

REPUBLIC OF RWANDA



MINISTRY OF ENVIRONMENT

P.O BOX 3502 Kigali

REPORT

Final Evaluation

**Reducing vulnerability to climate change in North West Rwanda
through community based adaptation (RV3CBA) project**

Tender No 000006/C/NCB/2018/2019/MoE



Project Datasheet

Adaptation Fund Project ID:	RWA/NIE/Rural/2013/1
Project Category	Regular Project
Country	RWANDA
Title of Project	Reducing Vulnerability to Climate Change in North Western Rwanda through Community Based Adaptation (RV3CBA)
Type of Implementing Entity:	National Implementing Entity
Implementing Entity:	Ministry of Natural Resources /Ministry of Environment
Executing Entity	Rwanda Natural Resources Authority (RNRA)
Financing requested :	9,969,619 (In U.S Dollars Equivalent)
ProDoc signed	December 2013
Project Start Date	June 2014
Other Partners	Districts of Nyabihu & Musanze
Project Closing date	March 2018
Evaluation time frame	October-November 2019
Evaluation team	Rugumire Makuza Emmanuel/David Songa

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The author is also grateful to the Ministry of Environment for finding time for the meetings on short notice to discuss respective roles during implementation of the RV3CBA project. Most importantly, the author is indebted to all those residents in the Nyabihu and Busogo who shared their time, views and stories during the fieldwork.

Errors and omissions remain the responsibility of the author of the report.

Rugumire-Makuza E

Consultant

Abbreviations & Acronyms

AC	Adaptive Capacity
AF	Adaptation Fund
AFN	Adaptation Fund NGO Network
CBA	Community Based Adaptation
CBD	Convention on Biodiversity
CC	Climate Change
CCA	Climate Change Adaptation
CCAR	Climate Change Adaptation & Resilience
CCIO	Department of Climate Change and International Obligations
CIF	Climate Investment Funds
DDP	District Development Plans
DHS	Demographic and Health Survey
DRR	Disaster Risk Reduction
EbA	Ecosystem-based Adaptation
EDPRS 2	Second Economic Development and Poverty Reduction Strategy
EICV	Integrated Household Living Conditions Survey
FONERWA	Rwanda's Fund for Environment and Climate Change
GCF	Green Climate Funds
GEF	Global Environment Facility
GGCRS	Green Growth and Climate Resilience Strategy
HFA	Hyogo Framework for Action
HH	Household
IPCC	Intergovernmental Panel on Climate Change
IWRM	Integrated Water Resources Management
MDG	Millennium Development Goals
MIDIMAR	Ministry of Disaster Management and Refugee Affairs
MINAGRI	Ministry of Agriculture and Animal Resources
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MINEMA	Ministry in charge of Emergency Management
MININFRA	Ministry of Infrastructure
MINIRENA	Ministry of Natural Resources of Rwanda
NST 1	National Strategy for Transformation
REMA	Rwanda Environmental Management Authority
RV3CBA	Reducing Vulnerability to Climate Change in North West Rwanda through Community Based Adaptation
SCRNRP	Strengthening climate resilience of rural communities in Northern Rwanda

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Executive Summary

The Reducing Vulnerability to Climate Change in North West Rwanda through Community Based Adaptation (RV3CBA) project was funded by the Adaptation Fund (AF) with a grant amount of 9,969,619 million United States dollars (US\$) (including US\$757,883 in project implementation costs) and 30,000 USD for project preparation. The RV3CBA Project was executed by the Rwanda Natural Resources Authority (RNRA) and later by the Rwanda Water and Forestry Authority (RWFA) as National Executing Entity (NEE) under the Ministry of Environment (Previously MINIRENA) as the implementing entity (NIE). The four-year project was launched in June 2014 and completed in 2018 (although the Project Document was signed in December 2013).

The objective of the project was to increase the adaptive capacity of natural systems and rural communities living in exposed areas of North Western Rwanda to climate change impacts.

To achieve this objective, the project adopted a multipronged strategy that sought to manage the risks and effects from recurring floods, landslides and erosion through an integrated natural resource management and alternative livelihoods programme. The project addressed factors that worsen the effects of intense rainfall and lead to flooding and landslides. The key factors that had been identified were soil erosion and unsustainable farming practices linked to population pressure on natural resources.

Through controlling soil erosion and floods, strengthening the capacity of farmers to adapt to climate variability and supporting the development of off-farm livelihoods to reduce the pressure on natural resources, the project would restore the ecosystem functions necessary to reduce the incidence and severity of flooding and landslides on local communities and resources.

The project had three components:

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

The anticipated impact of the project was the reduction of livelihood insecurity and losses from extreme climate events for 38,266 households located in the project area.

Objective of the Evaluation

The main objectives of the final evaluation were to assess the level of achievement of the project implementation and outcomes thereof; notably;

If there was variance between planned outputs of the project and actual outputs? If the results contributed to the achievement of the project objectives;

The problems, if any, that the project encountered and what were the corrective actions and adjustments that were undertaken?

The evaluation also assessed the efficiency with which the project was implemented, including timeliness and cost effectiveness of delivery of outputs and activities, and the unfolding outcomes and impact of the project in relation to the goals and objectives of the project.

Approach & Methodology: The evaluation used a mixed-methods approach basing on both quantitative and qualitative data; key policy documents were reviewed, literature on Climate Change and Community Based Adaptation was consulted. To increase reliability and validity of findings, the evaluation used triangulation of both methods (observation during fieldwork, key informant interviews, focus group discussions) and data sources (desk review, implementation and oversight reports)

Findings:

Efficiency: the project was implemented efficiently using resources and time optimally. It leveraged the capacities of other institutions and project beneficiaries thereby increasing ownership. The implementation unit was located in the project area and interacted continually with key stakeholders. It could however have benefitted more if it had been embedded in the district mechanisms. The project experienced a delay due to the change in status of the NIE as a result of government restructuring thereby losing accreditation. An extension was requested and accepted by the AF.

Effectiveness: the RV3CBA project delivered on most of the outputs and activities contained in the prodoc. It was a well-designed program with a clear theory of change where components reinforce one another. Project beneficiaries expressed appreciation for the results of the outputs. The project was highly participatory and enhanced ownership. Women leadership on climate change adaptation planning (they represented 67% of leadership positions) implies that the project was able to take into account gender considerations on decision making and planning. One of the objectives of almost doubling incomes in four years, was ambitious and did not take into account that adaptation processes require time. Some indicators posed challenges for operational reporting because they were outcome indicators and not performance indicators. This is in no way affected effectiveness but could serve as a lesson for future projects.

Relevance: the project was highly relevant: it contributes to several nationwide policies, concretises aspects of the AF, ENR, NAPA and the NST. Above all at the local level, the project was a timely response to a key climate change and development problem; Flooding, vulnerability, homelessness. [the policies to which the RV3CBA project contributes are discussed in chapter two]

Sustainability: Some aspects of the project outcomes are highly sustainable; the terraces and craft show rooms are sustainable by virtue of their intrinsic returns. Other aspects of the outcomes can be improved if missing components are installed; the waste disposal plant and the green village of Kabyaza. Detailed discussion of the sustainability of the outcomes of the project are presented in the last chapter of the document. The RV3CBA project successful outcomes can be replicated in other volcanic areas of Rwanda with similar challenges: in the catchment areas of Rivers Muha, Susa and Sebeya.

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1.0 Introduction

The final evaluation of the project is a ¹statutory requirement to be undertaken at the end of the project, agreed upon by Ministry of Environment, formerly Ministry of Natural Resources (MINIRENA) and the Adaptation Fund in their agreement. This report documents the final evaluation of the project *“Reducing Vulnerability to Climate Change in the North West Rwanda through Community Based Adaptation” (RV3CBA Project)* as agreed in the terms of reference. It was undertaken in a period of forty-five days between October and November 2019. By June 2018 the project had completed its activities on the ground. An extension was granted to the National Implementing Entity to finalize activities related to building the capacities of NIE to effectively coordinate and achieve its mandate. Final infrastructure works were handed over to the stewardship of the Districts of Musanze and Nyabihu respectively on 28 March 2019 by the Implementing Entity.

1.1 Purpose and Objective of the Evaluation:

This evaluation reflects on the experience acquired during implementation of the RV3CBA project and the lessons learned thereof. The evaluation also provides knowledge on the nature, evolving impact and sustainability of the outcomes of the projects. The lessons learned from the project, we hope, will contribute to the design, scaling-up, replication and implementation of adaptation projects in Rwanda and elsewhere where similar problems occur.

The RV3CBA project evaluation assessed the design, scope, implementation and sustainability of outcomes. The evaluation documented lessons learned from the implementation of the project and recommends some of these lessons as a possible inputs for future adaptation to climate change interventions.

1.2 Primary Users and Utility of the Evaluation Report.

Although this report is an analysis and documentation of the results, processes and outcomes of the RV3CBA project, and therefore an extension of knowledge of climate change adaptation, it also serves as a reflection of key issues of major stakeholders of the project.

The findings and recommendations of this evaluation are destined to the key stakeholders of the RV3CBA project named in the ToRs as ; the Government of Rwanda – through the Ministry of Environment (MoE), Ministry of Finance and Economic Planning (MINECOFIN), the Ministry of Local Government (MINALOC), FONERWA, Rwanda Agriculture Board (RAB), Rwanda Water and Forestry Authority (RWFA), Rwanda Environment Management Authority (REMA), Rwanda Housing Authority (RHA), the Ministry in charge of Emergency Management MINEMA, formerly known as Ministry of Disaster Management and Refugee

¹ All projects will conduct evaluations after the end of their implementation (final evaluation). (Adaptation Fund Board Evaluation Framework, 2015; Pp. 6)

Affairs (MIDIMAR), CARE Rwanda, Reserve Force, APEFA/ACNR and University of Rwanda / College of Agriculture, Animal Sciences, and Veterinary Medicine (CAVM), the District of Musanze and Nyabihu.

The Action for Environment Protection and Agricultural Sectors (APEFA) is a legally recognized national Non-Government Organisation working on environmental education, public awareness, and Climate Change, sustainable development aspects and promotion of sustainable agriculture in Rwanda. Together with the Association pour la Conservation de la Nature au Rwanda (ACNR) also working in environment and climate change adaptation, were the NGOs, representatives of civil society who intimately interacted with the RV3CBA project. They are members of the Adaptation Fund NGO Network (AFN) and as such provided civil society oversight of the project. As members of the AFN, ACNR and APEFA engaged with RV3CBA project on strengthening transparent and participative processes

The Government of Rwanda implemented the project through the Ministry of Environment, executed by the Rwanda Water and Forestry Authority (RWFA). Other government Agencies identified in the Terms of References provided oversight of the project, as members of the Project Steering Committee. They were selected because the RV3CBA project reflected a concretisation of their institutional mandate. This report describes the connection of the RV3CBA project with stakeholders' interests, a theme further developed in the next chapter when we discuss the project's relevance to national policies.

The project implemented MINAGRI/RAB strategies on crop intensification program (New varieties of crops that are adaptable to climate change) and RAB was also involved in the vaccination of the ruminants and cows that were given to beneficiaries. RAB was equally involved in the project through its Twigire Extension model programme that prepares farmers in the planning of the agricultural season. RDB advised on Crafts Exhibition Centre and NAEB's input was sought in the construction of the Mukamira Carrot Station.

The resettlement of vulnerable populations falls within the mandate of both MINECOFIN and the Rwanda Housing Authority, notably the Rural Resettlement policy particularly the objective of *'developing and supporting the construction of IDP Model Villages in all districts'* and mobilising and sensitizing Rwandans to live in planned villages.

The RV3CBA project was executed by the RWFA and the activities included the construction of radical bench, progressive terraces and buffer zone protection, the drainage & regular maintenance work of Mugogo lowland. These are the mandate of the members of the Reserve Force and RWFA.

FONERWA, Rwanda's Green Fund sources funds and invests in environment and climate change investment projects. It is the engine of green growth in Rwanda. The RV3CBA project would be of interest since FONERWA is the executing Entity of a similar project in ²Northern

² Strengthening climate resilience of rural communities in Northern Rwanda Project. (SCRNRP)

Province; while the members of ex-armed groups is the Implementing Entity. Rwanda received \$32.8 million grant from Green Climate Fund to strengthen climate resilience in Gicumbi District. Activities include sustainable forest management methods, green settlements, and watershed restoration methods, among others similar to RV3CBA project.

REMA is the institution mandated to facilitate coordination and oversight of the implementation of national environmental policy and the subsequent legislation. Consequently, the RV3CBA project is within the mandate of REMA. As the watchdog of all environmental issues and ENR sector REMA is particularly concerned with the outcomes of this evaluation. RV3CBA project also contributed to the mandate of The ministry in charge of Emergency Management (MINEMA) MINEMA is Rwanda's Disaster Preparedness Ministry. The project was an example of Disaster Risk Reduction to the effects of climate change. In the next chapter the report discusses in depth how the project contributed to the ENR sector and to Rwanda's development in general.

1.3 Structure of the Report

This evaluation report is structured in the following manner. The preliminary pages identify the type of project, who funded it, the executing agency and who commissioned the evaluation and is concluded by the executive summary; a standalone précis of the whole evaluation. The remaining part of the report follows the standard model:

In the introduction we present the purpose the Evaluation, key stakeholders and the use of the report.

In chapter two we describe the Project and explain the relevant development context as well as the problems the project sought to address. We also present the strategy that the project adopted to solve the challenges (Project Design). The chapter concludes by explaining the purpose of the evaluation.

The third chapter explains the evaluation scope and objectives, while the fourth chapter presents the approach and methodology used to find answers to the evaluation questions.

The fourth chapter presents Findings/Conclusions and Recommendations (best practices and lessons learned). The report is concluded by a list of annexes comprising of the references and additional information such as tools used, people met.

To appreciate the achievements of the project and the challenges that it may have encountered during implementation as well as the purpose and scope of the evaluation it is important to understand the context of the project and what problems it set out to solve. These are presented in the next chapter.

2.0 Project description and development context

2.1 Development Context

Rwanda has experienced spectacular economic transformation in the last two decades, even without considering the negative legacy of the Genocide against the Tutsi of 1994. Rwanda was second best performer on the more stringent measure of multidimensional poverty reduction over time (Global Multidimensional Poverty Index), “one of the few countries anywhere in the world that has managed a “triple crown” of fast economic growth, robust reductions in poverty, and a narrowing of inequality” (World Bank 2016, Collier, 2012). (See also NISR EICV 4). GDP per capita grew almost five times from US \$201 in 2001 to US\$ 1854 in 2017.

Musanze and Nyabihu Districts were the districts that experienced the highest level of poverty reduction, with a reduction of -31.8% and -26.2% respectively.

Table 1: Poverty dynamics in selected Districts

Category	Province	District	% change in poverty level 2006-2011	% below poverty line 2011
HPHR ³	Southern	Gisagara	-20.3	59.4
	Southern	Nyaruguru	-23.4	61.6
HPLR	Southern	Nyamagabe	-2.2	73.3
	Northern	Gakenke	1.3	56.6
LPHR	Western	Nyabihu	-26.2	28.6
	Northern	Musanze	-31.8	20.1
LPLR	Eastern	Kayonza	2.7	42.6
	Eastern	Ngoma	-1.5	47.6

Source: EICV 2011, Rwanda Poverty Assessment World Bank 2015.

Subsequent Household surveys indicate a further decrease in poverty levels but not significantly so.

Table 2: Trend of key indicators from EICV 5

Area	Indicator Name	2005/06	2010/11	2013/14	2016/17
		EICV2	EICV3	EICV4	EICV5
Poverty	Poverty	56.7	44.9	39.1	38.2
	Extreme Poverty	35.8	24.1	16.3	16.0
	GINI index	0.522	0.490	0.448	0.429
Demography	Average household size	5.0	4.8	4.6	4.4
	Mean dependence ratio	87.0	85.7	82.7	80.0
	Number of males per 100 females	90.3	90.2	91.6	92.4

Source: EICV5 the Fifth Integrated Household Living Conditions Survey 2016/17

Still challenges remain; on the development level, more than 30% of the population remains below the poverty line. Although Nyabihu and Musanze District were among the districts

³ High Poverty despite Strong Poverty Reduction (HPHR) High Poverty and Slow Poverty Reduction (HPLR) Low Poverty and Strong Poverty Reduction (HPHR): Low Poverty despite Slow Poverty Reduction (LPLR)

with least population in below the poverty line⁴ (EICV 3) Poverty has reduced only marginally, in the last five years and even in some cases increased in the project area (EICV4, EICV5). Nyabihu District experiences food security challenges, with the highest level of⁵child stunting in Rwanda; above the WHO critical threshold (> 40 percent) Nyabihu (53 percent)(World Food Program/Hjelm 2016)

Climate change projections indicate scenarios that are bound to impact the resilience of the project area if adaptation is not undertaken as a matter of urgency. The project area remains prone to landslides and flooding.

