

AIDE MEMOIRE

PILOT PROGRAM FOR CLIMATE RESILIENCE AND FOREST INVESTMENT PROGRAM

RWANDA

**JOINT TECHNICAL MISSION
AUGUST 28 – SEPTEMBER 1, 2017**



**AFRICAN DEVELOPMENT
BANK GROUP**



WORLD BANK GROUP

1.0 INTRODUCTION

Rwanda's Expressions of Interest (EOI) to develop the Strategic Program for Climate Resilience (SPCR) for the Pilot Program for Climate Resilience (PPCR) and an Investment Plan (IP) for the Forest Investment Program (FIP) were both approved by the Climate Investment Fund (CIF) in March 2015. The approval made available US\$1.5 million for Rwanda to prepare an SPCR and US\$250,000 to prepare the IP. The grants are executed by the Government of Rwanda.

A Joint Technical Mission led by the African Development Bank (AfDB) and the World Bank (WB) visited Kigali, Rwanda from August 28 – September 1, 2017. The mission was co-led by Mr. Pablo Benitez, Senior Economist (World Bank) and Mr. Laouali Garba, Chief Climate Change Officer (AfDB). The World Bank was also represented by Mr. Michael Hammond (senior consultant hydrometeorology / Disaster Risk Management specialist). The AfDB was also represented by Ms. Siham Mohamed Ahmed (Natural Resources and Environmental Expert). The mission was joined by members of the Pegasys Strategy and Development team who are developing the SPCR (Ms Shravya Reddy and Ms. Nura Suleiman and the National Consultants), and members of AESA East Africa Consultants (Mr. Patrick Hardcastle and National Consultants) who are developing the IP-FIP.

The mission was received by Ms. Fatina Mukarubibi (Permanent Secretary of Natural Resources – MINIRENA) and Mr Alex Mulisa (FONERWA). The mission was also coordinated by Mr. Bright Ntare (PPCR Focal Point, Fund for Environment and Climate Change – FONERWA) and Felix Rurangwa (FIP Focal Point, RWFA). In addition, the mission met with authorities and technical staff from FONERWA, the Rwanda Environmental Management Authority (REMA), the Ministry of Local Government (MINALOC), the Rwanda Water and Forestry Authority (RWFA), the Ministry of Agriculture and Animal Resources (MINAGRI), Ministry of Infrastructure (MININFRA), Rwanda Meteorological office, The Ministry of Finance and Economic Planning, Civil Society Organizations and Development Partners.

The Mission wishes to express thanks to the Government of Rwanda for the courtesy they extended and the cooperation they provided. The conclusions and recommendations of the mission are summarized in this Aide Memoire. The mission agenda is included in Annexes 1. Annex 2 presents the list of consulted stakeholders.

Disclosure: The regulations of the Climate Investment Funds require public disclosure of mission Aide Memoires. The disclosure of this Aide Memoire was discussed and agreed with the Government of Rwanda. The Aide Memoire will be publicly disclosed by the CIF Administration Unit.

2.0 MISSION OBJECTIVES

The main objective of the technical mission was to jointly support the continued development of the SPCR and IP by the respective consultant teams, as it enters the final stages. This mission also aimed to introduce the new Task Technical Lead (TTL), Mr Benitez, from the World Bank to the main GoR stakeholders, to ensure a smooth World Bank change in leadership. Mr Benitez took over from Mr Stephen Ling on 1 July 2017. This mission followed on from the 1st Joint Mission which was held in May 2017.

3.0 MISSION ACTIVITIES

The team members from the World Bank, the AfDB, the PPCR and FIP consultant teams held a meeting with FONERWA and RWFA to outline the agenda for the week, and to agree a common approach to promote cooperation between the SPCR and FIP Investment Plan development.

