Annex III: Results questionnaire for self-evaluation by project implementers

This Annex presents the results to the questionnaire that we sent to the project implementers for their self-evaluation. The questionnaire was used to collect some key information about the project's progress and results. Due to its nature it mainly captured the perspective of the project implementers. This perspective is complemented in the end line by the interviews with the project implementers and EKN staff for all projects, and for the in-depth evaluation also by a field visit and/or focus group discussion with beneficiaries.

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1. Project 19160 – Skills Development and Employment Protection

1. General information

Please provide the following general information about the project and about yourself:

Project Title:	Promotion of Economy and Employment
Name of your organisation:	GIZ

2. Information about the project

Please provide the following information about the project:

Please describe the direct goal(s) of the project.	
Improving the Employability of TVET graduates	
To what extent has this goal/have these goals been achieved?	

In all, 9,034 people, including 4,657 women (52%), received further training as part of the Upgrade Your Skills (UYS) initiative.

- 3.215 In entrepreneurship, of which 2.106 women (66%)
- 1.397 In tailoring, textile and clothing, leather products, of which 1.256 women (90%)
- 916 in agro-processing, of which 477 women (52%)
- 1.259 persons in construction, of which 187 women (15%)
- 20 persons in masonry, of which 2 women (10%)
- 151 persons in roof works, of which 3 women (2%)
- 168 persons in plumbing, of which 31 women (18%)
- 257 persons in carpentry, of which 18 women (7%)
- 359 persons in metal works, of which 19 women (5%)
- 149 persons in frame work, of which 5 women (3%)
- 215 persons in car mechanics und auto electronics, of which 20 women (9%)
- 48 persons in electronics, of which 9 women (19%)
- 497 persons in different management trainings including hospitality management, workshop management, of which 232 women (47%)
- 112 persons in arts and crafts, of which 93 women (83%)
- 186 persons in beauty and soap making, of which 172 women (92%),
- 35 persons in ICT, of which 7 women (20%)
- 20 persons in solar energy, of which 4 women (20%)
- 30 persons in packaging, of which 16 women (53%)

The joint Workforce Development Authority (WDA) and Eco-Emploi "Upgrade Your Skills (UYS) initiative achieved results, through upgrading the existing skills of trainees, to deliver better quality in services in the Rwandan economy; increasing the employability of persons trained by the private sector; and by increasing productivity due to improved quality of work in private companies.

From 26 companies, Enterprises, Cooperatives, Associations/NGOs; Training providers, respondents who range from managing Directors to trainers confirmed that the most recurrent positive change is the job creation opportunity due to new skills their staff had acquired in addition to what they used to have. Some introduced new products, provided better services, and hence got more income. Others (mostly the training companies) increased the number of new trainees who joined and continue to join their centres, due to the reputation of the graduates from previous trainings and the quality of services provided by the graduates.

Please describe which situation or problem caused your organisation to develop the project. Which problem is the project intended to solve?	

The overall vision 2020 seeks to fundamentally transform Rwanda into a **middle-income country** and to become a sophisticated **knowledge-based and service oriented economy**.
The low *skill and productivity* levels of the majority of the labour force represent an important constraint on employment promotion that the Government of Rwanda addresses as a priority.

Who are the intended beneficiairies of the project? How many beneficiaries did the project target?	

- The target group of the intervention were entrepreneurs, employees, self-employed and job-seekers in selected sectors (outside agriculture). The scope of the project covered the whole country of Rwanda.
- The project targeted a minimum of 3.000 persons, of which 25% are women, to attend further trainings organized by the private sector.

Was the project completed within the intended timeframe? Did any delays occur? If so, please indicate the cause of these delays.	

yes

Did the project utilize its entire budget? If not, please specify which part of the budget was not claimed from the Embassy of the Kingdom of the Netherlands/<name of the centrally managed programme through which the project is financed>[1].	

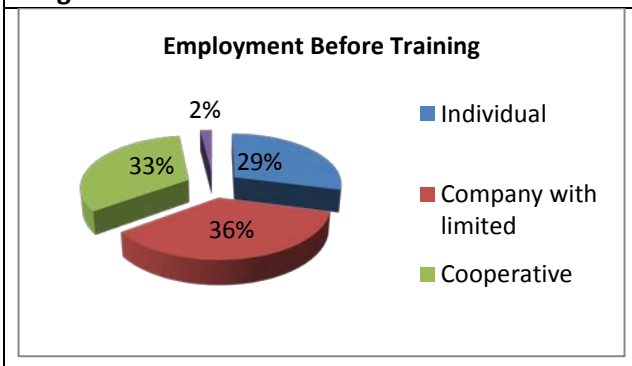
The total amount of the Co-financing was 5 Mio EUR. There was a total expenditure of EUR 4.493.594. The amount of EUR 506.406 was not spent and also not claimed for. Positions which partly have not been used are equipment, local subsidy contracts and other program related costs.
The contract was established between the Netherlands Minister of Development Cooperation and the at that time GTZ- GmbH.