The basis of the economy is still rural rain-fed agriculture on diminishing land resources. The development attained so far is threatened by an increasingly youthful population in a country already with the highest population density in Africa. Nyabihu District has the second highest population density in Rwanda, 556 Inhabitants/Km² after Rubavu 1039 inhabitants' km². Climate projections indicate drastic possible impacts; rising temperatures and variable intense rainfall, likely to affect agriculture, hydropower production, malaria transmission rates, and tourism⁶.

Government of Rwanda has recognised these challenges. The ⁷current generation of development planning integrates climate change adaptation and mitigation as cross-cutting themes. Several policies have been developed to that effect.

2.2. Problems the Project Sought to Address

The project area, North-western Rwanda experiences periodic disasters related to climate change vulnerability; in 2008, 2010, 2012, 2016 the districts of Musanze and Nyabihu experienced material damage, deaths due to floods and landslides. This mountainous region also has the highest population density in Rwanda and relies on rain-fed agriculture for subsistence agriculture. More than 80% of households own less than 1 ha of land. Due to population pressure farmers have started to cultivate marginal land on steep slopes (up to and above 55%). This has led to environmental degradation due to the steeper terrain and higher annual rainfall. The extensive soil erosion causes extensive sedimentation of the main rivers and other water-bodies and affects water quality and sanitation as well as hydropower generation. The major causes of the erosion are unsustainable farming practices and unplanned settlements on fragile, steep and sensitive ecosystems. The FAO categorized about 40% of Rwanda's land as being under a "very high risk" of erosion and about 37% requiring soil retention measures before cultivation, only 23.4% of the land was found not

⁴ Nyabihu district was among the districts which had the lowest percentages of extremely poor and poor² population categories. It had 28.6% of extremely poor and poor people, coming after Kicukiro (8.3%) EICV 3. pp15

⁵ Lisa Hjelm, Rwanda 2015 | Comprehensive food security and vulnerability analysis, WFP

⁶ The project area is emblematic of these challenges: highest youthful population, tourism, rain-fed agriculture. It experiences flooding and landslides.

⁷ EDPRS II and NST I prioritise climate action. Additionally, National Environment & Climate Change Policy, NAPA, Green Growth & Climate Resilient Strategy, National Strategy for Climate Change and Low Carbon Development

prone to erosion (MINAGRI, 2009 Strategic Plan for the Transformation of Agriculture in Rwanda – Phase II (PSTA II) final report.)

Rainfall projections for Rwanda indicate a future prevalence of intense short rainy seasons leading to decreases in agricultural production and events such as droughts in dry areas and floods or landslides in areas experiencing heavy rains. Temperatures will also rise to unprecedented 1.2°C in just 39 years

2.4. Project Description and Strategy

The Government of Rwanda received a grant of around 10,000,000 USD (9,969,619 USD plus 30,000 USD for project preparation) from the Adaptation Fund to undertake the RV3CBA Project. The project was implemented for a period of four years and started in June 2014 and completed in June 2018. As stated in the ProDoc, the main, long-term objective of the project was ;

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

This objective would be achieved through a strategy of managing the risks and effects from recurring floods, landslides and erosion through an integrated natural resource management and alternative livelihoods programme in one of the most climate sensitive and vulnerable areas of Rwanda. Consequently the project addressed factors that aggravate the effects of intense rainfall which lead to flooding and landslides. These factors had been identified in previous studies as erosion and unsustainable farming practices linked to demographic pressure on natural resources. Additionally the project would support the diversification of off-farm livelihoods to reduce the pressure on natural resources; the project restored ecosystem functions. The project was expected to contribute to the reduction of livelihood insecurity and losses from extreme climate events for 38,266 households located in the project area.

The project was composed of three components and several outputs here below presented.

PROJECT OUTCOMES AND OUTPUTS

The objective of the project was to increase the adaptive capacity of natural systems and rural communities living in exposed areas of North Western Rwanda to climate change impacts.		
	Outputs	Outcomes
Project component 1: Adaptation to climate change (rainfall intensity and duration) through integrated land and water management to support climate-resilient production and post-harvest systems.	1.1 Community level mobilisation and climate adaptation planning addressed women’s and men’s needs and priorities. 1.2 Investment in integrated land and water management technologies. 1.3 Diversification and integration of crop and livestock production systems to minimise the impact of variable rainfall on rural livelihoods (agro-sylvopastoral systems, integrated agriculture etc.).	Reduced flooding and diversified and higher yields leading to enhanced food security and increased household incomes.

	<p>1.4 Introduction of climate-resilient crop and fodder varieties and agronomic practices (short season crops, seasonal pastures etc.).</p> <p>1.5 Introduction of climate resilient postharvest processing and storage systems for safe handling and storage of agricultural produce during extreme climate events (floods, rains).</p>	
<p>Project component 2: Support for the transition from unsustainable settlement patterns and exploitative farming practices to sustainable, diversified livelihoods.</p>	<p>2.1 Identification of alternative livelihood opportunities and constraints for vulnerable households.</p> <p>2.2 Development of Rural Development Hubs within selected imidugudus to create and promote sustainable, market-linked, diversified livelihoods (agro-processing, livestock, handicrafts etc.).</p> <p>2.3 Resettlement of 200 vulnerable households living in high-risk zones to Rural Development Hubs.</p> <p>2.4 Increased investment in market development (infrastructure, transport, storage, market research etc.).</p> <p>2.5 Increased investment in and access to renewable energy (Biogas plants, solar etc.) for enterprise development.</p>	<p>Diversified and climate resilient livelihoods of vulnerable households in project area.</p>
<p>Project component 3: Capacity building of local institutions to plan and implement climate resilient land and water management regimes and scale up effective adaptation strategies at the national and local levels</p>	<p>3.1 Training of government stakeholders: technical staff, civil society and Private Sector staff in climate risk management and flood and landslide prevention measures for further scaling up.</p> <p>3.2 Sharing project results and lessons learned and mainstreaming new approaches in local and national planning.</p>	<p>Enhanced capacity of local actors and Government to develop and implement risk reduction strategies for areas prone to flooding and landslides.</p>

Table 2: Project Outcome-Output Matrix

2.5 Purpose and Scope of the Evaluation

The main objectives of the final evaluation were to assess the level of achievement of the project implementation and outcomes thereof; notably;

If there was variance between planned outputs of the project and actual outputs? If the results contributed to the achievement of the project objectives;

The problems, if any, that the project encountered and what were the corrective actions and adjustments that were undertaken?

How efficient was project management, including the delivery of outputs and activities in terms of quality, quantity, timeliness and cost efficiency?

The unfolding outcomes and impact of the project in relation to the goals and objectives of the project.

2.5.1 Geographical and Thematic Scope:

Sectors where the project was implemented in Nyabihu & Musanze Districts

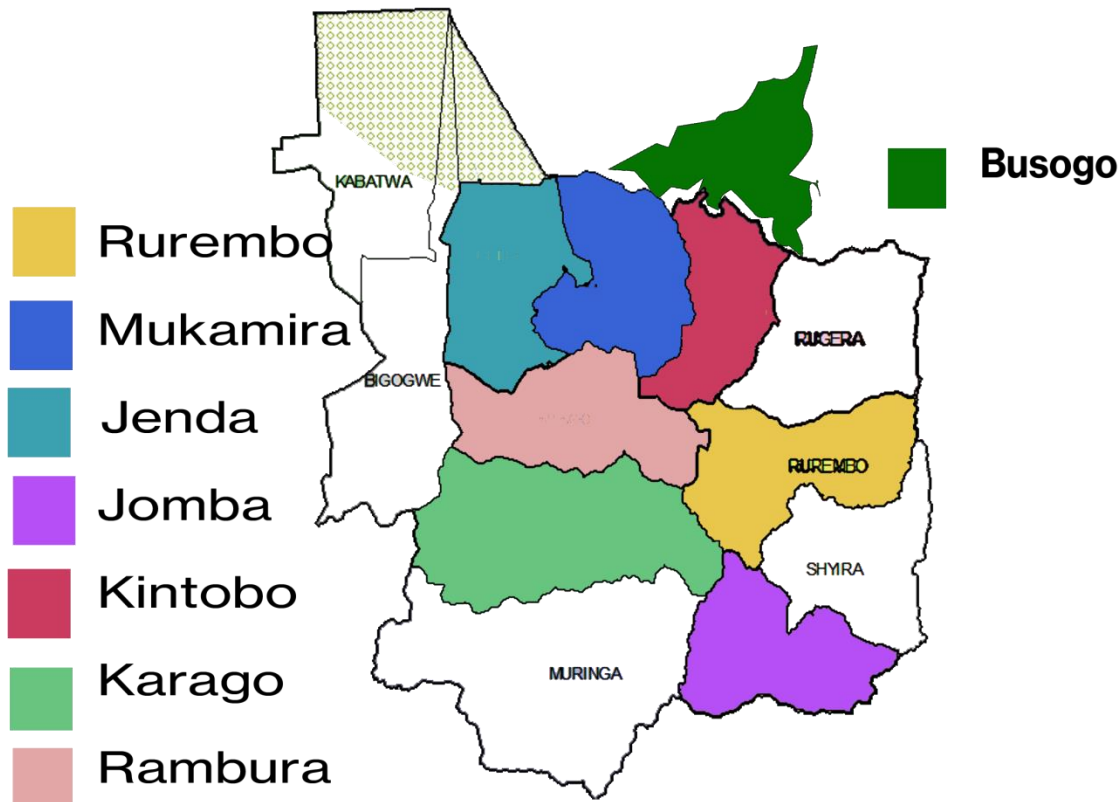
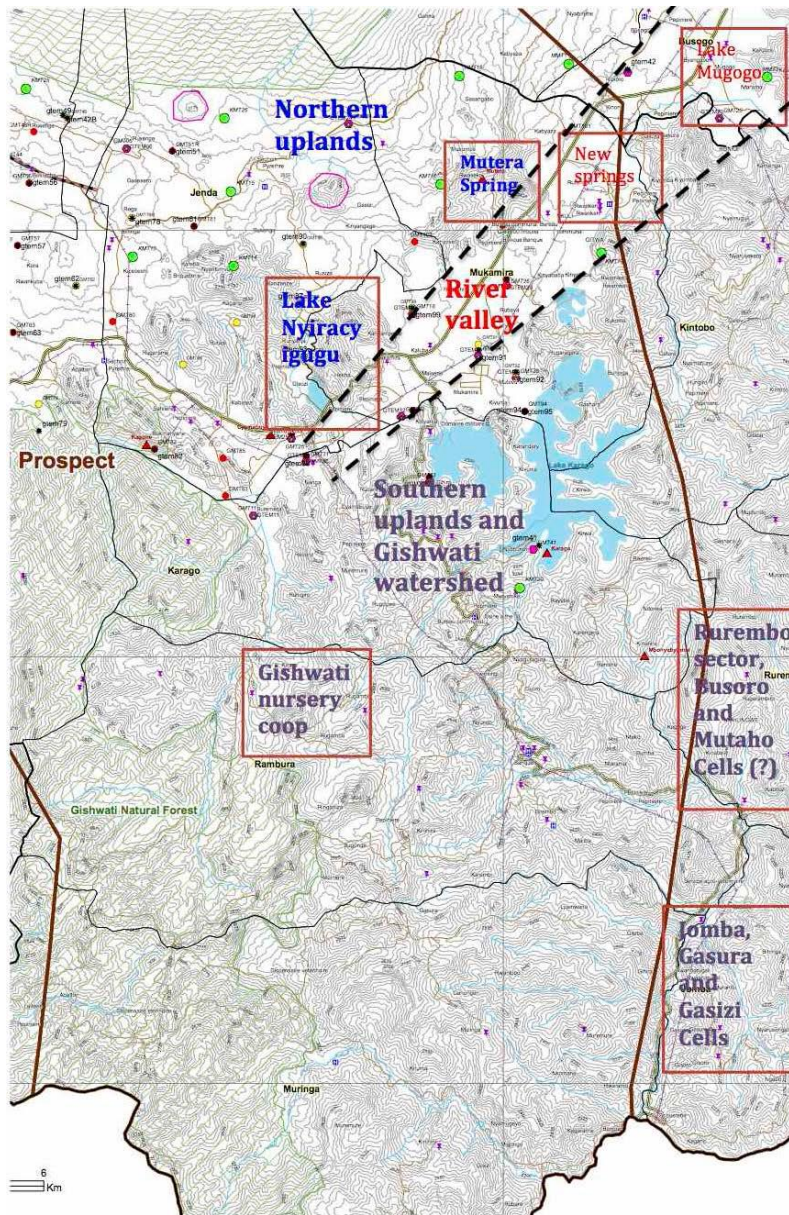


Figure 3; Project Area Map: Not drawn to scale

The evaluation of the Reducing Vulnerability to Climate Change in Northwest Rwanda through Community Based Adaptation (RV3CBA) Project was participatory and benefitted from the input of various key stakeholders. That said, the evaluation team retains all responsibility for the veracity of information.

Although the geographical coverage is the whole country, the evaluation was undertaken in the actual area where the project was implemented: in Rurembo, Mukamira, Jenda, Jomba, Kintobo, Karago and Rambura Sectors of Nyabihu District and Busogo sector of Musanze District. The RV3CBA covered approximately 400km² across 8 sectors from: Busogo sector of Musanze district through Rambura, Jenda, Mukamira, Karago, Jomba, Kintobo and Rurembo sectors in Nyabihu district

TOPOGRAPHIC MAP OF PROJECT AREA



The final evaluation assessed:

(i) The clarity and logic of project design and endeavored to recreate the theory of change that informed the project.

(ii) Achievement of project/programme outcomes: the project performance in relation to the indicators, assumptions and risks specified in the logical framework matrix and the project Document and project outputs produced during the implementation period in relation to expected results;

the project's contribution to the achievements of Environment and Natural Resources SSP and EDPRS2 and results framework 5 and 6 of the Adaptation Fund (AdF) outcomes and outputs;

Project coordination, management and administration with respect to:

Organizational/institutional arrangements for collaboration among the different

stakeholders involved in the project arrangements and execution and the effectiveness of the monitoring and evaluation framework/mechanisms during project implementation.

(iii) Evaluated project oversight mechanisms as laid out in the institutional structure of the project Steering Committee (PSC);

Evaluation of risks to sustainability of project/programme outcomes at project completion and progress towards impacts,

Assessed the extent to which the design, implementation and results of the project incorporated gender equality and human rights-based approach. Documented Lessons

learned during the project implementation and evaluated the clarity and adequacy of the project's exit strategy.

2.5.3 Evaluation Criteria and Questions

The project was evaluated using (OECD/DAC) evaluation criteria sustainable for sustainable development interventions: Relevance, Effectiveness, Efficiency, Impact and Sustainability.

Relevance: the evaluation process endeavoured to assess whether the project addressed important development goals and whether its objectives are still valid. The evaluation further analysed the contribution of the RV3CBA project to key national development policies and programs, how the project complemented and synergised with ongoing activities at both district and national levels. The evaluation also evaluated how the project reflected the Adaptation Fund principles and objectives. Other important questions on relevance were; did the project target the people it was supposed to help? How were the beneficiaries selected? What activities and inputs did the RV3CBA project deliver and how did it change the community's lives?

Effectiveness: the evaluation assessed whether and how the activities undertaken by the RV3CBA project had achieved the projects' goal and objectives. Equally the evaluation interested itself in what was the progress toward the outcomes and the key factors that had influenced the achievement or non-achievement of the objectives. Other considerations of the evaluation were cross-cutting issues; levels of participation, how did the project incorporate a Human Rights based approach and gender equality. The evaluation further assessed the institutional support that the RV3CBA project received from the NIE and AF as well as from districts, the oversight mechanisms. How good was the project design; inter-linkages amongst components, did indicators measure what they were supposed to measure?

Efficiency: the project assessed the economic use of resources to achieve desired results. Were activities and inputs cost-effective? How well or not, did the project leverage partnerships with other stakeholders? What other cost-cutting, value-enhancing mechanisms did the project undertake? Additionally, project implementation processes were interrogated to identify take-away lessons.