The mission members participated in the Environment and Natural Resources (ENR) Sector Working Group (SWG) meeting that was held on 29th August 2017 at the Lemigo Hotel in Kigali. The SWG presented its Strategic Plan for 2018-2014 for discussion and review. This Sector Strategic Plan (SSP) contributes to Pillar 4 of the National Strategy for Transformation and Prosperity (NSTP). The NSTP is the successor to the Economic Development and Poverty Reduction Strategy 2 (EDPRS2). NSTP Pillar 4 has 6 components, each of which have a number of priority interventions and targets with indicators:

- Sustainable and productive land management
- Sustainable and productive water resource management
- Sustainable and productive forest resource management
- Quality weather and climate services
- Safeguarding environmental resources
- Catalyzing responsible development of mineral/gas/petroleum resources

The Sector Working group was attended by a wide range of individuals and experts within GoR ministries and agencies, as well as representatives from other Rwandan and International organizations. A full list of attendees is provided in Annex 2. The PPCR and FIP consultants presented their progress and latest thinking to the sector working group, and there was an opportunity for questions and open discussion.

Over the remainder of the mission, the PPCR and FIP consultants engaged with experts and stakeholders through expert working groups and one-to-one meetings. The mission team has consulted with specialists from within the GoR ministries and agencies, as well as other Rwandan and non-Rwanda based organizations. These have included donors, and international specialists. The team met each other at regular intervals through the process to share ideas and discuss progress. A list of stakeholders engaged is presented in Annex 2.

A full agenda of the mission is presented in Annex 1.

4.0 PROGRESS TO DATE

PPCR progress: The Pegasys team has been making good progress towards the development of the SPCR. Following an inception phase, the team has undertaken stakeholder engagement with GoR ministries and agencies, and other Rwandan and non-Rwandan organisations. Pegasys completed a literature review, and after a few rounds of comments, a final Gaps and Needs Analysis report was submitted.

Using Rwanda's 2011 Green Growth for Climate Resilience Strategy (GGCRS) and its 14 Programmes of Action, Pegasys has identified four programme areas that will provide a focus for the SPCR. These four themes are Agricultural Prosperity, Water Security for All, Secure Landscapes, and Resilient Cities and Infrastructure. Pegasys propose three cross-cutting themes: Climate services, Integrated land use planning and spatial planning, and Technical capacity building and institutional strengthening.

During the week, the team led expert working groups centered around each of the four programme areas to identify key priority investments in each of the themes. These investments will be refined further over the

coming weeks, with additional follow up with relevant stakeholders. An important task for the team will be to develop a methodology to prioritize the identified investments. Each programme area will have no more than 3 (in exceptional cases 4) components. The SPCR is expected to describe around 10 to 15 priority projects and identify and develop 3 conceptual notes of projects to be supervised by the Two MDBs and private sector.

The programme names may be refined following further consideration and engagement. For instance, ‘Sustainable and resilient cities’ may be reframed as focused on settlements, not merely cities, to allow for rural population centers to be included.

While the consultant team has been making good progress, the time frame within which to deliver the SPCR is short, and it will be imperative that the deadlines agreed upon are followed closely.

An expert reviewer has been appointed to review the final draft of the SPCR in time for its final submission by FONERWA to the MDBs.

FIP Progress: The FIP team performed well to overcome earlier delays and recruited a consultancy firm-AESA East Africa LTD to support the development of the IP. The firm team composed of two international experts and four national experts.

AESA East Africa LTD has made a significant progress in a short time including literature review, a study tour to Uganda, and stakeholder consultations with sixty one consultees in Kigali and nine Provinces. A number of common problems were highlighted and broad priority investments has been identified. These are: a) improvements in agroforestry practices; b) sustainable forest management; c) strengthening forest extension services; d) institutional collaboration; e) promotion of high quality and resistant tree seeds; and d) raising awareness of communities and other stakeholders to promote better the forest sector. A preliminary report including analysis and assessment leading to the development of the Investment Plan has been submitted to the MDB and National counterparts to review.

The mission had working sessions with the consultant on the alignment of the preliminary report with the FIP design document and the REDD + process in Rwanda. The mission discussed the synergy between the national agroforestry strategy and the SPCR program under development. It was agreed that the draft investment plan follow the FIP framework format, align with the Rwanda ongoing REDD + process and develop a synergy with the agroforestry strategy and the SPCR.

