1. At least 4 sectoral/ ministerial vulnerability and risk assessments and scenarios in</p>	<p>Activity Result 1: Sector specific CC risk information generated and scenarios developed</p> <p>Action 1.1: Identify existing data and information systems in key sectors</p> <p>Action 1.2: Identify gaps on CC related data for these priority sectors</p> <p>Action 1.3: Create a database system/information centre on CC within project coordination unit</p> <p>Action 1.4: Assess CC risks and use scenarios to build potential for future</p> <p>Action 1.5: Implement capacity building activities relating to the analysis of CC information for national experts</p>	X	X	X	X	REMA	AAP	Fees for studies in line ministries, risk studies, consultancies, transport, tool development, infrastructure support, communication	US\$ 40,000



<p>place and integrated into planning processes</p> <p><b>Target 2011</b></p> <p>11. The EDPRS mainstreams CCA and addresses CC resilience in national planning</p>	<p><b>Activity Result 2: EWS and responsive risk management in place</b></p> <p>Action 2.1: Develop costed EWS Strategy, tie them to LDCF/GEF project and strengthened meteorological information and services</p> <p>Action 2.2: Identify priority elements of EWS for AAP investments; develop and implement financial and fundraising strategy</p> <p>Action 2.3: Strengthen the capacity of identified institutions to implement EWS</p> <p>Action 2.4: Develop responsive risk management tools</p> <p>Action 2.5: Identify training needs and provide training to target groups in risk management</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>REMA</p>	<p>AAP</p>	<p>Fees for studies in line ministries, risk studies, consultancies, transport, tool development, infrastructure support, communication</p>	<p>US\$ 58,000</p>
---	--	----------	----------	----------	----------	----------	-------------	------------	---	--------------------