Sustainability: assessed whether the benefits of the project are likely to continue after the completion of the project. The project needs to be environmentally as well as financially sustainable. We also evaluated the capacity of beneficiaries to maintain project outcomes, possibilities of replication, clarity of the exit strategy of the project.

To what extent will the benefits of the project continue after donor funding completed?

What were the major factors which influenced the achievement or non-achievement of sustainability of the project? The evaluation sought to understand if the project had a clear exit strategy?

Impact: the stated goals of the RV3CBA Project give an indication to the desired impacts to the beneficiaries of the project. The evaluation assessed the extent to which these goals were shared by stakeholders, and their willingness to continue with the desired outcomes. What were the primary activities of the RV3CBA Project and expected outputs? The evaluation also

endeavoured to analyse the contribution of the outcomes of the RV3CBA Project to the achievement of EDPRS2 and Vision 2020 outcomes and outputs, as well as other government development policies.

What has been the main impact of the RV3CBA Project on the Green Growth and Climate Change Resilience Strategy or its framework in Rwanda?

At the heart of impact lies change in behaviour and experiences; the evaluation tried to evaluate the emerging changes that were resulting from the implementation of the RV3CBA project.

Impact requires time. The RV3CBA Project had just ended but its contribution was emerging from the opportunities created. Project affected populace was ready to leverage these opportunities. The evaluation considered the potential contribution to long-term social, economic, technical, environmental changes for individuals, communities, and institutions related to the RV3CBA Project?

What difference has the RV3CBA Project made to beneficiaries?



Photo 1: Nyabihu Crafts Showroom constructed by RV3CBA Project

3.0 Evaluation Approach & Methods

A mixed methods approach was used during this evaluation, drawing on both primary and secondary data. This is a standard evaluation methodology for development interventions:

(i) A comprehensive document review, (ii) qualitative key informant interviews (KIIs), (iii) qualitative focus group discussions with implementing agents and beneficiaries. (iv) physical on-site observation.

(i) A comprehensive desk and literature review of project documents and policy documents was undertaken by the evaluation. These documents included but were not limited to RV3CBA Project implementation and progress reports, minutes of Steering Committee meetings, annual, mid-term evaluation reports.

(ii) Review of specific products produced including datasets, management and action plans, publications and other material and reports;

(iii) Interviews with the head of SPIUs, RV3CBA Project Coordinator and other RV3CBA staff

(iv) Interviews were held with senior policy makers and administrators in the Ministry of Environment and Rwanda Water and Forestry Authority (RWFA), Vice Mayors in charge of Economic and Social Affairs of the Districts of Musanze and Nyabihu, Sector Executive Secretaries in the project area and other concerned staff.

(v) Interviews were held with other stakeholders involved in the project implementation and oversight.

(vi) Focus Group Discussions were undertaken with beneficiaries and other key respondents.

(vii) Field Visits to assess adaptive capacity of natural systems were undertaken. Transects could not be done because of weather limitations and a difficult terrain.

The evaluation adopted an iterative and inclusive approach that engaged stakeholders during the evaluation process to help identify and address information and data gaps.

The process was participatory and consultative; collaborating closely with MoE, other government counterparts, and project beneficiaries in the 8 sectors of Musanze and Nyabihu Districts.

At all times the evaluation team observed ethical principles; respondents were informed of the purpose of the exercise and their rights to respond or not; and assured of confidentiality with regards to their responses.

3.1 Data Analysis and Interpretation:

The evaluation synthesized and triangulated information from among multiple sources of data to strengthen the quality and credibility of the evidentiary support for findings and recommendations. Information was sourced from project documents, district statistics, national statistics, direct observations from the field as well as information from interviews

with various stakeholders and project beneficiaries. Focus Group discussions were held with district officials and beneficiaries in Nyabihu and Busogo, Musanze. The reconstructed project theory of change provided the analytical framework for triangulation and interpretation of results.

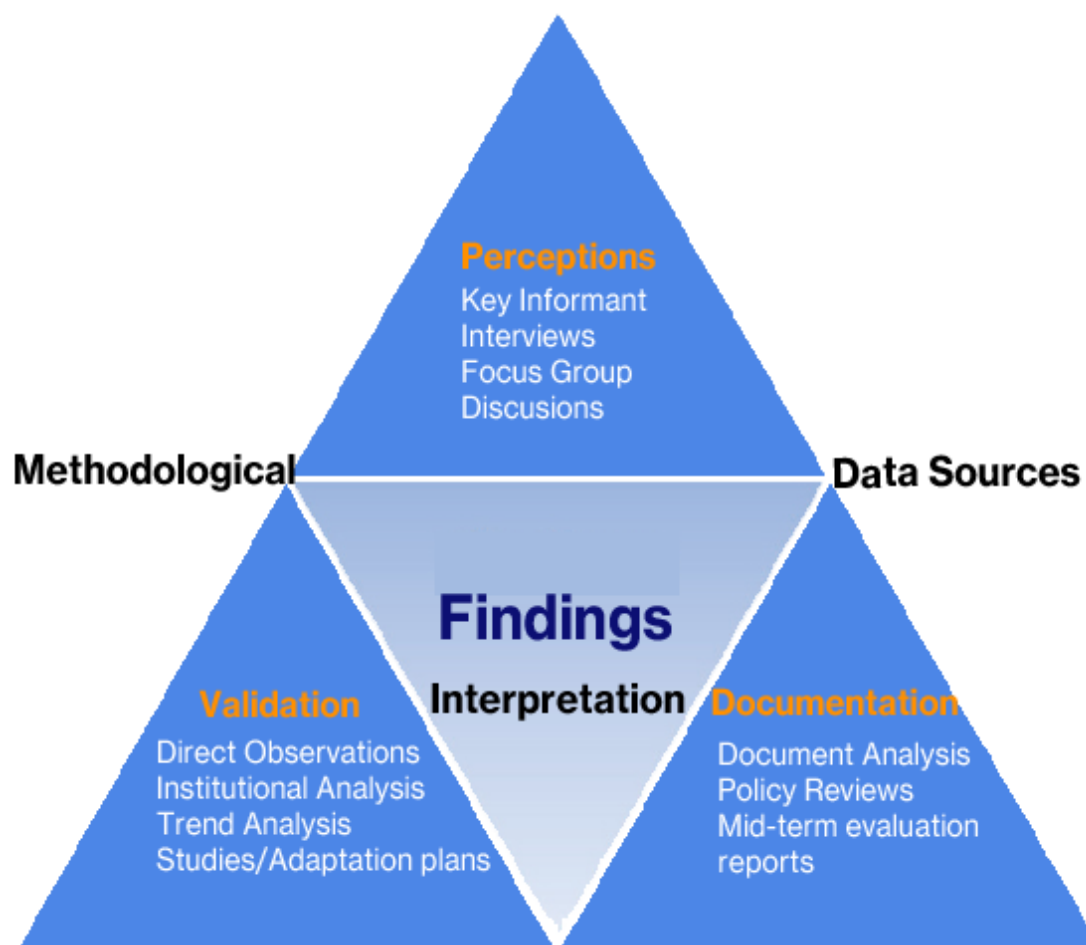


Figure 1: Multiple triangulation: Adapted from ⁸Carugi, 2014

The RV3CBA project was a complex intervention that had multiple components that were different but inter-linked (cf. project theory of Change) as such any single data source or methodology would have had inherent limitations.

3.2 Limitations

All methods have limitations. This evaluation, especially the fieldwork was undertaken in a relatively short period that could only capture a snapshot of the lives of the beneficiaries. Again it has been noted in cases of self-reporting, that project beneficiaries may exaggerate or underestimate benefits if they think there is a likelihood of future benefits.

⁸ Carlo Carugi, (2014), *Systematic Triangulation Applied to the Identification of Evaluation Findings*, [Global Environment Facility Independent Evaluation Office \(GEOIEO\)](#). Retrieved 27.10.2019

These biases cannot completely be counteracted. The study also came shortly after completion of the project, before actual benefits to resilience had been experienced. Nevertheless triangulation of both data sources and respondents endeavoured to increase internal validity and reliability of findings.



Photo2: A bumper harvest of cabbages from Mugogo Valley



Photo 3: Terraces planted with fodder and beans firming up in Kintobo Sector

5.0 Findings and Conclusions

5.1 Relevance

Relevance:

"The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies."

OECD 2010:32

The RV3CBA Project is an excellent example of how enhancing adaptive capacity of communities and ecosystems can contribute to disaster risk reduction (DRR), social protection (SP) and livelihoods (LH) improvement. The project demonstrates that targeting factors that cause vulnerabilities through enhancing the

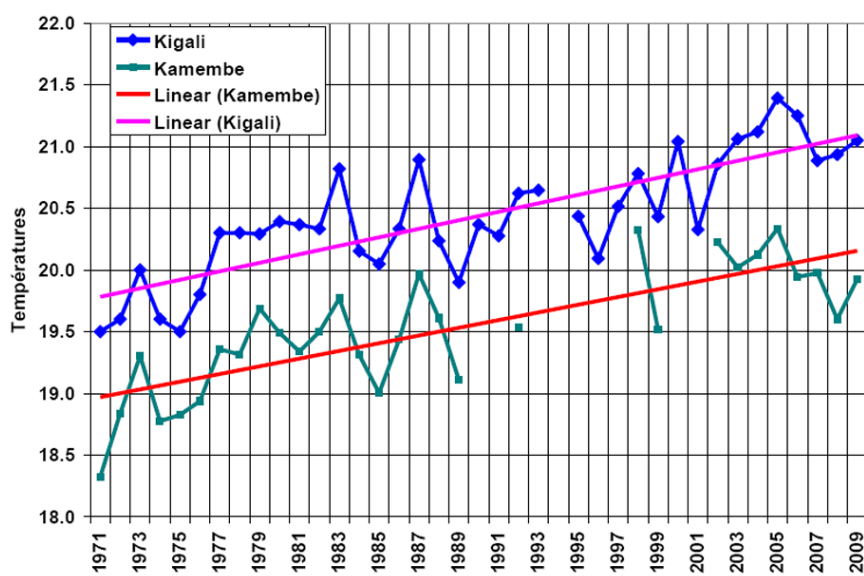
capacity of local and government actors, Adaptation can have important beneficial results. In this chapter we present findings structured according to the evaluation questions and criteria established in chapter three as derived from the Terms of References.



Photograph 3 Flooding in Nyabihu District; Source: MIDMAR

The RV3CBA Project was highly relevant both to the local area and nationally. It was a direct response to the nefarious effects of climate change challenges and the vulnerabilities that exacerbated these challenges: Floods, landslides, soil erosion had contributed to the impoverishment of the communities, loss of life and destruction of important infrastructures (Nsengiyumva 2012, MIDMAR 2016, ProDoc 2013). The level of economic destruction and mortalities between 2001 and 2011 was very high. More than 5000 homesteads destroyed,

20,000 ha of land, and more than 1000 dead (ProDoc 2013 pp 11-12). The outcomes of the project remain relevant to North West Rwanda and should be scaled up to other mountainous areas of Rwanda. Climate projections on all scenarios, indicate increasing temperatures, more intense rains; McSweeney, Robert (2011), GoR/MINIRENA (2012) REMA 2019).



Acti
Go to

Figure 3 Variation in annual average temperatures (°C) at Kigali and Kamembe stations

The importance of scaling up and/or continuing to increase the capacity of both communities and ecosystems to adapt to climate change variability, is underscored by the fact that all future scenarios indicate a likelihood of more impacts; increasing temperatures and rainfall intensity and variability; reliance on rain-fed agriculture both for rural livelihoods and exports, ⁹projected population increases. As a result, “adaptation concerns are central to Rwanda’s INDCs”.

The RV3CBA Project translates the Adaptation Fund’s goal¹⁰ of increasing resilience through concrete adaptation interventions that focus on the [most vulnerable countries and communities] Increasing the adaptive capacity of natural systems and rural communities living in exposed areas of North Western Rwanda to climate change impacts was aligned with the Results Framework of the Adaptation Fund and directly contributes to Outcome 5: Increased ecosystem resilience in response to climate change and variability-induced stress

⁹ By 2030s the future size of Rwandan population would be approximately 50% more than the last 2012 census and population density: as high as 645 inhabitants per square kilometre according to the medium scenario putting more pressure on natural resources.

¹⁰ Daouda Ndiaye (2016) Tracking Results for Adaptation : The Experience of the Adaptation Fund Metrics of Adaptation Conference 27 September 2016, Skhirat, Morocco

as well as to Outcome 6: Diversified and strengthened livelihoods and sources of income for vulnerable people in targeted areas.

Additionally the relevance of the RV3CBA Project can be demonstrated by its contribution to key policy areas and Rwanda's development blueprint: A succinct policy by policy contribution of climate change adaptation to policies is presented in ¹¹INDICs Table 1 pp. 5&6. EDPRS document highlights the importance of Climate Change Adaptation to which the RV3CBA project contributes directly "Rwanda as a leader in environment and climate change awareness is a natural centre for green investments. Rwanda has taken important steps at a high level to recognise the importance of the environment and climate change. The adoption of the National Green Growth and Climate Change Adaptation Strategy highlights the centre stage this issue has taken in GoR policy making" EDPRS II pp.13.

EDPRS II also presents rural development as a principle of Rwanda's growth priorities (pp14) the importance of increasing productivity and sustainability of agriculture (pp 48) also stated in the Vision 2020 document) *"Rwanda seeks to encourage a market oriented production and to encourage diversification to non-traditional crops of high potential for exports, as well as food security and import substitution. This is to be accomplished by investing in rural infrastructure and increasing agricultural productivity"*.

The key objective of the RV3CBA project is explicitly recognised in the EDPRS document :

"Economic impacts are likely to be exacerbated by climate change, which through increased floods, landslides and droughts, is likely to increase damage to infrastructure and property. Research has estimated that climate change could result in additional net economic costs (on top of existing climate variability) for Rwanda that are at least equivalent to a loss of almost 1% of GDP each year by 2030. Pp 91, and further reiterated by the DDR policy "Rwanda is no exception to the increased global impact of natural and other disasters. Disaster Management requires a systematic strategy to address the effectiveness of preparedness, response and recovery. Disaster Risk Reduction (DRR) and Disaster pp 94."

At a local level both the District Development Plans of Musanze and Nyabihu Districts stress the importance of the activities that were undertaken by the RV3CBA project. The same objectives of increasing resilience through adaption also feature in both districts' imihigo (performance contracts) and DDPs

"For the next five years emphasis will be on economic transformation with key priorities namely: developing ...accelerated human settlement habitat (IMIDUGUDU); Increase agricultural product (Ingano, Urutoki, and Irish Potatoes) and livestock productivity, Empowering youth in professional, technical competences and job creation (Off farming

¹¹ REMA/Government Of Rwanda (2015) Intended Nationally Determined Contributions (INDCS) OF RWANDA; Policies And Programmes For Mitigation And Adaptation To Climate Change pp11-12

activities), develop and increase formal private sector. In addition some cross cuttings will be mainstreamed such as Gender & Family, Capacity Building, Environment, Climate change and Disaster Management” (preamble of the Nyabihu District Development Plan pp.5)

The RV3CBA Project contributed directly to the ENR Sector Strategy; by recognising the role of districts and stating the activities that should be prioritised. The RV3CBA project implemented these activities

“Districts will play a major role of rehabilitating watershed and enhancing water storage facilities by controlling soil erosion in catchments through land husbandry, afforestation; Protecting river banks and lakeshores (10 m from the river and 50 m from the lake; Controlling of water weeds in water bodies; Providing information on people or institutions/organizations abstracting water and will promote rainwater harvesting at house hold and institution levels. Pp36”

¹²Adaptation to and mitigation of climate change could be achieved simultaneous with improved livelihood outcomes for the farmers through several activities including afforestation of degraded areas, boundary tree plantation, installing bio-digesters for waste water and pulp treatment. pp. 62

Other policies to which the RV3CBA Project contributed to or was aligned with, were The Urbanization and Human Settlements Policy, National Environment Policy, Land Use Policy, Business Development Strategy, Youth and Women Employment Strategy, NST, Water Policy and the Rural Resettlement policy particularly the objective of *‘developing and supporting the construction of IDP Model Villages in all districts’* and mobilising and sensitizing Rwandans to live in planned villages

On the ground, at the local level, the RV3CBA Project was relevant and its’ outcomes remain relevant. The need for diversified livelihoods, flood control and decent settlement cannot be overstated. The challenge of floods and the ensuing destruction of infrastructures such as the road that connects Rwanda to the Democratic Republic of Congo through Rubavu has National implications. Thus it can be said that the project responded to a clear and critical development need, but also anticipates future needs.