The consultant team further consulted with various stakeholder and expert groups during the mission. As a result, three priority investment areas have been identified:

- Agroforestry, sustainable agriculture intensification, value chains and Payments for Ecosystem Services (PES)
- Sustainable forests and landscape management, rehabilitation of degraded forests, with a focus on the surrounding areas through buffer zones and livelihood improvement
- Private sector investment in a sustainable supply and use of wood / charcoal.

5.0 SUMMARY OF KEY ISSUES DISCUSSED DURING THE MISSION

5.1 PILOT PROGRAM FOR CLIMATE RESILIENCE

Pegasys facilitated 4 expert working groups on the four themes or programme areas. These sessions were wide ranging and the following sections describe some of the key discussion points.

Agriculture-Driven Prosperity

- It was noted that many of the components proposed in the SPCR are reflected in MINAGRI's Strategic Plan for Agriculture Transformation (PSTA4) plan, and that funding for similar activities is already being sought through a GCF proposal currently in development. There was also concern that the World Bank's IDA is providing support to Rwanda's agricultural sector to develop an investment framework or plan, and thus the World Bank may be duplicating its own efforts.
- The SPCR should not reflect business-as-usual efforts in the sector, which has a lot of climate change related activities and programmes underway already, but should focus on innovate, added-value projects in niche areas not being addressed by the government already.
- There is room for more innovation in the management of climate-related agricultural risk, such as the development of new insurance products that improve on ones SORAS has introduced.
- The SPCR should consider R&D investment in climate-resilient seeds and varieties.
- Livestock should receive adequate attention in the SPCR, since this is often ignored. A forage production project to increase climate-resilient feedstock should be considered, and designed to keep sustainable land management practices ("climate compatible grazing") in mind.
- The AfDB highlighted the area that they habitually fund in SPCRs, i.e. Agroforestry, Sustainable agriculture intensification and Value Chain Development.
- Participants emphasized the need for more R&D and possible pilots on climate change related pest management, such as integrated pest management focused on climate change impacts on pests.
- Improved extension services to help farmers use available climate services and tools like ENACTS could form part of this theme.
- The agricultural section has a need for more small-scale irrigation projects, and to better understand how irrigation can expand despite climate change impacts on water. A possible project is a climate resilient irrigation master plan that takes into account future climate projections and scenarios This would need to be further discussed and evaluated.

Sustainable and Resilient Cities

- Programme area name could be modified and could include the word "settlements" so that it does not exclude rural areas, even if the focus is urban and peri-urban areas.
- There is a strong need for more rigorous, comprehensive, and advanced land use planning approaches and tools in Rwanda.
- The current land use master plan needs to be revised and must actively consider climate change during the revision process. The plans must consider the feasibility of city growth in the face of climate change.
- Many secondary cities have not yet undertaken a focused land use planning exercise, and do not have spatial development plans. This could be an important area of intervention.
- Storm-water management is a challenge and Rwanda's cities need improved drainage that factors in climate change. Observing the flooding of cities in America (Houston) and Mumbai (South Asia)

it is imperative that Kigali's cities be prepared for greater volumes of rainfall that may result from climate change.

- Erosion control plans have an important role in the maintenance of infrastructure.
- At present Rwanda has no district level climate risk and vulnerability maps; The Risk Atlas is focused at the national scale. There could be a benefit in producing district scale risk maps.
- Cities also need waste management plans, guidelines, systems, infrastructure, and technical capacity and staff to implement waste management and recycling. Currently everything goes into landfills without much treatment and no recycling.
- Need for tools and systems that allow for community-led city planning or enable communities to give input to and influence development of secondary cities as well as their own neighbourhoods.
- There is a possible role for urban forestry and parks.