[1] The latter is relevant for the food security projects financed by programmes managed by Dutch government agencies based in The Hague.

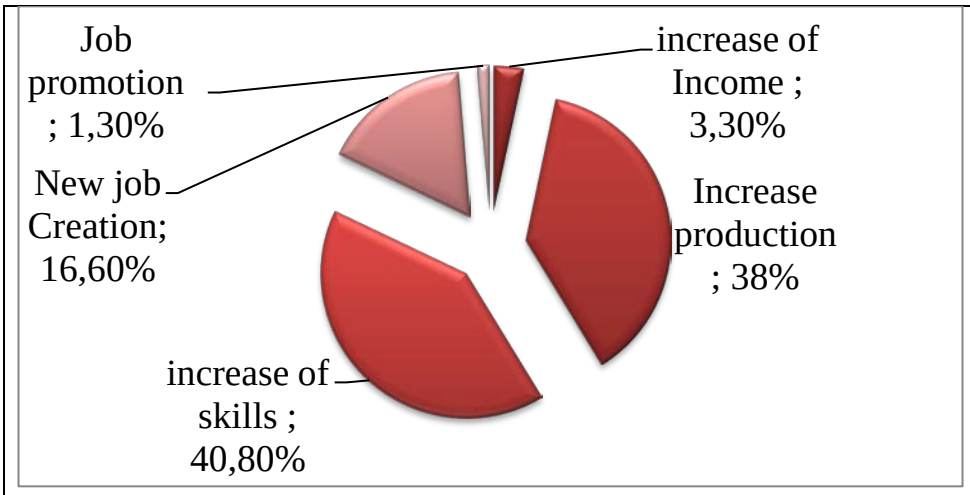
3. Relevance of the project to the improvement of food security

Please provide the following information about the project:

Did the project improve the income of households benefiting from the project? If so, please specify how.	
No relevance of the project to the improvement regarding food security as it was not a focus of the project	
Did the project improve the food security situation of households benefiting from the project? If so, please specify how.	
N/A	
Did the project allow farmers to improve their production? If so, please specify how.	
N/A	
Did the project allow other food producers to improve their production? If so, please specify how.	
N/A	
Did the project create jobs during the implementation of the project? Please specify which jobs were created, how many jobs were created and for how long in duration.	



Benefits obtained after attending the training



Did the project create jobs that lasted after the project was completed? Please specify which jobs were created and how many jobs were created.	
After the finalization of the program and the impact evaluation, there were no more tracer studies done, to follow-up on the results of the program.	

4. Relationships with stakeholders

Please provide the following information about the project:

Please describe the quality of the cooperation with local authorities.	
The Upgrade Your Skills programme was jointly developed with WDA. It enabled private and public providers of training and further training measures in the field of vocational education and entrepreneurship to deliver short courses. WDA and GIZ were forming a steering committee who approved budget and agreed on the scope of the project. WDA provided and signed certificates after completion of the training. WDA regularly conducted random visits to training sites in order to follow up on the progress of the trainings.	
Please describe the quality of the cooperation with the beneficiaries (or their representatives).	
The strong implementers of the Upgrade Your Skills programme were the companies and training providers who had a good working relationship with the target group. Tools like Upgrade your skills partner agreement ,check list for random visits, company follow up after 6 months, Trainee's evaluation for unemployed participants after 6 months were developed to assurer a good cooperation and quality assurance	

5. Lessons learned

Please provide the following information:

Which problems occurred during the implementation of the project? What caused these problems?	
As the program was advertised on the WDA webpage, there was a high demand of training providers, to access the resources. But not all service providers fulfilled the criteria established by the Work Force Development Authority, WDA, and GIZ.	
How did your organisation respond to these problems?	
WDA and GIZ implemented a strong evaluation system of the incoming demands and rejected training providers, which did not fulfil the criteria. This was a very time consuming work, even sometimes with visits in the regions.	
What would you do differently if your organisation were to implement a similar project in the future?	
One way would be, to select less training providers, which would be “certified” and could be, once “certified2, supported without long evaluation processes. The disadvantage would be, that for example new training providers, perhaps even in remote areas and thus the local population would have had more difficult access to the services and not so many trainings could have been done.	