¹²Srinivasan S (2013) Five Year Strategic Plan For The Environment & Natural Resources Sector - 2014 – 2018

5.2 Effectiveness:

The project delivered on most of the inputs and activities as specified in the project documents. Some of the key project outcomes are on course to being realized.

Effectiveness:

"The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance."

OECD 2010:20

The project specifically targeted the most vulnerable groups who have fewer resources to mitigate and adapt to climate change. This includes: the poorest groups of society (*Ubudehe* categories 1-3) and women headed households (who tend to be poor and are particularly vulnerable to climate change).

In some areas, the RC3CBA project exceeded targets set in the project document. To evaluate the effectiveness of the project or what worked or what didn't, we examine the level of achievement of objectives and outcomes.

Reducing Vulnerability to Climate Change in North West Rwanda through Community Based Adaptation (RV3CBA) Project had the objective of reducing vulnerability to flooding and rainfall variation through the promotion of climate resilient production and post harvest systems, supporting livelihood diversification and capacity building to scale up successful climate adaptation strategies in Nyabihu and Musanze Districts. To achieve this objective, the project undertook three components through several outputs.

5.3.1 Results related to Component 1

Project component 1: Adaptation to climate change (rainfall intensity and duration) through integrated land and water management to support climate-resilient production and post-harvest systems. This component would result in reduced flooding and diversified and higher yields contributing to enhanced food security and increased household incomes.

This component had five outputs which were implemented with variable success:

Output 1.1: Community level mobilisation and climate adaptation plans developed and implemented. This output was successfully undertaken; through several platforms and using volunteers, communities were mobilized and there is ample evidence of project beneficiaries' participation. Consultations were extensive and truly appreciated at all levels; The result was that even after the end of the project, the mobilized communities organized themselves and continued with some of the outcomes of the project.

"We were consulted even during project preparation, and had an opportunity to express our views and needs. The RV3CBA project was truly collaborative. Most project activities were done with the participation of our staff."

Deputy Mayor, Social and Economic Affairs, Nyabihu District.

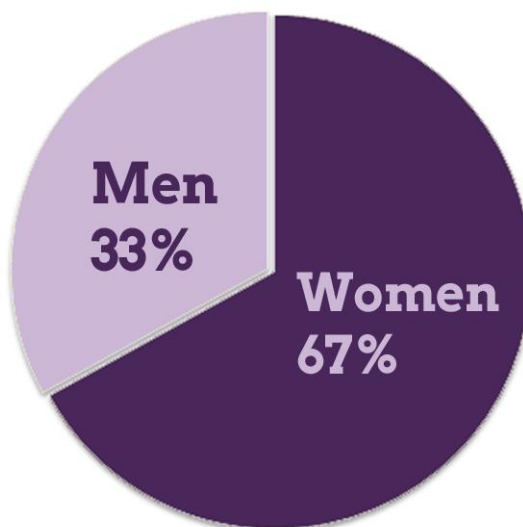


Photo 4: Women beneficiaries participate in project activities

The participation of women/men in adaptation planning processes cannot be overstated to ensure sustainability of outcomes. The project targeted beneficiaries in adaptation planning processes and mobilised them to participate in project activities. Records indicate that more than 12,000 people (5,962 Male/6480 Female) participated in adaptation planning. Of the 107 groups that were formed, the majority of the committee positions were held by women.

Adaptation Planning Committee Leadership position disaggregated by Sex

As a result of workshops and capacity building on Agro-forestry management, preparation of tree nurseries by RV3CBA facilitators, district and sector forest officers and members of cooperatives, 5,200 households who had benefited from the terracing component of the project, adopted climate resilient farming practices. By the end of the project more than 50,000 had adopted good agriculture practices.



Output 1.2: Investment in integrated land and water management practices

The RV3CBA project surpassed its targets with respect to this output; the area that the project was supposed to rehabilitate for erosion control measures was 309 ha and 550 ha radical and progressive terraces respectively. At closure the project handed over to the districts; more than 500 ha of bench terraces and 845 ha progressive terraces. Additionally 200 gabions and check dams had been constructed, as well as river bank protection. Details are in Annex 3 of public works constructed through RV3CBA project. The key challenge was the contribution of these outputs and activities to the corresponding outcome; it is an aspect we shall revisit when discussing the impact of the project.



Photo 6: Gabion to retain sediment and a lava pipe where the water flows, Mugogo Valley

The outcome of flood reduction and indeed the impact of the project cannot be perceived in such a short time after the end of implementation. Terraces have to firm up, permanent vegetation cover that controls soil erosion has to grow. In the short-term, flood control measures that contribute to reduction of sedimentation in the valleys during rains have contributed to reducing the floods but reoccurrence of these is to be expected in the short-term. In 2016 torrential rains caused some flooding. During the evaluation exercise, following torrential rains that happened for three days consecutively, the Mugogo valley was inundated again. When the terraces become firmer with vegetation and other flood control measures become effective, flooding will be reduced.

The RV3CBA Project also provided water harvesting tanks which contributed to alleviating the burden and time taken to fetch water. This activity is mostly done by women who have to climb steep slopes. With 1,045 rainwater harvesting infrastructures (tanks) and adduction of water to certain centres, time spent by women in fetching decreased to less than 30 minutes. This also controlled for runoff water from house roofs. Access to clean water is a government priority and there were other actors like ADRA who complimented the project's efforts.



Photo 7 : RV3CBA Project also provided rain-water harvesting infrastructure

Output 1.3 and 1.4: sought to diversify and integrate of crop and livestock production systems and introduce climate change-resilient crops/fodder varieties so as to reduce the impact of variable rainfall on rural livelihoods.

The project beneficiaries informed the evaluation that they are beginning to notice the differences in the results of their farming. Where before Irish potatoes would be grown throughout the year, subsequent to the project interventions, these were interspersed with other crops that take shorter growing periods. New varieties of potatoes that take 3-4 months have been introduced. Farmers have received new varieties of crops, some fortified for example iron-rich beans are being cultivated. This is particularly important because

Nyabihu's food insecurity problems results from poor dietary consumption¹³ illiteracy, poverty and is often experienced through lean periods (just before harvest). Fruit trees were distributed and when mature have the potential to provide extra income and nutrition.

Introduction of climate resilient post-harvest processing and storage systems for safe handling and storage of agricultural produce during extreme climate events (floods, rains) was one of the key outputs that would contribute to this outcome. The evaluation found out that the Carrot Washing Bay in Mukamira would soon get a Coldroom which would improve perenity of produce. Only four of the storage had been constructed after realizing that current production was not enough to fill more storage, and also that some beneficiaries were reluctant to use them.

5.3.2 Results related to component 2

Project component 2: Support for the transition from unsustainable settlement patterns and exploitative farming practices to sustainable, diversified livelihoods would result in Diversified and climate resilient livelihoods of vulnerable households in project area.

Diversified livelihoods have been proposed as a remedy to food security by reducing on overreliance on agriculture. Component II of the RV3CBA project targeted this output. Except among the youth, the evaluation found little evidence of a significant shift in means of livelihood away from agriculture.



¹³ World Bank (2018) Tackling Stunting: An Unfinished Agenda, Rwanda Economic Update.

Photo 8: Mukamira Handicraft Making Centre funded by RV3CBA:An opportunity for livelihood diversification

Literature shows that farm exit or livelihood transition in poor rural agrarian contexts is very difficult and requires time (IISD 2003, Bhandari 2013). There are indications however, that households are increasingly embracing market-based activities, although these remain based on agriculture.

I came from Nyirabushenyi village, Jaba cell Nyabihu district. L.Nyirakigugu overflowed and submerged my land and my houses. I kept moving place to place until the government settled me here. I do not have other skills apart from farming.
Joselyn

The skills deficit, especially for older members of the community could explain low uptake. It will take more time to move members of the communities to alternative livelihoods.

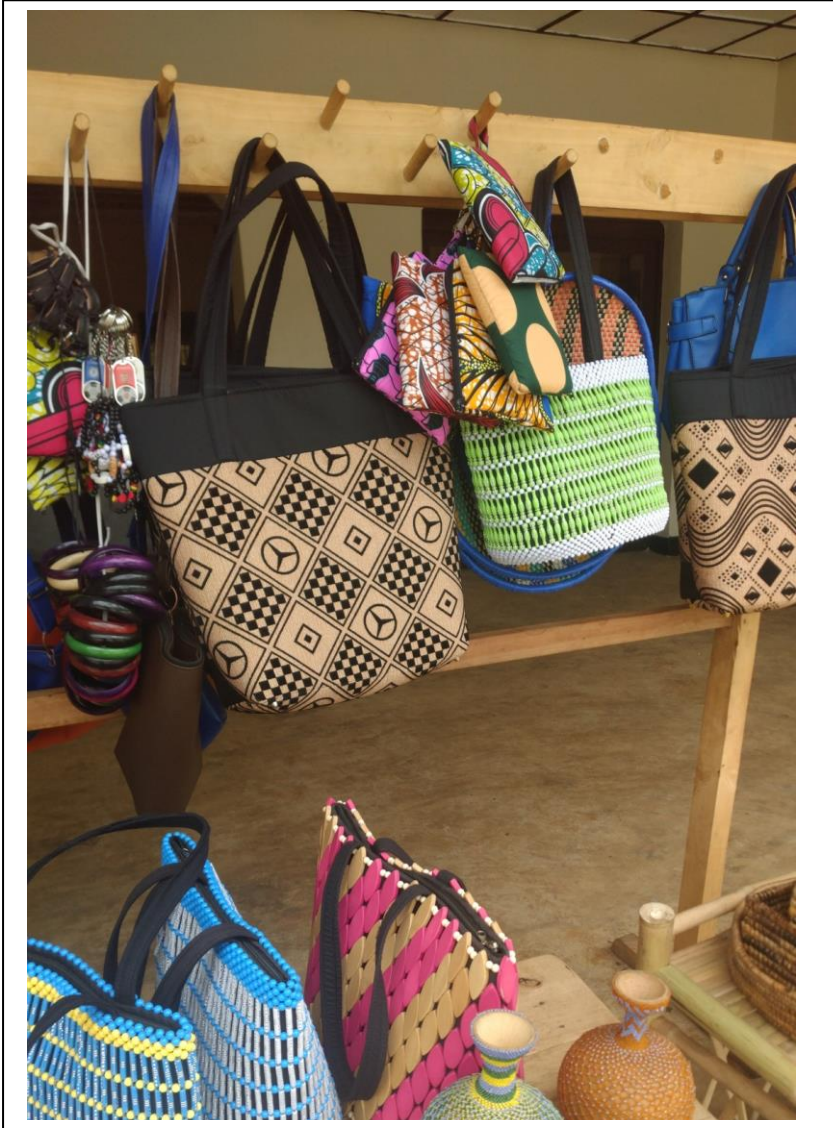


Photo 7: Crafts made and showcased at Mukamira craft Centre.

Youth and Women who acquired vocational training through the RV3CBA Project have joined cooperatives and are exploiting skills based livelihoods. The evaluation was able to visit several groups active in hair-dressing, carpentry and Masonry. Nyabihu District is leveraging skills and entrepreneurship for Youth and Women through the Mukamira Handicraft Making Centre. Operators from the Handicraft Centre offer internship opportunities for tailoring and craft making, and this is not limited to the Centre, but also involves outreach to other sectors.

The project, on top of providing some training, also provided some tools and inputs.



Photo 8: Alternative Livelihoods: Women trained in crafts making by operators from Craft Showroom

Development of Rural Development Hubs has also contributed to alternative market-linked and diversified livelihoods. The mini-markets in Kabyaza and Rubyiniro compliment the main market in Byangabo and offer avenues to market diverse produce as well as other sources of employment in the services industry. Nonetheless activities in both mini-markets remain subdued; the mini markets are busier in the evening, and we were told people prefer the bigger market of Byangabo.

Output 2.3 Resettlement of 200 households living in high-risk zones to Resettlement of 200 vulnerable households living in high-risk zones to Rural Development Hubs. .was part of the wider strategy of transitioning from unsustainable settlement patterns and exploitative farming to sustainable diversified livelihoods. It was also the politically most visible aspect of the project and thus gained a lot of attention.

The project benefited members of the communities who had been left homeless by the effects of Climate Change; houses had been destroyed, farmland lost in floods. The selection of the most vulnerable beneficiaries was done in a transparent manner, and the choices were validated by their peers, consequently there were few complaints.

Kabyaza Green Village



Photo 10: Kabyaza Green Village, Nyabihu District

Kabyaza Green Village was constructed by the RVCBA project as a rural development hub to concretize component 2 for sustainable settlement patterns and diversification of livelihoods. It was provided with some social amenities; schools, health centre. It houses 200 households.

The beneficiaries expressed gratitude for the houses. Additionally some families received cows in the framework of the *Girinka* Program. The waste was supposed to power the biogas digesters which would provide power to the village.



Photo 11: Cows that were provided are a source of revenue from the milk and proteins

Do you see any improvement in your life since you came here?

Lake Nyirakigugu overflowed and destroyed all I had. For a long time I was moving from place to place.... until government resettled us here. Yes, life has improved. very much so, now I have three cows, a house, and I do sell milk, manure, very soon I am going to sell a calf because I cannot feed four COWS.

Faustin K, Resident

There is no doubt that beneficiaries were happy with the resettlement aspect of the project. Some have however expressed some misgivings; there have been challenges to create diversified means of livelihoods. *“We survive by doing odd jobs, sometimes I go back to get help from my old friends, sometimes we help each other. That is how we live”*. It was always going to be a challenge; creating new livelihoods for those resettled. To begin with most of residents, belong to category 1 class (Ubudehe). They do not have the skills required to get jobs, they do not have sufficient food to feed themselves. The situation is likely to change for the better as increased economic activity becomes manifest. Indeed, some of the residents, especially those who had livestock, expressed satisfaction.



Photo 9: Kabyaza Model Green Village, Nyabihu District

5.3.3 Results related to Component 3

Project component 3: Capacity building of local institutions to plan and implement climate resilient land and water management regimes and scale up effective adaptation strategies at the national and local levels would result in an enhanced capacity of local actors and Government to develop and implement risk reduction strategies for areas prone to flooding and landslides. This outcome was realised through:

Output 3.1 Training of government technical staff in climate risk management and flood and landslide prevention measures for further scaling up

Output 3.2 Sharing project results and lessons learned and mainstreaming new approaches in local and national planning.

The RV3CBA project delivered on these outputs, through various fora and platforms. The results indicate that at district level climate change has been mainstreamed into district development strategies. 12, 442 participants: 5,962 Male and 6480 Female were mobilised to participate in adaptation planning processes and mobilised to participate in project activities; Four thousand more than what the project had targeted. The target had been set at 8,000.

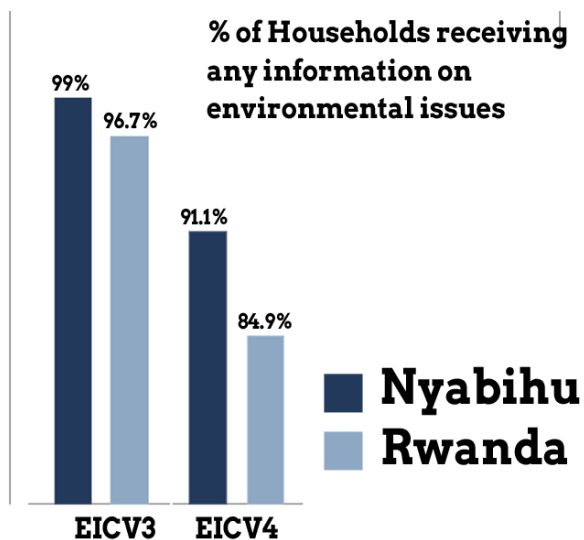
A significant amount of activities were focused on sharing project results and sensitization.

As part of capacity building, 370 stakeholders were trained in gender sensitization and climate risk management.

District staff was facilitated by the government while the RV3CBA Project supported community animators to participate in climate change adaptation planning. This is integrated into Musanze and Nyabihu DDPs.



Photo 12 ; During a Community Meeting discussing Adaptation Issues.