Secure Landscapes

- Meteo Rwanda (RMA) has a significant need for more technical capacity and trained staff, in order to adequately meet its mandate. In particular, it is limited by not having more advanced equipment and analytical tools that allow the conversion of data into user-oriented, tailored climate products that meet the needs of specific audiences and allow for decision-relevant information dissemination.
- Rwanda aims to develop its National Framework for Climate Services, but it does not have the resources to implement it. RMA needs support for the roll out of the NFCS, including the technical components needed, i.e. hydro-met infrastructure and information management systems, as well as the training required within RMA and its collaborating agencies.
- Despite progress in increasing the observational network, there is scope for further investments, as well as for improved operation and maintenance. Calibration of the network and sensors could be improved.
- A national training programme would make an impact by training staff within RMA to better understand and respond to other ministries' needs and to prepare tailored products, and training to relevant staff within other ministries to better understand, use, and integrate RMA's products into their own decision-making and planning.
- Need for more automated weather stations that would increase coverage and potential reliability.
- Floods remain an issue in the West and North of the country. LAFREC is working to address flood risk through more sustainable landscape management. More could be done / this could be expanded upon and scaled into other areas where there is need for flood management and control.
- Land use planning should take climate change into account.
- Potential project that focuses on forest management could also integrate a biomass related element and tie up with the FIP's wood supply chain and charcoal programme.

Water Security for All

- Resource mobilization is a priority.
- Rwanda needs to be more proactive in its water resource management and not reactive.
- There are catchment management plans (including operational plans) being developed for four major catchments by the Water for Growth initiative. This could be scaled up / extended to other catchments.

- Water for Growth's experience suggests that in addition to what they are doing more is needed to ensure district level / multi-district coordination and joint planning and implementation.
- Rwanda has a national water resources master plan (overseen and implemented by MINIRENA) and a national water supply master plan (overseen and implemented by MININFRA). The two do not align very well, and neither has been developed taking future climate change into account. A joint planning process or even the development of a single water resources and supply master plan would be beneficial.
- There is a need for better understanding of the Water – Energy – Food nexus in Rwanda.
- Groundwater in Rwanda is not very well understood. More studies and mapping would allow a robust assessment of Rwanda's groundwater resources in different locations and how usable they may be.
- Water storage is seen as a priority; Rwanda does not have adequate water storage yet and this is needed to better manage inter annual and intra-annual variability.
- Hydropower development should also be planned with climate change in mind, as well as to understand the system-wide impacts of hydropower development on different rivers and in different catchments. The combined impacts may not be very well understood.
- Hydropower development also needs to be coupled with better catchment protection to lessen erosion and sedimentation, which could increase with climate change.
- An advanced water balance monitoring framework coupled with water balance monitoring systems and instrumentation would be beneficial.

5.2 FOREST INVESTMENT PROGRAM

Overview

A two days meetings were held August 30-31, 2017 at AfDB Kigali field Office. The purpose of the meeting was to provide guidance on the structure of the FIP Investment Plan and agree on the roadmap to finalize the plan. The meeting was attended by Dr Garba Laouali and Dr. Siham Mohamedahmed of AfDB, Rwanda FIP Focal Point Mr Felix Rurangwa, consultancy team, and National Coordinator of REDD+ participated.

FIP alignment

The mission agreed that the FIP be aligned with the R-PP as it is the only REDD+ document produced by Rwanda. The R-PP is being finalized but has not yet been submitted.

Projects to be developed

The three projects with their components that were agreed to be developed under FIP are:

- i. **Development of Agroforestry and Sustainable Agriculture (ca. US\$ 60 m)**
 - Agroforestry for landscape stabilisation
 - Value chain for AF products
 - Capacity building
- ii. **Sustainable forest and landscape management (ca. US\$ 20 m)**
 - Forest rehabilitation in public forests with interventions in surrounding land, SFM
 - Capacity building
 - Revenue diversification

iii. Wood supply chain, improved efficiency and added value (ca. US\$ 20 m)

- Increased efficiency in wood use – fuel, charcoal and other processing
- Support to private sector engagement

Proposals will optimize synergy and coherence with PPCR programme and identify connection points for additional funding from other donors. Indicative financing is: FIP – US\$ 30 m; MDBs – US\$ 20 m; GCF – US\$ 30 m; private sector – US\$ 20 m; and 10% of total added by Government of Rwanda.

FIP funding will include finance required for Rwanda to have it R-PP approved and complete its National REDD+ Strategy and its Reference Emissions Level.

