Institutional Frameworks for NCA
Day 4: Building Effective Coordination

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Today's Agenda

☀ Morning (09:30-13:00)
- Why NCA needs coordination
- Learning from other countries
- The RACI framework

☁ Afternoon (14:00-16:00)
- Designing Rwanda's NCA structure
- Group exercise
- Draft governance framework

Today's Goal
Create a Draft Governance Framework for Rwanda's NCA Program

What is Natural Capital Accounting?

Simple Definition

NCA measures how much natural resources a country has and how they are being used.
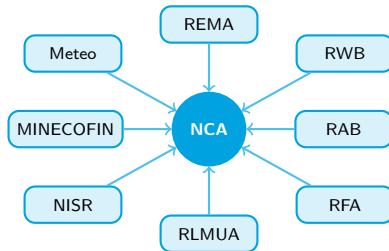
For Rwanda, this includes:

💧 **Water**

- Lakes, rivers, groundwater
- Who uses how much water
- Water quality

🌲 **Forests & Land**

- Forest coverage
- Carbon stored in trees
- Land use changes

Why Does NCA Need Special Coordination?

Key Point: NCA data comes from many different agencies.
No single agency has all the information needed!

Common Problems Without Good Coordination

❌ Problems:

1. Data not shared between agencies
2. Different agencies collect the same data
3. No one knows who is responsible
4. Delays in producing accounts

✓ Solutions:

1. Clear data sharing agreements
2. Defined roles for each agency
3. One agency to coordinate
4. Regular meetings and deadlines

Good News for Rwanda

Rwanda already has strong experience with cross-sector coordination (Imihigo system)

What Works in Other Countries?

Lessons from successful NCA programs:

1. **Put the Statistics Office in charge**
   Botswana, Uganda, Netherlands all do this

2. **Get support from senior leadership**
   Cabinet or Prime Minister endorsement helps

3. **Start with 1-2 priority accounts**
   Don't try to do everything at once

4. **Sign formal data sharing agreements**
   MOUs between agencies make expectations clear

$\rightarrow$ **Rwanda's approach with NISR as lead is aligned with best practice**

Coffee Break
11:00 – 11:15

The RACI Framework

RACI helps clarify who does what:

Responsible	Does the actual work
Accountable	Makes final decisions (only ONE per task)
Consulted	Asked for input before action
Informed	Told after decisions are made

Why RACI?

When everyone knows their role, work gets done faster with less confusion!

RACI Example: Water Accounts

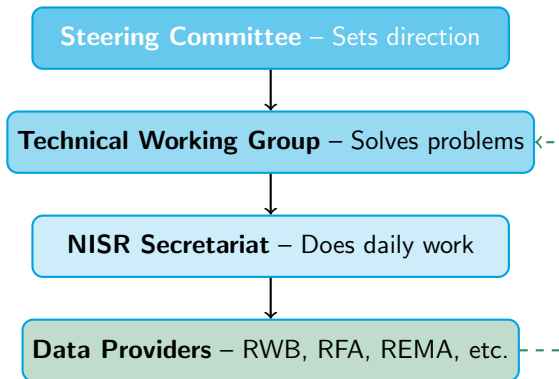| Task	RWB	WASAC	NISR	Cabinet
Collect water data	R	I	C	I
Collect usage data	I	R	C	I
Compile accounts	C	C	R/A	I
Approve publication	I	I	C	A

Key: R = Does the work, A = Approves, C = Consulted, I = Informed

Lunch Break

13:00 – 14:00

NCA Governance: The Big Picture

Steering Committee – Sets direction

Technical Working Group – Solves problems

NISR Secretariat – Does daily work

Data Providers – RWB, RFA, REMA, etc.

The Steering Committee

Role: Make big decisions and secure resources

Who sits on it?

- Chair: Senior official (PS level)
- DG NISR
- PS Environment
- PS Water
- PS Agriculture
- Development partner

What do they do?

- Approve work plans
- Allocate budget
- Resolve disputes
- Approve final accounts
- Meet: Quarterly

The Technical Working Group

Role: Technical quality and methodology

Who sits on it?

- Chair: NISR NCA Lead
- Technical staff from:
    - RWB, WASAC
    - REMA
    - RFA, RLMUA
    - Meteo Rwanda

What do they do?

- Develop methods
- Check data quality
- Validate accounts
- Solve technical problems
- Meet: Monthly

The NISR Secretariat
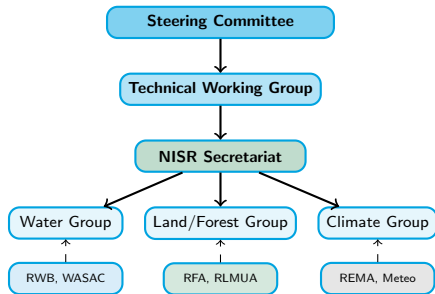
Role: Day-to-day coordination and production

Location: Inside NISR (National Accounts Division)

Key tasks:

1. **Coordinate** – Organize meetings, follow up on tasks
2. **Collect data** – Get data from all agencies
3. **Compile accounts** – Put it all together
4. **Publish** – Share results with policymakers

Minimum team: 3-4 staff (Coordinator + Account Officers + Data Analyst)

Proposed Rwanda NCA Structure

Key Documents to Formalize

What documents are needed for NCA governance?

1. **Governance Charter**
   Who does what, how decisions are made

2. **Terms of Reference**
   For Steering Committee and Technical Working Group

3. **Data Sharing Agreements (MOUs)**
   Between NISR and each data provider

4. **Annual Work Plan**
   Timeline, milestones, resources needed

Group Exercise: Design Your Structure

👥 **Instructions (45 minutes):**

In your groups, discuss:

1. **Steering Committee**
   - Who should be Chair?
   - Which ministries must be included?

2. **Technical Working Group**
   - Should we have separate groups for Water, Land, Climate?
   - How do we ensure agencies participate?

3. **Quick Wins**
   - What can we start doing in the next 3 months?

Output: Present your proposed structure to the group

Group Presentations

10 minutes per group + discussion

Next Steps

Immediate (Next 30 days):

- Finalize governance structure based on today's inputs
- Draft Terms of Reference for committees
- Identify TWG members from each agency

Short-term (3-6 months):

- Get high-level approval for governance framework
- Hold first Steering Committee meeting
- Sign MOUs with priority data providers (RWB, RFA, REMA)
- Assign core Secretariat staff

Today's Key Messages

What We Learned

1. NCA needs data from **many agencies** → coordination is essential
2. Use **RACI** to clarify who does what
3. Build a **3-level structure**: Steering Committee, TWG, Secretariat
4. **NISR leads** – aligned with international best practice
5. **Start simple** – prioritize water and forest accounts

Today's Output: Draft NCA Governance & Coordination Framework

Thank You

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