Compared to the rest of Rwanda, Nyabihu was highly informed about environment issues. The main source was meetings and trainings. There is a correlation in the results on awareness and the period that the RV3CBA project was implemented. We hesitate to infer a causal relationship, but there is a high likelihood that the media programs contributed to this awareness. More than 30 media products were produced and disseminated. In addition to other knowledge products.

	Nyabihu		Rwanda	
	EICV3	EICV4	EICV3	EICV4
Meetings/Training	80	75.6%	56.9	56.2
Radio	19.9	23.8%	42	43

Unfortunately there appears to have been a lack of information and knowledge management strategy post project.

5.3 Efficiency

Right from design, the RV3CBA project was conceived to be cost effective; alternative adaptation interventions were compared for cost/benefit and value for money, in relation to expected benefits. The project was implemented using Rwanda's public financial systems, which are highly regarded. Financial probity was also safeguarded by provisions set forth in the Adaptation Fund's Disbursement Manual. Disbursements from the special account were effected as an advance, based on an annual work programme and budget approved.

Efficiency:

"A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results."

The RV3CBA Project was implemented through a National Implementing Entity. Enhanced Direct Access through NIE contributes several advantages including ¹⁴project efficiency. (see also Benito Mueller 2011 submission Submission to the Transitional Committee on the issue of Thematic Funding Windows (Workstreams II & III)

The special account was replenished on the basis of requests by RNRA, and later by Rwanda Water and Forestry Management Authority, backed by supporting documents for the use of at least 100% of the advance previously received.

The project did not experience budget overruns and funds were disbursed with periodic regularity except the last tranche, which, subsequent to institutional reforms by the Government of Rwanda, that saw the NIE change from MINIRENA to the Ministry of Environment and the National Executing Entity (NEE) changed from the Rwanda Natural Resources Authority (RNRA) to Rwanda Water and Forestry Authority (RWFA), there was a delay in the disbursement of the final tranche by a whole year (June 2017 August 2018). This led to a request for an ¹⁵extension of the project life cycle to December 2019 which was granted. It is not apparent how this delay affected the effectiveness of the project. The final performance report indicates that at the time, the majority of the project activities had been undertaken.

The project was also efficient in that for some interventions it leveraged the participation of the beneficiaries and volunteers. This resulted in alternative sources of income as well as skills that alternative implementation measures would not have delivered. The financial management of the project was carried out in line with Government of Rwanda financial procedures and through the Ministry of Environment SPIU, supported by the RV3CBA Staff. The project further leveraged on the expertise of several institutional stakeholders; RAB, MINAGRI, Districts, members of the Adaptation Fund NGO Network, RHI, UR-CAVAM.

¹⁴ Adaptation Fund Board (2019) Window for Enhanced Direct Access under the Medium-Term Strategy 2019;4

¹⁵ Adaption Fund, Letter of Request for Extension by M.o.E ref.AFB/B.33-34/4 26 March 2019

Project oversight was assured through the Steering Committee, chaired by the Ministry of Environment supported by the Vice Mayors of Social and Economic Affairs of Nyabihu and Musanze respectively and senior staff from key ministries: Ministry of Finance and Economic Planning(MINECOFIN), Ministry of Local Government (MINALOC), FONERWA, Ministry of Agriculture and Animal Resources (MINAGRI), Rwanda Agriculture Board (RAB), Rwanda Natural Resources Authority (RNRA), Rwanda Environment Management Authority (REMA), Ministry of Infrastructure(MININFRA), Ministry of Trade and Industry (MINICOM), the Ministry of Disaster Management and Refugee Affairs (MIDIMAR) and CARE Rwanda.

A local steering committee from the project area was responsible for quarterly review of progress, co-ordination of/and sustainability of the project was established through the District Administration. The Committee was composed of: Vice Mayors Economic Affairs, Agricultural Officers, Environment Officers, Land Officers, Co-operative Officers, Crop Intensification Programme (CIP) officers, Executive Secretaries from each sector, Rural Sector Support Project (RSSP), GWLM project, WASH and RDB (representatives from the Business Development Centres).



Photo5: Project beneficiary receives a heifer from the head of the NIE as part of the RV3CBA Project.

An assessment of the functionality of the project oversight however indicates that project steering committee meetings were not held as often as they should have been. This could have been the result of wanting all partner institutions represented on the steering committee. This could also have been the result of members being geographically located in different places. Literature on managing steering committees warns that when numbers exceed six members the returns on efficiency suffers. A restricted steering committee headed by senior

level officials and composed of not more than six people would be well appraised to provide guidance. It was a necessary tradeoff between increasing representation and transparency and increasing effectiveness.

5.4 Impact

There is a continuum in the relationship of project effectiveness and impact. Through sustainability the positive aspects of effectiveness are translated into impact. Taken together, the three components of the RV3CBA Project are likely to generate positive impacts in the two districts and beyond by improving resilience through enhanced adaptation capacity, by reducing on floods and also improving food security, community capacity, and gender.

Impact:

"Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended."

OECD 2010:24

Through sustainability the positive aspects of effectiveness are translated into impact. Taken together, the three components of the RV3CBA Project are likely to generate positive impacts in the two districts and beyond by improving resilience through enhanced adaptation capacity, by reducing on floods and also

With respect to the RV3CBA project the issues raised on the effectiveness of the project, also hold true for Impact. It is too early to talk about long-term impact, but rather a general indication of direction of project results. The project had a positive impact on gender equitable decision-making; both men and women were actively solicited in the project processes. By virtue of their occupation with farm activities and the nutritional aspects of food security within households, women will benefit more on the results of the project.



Photo 11: Bumper Harvest of Cabbages in Mugogo Valley, Nyabihu District 2019

With respect to component one: new crops introduced by the project will contribute to food security and resilience. Most of these crops are quick growing vegetables. Equally acquisition of livestock will complement these crops in addressing the nutrition issue of stunting in the two districts. Terraces have already started producing yields and permanent vegetation appears to be flourishing. Rainwater runoff has not yet noticeably reduced but respondents indicated positive outcomes. Post-harvest systems are yet to demonstrate impact, but with increased yields members of the community are likely to use them.

Ironically the initial successes of the project in 2015-16 raised expectations; during that period, after several years of not being cultivated, Mugogo Valley benefitted from the accumulated fertile sediment of volcanic soils and produced bumper harvests. The early bountiful harvests overshadowed two issues; that the project was primarily “to increase the adaptive capacity of natural systems and rural communities living in exposed areas of North Western Rwanda to climate change impacts”...by managing “the risks and effects from recurring floods, landslides and erosion through an integrated natural resource management and alternative livelihoods programme in one of the most climate sensitive and vulnerable areas of Rwanda”

Thus when it flooded again in 2019 observers were quick to write off the impact of the project. Repairing denuded hillsides, controlling for water runoff especially from the volcanic highlands requires ecosystems to regenerate which requires time. Permanent vegetation is firming up and in all likelihood it will have an impact on the reduction of floods.

The project supported the development of Rural Development Hubs; these present opportunities for planned urbanization. Equally the resettlement of households living in high-risk zones to Rural Development Hubs has had an impact on their lives; from living precariously, in risky environment to areas that have social infrastructure and access to markets.

There are indications that the area around Byangabo and Kabyaza are being transformed, with communities exploiting new means of livelihoods other than agriculture. RV3CBA outcomes are likely to have a significant role in this transformation. They are already inspiring new similar projects in other parts of the country; for instance, the “Strengthening Climate Resilience of Rural Communities in Northern Rwanda” replicates the outcomes and approach of the RV3CBA project.

5.5 Sustainability

Sustainability of the outcomes of the RV3CBA Project lies at the heart of North-Eastern Rwanda's capacity to adapt to climate change, whose effects are anticipated to increase in future; that was a key assumption of the project. We hereby examine the legacy of the project's outcomes. Sustainability depends on Local actors' willingness to continue maintaining outcomes of a development intervention and are usually is a function of *a) Perceived relevance* (did an activity address a community concern?), *b) the perceived benefit/cost ratio* (did an activity generate intrinsic benefits, and how much input is needed to maintain these, and do the benefits justify the inputs?), and *c) process ownership* (did local actors invent, steer, participate, accept or reject the underlying process?). Similarly, local actors' capacity can be broken down to *d) funds and inputs* (do beneficiaries have the time and money to sustain the outcome?), *e) skills and capabilities* (do they have the required technical skills?), *f) structures and routines* (are there solid organizational structures underpinning the outcome?), and *g) organizational resilience* (will beneficiaries be able to adapt after a shock such as the death of a local leader?). In addition to the willingness and capacity, the extent of an **enabling environment** also plays a role.

Sustainability:

"The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time."

OECD 2010:36

	WILLINGNESS of local actors to sustain the outcome	CAPACITY of local actors to sustain the outcome
¹⁶ SUSTAINABILITY of a project outcome	a) Perceived relevance b) Perceived benefit-cost ratio c) Process ownership	d) Funds and inputs e) Skills and capabilities f) Structures and routines g) Organizational resilience

Figure 3 Sustainability Matrix

This framework helps us understand the sustainability of the project's outcomes. Some components are more likely to be sustained than others.

Component 1: Adaptation to climate change (rainfall intensity and duration) through integrated land and water management to support climate-resilient production and post-harvest systems:

Outcomes of this component are likely to be sustained: they are fully owned and relevant to the needs of the local actors and district authorities. Additionally, the communities have the

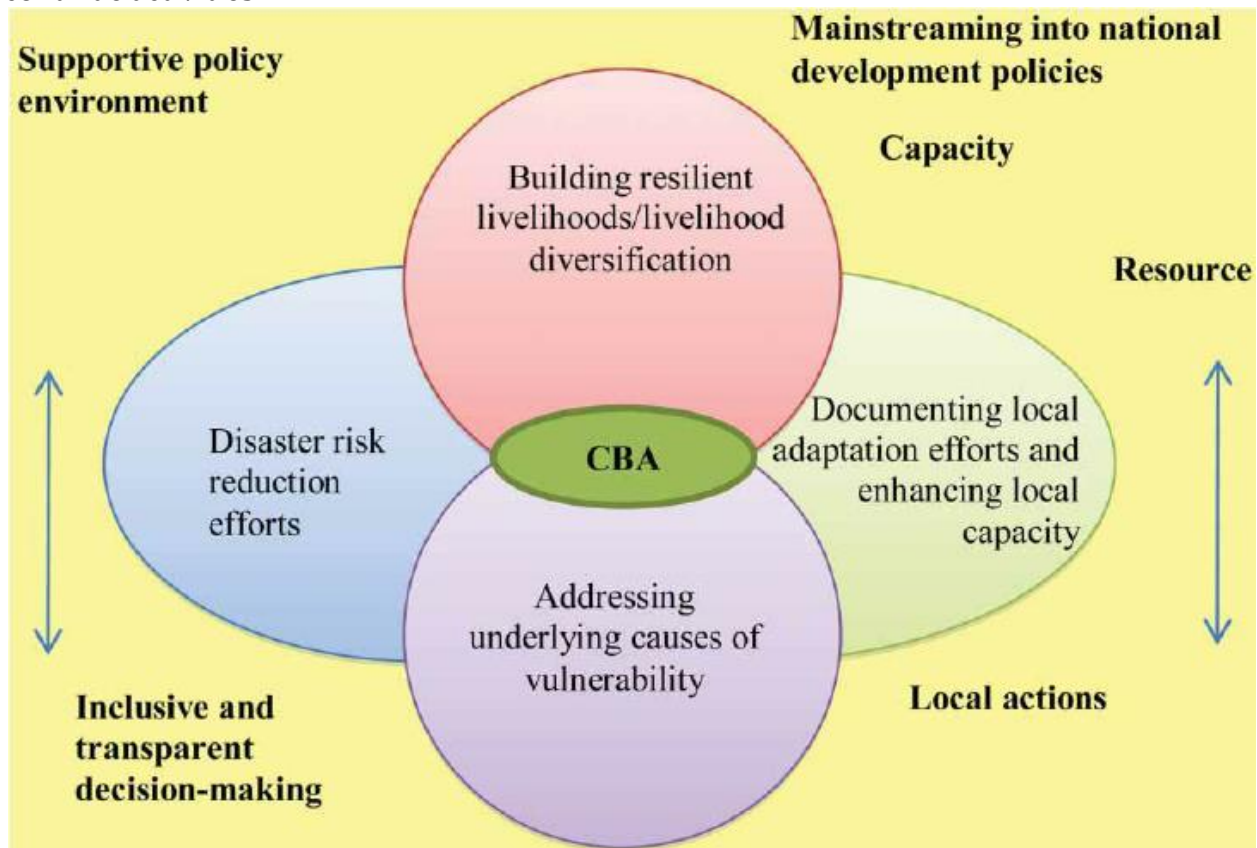
¹⁶ Bryan Elizabeth & Julia Behrman (2013) Community-based adaptation to climate change: A theoretical framework, overview of key issues and discussion of gender differentiated priorities and participation, CAPRI Working Paper No. 109. IFPRI

capacities to maintain some of the infrastructures like terraces; knowledge that was imparted by the project. The districts have also incorporated some of the outcomes of this component into their planning and had experts trained on CCA planning.

The key challenge could be on the Mugogo Valley which keeps periodically flooding. The assumption is that as ecosystems are restored in the highland the runoff will reduce. Whereas communities recognize the relevance of the valley and indeed own the land on which they have been cultivating, they lack the funds and inputs for a longterm management of the valley.

Kabyaza Green Village has all the potential to be a game changer, owing to its relevance and the intrinsic benefits to the inhabitants of the community. Generally speaking Kabyaza is a viable and sustainable undertaking; however some technical issues on energy and waste management will have to be with to make it even better.

The sustainability of the outcomes of the project are/were reinforced in the design of the project; Based on a clear framework of Community Based Adaptation, and a well-thought theory of Change, Component three of capacity building ensures that there is a capacity to continue activities.



Source: Stott, Clare (2013) Local-Level Knowledge Flows in Climate Change Adaptation: The Significance of External Knowledge for Agricultural Action in Coastal Bangladesh Working Paper No. 13/2014 UCL Anthropology Working Papers Series

6.0 Lessons learned and Recommendations

The RV3CBA project provided several achievements in terms of identifying good practices and lessons for climate change adaptation and building resilience. Operational challenges encountered at times by the project also provide an additional set of lessons useful for future replication of project outputs and for planning and design of new CBA projects.

Agriculture is one of the most vulnerable sectors to natural disasters and the impacts of climate change. The RV3CBA project teaches us a lesson on how to intimately link Climate Change Adaptation and DRR and the importance of institutionalising them into local area development plans.

Climate change is an abstract concept for rural communities and often times they find it difficult to grasp this concept. Through sensitisation and consultation, they understand the importance of climate change impacts and the importance of measures to adapt. The RV3CBA project closely engaged with communities at all levels. By proposing concrete actions that had visible benefits, these lessons have been taken on board.

In order to take advantage of opportunities of CCA, and partner in integrated sustainable development processes community members need to get better organized among themselves, to enhance economies of scale, and create through their organizations (formal or informal) more critical mass to act on markets. The project contributed to the formation of such groups.

Institutional support from government institutions is very important in ensuring sustainability and mobilising resources. For a multi-component project like the RV3CBA, mechanisms of coordination of these institutions have to be considered during planning and implementation; the project had several key stakeholders from government whose expertise could have been leveraged to greater effect.

A strategy on dissemination of lessons, knowledge and technical information gathered throughout the period of implementation should be developed and be part of an exit strategy and also inform any future CCA project frameworks.

Lessons on technical matters pertaining to resilience. Adaptation to climate change through diversification requires patience and time; especially for vulnerable people. Other social support mechanisms should support project outputs. : Agricultural risk is better managed through an integrated system of production based on both crops and livestock, which allows for the efficient utilization of resources and enhances the coping capacity of the groups

Key Recommendations:

To Districts: Vid; Mugogo Valley:

Initial enquiries indicate that the bulk of water runoff that causes flooding and landslides originates from the upland areas in Nyabihu, near the volcanoes where there are a number of springs (Nyamukongoro River). Before permanent vegetation can reduce on water that flows to Mugogo, it is recommended that Districts work with other stakeholders to slow the water near the source. This could be through the construction of rainwater harvesting in Byangabo and nearby areas, which would also promote RWH a key national policy.