Key dates for the development FIP Investment Plan

- **Submission of Draft 0 of the IP:** 15 September 2017. This is the revision of the draft submitted on 25th August adhering to FIP format discussed during the meeting.
- **Technical validation of the Draft 0:** 22 September 2017. Comments from the technical team should be considered and changes made when required before the next meeting the following week.
- **National consultation workshop and MDBs joint mission:** First week of October, probably 3 or 4 October. Felix Rurangwa (RWFA) will go to a FIP meeting in Laos the previous week.
- **Submission of the Draft 1:** submit by 15 October, between then and 15 November 2017 Draft 1 will be reviewed by one of two independent experts from the FCPF panel.
- **Development of the Concept notes:** 15 October to 15 November 2015; these will be prepared while Draft 1 is being reviewed.
- **Submission of the final version:** 21 November 2017

Donors' meetings

A meeting with donors was proposed to be held during MDBs next mission in October to explore possibility of additional funding.

5.3 PPCR AND FIP ALIGNMENT

FIP and PPCR are being formulated in parallel as the forestry agenda is important in climate resilience. The teams from the consultants, the MDBs and GoR have emphasized the importance of identifying projects that are complementary or even shared. Existing World Bank projects such as the Landscape Approach to Forest Restoration and Conservation (LAFREC) demonstrate the important linkages between forestry, land management, and disaster risk reduction.

Rwanda already has a strong set of strategies and plans that are relevant across the development and climate resilience sector. These include the Green Growth for Climate Resilience Strategy, Vision 2050, the National Strategy for Transformation and Prosperity (building upon Phase 2 of the Economic Development and Poverty Reduction Strategy, as well as the Plan for the Transformation of Agriculture (PSTA IV). It has been underlined that the SPCR and the IP should not seek to replace these strategies but to complement them. The two consultants (PPCR, FIP) are requested to work together to identify synergy between the two programs and to identify an investment project focus on agroforestry and sustainable agricultural intensification that will be described in the two investments.

The need to engage the private sector has emerged as a strong theme through the discussions that were held over the week. Private sector initiatives could be linked to ongoing work on the understanding and

development of value chains in agriculture and forestry. The two consultants (PPCR / FIP) are requested to identify and develop a concept note in the SPCR and FIP of a bankable project by the private sector (eg, development of agriculture, agroforestry, NTFP products value chain).

5.4 RESOURCE MOBILIZATION STRATEGY AND POLICY ALIGNMENT

FONERWA, the World Bank and Africa Development Bank agreed on developing a common, resource mobilization plan for the SPCR and IP investment plans. Key aspects of the resource mobilization strategy are:

- Alignment with ongoing policy processes and government plans, including Vision 2050, Rwanda's NDC and SDG's.
- Each investment plan (SPCR, IP) to develop 3 projects conceptual note CN: 2 public projects and one private sector project for each program for a total budget estimated to 100 million USD for FIP and 150 million for PPCR.
- Mobilize resources beyond GCF, including funding from MDBs, bilateral agencies and private sector.
- Identify funding options from PPCR to prepare a GCF proposal and capacity building activities.
- Organize consultations meeting with donors and private companies on the SPCR /IP investment projects during the next joint mission.
- Convening a donors' meeting in the near future, to mobilize funding of bilateral agencies.
- Link to IDA 18 priorities, including aspects of Climate change and resilience.
- Work closely with MINECOFIN in Resource Mobilization Strategy.

6.0 MISSION CONCLUSIONS

The mission was a positive step towards the completion of the SPCR and IP resulting from the PPCR and FIP processes respectively. The GoR and relevant agencies are engaged and provided constructive guidance that will support the ongoing work. Both programs have a significant potential to advance climate policy, mainstream resilience into government programs and investments, and mobilize new and additional financial resources.

7.0 AGREED ACTIONS AND NEXT STEPS

It is recognised that the deadline for the submission of the SPCR and IP are short. Therefore, a schedule has been agreed, and it is imperative that there are no major deviations from this schedule if the SPCR and IP are to be submitted on time, and at a standard that meets the ambition of the MDBs and the GoR.