2. Project 19462 - PAREF II

1. General information

Please provide the following general information about the project and about yourself:

Project Title:	PAREF II Support Program to the Reforestation in 9 districts of the Northern and Western Provinces of Rwanda
Name of your organisation:	BTCCTB

2. Information about the project

Please provide the following information about the project:

Please describe the direct goal(s) of the project.	
Overall objective : The implementation of the National Forest Policy contributes to poverty reduction, economic growth and environmental protection **Specific Objective :** The qualitative and quantitative degradation of forest resources is controlled and the fuel wood needs of Rwanda are better assured **In order to reach this objective :** • Institutional capacities at the decentralized level regarding afforestation and management of forestry resources are reinforced • The forest resources in 9 districts (7 in western and 2 in northern province) are increased and diversified and their management improved • A better valorisation of forest products should be assured	
To what extent has this goal/have these goals been achieved?	

Result 1

OVIs	Progress as per 31st March 2013
Achievement rate for reforestation objectives of the project is more than **90%** in the 9 districts at the end of the project.	**Achieved**: Based on the original TFF method of plantation measurement (1 hectare = 1600 plants) the project achieved **10,524 ha**. In February 2012 the project launched an intensive mapping campaign, involving District DFOs, Operators and GIS specialists, in order to measure all **1,525** PAREF Nl sites. 1,424 sites were GPS measured and corrected for slopes. 101 sites in Nyamasheke are not yet measured. The total GPS project area achieved is **9,422 ha or 94%** (non-measured 585 ha is included in this figure)

Number of staff trained in districts in implementing biomass energy plantations operations management and the application of relevant rules and regulation regarding decentralized forest management.	**Partly achieved**: Several training/capacity building exercises on sustainable forest management where held for all project and district DFO staff. The topics where tree measurement, forest inventory and stand management, exploitation, and decentralized management. The training sessions where attended by project field staff, department DFOs from all 9 districts and representatives from DFNC HQ. Furthermore several financial planning/training programmes were implemented for District financial and FD staff. The project obtained the soft copies of the DFMPs for PAREF NL districts in May 2012. A first assessment of their accuracy was not satisfactory. In order to use them, let alone develop management tools for them, they would first have to be refined and updated. This could only be done after a national forest cover mapping update, PAREF Nl area measurement and a National Inventory. As the mapping update was finalized by December 2012 and National Inventory not yet implemented, there was no time to update/refine plans. As the forest law and rules/regulations to base the development of management tools on were not yet approved and/or developed, training and making of training material (modules, guidelines) could not be implemented and training on the topic not implemented.
Updated situation of forestry assets of the 9 districts available.	**Mostly achieved:** All district and sector maps regarding Forest cover are updated by using 2008-10 ortho photos. The control mission was carried out and the final report of the C-GIS was approved in February 2013. The final report was produced and validated. Two sets of maps (902 maps) and 10 maps of Rwanda forest cover were printed (Rwanda, Provinces, Districts and Sectors) in March. All data was put on a DVD (Maps in PDF, Maps for Web mapping and GIS data). For Western province the forest cover (without lakes and including shrub land) is **146,157 ha or 30.01** %. For the 2 Northern provinces Burera and Musanze the forest cover (without lakes and including shrub land) it is **23,169 ha or 21 %.** The average for the whole project are is about 24.26%. These figures are without the established PAREF plantations. **Adding would increase the average cover for the project area with 1.34 % to 25.6%.**
The management tools to manage the created biomass energy plantations are available	**Not achieved:** The project obtained the softcopies of the DFMPs for PAREF NL districts in May 2012. A first assessment of their accuracy was not satisfactory. In order to use them, let alone develop management tools for them, they first have to be refined and updated. It is important that the national mapping update and PAREF NL area measurement and control is finalized. As this was realized by end 2012, there was time to develop tools. Furthermore the PAREF Be-2 inventory is needed and a cadaster regarding boundaries of different types of forest land (e.g. public, private, district etc) As the forest law and rules/regulations to base the development of management tools on were not yet approved and/or developed, training and making of training material (modules, guidelines) could not be implemented and training on the topic not implemented..
A framework of operational dialog regrouping in a regular	**Achieved:** JAF meetings were held regularly in all project districts**.** The project actively supported the forest dialog in the districts, by supporting JAF meetings (funding through district accounts), attending JAF meetings by project staff and

way stakeholders in the forestry sector at the district level (JAF, joint forest action)	supporting of community planting days (Umuganda). Though the framework of operational dialog is firmly established, it remains to be seen of meetings will continue in the same way as during project support.

