



Nature, People and Climate Program

February 2024

Country Name: Rwanda

Lead MDB: World Bank

TERMS OF REFERENCE

RWANDA – FIRST JOINT MISSION

Rwanda – First Joint Mission

Government of Rwanda and World Bank

1. Background and Introduction

On December 11, 2022, the CIF officially informed the Government of Rwanda (GoR) that its Expression of Interest (EoI) submission to the NPC Program had been successful and invited the country to start preparing the Investment Plan (IP). The GoR selected the WB to act as the lead MDB in coordinating the IP preparation on behalf of the joint MDB group, which needs to be submitted to the GCAP Sub-Committee for endorsement before October 30th, 2024. Also, the GCAP Sub-Committee has approved a funding allocation of US\$ 31M for the GoR to invest in the NPC program and an additional US\$ 4M for the Dedicated Grant Mechanism (DGM).

The CIF NPC program will help the GoR implement a programmatic approach to landscape management, including rural, urban, and protected landscapes, to address climate change challenges such as erosion, and floods. **This planning and investment preparation effort is being conducted following a programmatic approach, which will also allow for coordination and alignment with the Global Environment Facility (GEF-8) project preparation and development and rollout of the national Sustainable Landscape Management (SLM) framework.**

Potential policy reforms or investments aligned with the strategic objectives of the CIF NPC program encompass interventions that include (i) Ecosystem-based Adaptation and rural landscape development; (ii) Piloting NBS for flood mitigation and improved stormwater management in existing and new urbanized areas; (iii) Sustainability and productivity of forest and tree-based systems; and (iv) Innovative businesses, innovative financing, capacity building and multi-stakeholder dialogue for increased participation in landscape restoration. These are also priority intervention areas for GEF-8 and will benefit from SLM analytical work.

Through these engagements, CIF investments will support the scaling up of ecosystem-based sustainable land management and nature-based solutions for rural and urban lands, offering community livelihood improvement benefits. The investments will support, among other things, joint planning, capacity building, and technical skills enhancement that will be essential to promote and scale up interventions in both rural and urban landscapes. National consultations will help the GoR determine the final geographical focus of the CIF NPC program and identify priority landscapes.

As the initial step of the dialogue process to prepare the NPC IP, a Scoping Mission took place in Kigali between May 2nd – 4th, 2023, led by the Rwanda Green Fund, representing the GoR. During the mission, discussions on the NPC program and NbS context were had with relevant

ministries, government organizations, and MDBs, and presentations were made to the representatives of other stakeholders interested in the NPC.

The mission found strong support among participants for the overall objective of the NPC: to tackle the multiple drivers and impacts of climate change, resulting from human activities on land resources and ecosystem services, in an integrated manner. During the Scoping Mission, the Ministry of Environment shared five priority areas: agriculture, water resources, human health, ecosystems, and energy. It was agreed that the focus of the IP will be on the interdependence among land use, climate-change mitigation and adaptation, and the improvement of the sources of livelihoods of rural communities complemented by nature-based solution approaches. This objective will require a mix of investments, using country systems, knowledge generation and sharing, private sector engagement, civil society engagement, and technical assistance.

Following the Scoping Mission, the GoR requested a preparation grant of US\$ 500,000 to hire a team of consultants to support the IP preparation by undertaking additional analytical and technical studies. The funds will also cover the costs of carrying out stakeholder consultations (meetings, workshops, and field trips) to support the preparation of the IP, consistent with the strategic objectives of the NPC. This preparatory grant was approved in August 2023, and funds were made available in late October 2023. The preparatory grant is being implemented by the World Bank.

The NPC IP preparation process includes the following actions:

- i. The Rwanda Green Fund will lead the work and engage the environment and natural resource (ENR) working group (SWG), which will oversee the Government-led Joint Mission and supervise the preparation process of the NPC IP.
- ii. Analytical work and identification of investment priorities by the hired consultancy firm.
- iii. Joint Mission
- iv. Drafting of the Investment Plan and project concept notes; and
- v. Consultations with various stakeholders, including Government agencies, civil society organizations, local communities, and private sector representatives, among others.

The Joint Mission will take place in Kigali and a field visit in the Southern Province from 12th-16th February 2024. It will be carried out under the leadership of the Rwanda Green Fund, as the main representative of the GoR, with the coordination of the WB, in collaboration with the AfDB and IFC.