Date	Agreed Actions	Responsibility
PPCR		
22 September 2017	Provide 1 st draft of SPCR to GoR and MDBs	PPCR consultants
29 September 2017	Submit SPCR for expert review	Fonerwa, MDBs
2– 6 October 2017	National Validation Workshop and Resource Mobilization Meeting, Kigali	GoR, MDBs, Consultants, Stakeholders, Donors, Private sector

15-29 October 2017	Finalization of SPCR, integrating comments from National Validation Workshop and expert review	Consultants PPCR, Fonerwa, MDBs
30 October 2017	Submission of draft final SPCR document to WB PPCR Focal Point Team for final check	Fonerwa, MDBs
10 November 2017	Submission of SPCR document to CIF AU	Fonerwa
13-14 December 2017	Presentation SPCR during the PPCR Subcommittees meeting, Washington DC	Fonerwa, MDBs

FIP

Date	Agreed Actions	Responsibility
15 September 2017	Provide 1 st draft IP to MDBs and GoR counterparts	Consultants
22 September 2017	Technical validation of zero draft	FIP consultants, GoR
29 September 2017	Provide feedback to consultants in preparation for National Validation Workshop	WB, AfDB and GoR counterparts
2– 6 October 2017	National Validation Workshop and Resource Mobilization Meeting, Kigali and 2nd Joint Mission	GoR, MDBs, Consultants, Stakeholders, Donors, Private sector
11-15 October 2017	Integrate comments from National Validation Workshop and MDBs and submit near final IP draft to MDBs for expert review	Consultants
16 October 2017	Submit IP for expert review	AfDB
15 November 2017	Provide feedback from expert review to FIP consultants	AfDB and RWFA
24 November 2017	Provide GoV and MDBs with final IP	FIP consultants
25 November 2017	Submit IP to CIF	RWFA
13-14 December 2017	Presentation of IP during the IP Subcommittees meeting, Washington DC	RWFA, MDBs

ANNEX 1: MISSION AGENDA

Day and Date	Time	Activity / Meeting
Monday, August 28, 2017	9:00 am – 4:00 pm	Internal discussions on progress with MDBs, FONERWA, MINIRENA, FIP team
Tuesday, August 29, 2017	9:00 am – 1:00 pm	Presentation of SPCR/FIP in the sector working group at LEMIGO Hotel from 8:30
Tuesday, August 29, 2017	2:00 pm – 4:30 pm	SPCR Technical Working Group on agriculture -themed programme area
Wednesday, August 30, 2017	9:00 am – 12:00 pm	SPCR Technical Working Group on cities / settlements -themed programme area
Wednesday, August 30, 2017	2:30 pm – 4:30 pm	SPCR Technical Working Group on landscapes -themed programme area
Thursday, August 31, 2017	7:30 am – 8:30 am	SPCR and FIP consulting teams' coordination meeting to share progress
Thursday, August 31, 2017	9:00 am – 12:00 pm	SPCR Technical Working Group on water resources -themed programme area
Thursday, August 31, 2017	12:00 noon – 1:00 pm	Mission debriefing meeting with MDBs, FONERWA, MINIRENA, and FIP team
Thursday, August 31, 2017	5:00 pm – 7:00 pm	Mission debriefing meeting with World Bank (Michael Hammond)
Thursday, August 31, 2017	7:00 pm – 8:00 pm	Meeting with Pegasys and MINICOFIN (Patrick Karera)