Result 2

OVIs	Progress as per 31st 2013
10.000 hectare of reforestation for the production of wood energy.	**Achieved**: Based on original method of plantation measurement (1 hectare = 1600 plants) the project achieved **10,524 ha**. The project launched in 2012 an intensive mapping campaign, involving District DFOs, Operators and GIS specialists, in order to measure all PAREF Nl sites. All sites were GPS measured and corrected for slopes. The total GPS project area achieved is **9,422 ha.** The difference of about 1,100 ha is due to the fact that in some areas planting distances were less than 2.5*2.5 m, thus increasing the number of plants per ha GPS measured.
Success rate of plantations at the end of project ≥ 80%	**Achieved**: Based on control missions by the project management and GPS crews. The success rate of all plantation visited was well above 80 %. The technical part of the specific audit for Nyamasheke and Rusizi put the rate in these districts well above 90%. (RUMA 2012)
Number of recorded operators, trained, contracted for implementation, maintenance and management of plantations	**Completed**: A total of 4 operator contracts were signed and their staff was trained. For 3 of the operators the contracts were assessed positively (ACD, EMS and Turwayubukene) and the final 15 % paid in full. For the 4th contractor ASSEPAGEL, the project withheld 7 % of the final payment as prescribed planting distances were not followed in quiet a number of planting sites.

Result 3

OVIs	Progress as per 31st 2013
Number of organized and supported groups of charcoal makers	**Achieved:** A census was held in all 9 project districts. A total of 3 cooperatives, 8 associations and 129 teams with a total of 1,364 members and 1,476 individual charcoal makers were identified and a database established. 90 charcoal makers (including 3 women) were organized in 9 groups, 1 per district. Each group received organizational (cooperative management) and material support. In order to sustain the organizations in the coming years, future support and follow up is needed.
Number of trained charcoal makers in improved carbonization techniques	**Achieved:** 90 charcoal makers (10 per district) trained in improved carbonization techniques and proper exploitation techniques
Percentage of acceptance by charcoal makers of the	**Achieved**: According to the impression of trainees, the use of a more modern carbonization technique has doubled the quantity of charcoal, much

Casamance kiln at the level of the 9 districts	improved the quality of charcoal produced, the carbonization process time has been reduced by 2 and pollution drastically reduced. The trainees also observed the recovery of creosote water and tar, which has an added value and can be sold and used as treatment of timber. Acceptance to use the kiln was 100%. However further follow up in the years to come will tell how many of them will continue to use the kiln

Please describe which situation or problem caused your organisation to develop the project. Which problem is the project intended to solve?	The formulation of the program was based on the following strategic directions:

1. Focusing the intervention on increasing fuel wood resources.

For many years, the balance between supply and demand for fuel wood (firewood, charcoal) is widely at deficit, and this trend continues to worsen particularly because of continued population growth in the country (see Study BEST). The deficit in 2002 was estimated at more than 6.7 million cubic meters. Although this estimate should be considered with caution, (it does not include the contribution of agro-forestry, or the use of plant debris), obviously this fact and the overall trend require from all evidence significant efforts to reduce this deficit and curb its negative trend.

This being the case, that program took the direction of focusing its intervention on increasing the productive forest areas available, on one hand, and on a better utilization of fuel wood production, on the other hand.

2. Afforestation / conversion of forests on public lands

Under the program, it was decided to plant trees on new lands or convert forests which have become unproductive belonging to the public domain rather than develop agro-forestry in the private family holdings. This option was preferred on the basis of the following criteria:

- The program should provide support to districts as part of the implementation of their Forest Management Plan and the development of their productive forest heritage;
- Developing public forests leaves the State / district freedom to determine production targets and accept a certain usability sacrifice for the supply of domestic energy to consumers (public service as the Water);
- The establishment of afforestation on lands of larger size would allow for easier monitoring of their rational utilization and facilitates the structuring of the industry;
- The scope of the program for afforestation/conversion of 10,000 ha would, in the context of an approach to development of agro-forestry on private land, require the mobilization of several thousand farmers and result in a geographical dispersion / breakup ,an intervention extremely complicated to manage;
- The exploitation of forest resources developed in private holdings cannot be controlled. In these holdings, in most cases, farmers use the wood for construction, with accordingly an impact strongly limited on the supply of fuel wood, sought in this program.