2. Summary of Activities

General objective(s)	The objective of the joint mission is to assist the GoR in developing the NPC IP, building on broad-based consultations with key stakeholders, and analyzing investment options that support the Government’s strategic development strategies. The Joint Mission will focus on consultation, consolidation, and prioritization of plans and proposals to contribute to developing a country-led Investment Plan.
Mission date(s)	12th - 16th February 2024
Location(s)	Kigali; Field trip: Kaduha-Gitwe Corridor - Southern Province
General coordination:	Rwanda Green Fund (RGF), REMA and World Bank (WB)

3. Specific Objectives, Results, and Processes

The mission will:

- i. Review and discuss the draft reports prepared by the consultancy firm on the country and Nature-based Solutions context, identifying existing technical, economic, socio-environmental, and institutional information gaps and including the private sector, stakeholder engagement, and gender issues.
- ii. Engage on key elements to discuss the SLM approach and complete the IP, including:
 - a. Assess options for developing project concept notes that the NPC will support.
 - b. Consult with key stakeholders that will participate in the mission. The GoR and consultancy firm will collect inputs, comments, and considerations from representatives of local communities, non-government and civil society organizations, the private sector, and other potential partners.
 - c. Discuss results framework and monitoring approaches for the IP.
- iii. Analyze the funding modalities, institutional arrangements to manage the NPC, and co-financing opportunities, including linked to the GEF-8 Ecosystems Reduction Integrated Program child project, and dialogue with bilateral and multilateral development partners relevant to support the IP and discussions on the potential leverage to the actions proposed by the GoR under the NPC.

Upon completion of the Joint Mission, the expected output is the Mission Aide Memoire/Report outlining the issues, process, key findings, and recommendations of the mission, summarizing the progress made to date by the government, consultancy firm, and MDBs, and next steps to complete the processes of developing the Rwanda NPC IP. The timeline for the completion of the final version of the IP is at the end of April 2024 for submission for approval during the GCAP Sub-Committee meeting in June 2024. The Joint Mission will brief senior GoR officials at a kick-off and closing meeting.

4. Progress to Date

A consulting firm was hired to support the preparation of the Investment Plan. The team had an introductory mission to Kigali in January 2024 to have initial consultations with relevant stakeholders to get information, suggestions, and feedback to help define the NPC priorities and IP content.

Before the Joint Mission, the following activities were led by the GoR with support from the consulting firm and the MDBs:

- Stock Taking: Consolidate relevant documentation required for the NPC planning process, including relevant information on the national context, biophysical, technical, and administrative issues, forestry, natural resources management, nature-based solutions, rural development and climate. This includes a review of policies, climate change strategy, forest strategy, national development plans, programs, and activities. In preparation for the joint mission, the consultancy firm met with the MDBs to get additional background material on investments and projects under implementation or in preparation in Rwanda's forest, land, nature, and agriculture sectors, as well as policy-level engagements and strategic investment frameworks that may be relevant to the NPC planning process.
- Mission Coordination: Meetings between GoR, the consultancy firm, and MDBs were held (audio or video conferences and in-country meetings) to facilitate agreement on: i) roles and responsibilities of the MDBs and other relevant partners; ii) scheduling and logistics of workshops and meetings during the Joint Mission; iii) analytical gaps and activities needed to inform the investment strategy during and after the Joint Mission; iv) approaches and venues for engaging and consulting with relevant stakeholders.
- Identification of priority landscapes: After several consultations and input from government forum meetings held in January 2024 with relevant stakeholders, the GoR prioritized the Southern Province as the geographical area for CIF NPC investments.

5. Key Documents for the Preparation of the Joint Mission

Preparation for this Joint Mission included the review of relevant national strategies, policies, and documents, which included, among others:

- Rwanda's NDC and Implementation Plan for the NDC
- Rwanda's Green Growth and Climate Resilience Strategy
- Environment and Climate Change Policy
- Vision 2050
- 2023 Public Investment Policy
- Ireme Invest Eligibility Criteria

- National Biodiversity Strategy and Action Plan
- 7 Years Government Programme: National Strategy for Transformation (NST1)

6. MDBs

- WB: Elisson Wright, Hisham Osman, Ines Angulo, Sharon Akanyana, John Kalisa, Denis Rugege, Sisay Hailemariam
- IFC: Tendai Madenyika, Alexander Larionov
- AfDB: Korie Nnaemeka, Asmerom Gilau, Salomon Allaramadji