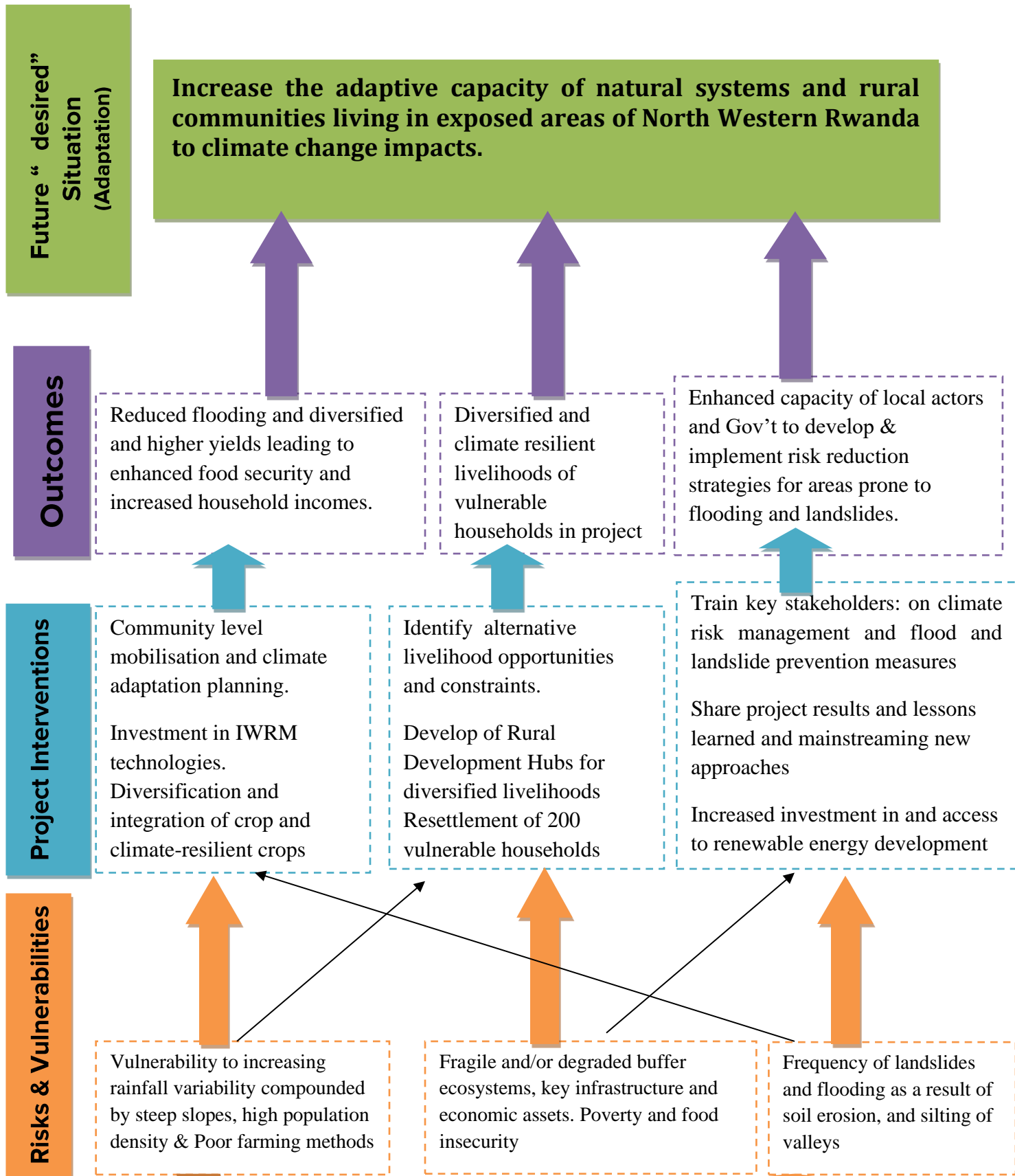
Kabyaza Green Village:

The potential lies in maximizing the use of biogas digesters. The waste from livestock is not enough to feed the digesters. However, if they were to be connected to the Human waste matter disposal, the biogas component would be viable and would solve two issues at the same time: provision of clean energy and waste disposal which are key challenges. Plans we were told, were underway to review a redesign of the biogas component. This will go a long way in greening the village.

Gahanga Solid Waste infrastructure:

Procure missing component at the earliest convenience; this solid waste plant can contribute to job creation, eco-friendly fuel in form of briquettes from solid waste, and solve the solid waste disposal of Byangabo, Nyabihu and even Musanze town centres.

Reconstructed Project Theory of Change RV3CBA Project



PUBLIC WORKS EXECUTED BY RWFA THROUGH RV3CBA HANDED OVER TO MUSANZE & NYABIHU DISTRICTS

Mugogo Lowland: 8.3 km of rehabilitated water drainage channels, 20 caves reopened. Kinoni River Bank Protection; 1.7 hectares of Bamboo and Agro-forestry trees planted Progressive terraces; 5 hectares of terraces in Kavumu Cell, Karuriza Village in Busogo Sector Solid Waste Management and Treatment Centre in Busogo Sector. Roads connecting infrastructure	Bench terraces 503Ha Progressive terraces 845 Ha Riverbank Protection 128.37 Ha Rubyiniro Mini-Market Constructed Kabyaza Mini-Market Constructed Mukamira Handicraft show centre Constructed Mukamira Carrot Washing Centre Constructed Kabyaza Green Model Village Constructed Biogas Harvesters
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	Area	Works Completed	Quantities
MUSANZE	Mugogo Lowland	Rehabilitation of water drainage channels	8.3 Km
		Reopening of Caves	20 Caves
		Maintenance of Gabions	200
	Kinoni Riverbank Protection	Bamboo and agro-forestry trees planted in Kavumu Cell Karuriza Village, Busogo Sector	1.7 Hectares
	Progressive terraces	Progressive terraces constructed in Kavumu Cell	5 Hectares
	Solid Waste Management and Treatment Centre	Solid Waste Management and Treatment Centre constructed in Gahanga Village; Composed of General landscaping and access roads, an Administration Block, Building to house Briquettes Making machine	1 Facility
		Drying Shed & Other building. Interior access roads and access road from the main road to the Site	
	Rain Water Harvesting Tanks and Installation. Construction of Water point Station and drainage system for used water.		
NYABIHU	Terraces	Bench Terraces 503 Ha	Jenda 159 Ha, Karago/Busoro 100 Ha, Rambura/Nyabikokora 20 Ha, Mukamira 122.5 Ha, Kintobo 101.5
		Progressive Terraces 845.5 Ha	Mukamira 70.5 Ha, Karago 430 Ha Kintobo 101.5 Ha, Rurembo 170 Ha
	Buffer Zone Protection	Kinoni River 14.9 Ha, Lake Nyirakirugu 0.3 Ha Lake Karago 0.3 Ha River Giciye 36 Ha,	Nyamukongoro River 16.3 Ha Busoro River 8.11 Ha, Gihirwa River 14.96 Ha Bihanga Wetland 37.5 Ha
	Mini-Markets : Rubyiniro Market:	1 Facility Commercial Shed housing 40	A toilet block catering for male, female and people living with

NYABIHU	Mini-Markets : Rubyiniro Market:	1 Facility Commercial Shed housing 40 commercial stands, 2 offices and a meeting room.	A toilet block catering for male, female and people living with disabilities. A road ditch and retaining wall
		Landfill composter, internal access ways landscaping and gardening.	Rain water harvesting plastic water tanks and their installation. Construction of water point stations and system of used water drainage.
	Mini-Markets : Kabyaza Village	1 Facility Commercial Shed housing 40 commercial stands, 2 offices and a meeting room with electricity. Landfill composter, internal access ways landscaping and gardening.	A toilet block catering for male, female and people living with disabilities. A road ditch and retaining wall. Rain water harvesting plastic water tanks and their installation. Construction of water point stations and system of used water drainage.
	Mukamira Handcraft Show Centre	Construction of handcraft show centre octagonal building. Construction of potable water supply masonry water tank.	Excavation of Landfill composter, landscaping. Levelling and compacting of open grand for clay working station.
	Mukamira Carrot Washing and Selling Station		
	Kabyaza Model Green Village 200 Houses	165 Houses Constructed 35 Houses Refurbished (Each house has a verandah, a living room, 3 bedrooms, bathroom with toilet and an external kitchen. It also has a plastic water tank of 1500 litres. 45 Cowsheds each subdivided into four to accommodate 4 cows	45 biogas of 10 m ² 3800 metres of road (within the village and access to the site from the main road)

Evaluation Matrix

Evaluation Questions:

Evaluation Criteria	Evaluation Question	Sub-questions	Methods/ Sources of data
<p>Relevance: Did the project address an important development goal, are its objectives still valid at closing</p>	<p>Where is this project being implemented? How was the project site selected? What has been the main focus of the project implementation so far? Who are the main beneficiaries? How were they selected? How was the project aligned to the national development strategy (EDPRS II, Vision 2020)? The extent to which the project activities are suited to the priorities and policies of the target group, To what extent are the objectives of the project still valid? Are the activities and outputs of the project consistent with the overall goal and the attainment of its objectives? Are the activities and outputs of the project consistent with the intended impacts and effects? Attainment of its objectives?</p>	<p>Districts capacities to lead on CC adaptation enhanced? Ownership/Mgt/Functionality & level of alignment with ENR policy and manuals How was the project aligned to the national development strategy (EDPRS 2, Vision 2020 NST1)? What was the focus of project implementation? Targeting & Selection of beneficiaries? Alignment to Adaptation Fund?</p>	<p>Project implementation documents</p>
<p>Effectiveness: Did project activities achieve their goal;</p>	<p>Level of achievement of project objectives Key factors influencing achievement/non-achievement of the objectives? Level of achievement of outputs Level of incorporation of Gender and HRB in project design,</p>	<p>Amount of external resources from non-traditional sources GoR capacities to mobilize external resources Staff capacity to mobilize external resources Gender disaggregation of inputs/outputs.</p>	<p>Budget disbursement information.</p>

	<p>implementation and results</p> <p>Effectiveness of pursued partnership strategy synergies with other projects?</p>		
<p>Efficiency: cost effectiveness of the project, i.e. the economic use of resources to achieve desired results;</p>	<p>Timeliness and cost efficiency of activities</p> <p>What was the original budget for the project?</p> <p>How have the project funds been spent? Were the funds spent as originally budgeted?</p> <p>Are there any management challenges affecting efficient implementation of the project?</p>	<p>Budget variance between planned and disbursed</p> <p>Level of achievement of outputs against disbursed resources. Calendar of implementation; planned vs. actual. PSC Meetings</p> <p>Regularity and Oversight</p>	<p>Project budgets and disbursement.</p> <p>SPIU Interviews.</p>
<p>Sustainability: Likelihood of project benefits continuing after donor funding has been ends. Environmental/ financially sustainability</p>	<p>Environment sustainability in project design/implementation and results?</p> <p>Continuity of programme benefits after funding ends? Key factors that influenced achievement or non-achievement of sustainability of the programme or project?</p> <p>Does the project have a clear exit strategy?</p>	<p>Level of participation & ownership by beneficiaries.</p> <p>Intrinsic benefits from outputs. Institutional Mechanisms for sustainability of components</p>	<p>Programme document</p> <p>Annual reports</p> <p>Key informant interviews</p> <p>Results framework</p> <p>Focus group discussions</p>
<p>Impacts of intervention: positive/ negative changes; direct/indirect intended/unintended.</p>	<p>What are the stated goals of the project? To what extent are these goals shared by stakeholders? What are the primary activities of the programme and expected outputs?</p> <p>project contribution to (EDPRS 2 and Vision 2020, NST1) .Project outcomes? social, economic, technical, institutional.</p> <p>Were activities and outputs of the project consistent with the intended impacts and effects?</p>	<p>Change in capacity of institutions that contributes to achievement of objectives.</p> <p>Change in capacity of individual beneficiaries that contributes to achievement of objectives.</p>	<p>Programme document</p> <p>Annual reports</p> <p>Key informant interviews</p> <p>Results framework</p> <p>Focus group discussions</p>

Key Informants Interviewed

Musanze

Twagirimana Edouard, Executive Secretary Busogo Sector

Niyitegeka Martin, Byangabo

Tuyisenge JMV, Cooperative Officer,

Ntawumeny'umunsi Alphonse, Corporate Services Division

Musoni Protais Forestry & Natural Resources Officer

Hakizimana Jean-Pierre, Agronomist, Busogo Sector,

Ntirenganya Martin, Director Social Development Unit

Nyabihu

Ndayisaba Felix District Cash Crops / District Env't Mgt Officer

Manishimwe Aphrodis, District Agricultural Inspector

Shingiro Eugene, Districe Veterinary Officer

Nyiramugwera Immaculate, COOPEB

Uwimana Marie-Louise Coopeb

Jean. Claude, Habanabakize, Vice Mayor; Economic Development

Musango Didace, Director of Agriculture and Natural Resources

Hatangimbabazi Theodore, In Charge of Cooperatives

Annonciata Mukangango, CEDO, Kintobo Sector

Serge Nsengimana, ACNR/Adaptation Fund NGO Network

Jean-Pierre Nyirimanzi District Agronomist Nyabihu District

Ayinkamiye Charlotte, Nyabihu Crafts

Uwamahoro Sakina, Nyabihu Crafts

Uwacu Jeannette, Nyabihu Crafts

Byukusenge Peace

Twizere JC

Kabyaza Village

Joselyn Nyirarukundo

Aimable Buzuzura

Jane Ntakontagize

Yusuf Maniraguha

Faustin kanyaburengo

Village Meeting (Inteko z'abaturage)

Mukamira

Rugeshi, Kazavuba

Jaba, Rwanyirangeri

Rubaya Wakarandaryi

Uwizeyimana Mikayeli

Twagirumugabe Joseph

Ndacyayisenga Antoién

Interview Instruments

Name of Interviewee	
Component of Benefit	
Other Observations	

Introduction: The Government of Rwanda through the Ministry of Environment (MOE) has received a grant from the United Nations Framework Convention on Climate Change through the Adaptation Fund to conduct the final evaluation of the project “Reducing Vulnerability to Climate Change in North West Rwanda through Community Based Adaptation: RV3CBA”.

The evaluation will assess the design, scope, implementation and sustainability of the RV3CBA project and how it achieved the expected outcomes.

You have been identified as one of the key stakeholders of the RV3CBA Project, and we would like to receive your feedback on your experience with RV3CBA-supported components. Your feedback – either positive or negative – is valuable and will be used as part of the overall analysis together with other information and data collected by the team. Your response will be kept anonymous.

The interview questions are divided into three sections: A. *Assessment of Programme Results by Component Area*; B. *Assessment of RV3CBA Geographical area interventions* and C. *Other issues*.

Any questions before we begin?

BACKGROUND:

1. Please identify the name(s) of component (s) on which you are providing feedback (Show the list of interventions, if needed):
 - 1) _____
 - 2) _____

A. ASSESSMENT OF PROGRAMME RESULTS BY THEMATIC AREA

1. EFFECTIVENESS

1.1 What has been achieved (or not achieved) under the project? Do the achievements reflect initial project objectives envisaged in the project document?

1.2 Focusing on the areas where the project was delivered, can you describe what the situation was like before the project was implemented (i.e. baseline), and how it has changed (or not changed) now? Do you have any concrete figures or information to share? What factors influenced the results?

1.3 What was RV3CBA's specific contribution to these changes?

1.4 In addition to RV3CBA's support, were there any other organizations (e.g. local Government, NGOs, and Cooperatives) that provided you with similar activities and support? If so, which organization and in what ways? Was RV3CBA effective in partnering/ collaborating with those organizations?

1.5 Has the project contributed to progress towards the achievement of women's empowerment and greater gender equality? What factors contributed the results?

1.6 Has the project helped reducing poverty, inequalities and exclusion among people? Do you think the project has targeted the most vulnerable/ marginalized (e.g. women, youth, ethnic minorities, and disabled)? Were their particular needs and priorities identified before project implementation?

1.7 Has RV3CBA played a role in influencing critical decisions (policy discussions) at the local, regional and national level?

2. RELEVANCE:

2.1 To what extent do you think the project(s) was/were relevant to your needs (as project "beneficiaries")?

2.2 How were the project activities planned/ designed? Was there an initial assessment conducted to assess your needs? Who were involved in the initial planning and design?

3. EFFICIENCY

3.1 Have the activities been implemented within the agreed timeframe and according to the initial plan?

3.2 Have you been visited by project staff (e.g. from RV3CBA or national implementing agencies) to assess the progress, achievements and challenges on a regular basis? If so, how often does this take place and how is this done?