ANNEX 2: LIST OF PARTICIPANTS AND STAKEHOLDERS CONSULTED

Sector Working Group – 29th August 2017, Lemigo Hotel, Kigali

N ^o	Names	Institution	Position
I. GOVERNMENT INSTITUTIONS			
01	Fatina MUKARUBIBI	MINIRENA	PS
02	Jacob HODARI	MINIRENA	Director of Planning, M&E Unit
03	Marie Chantal UTAMULIZA	MINIRENA	DAF
04	Emmanuel UWIZEYE	MINIRENA	DLEWF
05	David Toovery	MINIRENA	Communication
06	Donat NSENGUMUREMYI	MINIRENA	DMPU
07	Narcisse DUSHIMIMANA	MINIRENA	Lawyer
08	Joseph BUTERA	MINIRENA	Economist
09	Jean Claude NGARUYE	MINIRENA	Geologist Specialist
10	Richard INKINDI	MINIRENA	IT
11	Florien NTEZIRYAYO	MINIRENA	Permits Specialist
12	Dr. Omar MUNYANEZA	MINIRENA/NCA	Water Data Analyst
13	Timothy KAYUMBA	MINIRENA	GEJP Specialist
14	Seth MUHAWENIMA	MINIRENA	Land Specialist
15	M. Josee UWUMUBYEYI	MINIRENA	PRO
16	Damascene KAYIRANGA	MINIRENA	Water Specialist
17	Jeannine UWINGABIRE	MINIRENA	Adm/Assistant
18	Modeste N.TUYISHIME	MINIRENA	Statistician
19	Diane DUSABE BUCYANA	MINIRENA	M&E Specialist
20	Benon KAKA RUTARO	MINIRENA	M&E Officer
21	Jean de Dieu MUNYANEZA	MINIRENA	Sector Planner
22	Anastase RUKUNDABATWARE	MINIRENA	Sector Planning & Coordination Specialist
23	Eng. Coletha U. RUHAMYA	REMA	DG
24	Marie Laetitia BUSOKEYE	REMA	Director/ REPD
25	Faustin MUNYAZIKWIYE	REMA	Director
26	Martine UWERA	REMA	Env. Audit & M. Officer
27	Rachel TUSHABE	REMA	DEEM
28	Prime NGABONZIZA	RWFA	DG
29	Vellen BYANDAGA	RWFA	M&E
30	Felix RURANGWA	RWFA	Director
31	Robert MUGABO	RWFA	Planner
32	Amini MUTAGANDA	RWFA	HoD/Forestry
33	Dismas BAKUNDUKIZE	RWFA	Director FMU
34	Augustin MIHIGO	RWFA	DF/MU
35	Jean Pierre MUGABO	RWFA	DFSU
36	Esperance MUKAMANA	RLMUA	DG
37	Sam BIRARO	RLMUA	M&E Specialist
38	Alex MULISA	FONERWA	Coordinator
39	Bright NTARE	FONERWA	Project Manager
40	Dany RUGAMBA	FONERWA	Communication
41	Jean Baptiste NDAYISABA	FONERWA	Communication
42	Teddy MUGABO	FONERWA	Consultant
43	Nura Suleiman	Pegasys /FONERWA	Consulting Manager

N°	Names	Institution	Position
44	Shravya Reddy	Pegasys /FONERWA	Principal consultant
45	John N. SEMAFARA	Meteo Rwanda	DG
46	Jean MUNYARUGERO	Meteo Rwanda	Planning M&E
47	Marie Francoise UWANYIRIGIRA	MINECOFIN	Planner
48	Frank RUTEHENDA	MINECOFIN	Sector Officer
49	Fred SABITI	MINECOFIN	Technical Advisor
50	Edward KADOZI	CESB	ECS
51	Irene V. Nambi	Water 4 Growth	Coms
52	Jean Baptiste NSENGIYUMVA	MIDIMAR	Director
53	Otis MUSABA	RMB	M&E
54	Jean NTAZINDA	Climate concern	Lead Consultant
55	Jan RIJPMAN	UNDP/REMA	Technical Specialist
56	Richard NIYONGABO	NIRAS/MINIREN A	M&E Expert
57	Moses K. NKUBITO	MoD	Plans
58	Ebel Smiolf	Water 4 Growth	TL
II. DEVELOPMENT PARTNERS			
59	Stephen Rodriques	UNDP	Country Director
60	Reina Otsuka	UNDP	Environment Specialist
61	Javan Vlaar	NL Embassy	1st Secretary
62	Joseph A. BIZIMANA	FAO	Natural Project Coordinator
63	Otto Vianney MUHINDA	FAO	AFAOR/D
64	Jacques Peeters	BTC	ATI
65	Vincent NSABUWERA	BTC	FMBE PM
66	Mikael Bostrom	Sida	Head of Cooperation
67	Theobald MASHINGA	Sida	
68	JMV RUTAGANDA	UNICEF	Wash Specialist
69	JMV RUKUNDO	Vi Agroforestry	Deputy Country Manager
70	Pablo Benitez	World Bank	Sr. Economist
71	Michael Hammond	World Bank	Consultant
72	Laouali Garba	AFDB	CCCO
73	Paul Watkiss	AGRI-TAF	CC CEO
III. NGOs			
74	Vianney John MUREGO	AFDB	Consultant
75	Serge NSENGIMANA	ACNR	Executive Director
76	Jean NDUWAMUNGU	AESA	Consultant
77	Nicolas NTARE	AESA	Consultant
78	Vestine INGABIRE	ACNR	Climate Change
79	Nathan K. TAREMWA	AESA	Consultant
80	Patrick HARDCASTLE	AESA	TL
81	Joseph NKURUNZIZA	ATEDEC	Consultant
82	Jean Chrysostome SEHENE	RECOR	Executive Secretary
83	Jean Pierre HAKIZIMANA	SDHA	CEO
84	Manasse NSHIMIYIMANA	RENGOF	ES
85	Sam KANYAMIBWA	ARCOS	Executive Director
86	Pacifique ISIMBI	ARECO Rwandanziza	Planning
87	Valens DUSHIMIMANA	OHAC: Gorilla Health	Conservation Officer
88	Marie Louise UMUHIRE	TROCAIRE	Project Officer