7. Country Focal Points

- Rwanda Green Fund – Felix Yvan Rugwizangoga, Emilie Uwase, Alex Mulisa

8. First Joint Mission Participants

	Institution
Government	<ul style="list-style-type: none"> a. Rwanda Development Board (RDB) b. Rwanda Environment Management Authority (REMA) c. Development Bank for Rwanda d. Kigali International Financial Center (KIFC) e. Ministry of Agriculture (MINAGRI) f. National Land Authority (NLA) g. Rwanda Water Board (RWB) h. National Agricultural Export Development Board (NAEB) i. Ministry of Finance (MINECOFIN) j. Rwanda Mining Board k. Rwanda Agricultural Board l. University of Rwanda - Center of Excellence on Biodiversity (CoEB) m. Rwanda Institute of Conservation Agriculture (RICA) n. Ministry of Environment (MoE) o. Rwanda Forestry Authority p. Meteo Rwanda q. Ministry in charge of Emergency Management (MINEMA) r. Gender Monitoring Office s. GCF – Strengthening climate resilience of rural communities in Northern Rwanda (Green Gicumbi Project)
Civil Society Organizations/ Academia	<ul style="list-style-type: none"> t. Rwandan Environmental NGOs Forum (RENGOF) u. Rwanda Climate Change and Development Network (RCCDN) v. Albertine Rift Conservation Society (ARCOS Foundation) w. International Union for Conservation of Nature (IUCN) x. World Conservation Society Rwanda (WCS) y. African Parks z. ALU aa. Rwanda Women Network
Private Sector	<ul style="list-style-type: none"> bb. Prime Energy cc. PSF Agricultural Chamber dd. Mulindi Tea Company ee. Kinazi Cassava Company ff. Sabvinyo Community Livelihood Association (SACOLA) gg. Rwanda Hospitality Association
Other	<ul style="list-style-type: none"> hh. CIF Secretariat

9. Development Partners

The following developing partners have also been invited to participate:

- | | |
|---------|----------|
| a. FCDO | f. NDCP |
| b. GIZ | g. NDCP |
| c. UNDP | h. EU |
| d. IMF | i. USAID |
| e. GGGI | j. KFW |

k. SIDA

I. WRI

10. Proposed Agenda

Time	Topic	Lead	Location
Monday, Feb 12th, 2024 – All partners			
2:00 pm – 4:00 pm	Final preparations for the joint mission workshop	All	WB/IFC Office
Tuesday, Feb 13th, 2024 - Joint Mission Workshop (All Partners + Stakeholders)			
Time	Topic	Lead	Location
9:00 – 9:15 am	Registration & Opening	All	Mille Collines Hotel, Kigali
9:15 – 9:30 am	Welcoming remarks	RGF	
9:30 – 10:00 am	Introduction to the CIF NPC program	CIF Secretariat	
10:00 – 10:30 am	Presentation on GEF-8 Ecosystem Restoration IP	REMA	
10:30 – 10:45 am	Coffee break	all	
10:45 – 11:15 am	Sustainable Landscape Management (SLM) Framework	WB	
11:15 - 11:45 am	Presentation of Draft CIF gap analysis report findings	Pegasys	
11:45 am – 12:00 pm	Q&A / discussions	All	
12:00 – 1:00 pm	Lunch	All	
1:00 – 1:30 pm	Climate Smart Agriculture opportunities presentation	IFC	
1:30 – 1:45 pm	Presentation on innovative financing opportunities for nature, people, and climate	WB	
1:45 – 2:30 pm	Breakout sessions on priority intervention areas	All	
2:30 – 2:45 pm	Coffee break	All	
2:45 – 3:30 pm	Summary of Identified priorities and Key areas of interventions	All	
3:30 – 3:45 pm	Overview of field visit program	REMA	
3:45 – 4:00 pm	Closing Remarks	RGF	
Wednesday Feb 14th and Thursday Feb 15th, 2024			
2 days	Field site visit and meetings - local authorities and communities	GoR, MDBs, CIF Sec, Pegasys	Kaduha-Gitwe Corridor

Time	Topic	Lead	Location
Friday Feb 16th, 2024			
9:00 am – 12:00 pm	Mission debrief	RGF, MDBs, CIF Sec, Pegasys	RGF Office

Links:

ACT – [here](#)

REI – [here](#)

NPC – [here](#)

Integrated Results Framework - [here](#)

CCH – [here](#)

CIF Website – [here](#)

CIF Pipeline Management and Cancellation Policy - [here](#)

CIF Financial Terms and Conditions Policy updated for FY24 - [here](#)