3.3 To your knowledge, was the manner in which you received support (incl. **type of activities**) appropriate in achieving a significant change in your life? Are there any different ways in which the project can make a larger impact? Have alternative approaches and innovative solutions been actively explored during the project?

3.4 What could be done to ensure more efficient use of resources and the overall efficiency?

4. SUSTAINABILITY

4.1 Have you been able to continue receiving benefits/results produced by the project after project completion (Or do you think it is likely when it has been completed)? Why and what factors influence your ability to do so?

4.2 Do you know if there is a long-term plan by RV3CBA or project implementers to ensure the sustainability of project results?

B. ASSESSMENT OF RV3CBA'S STRATEGIC STRENGTHS

In this section, please answer the questions to the fullest extent possible.

RV3CBA was one of many development projects operating in the Sector. What is your view on RV3CBA's performance (or contribution) in the following areas (and why):

5.1 Overall **responsiveness** to emerging priorities and needs of the Sector.

5.2 Ability to **influence national-level development policies** (e.g. MDGs / SDGs) with its technical knowledge and expertise in thematic areas.

C. OTHER ISSUES

Are there any important issues you wish to raise about RV3CBA's work that we did not cover in this interview?

ADDITIONAL RESPONDENT SPECIFIC QUESTIONS

District Officials and Project Steering Committee Members

1. How were you involved with the RV3CBA project?
2. How often did you meet with other stakeholders to with respect to the project?
3. Can you remember a time when you took decisions to make corrective actions on project operations? What were those actions that you proposed?
4. How would you characterise your relationship with the project? (Probe for satisfaction with working relationship, with project delivery..and other functional aspects)
5. What would you say were the main achievements of the project? What do you think is the satisfaction of the members of the communities with respect to the project?
6. If you were to change any two things with respect to the project, what would you do differently?
7. Probe questions on information and knowledge management, functional and institutional issues, working relationships, decision making..etc.
8. Have you mainstreamed project activities, deliverables into your institutional plans? Have you budgeted for these activities?

9. What can you tell us about how the project finished? Were you prepared to continue with some of the activities?

Project Beneficiaries and Members of the communities:

1. How do you know about the RV3CBA project? Were you/are you a beneficiary of the activities of the project?
2. Probe for participation in (Mugogo Valley Works, Terraces, Riverbank protection and afforestation, mini-markets and or showroom and/or participation in meetings, adaptation planning and sensitisation activities....)
3. Would you say the RV3CBA activities have been beneficial to your community? To you personally? Probe for change in livelihoods, diversification of sources of livelihood etc.
4. What were the main challenges you experienced before the project?
5. How hard or how easy is it to find work in these areas?
6. What type of work is available?
7. Did you receive any advice on improved farming methods? Have you changed the crops you grow as a result of the project? Do you use organic or non-organic fertilisers? Do you have some livestock? Do you use rain-harvesting technology?
8. How do you mitigate for risk in your farming activities? Do you belong to a SACCO? Do you do some trading? Do you have another piece of land somewhere else?
9. How do other members of your community view the RVCBA project? How do you feel about the project? Do you think its activities will continue, now that it has been completed?

Key Documents Consulted

RV3CBA Project document

Annual Project Performance review reports

Results Framework of the Adaptation Fund

Economic Development and Poverty Reduction Strategy 2

Vision 2020

Sector Strategic Plans

Green Growth and Climate Resilient Strategy (GGCRS)

Minutes of the Project Steering Committee meetings, TAG and LSCs

RV3CBA Project Midterm Evaluation Report, 2017

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Terms of References

REPUBLIC OF RWANDA
MINISTRY OF ENVIRONMENT
P.O BOX 3502 KIGALI



Tender Notice N0/C/NCB/2018/2019/MoE

REQUEST FOR EXPRESSIONS OF INTEREST FOR HIRING AN INDIVIDUAL CONSULTANT FOR TECHNICAL ASSISTANCE TO CARRY OUT THE FINAL EVALUATION OF THE PROJECT “REDUCING VULNERABILITY TO CLIMATE CHANGE IN NORTH WEST RWANDA THROUGH COMMUNITY BASED ADAPTATION: RV3CBA”

1.The Government of Rwanda through the Ministry of Environment (MOE) has received a grant from the United Nations Framework Convention on Climate Change through the Adaptation Fund towards the cost of hiring an individual consultant to conduct the final evaluation of the project “Reducing Vulnerability to Climate Change in North West Rwanda through Community Based Adaptation: RV3CBA”.

2.The Client intends to apply a portion of the funds to eligible payments under the contract for which this Request for expression of interest is issued.

3.The Ministry of Environment now solicits the experienced Individual Consultant to provide the Consultancy Service of above mentioned tender. More details on the services are provided in the Request of Expression of Interest in the system.

3. An Individual Consultant will be selected in accordance with the Law N0 62/ 18 of 25 08 2018 Governing Public Procurement.

4. Late applications shall not be considered and only online application is acceptable through e-Procurement system; The deadline for the submission of applications shall be on 12/ 04 / 2019 at 23:30 local time and the applications will be opened automatically by the E-Procurement system at www.umucyo.gov.rw on 12/ 04 / 2019 at 23: 50 local time. Your documents shall be valid for a period of 120 days from the date of Submission.

5.All invited Candidates may obtain some complementary information by writing using the E-Procurement system within fifteen 15 days of the deadline period for the submission of tenders as of the date of tender notice publication before the fixed deadline for the submission of expression of Interest.

Done at Kigali, on 08/03/ 2019

Fatina MUKARUBIBI
Permanent Secretary

REPUBLIC OF RWANDA



MINISTRY OF ENVIRONMENT
P.O BOX 3502 KIGALI

TERMS OF REFERENCE FOR HIRING AN INDIVIDUAL CONSULTANCY FOR TECHNICAL ASSISTANCE TO CARRY OUT THE FINAL EVALUATION OF THE PROJECT “REDUCING VULNERABILITY TO CLIMATE CHANGE IN NORTH WEST RWANDA THROUGH COMMUNITY BASED ADAPTATION(RV3CBA)”

1. Background and Context

The Government of Rwanda through the Ministry of Environment (MOE) has received a grant from the United Nations Framework Convention on Climate Change through the Adaptation Fund to implement a project entitled “Reducing Vulnerability to Climate Change in the North West Rwanda through Community Based Adaptation”.

The objective of the project is to increase the adaptive capacity of natural systems and rural communities living in exposed areas of North Western Rwanda to climate change impacts.

This objective is aligned with the Results Framework of the Adaptation Fund and directly contributes to Outcome 5: Increased ecosystem resilience in response to climate change and variability-induced stress as well as to Outcome 6: Diversified and strengthened livelihoods and sources of income for vulnerable people in targeted areas.

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

The project aims to address factors that exacerbate the effects of intense rainfall and lead to flooding and landslides. These include erosion and unsustainable farming practices linked to demographic pressure on natural resources.

By introducing erosion and flood control measures, building the capacity of farmers to adapt to climate variability and supporting the development of off-farm livelihoods to reduce the pressure on natural resources, the project was supposed to restore the ecosystem functions necessary to reduce the incidence and severity of flooding and landslides on local communities and resources. For example, the absorption capacity of local watersheds will be increased by improved farming practices, restoration and protection of steep slopes through improved flood control, soil, and land and water management measures.

As well as reducing the ongoing loss of life and economic losses resulting from intense rainfall events, the project will also positively impact on food security and household incomes of local communities as improved farming practices and erosion control deliver higher yields.

At the same time, the project will result in more diversified and secure livelihoods for local communities through the Rural Development Hubs that will deliver the investment and capacity development necessary to drive pro-poor growth and reduce people’s dependence on over-exploited natural resources.

The project will specifically target the most vulnerable groups who have fewer resources to mitigate and adapt to climate change. This includes: the poorest groups of society (Ubudehe categories 1-3) and women headed households (who tend to be poor and are particularly vulnerable to climate change).

Moreover, the focus on a specific geographic location and building effective synergies with other on-going as well as planned and future interventions means that the project can deliver long term benefits to communities within a framework of coordinated, comprehensive and complementary climate adaptation. The project's emphasis on developing the adaptive capacity of farmers and local institutions ensures that the developed resilience becomes embedded within communities enabling them to continue adapting to future climate variability beyond the lifetime of the project. This program will be based on principles of local empowerment and implemented by grassroots organizations such as farmer groups, community based organizations and local NGOs with the support of local government. The success of the project will depend on the ownership and implementation by the two Districts (Nyabihu and Musanze). The anticipated impact of the project is the reduction of livelihood insecurity and losses from extreme climate events in 38,266 households located in the project area. The project will increase climate resilience through community-based adaptation and is anticipated to contribute to the implementation of national policies and programs that are in line with Rwanda's obligations under the United Nations for Climate Change Convention (UNFCCC).

2. Purpose and objective of the Final Evaluation

The Final Evaluation is backward looking and will effectively capture lessons learnt and provide information on the nature, to the extent possible, the potential impact and sustainability of the project as well as guide future adaptation projects in the project area.

The evaluation will assess the design, scope, implementation and sustainability of the project and the capacity to achieve the expected outcomes. This will collate and analyze lessons learnt, challenges faced and best practices obtained during implementation period which will inform the next adaptation to climate change interventions in the project area. The main objectives of the final evaluation are the following:

Assess the achievements of the project against its stated outputs and its contribution to the achievement of the Environment and Natural Resources Strategy (2013-2018) and Economic Development and Poverty Reduction Strategy (EDPRS2) outcomes;

Assess the Project's implementation strategy;

Assess the relevance, efficiency, effectiveness, sustainability, and impact of the interventions;

Assess the project's processes, including budgetary efficiency;

Assess the extent to which planned activities and outputs have been achieved;

Identify the main achievements and impacts of the project's activities;

Identify the underlying causes and issues of non-achievement of some targets;

Document lessons learnt;

Assess the project exit strategy if needed;

Inform the design of the next adaptation to climate change projects.

The emphasis on lessons learnt will speak to the issue of understanding what has and what has not worked as a guide for future adaptation to climate change interventions. The evaluation will assess the performance of the project against planned results. This will also assess the preliminary indications of potential impact and sustainability of results including the contribution to capacity development and achievement of the country's development agenda stipulated in EDPRS II and Vision 2020 and potentially to sustainable development goals.

The findings and recommendations of the evaluation will inform the key stakeholders of this evaluation who are the Government of Rwanda – through the Ministry of Environment (MoE), Ministry of Finance and Economic Planning (MINECOFIN), Ministry of Local Government (MINALOC), FONERWA, Rwanda Agriculture Board (RAB), Rwanda Water and Forestry Authority (RWFA), Rwanda Environment Management Authority (REMA), Rwanda Housing Authority (RHA), the Ministry of Disaster Management and Refugee Affairs (MIDIMAR), CARE Rwanda, Reserve Force, APEFA and University of Rwanda / College of Agriculture, Animal Sciences, and Veterinary Medicine (CAVM), the District of Musanze and Nyabihu.

3. Scope and Objective of the Final Evaluation

The purpose of the final evaluation is to assess the level of achievement of the project during January 2014- June 2018 since the initiation of its implementation. The geographic coverage of the evaluation is the whole country (Rwanda). The scope of the final evaluation covers all activities undertaken in the framework of the project implementation. This refers to:

Planned outputs of the project compared to actual outputs and the actual results as a contribution to attaining the project objectives;

Problems and necessary corrections and adjustments for future adaptation to climate change interventions;

Efficiency of the project management, including the delivery of outputs and activities in terms of quality, quantity, timeliness and cost efficiency;

Likely outcomes and impact of the project in relation to the specified goals and objectives of the project.

The evaluation comprises the following elements:

Assess whether the project design is clear, logical and commensurate with the time and resources available;

An evaluation of the project's progress towards achievement of its overall objectives;

An evaluation of the project performance in relation to the indicators, assumptions and risks specified in the logical framework matrix and the project Document; An assessment of the scope, quality and significance of the project outputs produced during the implementation period in relation to expected results; Identification of any programmatic and financial variance and/or adjustments made during the implementation of the project and an assessment of their conformity with decisions of the Project Steering Committee (PSC) and their appropriateness in terms of the overall objectives of the project;

An evaluation of the project's contribution to the achievements of ENR SSP and EDPRS2 and results framework 5 and 6 of the Adaptation Fund (AdF) outcomes and outputs;

Identification and, to the extent possible, quantification of any additional outputs and outcomes beyond those specified in the project Document;

An evaluation of the project coordination, management and administration. This includes specific reference to:

Organizational/institutional arrangements for collaboration among the different stakeholders involved in the project arrangements and execution;

The effectiveness of the monitoring and evaluation framework/mechanisms in monitoring on a day to day basis, progress during the project implementation;

Administrative, operational and/or technical challenges and constraints that influenced the effective implementation of the project;

An assessment of the functionality of the institutional structure established and the role of the project Steering Committee (PSC);

Financial management of the project, including the balance between expenditures on administrative and overhead charges in relation to those on the achievement of substantive outputs. A prognosis of the degree to which the overall objectives and expected outcomes of the project are likely to be met;

Progress towards sustainability and replication of the project activities;

Assess the extent to which the design, implementation and results of the project have incorporated a gender equality perspective and human rights-based approach¹⁷

Assess of the extent to which the design, implementation and results of the program have incorporated the environmental sustainability concerns and make recommendation accordingly

Lessons learned during the project implementation;

Evaluate the project's exit strategy in terms of quality and clarity.

4. Evaluation Questions

Evaluation criteria

The project will be evaluated on the basis of the sustainable (DAC) evaluation criteria:

Relevance: measures whether the project addresses an important development goal and whether its objectives are still valid.

Effectiveness: measures whether the project activities achieve its goal.

Efficiency: measures the cost effectiveness, i.e. the economic use of resources to achieve desired results.

Sustainability: measures whether the benefits of the project are likely to continue after donor funding has been utilized/ completed. The project needs to be environmentally as well as financially sustainable.

Impacts of intervention: measure the positive and negative changes produced by the project, directly or indirectly, intended or unintended.

Evaluation Questions

More specifically, the final evaluation aims at addressing the following questions for each evaluation criteria:

Relevance

Where is this project being implemented? How was the project site selected? What has been the main focus of the project implementation so far? Who are the main beneficiaries? How were they selected? How was the project aligned to the national development strategy (EDPRS II, Vision 2020)?

The extent to which the project activities are suited to the priorities and policies of the target group, recipient and donor.

To what extent are the objectives of the project still valid?

Are the activities and outputs of the project consistent with the overall goal and the attainment of its objectives?

Are the activities and outputs of the project consistent with the intended impacts and effects?

Effectiveness

To what extent were the objectives achieved?

What were the major factors influencing the achievement or non-achievement of the objectives?

Did the activities contribute to the achievement of the planned outputs?

Have the different outputs been achieved?

¹⁷For more guidance on this, the consultants will be requested to use UNEG's Guidance in Integrating Human Rights and Gender Equality in Evaluation" <http://uneval.org/document/detail/1616>

What progress toward the outcomes has been made?

To what extent the design, implementation and results of the project have incorporated a gender equality perspective and human rights based approach¹⁸? What should be done to improve gender and human rights mainstreaming?

What has been the result of the capacity building/trainings interventions? Were qualified trainers available to conduct training?

How did Ministry and Adaptation Fund support the achievement of the project outcome and outputs?

How was the partnership strategy conducted by the Ministry of Environment (MOE)? Has MOE partnership strategy been appropriate and effective? What factors contributed to effectiveness or ineffectiveness? What were the synergies with other projects/ (joint) programmes?

To what extent does members' savings increased as a result of the project?

Has food security increased due to project's intervention?

Has disaster impact reduced because of the intervention?

Efficiency

Were activities cost-efficient?

Were objectives achieved on time?

Was the project implemented in the most efficient way compared to alternatives?

What was the original budget for the project? How have the RV3CBA funds been spent? Were the funds spent as originally budgeted?

Are there any management challenges affecting efficient implementation of the project? What are they and how are they being addressed?

Is there an oversight committee to manage disbursement of project fund?

Are there regulations that must be followed when disbursement of project money?

Is there division of duties between those who authorise and those who purchase materials being used?

Sustainability

To what extent the design, implementation and results of the project have incorporated environment sustainability? What should be done to improve environmental sustainability mainstreaming?

To what extent will the benefits of the project continue after donor funding completed?