Who are the intended beneficiaries of the project? How many beneficiaries did the project target?	

For the "Institutional Support" component

Direct beneficiaries

The central and decentralized government services (MINIRENA and DFNC (ex NAFA) and local authorities represented by the 9 districts in the project, will be reinforced by both detailed supports (including the

technical and methodological guides for carrying out reforestation activities, plantation management plans, procedures for contracting the plantation management and mapping), and by training on the effectiveness of the implementation of interventions (mayors, executive secretaries, managers and foresters).

The State and districts, through the establishment of the forestry taxation system, will benefit from the 7th year, revenues of at least RWF 225 million /year for supporting various forest funds (at central and decentralized levels).

Indirect beneficiaries A significant proportion of the population in 9 districts (that is about 2.8 million people) which will receive information relating to the economic role of forest resources will adopt new attitudes towards its environment in general and forest resources, in particular. **Other indirect beneficiaries are**:- MINIRENA executives as well as those of MININFRA (for energy aspects) and MINAGRI,- The technical and administrative executives of the 9 districts, Partners and cooperation agencies (FAO, UNEP, IFAD, EU, World Bank, ADB, DGIS, DGDC, BTC, DFID, GTZ, SIDA, etc.), National and international NGOs, Organizations of wood industry (timber producers, operators, charcoal producers, transporters, wholesale and retail traders), Research centers (ISAR IRST, C-GIS, etc.). All other person interested in seeking information on the forestry sector.

For the "Forestation" component
Direct beneficiaries
The actors of fuel wood industry are privileged targets through (i) the remuneration of more than 3 million days of work over the whole duration of the project, through intensive work labor, (ii) creation of at least 4000 jobs for loggers and charcoal producers starting from the 7th year and (iii) the organization, recognition and structuring forest management groups for the execution of the plantations, management reforested sites, the harvesting, processing and marketing of fuel wood. Direct financial injections for the remuneration of the non-specialized workforce through highly intensive labor work (HIMO) correspond to more than RWF 3.8 billion, almost 48% of the total budget of project!

The most vulnerable persons, such as: "landless", unemployed youth and women will particularly benefit from these jobs. The production of forestry and agro-forestry seedlings in addition to that contracted under the intervention will be facilitated[2], will generate additional incomes and consolidate the sustainability of nurseries.

The districts which will significantly improve their forestry heritage.
Indirect beneficiaries
Urban populations may be regarded as indirect beneficiaries because the project will contribute to securing their domestic fuel supply up to 8% of the domestic consumption in charcoal and 3% in terms of consumption of fire wood.

For the component "Improving the valorization of fuel wood"

Direct beneficiaries
With the adoption of improved carbonization techniques, the charcoal producers will see their incomes rising by more than 50% following the improvement of the carbonization output which will increase from 12 to 20%.

The forest heritage of the State and District will take advantage of a comparable reduction of the exploitation pressure. **Indirect beneficiaries** Improved efficiency in wood processing techniques in charcoal will benefit all users since increased supply should help to limit the risk of shortages and hence higher prices to consumers	
Was the project completed within the intended timeframe? Did any delays occur? If so, please indicate the cause of these delays.	
The operational life of the project was originally set at 3 years, with the last commitments to be completed no later than 31/12/2011 and was foreseen to be closed no later than 30/06/2012. Based on the MTR recommendations to extend of the actual project phase till 31/12/2012 and the endorsement of these recommendations by the Steering Committee during its meeting of 29 September 2011, the PMU (after a request from the SC and EKN) developed an operational and financial planning (action plan 2012/13) for the period 1 January 2012 to 15 February 2013. This effectively extended the operational life of the project with 7.5 months, with field activities to be halted by 30 September 2012. The closing date of the project would consequently be no later than 15 February 2013. The following addenda to the original agreement and MoU were made: The major challenge faced by the project was the relatively short period in which activities, especially 10,000 ha of afforestation had to be done. If nurseries cannot be established in time, a whole planting season of 1 year (project year) can be lost. As the project was carried out in co-management start-up procedures were taking longer than usual (long public tendering for almost all activities 3 - 6 months or more). This is in combination with the fact that afforestation is a seasonal process that has a limited window of opportunity during the year. This happened to PAREF Nl and first major plantations were done one year after start-up	
Did the project utilize its entire budget? If not, please specify which part of the budget was not claimed from the Embassy of the Kingdom of the Netherlands/<name of the centrally managed programme through which the project is financed>[3].	
The project budget was 10,000,000 euros, managed under RNE Rwanda. From this amount 100,000 euros was kept by the RNE to cater for a MTR (50,000 euro) and a final evaluation. The final evaluation did not take place and a phase 2 was designed. The project implementation budget was 9,900,000 euros. The budget used was 9,828,813 euros or 99.3 %	

3. Relevance of the project to the improvement of food security

[3] The latter is relevant for the food security projects financed by programmes managed by Dutch government agencies based in The Hague.