N°	Names	Institution	Position
89	Mwangi Kinyanju	AESA	Consultant
90	Yvette UMURUNGI	COEB	Biodiversity Informatics Coordinator
IV. PRIVATE SECTOR			
91	Bruce Dunams	ESP-MONICOLN	Consultant

Agriculture for prosperity Working Group – 29 August 2017

Name	Institution	Position
Nura Suleiman	Pegasys	Consulting Manager
Shravya Reddy	Pegasys	Principal
Sehene Chrysostome	Pegasys	National Consultant
Jean Pierre Hakizimana	Pegasys	National Consultant
Mwengi Kinyanjui	AESA	REDD+ Expert
PD Hardcastle	AESA	Team Leader
Rurangwa Felix	RWFA	FIP Focal Point
Murego Vianney John	AfDB	Consultant
Pablo Benitez	World Bank	Senior Economist
Laouali Garba	AfDB	Chief Climate Change Officer
Siham Mohamed	AfDB	IWRM Expert

Sustainable and resilient cities and infrastructure – 30 August 2017

NAME	POSITION	ORGANIZATION
Dr. Antje Illberg	Senior Urban Advisor	MININFRA
Cyprien Ndayisaba	Environment Specialist	Rwanda Transport Development Agency (RTDA)
Jean Pierre Munyeshyaka	Senior Associate; Green Urbanist	GGGI
Michael Hammond	Consultant, DRM	World Bank
Bizumuremyi J Damascene	Head of Department, Transport Planning & Operations Department	RTDA
Nathan Kanyesigye	Water Harvesting Officer	RWFA

Secure Landscapes Working Group – 30 August 2017

Name	Institution	Position
Nura Suleiman	Pegasys	Consulting Manager
Shravya Reddy	Pegasys	Principal

Jean Pierre Hakizimana	Pegasys	National Consultant
Christopher Ngabirano	RTDA	M&E Specialist
Patrick Mugago	REMA	Climate Change/Adaptation Officer
John Ntaganda Semafara	Meteo Rwanda	Director General

Water Security Working Group – 31 August 2017

Name	Institution	Position
Kabalisa Vincent de Paul	RWFA	Head of Department
Marie Josée Mukanyamasa	WASAC	Director of Rural Water and Sanitation Services
Charles Sindayigaya	REMA	Project Coordinator
Dusengumuremyi Jean de Dieu	RMPGB	Behalf of Director
Michael Hammond	World Bank	Consultant
Rob Nieuwenhuis	Water for Growth	Deputy Team Leader
Serge Nsengimama	FIP-Rwanda	Consultant
PD Hardcastle	FIP-Rwanda	Team Leader
Murego Vianney John	FIP-Rwanda	Consultant
Laouali Garba	AfDB	Chief Climate Change Officer
Nura Suleiman	Pegasys	Consulting Manager
Shravya Reddy	Pegasys	Principal
Sehene Chrysostome	Pegasys	National Consultant
Jean Pierre Hakizimana	Pegasys	National Consultant
Jean Pierre Munyeshyaka	GGGI	Senior Associate; Green Urbanist