What were the major factors which influenced the achievement or non-achievement of sustainability of the project?

Does the project have a clear exit strategy?

To what extent are does the beneficiaries involved in the implementation of the project activities

How many times do beneficiaries hold meetings on matters that concern the project? Do they raise such matters in Umuganda?

Impact of interventions

What are the stated goals of the RV3CBA Project? To what extent are these goals shared by stakeholders? What are the primary activities of the RV3CBA Project and expected outputs? To

¹⁸For more guidance on this, the consultants will be requested to use UNEG's Guidance in Integrating Human Rights and Gender Equality in Evaluation" <http://uneval.org/document/detail/1616>

what extent have the activities progressed? How did the RV3CBA Project contribute to the achievement of EDPRS2 and Vision 2020 outcomes and outputs?

What has happened as a result of the RV3CBA Project?

What have been the main impact of the RV3CBA Project on the Green Growth and Climate Change Resilience Strategy or its framework in Rwanda?

How many people have been affected?

Has the RV3CBA Project contributed or is likely to contribute to long-term social, economic, technical, environmental changes for individuals, communities, and institutions related to the RV3CBA Project?

What difference has the RV3CBA Project made to beneficiaries?

5. Methodology

The evaluation should use a mixed methods approach, drawing on both primary and secondary, quantitative and qualitative data to come up with an overall assessment backed by clear evidence. Data will be collected through surveys of all relevant stakeholders (national and local Government institutions, development partners, beneficiaries, etc.) and through focus group discussions. Further data on the RV3CBA Project indicators will be used by the evaluation to assess the RV3CBA Project progress and achievements.

The evaluation methodology will include the following:

Desk review of RV3CBA Project Document, monitoring reports (such as Minutes of Steering Committee meetings including other relevant meetings, RV3CBA Project Annual Implementation Report, quarterly progress reports, and other internal documents including financial and technical reports including the completed midterm evaluation report);

Review of specific products produced so far, including datasets, management and action plans, publications and other material and reports;

Interviews with the head of SPIUs, RV3CBA Project Coordinator and other RV3CBA staff

Interviews with the Permanent Secretary in the Ministry of Environment, Director General of Rwanda Water and Forestry Authority (RWFA), Vice Mayors in charge of Economics of the Districts of Musanze and Nyabihu, Sector Executive Secretaries.

Interviews with central and local government officials and other RV3CBA Project beneficiaries

Interviews with other relevant stakeholders involved in the project implementation.

Focus group discussions with all stakeholders

6. Final Evaluation Products (Deliverables)

This section presents the key evaluation products the evaluator will be accountable for producing. The deliverables are the following:

Evaluation inception report: An inception report should be prepared by the evaluators before going into the full-fledged data collection exercise. It should detail the evaluator's understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables, the lead responsibility for each task or product. The inception report provides the programme unit and the evaluator with an opportunity to verify that they share the same understanding about the evaluation and clarify any

misunderstanding at the outset. The inception report will be discussed and approved with RWFA and MoE. (Timeline: 1 week after signing the contract)

Draft evaluation report: Submission of draft evaluation report to MOE for comments and inputs. The Project Implementation unit and key stakeholders in the evaluation will then review the draft evaluation report to ensure that the evaluation covers the scope and meets the required quality criteria.

Presentation of Draft evaluation report (PPT presentation) to the RV3CBA Project Steering Committee for inputs and comments.

Final evaluation report: The final report should be completed 1 week after receipt of consolidated comments from stakeholders.

7. Evaluation and Required Competencies

The Individual consultant should have the following skills/competencies and characteristics:

At least master's degree in Public Policy and Management, Public Administration, Development studies, International Development, Environmental Sciences;

At least 3 assignments related to evaluation of the Projects;

At least 1 assignment related to general evaluation using Results Based Monitoring and Evaluation approach;

Proven expertise, knowledge and experience in the field of Environment and Climate Change adaptation initiatives;

Good understanding of gender equality, human-right based approach and environmental sustainability concepts;

Strong interpersonal and managerial skills, ability to work with people from different backgrounds and evidence of delivering good quality evaluation and research products in a timely manner

Proven understanding of key elements of result-based programme management in International development cooperation

Fluent in English and working knowledge of French would be an advantage

Excellent written and verbal communication skills in English

Selection criteria

1. The offer will be evaluated based on the Consultant' experience and competence relevant to the assignment with the most appropriate qualifications and references hence there will be the comparison of strength and weaknesses. Local preference of 15% shall be applied.

Criteria	Strength	Weakness
At least master's degree in Public Policy and Management, Public Administration, Development studies, International Development, Environmental Sciences;		
At least 3 assignments related to evaluation of the Projects		
Proven expertise, knowledge and experience in the field of Environment and Climate Change Adaptation initiatives;		
Overall Methodology (clear demonstration of evaluation methodology and understanding of the ToR)		
At least 1 assignment related to general evaluation using Results Based Monitoring and Evaluation approach		
Local preference		
Total		

2.The Expression of Interests will be ranked and the Only the 1st ranked shall be requested to provide the financial offer and the Individual Consultant shall be invited for contract negotiation.

8. How to apply

Candidates should apply by presenting the following documents:

Letter of Confirmation of Interest and Availability during the assignment implementation;

Personal CV, indicating all past experience from similar projects as well as the contact details (e-mail and telephone number) of the candidate and at least three (3) professional references;

Brief description of why the individual considers him/herself as the most suitable for the assignment and a methodology, on how he/she will approach and complete the assignment

All interested applicants should submit the above using the www.umucyo.gov.rw not later than 12th April, 2019. at 23:30.

9. Evaluation Ethics

The critical issues evaluators must address in the design and implementation of the evaluation include evaluation ethics and procedures to safeguard the rights and confidentiality of information providers, (for example: measures to ensure compliance with legal codes governing areas such as provisions to collect and report data, particularly permissions needed to interview or obtain information about children and young people; provisions to store and maintain security of collected information; and protocols to ensure anonymity and confidentiality

10. Implementation Arrangements

This section describes the organization and management structure for the evaluation and defines the roles, key responsibilities and lines of authority of all parties involved in the evaluation process. Implementation arrangements are intended to clarify expectations, eliminate ambiguities, and facilitate an efficient and effective evaluation process.

MOE

MOE is responsible for the management of the final evaluation and will contract an independent consultant to conduct the evaluation on behalf of the Project Implementation Unit. SPIU/MOE will be the focal point for the evaluation and will facilitate the logistical requirements and provide technical assistance during all phases of the evaluation process, including setting up interviews, field visits, and payments for the consultant.

The MOE/ SPIU appointed focal person

Day-to-day management of the Evaluator will be provided by MOE/ SPIU appointed focal person. She or he will ensure that all issues pertaining to the contract with the Evaluator, including payments are completed on schedule and will be responsible for facilitating the work of the Evaluator. She or he will provide all documentation to the Evaluator for the desk review, set up interview appointments and field visits and convene focus group meetings.

Steering Committee

The RV3CBA Project Steering Committee will oversee the conduct of the final evaluation and will be responsible for providing guidance and direction for the evaluation process and inputs and comments on the draft evaluation report as well as for approving the final document.

Evaluation Management Team

An Evaluation Management Team led by MOE composed of a representative of RWAF, RV3CBA and 2 Districts (Nyabihu and Musanze) will oversee the conduct of the evaluation at the technical level. The team will provide quality assurance and guidance to the evaluation to ensure that it meets the evaluation quality criteria. The technical committee will oversee the implementation of the agreed schedule of consultation activities, ensure wide stakeholder consultations, will be in charge of verifying all facts in the report and oversee the production of the final report and the drafting and implementation of follow up actions.

11. Time Frame for the Evaluation Process

Phase	Tasks and deliverables	Time-Line
Desk Review and Inception report phase	Desk review conducted Briefings of evaluators An inception report will be prepared by the evaluators detailing the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product.	05 working days
Stakeholder consultations and Interviews	The evaluators will consult with all relevant stakeholders and conduct a series of interviews, focus group discussions, and field visits in order to collect the required data.	25 working days
Analysis of data and drafting report	Once the data is collected, the evaluators will analyse them and draft the evaluation report.	09 working days
Presentation of draft evaluation report to Stakeholder meeting	Once the draft final evaluation report submitted, it will be presented to all stakeholders for reviewing. The comments shared by the stakeholders will be incorporated into the final evaluation report.	01 day

Final Report	The evaluator will revise the final evaluation report based on the comments and inputs provided by all stakeholders and submit the final report to MOE.	05 working days
	Total number of working days	45 days

12. Financial Proposal and Schedule of Payments

The consultancy fee will be paid as a consultancy rate (separate consultant fees and taxes), and will be calculated according to the duration of assignment (45 working days).

Component of reimbursable cost will be calculated separately (Transport, accommodation, communication, printing,...)

The consultancy fee will be paid upon completion of the following milestones:

20% after presentation and adoption of the inception report

30% after presentation and approval of the draft report

50% after the approval of the final report

Reimbursable expenses will be paid upon presentation of the original invoice (IBM machine where possible).

UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and person with disabilities are equality encouraged to apply. All applicants will be treated with the strictest confidence.

Annex 1: Documents to be consulted

The list below details the important documents that the evaluator should read at the outset of the evaluation and before finalizing the evaluation design and the inception report. The list might include other relevant documents identified during the inception phase and the consultation process.

Document
RV3CBA Project document
Annual Project Performance review reports
Results Framework of the Adaptation Fund
Economic Development and Poverty Reduction Strategy 2
Vision 2020
Sector Strategic Plans
Green Growth and Climate Resilient Strategy (GGCRS)
Minutes of the Project Steering Committee meetings, TAG and LSCs
RV3CBA Project Midterm Evaluation Report, 2017

Annex 2: Evaluation report format

The final report must include, but not necessarily be limited to, the following elements outlined in the quality criteria for evaluation reports:

Title and opening pages - Should provide the following basic information:

Name of the evaluation intervention

Time frame of the evaluation and date of the report

Country of the evaluation intervention

Names and organizations of evaluators
Name of the organization commissioning the evaluation
Acknowledgements

Table of contents - Should always include boxes, figures, tables and annexes with page references.

List of acronyms and abbreviations

Executive summary - A stand-alone section of two to three pages that should:
Briefly describe the intervention (the project(s), programme(s), policies or other interventions) that was evaluated.
Explain the purpose and objectives of the evaluation, including the audience for the evaluation and the intended uses.
Describe key aspect of the evaluation approach and methods.
Summarize principle findings, conclusions, and recommendations.

Introduction

Explain why the evaluation was conducted (the purpose), why the intervention is being evaluated at this point in time, and why it addressed the questions it did.
Identify the primary audience or users of the evaluation, what they wanted to learn from the evaluation and why, and how they are expected to use the evaluation results.
Identify the intervention (the project(s) programme(s), policies or other interventions) that was evaluated—see upcoming section on intervention.
Acquaint the reader with the structure and contents of the report and how the information contained in the report will meet the purposes of the evaluation and satisfy the information needs of the report's intended users.

Description of the intervention—provides the basis for report users to understand the logic and assess the merits of the evaluation methodology and understand the applicability of the evaluation results. The description needs to provide sufficient detail for the report user to derive meaning from the evaluation. The description should:

Describe what is being evaluated, who seeks to benefit, and the problem or issue it seeks to address.
Explain the expected results map or results framework, implementation strategies, and the key assumptions underlying the strategy.
Link the intervention to national priorities, UNDAF priorities, corporate multiyear funding frameworks or strategic plan goals, or other programme or country specific plans and goals.
Identify the phase in the implementation of the intervention and any significant changes (e.g., plans, strategies, logical frameworks) that have occurred over time, and explain the implications of those changes for the evaluation.
Identify and describe the key partners involved in the implementation and their roles.
Describe the scale of the intervention, such as the number of components (e.g., phases of a project) and the size of the target population for each component.
Indicate the total resources, including human resources and budgets.

Describe the context of the social, political, economic and institutional factors, and the geographical landscape within which the intervention operates and explain the effects (challenges and opportunities) those factors present for its implementation and outcomes.

Point out design weaknesses (e.g., intervention logic) or other implementation constraints (e.g., resource limitations).

Evaluation scope and objectives—the report should provide a clear explanation of the evaluation’s scope, primary objectives and main questions.

Evaluation scope: The report should define the parameters of the evaluation, for example, the time period, the segments of the target population included, the geographic area included, and which components, outputs or outcomes were and were not assessed.

Evaluation objectives: The report should spell out the types of decisions evaluation users will make, the issues they will need to consider in making those decisions, and what the evaluation will need to achieve to contribute to those decisions.

Evaluation criteria: The report should define the evaluation criteria or performance standards used. The report should explain the rationale for selecting the particular criteria used in the evaluation.

Evaluation questions: Evaluation questions define the information that the evaluation will generate. The report should detail the main evaluation questions addressed by the evaluation and explain how the answers to these questions address the information needs of users.

Evaluation approach and methods—The evaluation report should describe in detail the selected methodological approaches, methods and analysis; the rationale for their selection; and how, within the constraints of time and money, the approaches and methods employed yielded data that helped answer the evaluation questions and achieved the evaluation purposes. The description should help the report users judge the merits of the methods used in the evaluation and the credibility of the findings, conclusions and recommendations. The description on methodology should include discussion of each of the following:

Data sources—the sources of information (documents reviewed and stakeholders), the rationale for their selection and how the information obtained addressed the evaluation questions.

Sample and sampling frame—If a sample was used: the sample size and characteristics; the sample selection criteria (e.g., single women, under 45); the process for selecting the sample (e.g., random, purposive); if applicable, how comparison and treatment groups were assigned; and the extent to which the sample is representative of the entire target population, including discussion of the limitations of the sample for generalizing results.

Data collection procedures and instruments—Methods or procedures used to collect data, including discussion of data collection instruments (e.g., interview protocols), their appropriateness for the data source and evidence of their reliability and validity.

Performance standards—the standard or measure that will be used to evaluate performance relative to the evaluation questions (e.g., national or regional indicators, rating scales).

Stakeholder engagement—Stakeholders’ engagement in the evaluation and how the level of involvement contributed to the credibility of the evaluation and the results.

Ethical considerations—the measures taken to protect the rights and confidentiality of informants.

Background information on evaluators—The composition of the evaluation team, the background and skills of team members and the appropriateness of the technical skill mix, gender balance and geographical representation for the evaluation.

Major limitations of the methodology—Major limitations of the methodology should be identified and openly discussed as to their implications for evaluation, as well as steps taken to mitigate those limitations.

Data analysis—the report should describe the procedures used to analyse the data collected to answer the evaluation questions. It should detail the various steps and stages of analysis that were carried out, including the steps to confirm the accuracy of data and the results. The report also should discuss the appropriateness of the analysis to the evaluation questions. Potential weaknesses in the data analysis and gaps or limitations of the data should be discussed, including their possible influence on the way findings may be interpreted and conclusions drawn.

Findings and conclusions—the report should present the evaluation findings based on the analysis and conclusions drawn from the findings.

Findings—should be presented as statements of fact that are based on analysis of the data. They should be structured around the evaluation criteria and questions so that report users can readily make the connection between what was asked and what was found. Variances between planned and actual results should be explained, as well as factors affecting the achievement of intended results. Assumptions or risks in the project or programme design that subsequently affected implementation should be discussed.

Conclusions—should be comprehensive and balanced, and highlight the strengths, weaknesses and outcomes of the intervention. They should be well substantiated by the evidence and logically connected to evaluation findings. They should respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to the decision making of intended users.

Recommendations—the report should provide practical, feasible recommendations directed to the intended users of the report about what actions to take or decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation. They should address sustainability of the initiative and comment on the adequacy of the project exit strategy, if applicable.

Lessons learned—As appropriate, the report should include discussion of lessons learned from the evaluation, that is, new knowledge gained from the particular circumstance (intervention, context outcomes, even about evaluation methods) that are applicable to a similar context. Lessons should be concise and based on specific evidence presented in the report.

Report annexes—Suggested annexes should include the following to provide the report user with supplemental background and methodological details that enhance the credibility of the report:

ToR for the evaluation

Additional methodology-related documentation, such as the evaluation matrix and data collection instruments (questionnaires, interview guides, observation protocols, etc.) as appropriate

List of individuals or groups interviewed or consulted and sites visited

List of supporting documents reviewed

Project or programme results map or results framework

Summary tables of findings, such as tables displaying progress towards outputs, targets, and goals relative to established indicators
Short biographies of the evaluators and justification of team composition