Please provide the following information about the project:

Did the project improve the income of households benefiting from the project? If so, please specify how.	
The project used for the reforestation the so-called High Intensity Labour approach or HIMOThis approach contributed to good quality plantation (respect of norms) and contributed to poverty reduction in rural areas: 4.543 billion RWF or 5.678 million Euro was paid to rural people through bank accounts, thus improving the income of rural population in the 9 Project Districts The project has provided employment for many people, most of whom belong to the most "vulnerable" class, contributing to poverty alleviation. They have learned suitable techniques for planting trees and nurseries. They have become familiar with financial institutions such as SACCO ("Savings and Credits Cooperatives") and popular bank. Monetary injections of the project in rural areas, in financial institutions and districts were significant and noticeable. In addition to upcoming revenues related to the harvesting of trees, the district will earn incomes from the different licenses (transport and operating licenses). The project has employed many local workers, including many women. It has helped people to meet and to get on well together. It has enhanced the exchanges/trade between neighbouring villages. Women were helped to acquire some social and financial independence.	
Did the project improve the food security situation of households benefiting from the project? If so, please specify how.	
The workforce selected came from the poorest of the rural population and half of them were women. This contributed significantly to the improvement of food security and education.	
Did the project allow farmers to improve their production? If so, please specify how.	
Not applicable. The project had no agroforestry component	
Did the project allow other food producers to improve their production? If so, please specify how.	
Not applicable. The project had no agroforestry component	
Did the project create jobs during the implementation of the project? Please specify which jobs were created, how many jobs were created and for how long in duration.	
Most of the jobs created were under the HIMO approach. The duration was linked to the reforestation activities, so lasted about 3 years.	
Did the project create jobs that lasted after the project was completed? Please specify which jobs were created and how many jobs were created.	
This was not evaluated, but some private nurseries where established by project trained people.	

4. Relationships with stakeholders

Please provide the following information about the project:

Please describe the quality of the cooperation with local authorities.	
The quality of cooperation with local authorities was good. All in all it can be concluded that the project was very successful, thanks to active involvement of Districts, MINIRENA, EKN, RNRA/DFNC, operators, a dedicated project team and of course thousands of labourers without whom the biomass energy plantations would never be established.	
Please describe the quality of the cooperation with the beneficiaries (or their representatives).	
See above	

5. Lessons learned

Please provide the following information:

Which problems occurred during the implementation of the project? What caused these problems?	
• The major challenge faced by the project was the relatively short period in which activities, especially 10,000 ha of afforestation had to be done. If nurseries cannot be established in time, a whole planting season of 1 year (project year) can be lost. As the project was carried out in co-management start-up procedures were taking longer than usual (long public tendering for almost all activities 3 - 6 months or more). This is in combination with the fact that afforestation is a seasonal process that has a limited window of opportunity during the year. This happened to PAREF Nl and first major plantations were done one year after start-up; **A budget neutral extension was acquired and a second phase of 3 years developed and approved.** • Once all necessary elements for afforestation are in place (trained staff, district conventions, operator contracts etc.), establishment of biomass energy plantations gains pace. Unfortunately a project normally has to be closed at the moment were all elements are in place and functioning well, causing the system to halt and losing momentum; **Out of project control** • The project documents lacked a proper handing over strategy of the biomass energy plantations. Notwithstanding the fact that the project planned for financial support from districts, so that they would be able to take over protection and maintenance for at least a year after project closure, the project proposal was not taken into account during fiscal year planning; **The project mapped all plantations and made handing over documents which were signed by all involved parties** • Due to the fact that existing DFMPs were below expected quality, the forest law not yet approved and rules and regulations thus not developed, the projects' objectives in terms of development of management systems for biomass energy plantations and participatory forest management training were not attainable; **Activities like DFMP revision, development of rules and regulations reported to Phase 2.**	

• Shortage of public lands in some districts like Musanze and Burera has been a big challenge regarding realization of the planned biomass energy plantation area. On other hand, the project was confronted with a lot of very small sites and long transport distances to reach them. This consumed a lot of time and money during the site identification, preparation and tree planting activities; **The project in these situations concentrated on Roadside plantations** • Long procedures and district staff who are very busy with district obligations hampered timely payment of labor in some districts, causing problems for the project in hiring staff; **No solution** • The districts signed a convention with the Ministry of Natural Resources and BTC which obliged districts to provide technical and financial reports on regularly basis. During the implementation, the project had to invest considerable time to avoid delay in technical and financial reporting by district technicians which affected the proper monitoring of project operations. These efforts were nevertheless unavoidable as otherwise the project would have been hampered in its implementation. The project organised a survey and workshop to discuss this problem. **A workshop report containing a wide range of recommendations was produced. Part of the recommendations were included in phase 2 (like extra financial resource managers at District level, which would be paid for 2 years and then taken over by Districts)** • Destruction of young plantations by animals especially in Gishwati area and sites approaching the Volcanoes National Park in Musanze district obliged the project to put a lot of emphasis on protection. Also the trees planted along roadsides and lakesides have suffered from the activities of agriculture and livestock in the majority of the districts; **A more participatory approach build in phase 2** • The short execution period of the project has forced the project to abandon young plantations before arriving at a stage were protection and maintenance is no longer necessary. This concerned especially the trees planted in 2012; **Protection included in Phase 2** • The project also faced the issue of a lack of quality of seeds delivered by CGF, notwithstanding the fact that during PAREF Be-1 a lot of support was given to the center. Throughout the project implementation period, bad quality seed remained a problem and has caused a lot of extra work by nursery staff (bad germination rate) and plant growth (bad seedling form); **Today this problem still exists and the Department is working on a solution** • The project faced a big challenge regarding project audits. During its life span the project had 4 external audits, 5 Districts audits and 1 audit from the auditor general (2 fiscal years at once). Beside the fact that audits are not cheap they cost the staff a lot of extra time and caused a lot of anxiety, negatively influencing project effectiveness. **Out of project control** • The institutional anchoring of the project was weak. This was mainly due to constant changes in the department institutional settings, a lack of a large number of properly trained staff for several positions, a Chief Budget Officer located at Ministerial level and not RNRA/DFNC level, and a separate project location. This has also negatively affected project results/outputs as the project was perceived as something outside the department, like an operator that cannot be fully trusted and thus not owned. **Out of project control**	
How did your organisation respond to these problems?	
See remarks in **bold** above	
What would you do differently if your organisation were to implement a similar project in the future?	

Changing long term forest strategies
Extending a project forestry life span up to 6 years or more (in line with first biomass energy plantation rotation) would considerably improve the output in terms of cost-effectiveness and durability.
Based on the findings of the forest cover update, PAREF biomass energy establishment and assumption that at least 5.2 % of cover (patches smaller than 0.25 ha and individual trees) is not included in the updated cover of 28.81%, one can conclude that the visions 2020 target of 30 % has been met. This creates an opportunity to shift from the forest cover strategy towards a forest management and productivity improvement strategy for the Rwanda forest Sector.

Going for Participatory Forest Management
Neither forestry law nor other instructions which should serve as safeguards for proper forest management are respected, nor rigorously applied. Furthermore, the revised forest law is not yet approved by Parliament and no proper rules and regulation for forest management have been developed. Though District forest management plans were developed during 2008-2010, they are not used by the district, as no money for investment is allotted for forest management and not enough well trained staff is available to carry out the plans.

Experimenting with participatory forest management through identified, organized and active cooperatives or associations could be an opportunity to come to sustainable forest management and protection of the public forest plantations, and ensure stable income (through benefit sharing between cooperatives, districts and RNRA/DFNC. For the participatory management by cooperatives and associations the government could give priority to those consisting of women and youth.

Development of proper mechanism for the sharing of benefits coming from the participatory managed biomass energy plantations will help local population to earn money from forest activities and the whole sector will benefit from those forests well managed and that give high biomass energy production. Showing that forest management contributes considerably to the GDP, could convince Rwandan policy makers that investing in biomass energy is a profitable undertaking.

Improve management of forests. The way forward. What to do with 9,422 ha
Simulations of possible harvesting revenues after 4 and 7 year rotations. Under the CPS (Current Productivity Scenario) with mean annual increment of 9.6 m3/ha/year), brut revenue at the end of first 4 year rotation would be € 4,653,798, based on 25 % production for charcoal and 75% for fire wood. For a 7 year rotation this would be about € 8,144.147 almost reaching a break even on investment per hectare (project investment =9,422*954€ = € 8,988,588) Even with this very low productivity rate, break-even will be during the 2nd seven year rotation (without taking into account accumulated interest).

When management of plantations is improved (MPS or Managed Productivity Scenario) and productivity is increased to 15 m3/ha/year, the figures increase with about 45% to €7,271,554 (4 year rotation) and € 12,725,229 (7 year rotation). Based on 4 rotational periods of 7 years, a total brut revenue could be reached of € 50,901,196 after 28 years. A production up to 23 m3/ha/year is feasible on good soils and abundant rainfall and has already been achieved in Rwanda under field conditions. Brut revenue for a first 7 year rotation would be € 19,512,018 or 10,530,328 (minus PAREF initial investments), creating a brut profit of € 160/ha. Under controlled conditions in Butare arboretum a production of 30 m3/ha/year has been achieved. With good management this is achievable in the field.

3. Project 19815 - PROSKID

1. General information

Please provide the following general information about the project and about yourself:

Project Title:	Promotion of Skills Development(PROSKID)
Name of your organisation:	Private Sector Federation(PSF)

2. Information about the project

Please provide the following information about the project:

Please describe the direct goal(s) of the project.	
The project aimed at promoting skills development and bridging the labour market skills gaps through a well coordinated internship program, Business Plan Competition (BPC) and advocacy on technical and vocational trainings taking into consideration industry needs and trends in a changing environment and its challenges.	
To what extent has this goal/have these goals been achieved?	
The project interventions across all its 3 components has left a positive impact: a) Through the Business Plan competition, four hundred fifty (450) businesses have been selected and benefited from the project, mainly with technical assistance. Fifty three (53) of them have been connected to the bank and got a loan of ten (10) millions Rwandan Francs Maximum, while eighty four (84) projects have been facilitated by TVET local consultants through coaching and other business advisory services to get loans from various financial institutions. This support has led to an increased employment of around 1,000 places[4]. b) Through the internship program, five hundred sixty one (561) TVET graduates have been placed; 500 graduates placed in Rwandan private companies and 61 graduates placed in companies in the region (Uganda and Kenya). This has yield a good result whereby 48% of the interns have been able to get employment either as employee in hosting companies, self-employed or employed elsewhere attributed to the practical skills they got during their internship period. c) On advocacy aspect to have TVET policy implemented taking into account a strong partnership with the private sector in order to contribute to the reform of TVET, several MOUs and agreements have been signed with other actors in TVET sector and now PSF is largely engaged in activities for policy influencing in TVET. Symposiums and meetings have been also organized to strengthen the Public Private Partnership in TVET to continue addressing the issues of employability skills development.	
Please describe which situation or problem caused your organisation to develop the project. Which problem is the project intended to solve?	
PSF has developed the project to address challenges in skills development in Rwanda (as it was reported in different forums and studies), such as:	

[4] Final Project evaluation Report , October 2013 p.5

- ***Information sharing and coordination :*** Information on TVET sector does not seem to be shared among concerned ministries
- ***Qualification system:*** Qualifications can be obtained by passing examinations before graduating from TVET institutes/schools. However, it is often the case that the ministry of education confers that qualification. The criteria for qualification consequently tend to be theoretical and hands-on and employability skills seem to be neglected. The private sector is not usually involved in the qualification system. As a result, the value of the qualification is not always guaranteed. This may also lower the social status of TVET
- ***Training opportunities:*** The activities of public training institutions/schools are generally not well known or recognized in the private sector and local communities. The campaign conducted by the public and private sector to bolster the image of TVET is necessary.
- Limited cases in which training institutions/schools have conducted periodical training needs surveys of private companies.
- Internships programs in private enterprises should be an important component of the training courses. The experience in Rwanda shows that in a great number of vocational and technical schools the theory dominates the practice and represents more than 70 %.
- In-service training: not many public training institutes/school provide in-service training (training for current employees), although this type of training is able to strengthen the PPP and generate independent income.
- **Job placement activities:** training institutions/schools do have limited activities of job placement. Institutions/schools have to step up this kind of activities, counselors have to be appointed to training institutes and assist trainees by providing job-placement guidance and information on employers.
- **Social status of TVET:** a general tendency exists to prefer higher education in Rwanda and this leads to lower the status of TVET. Students accepted into vocational courses are low score achievers at lower and upper secondary schools. Private companies expect little from vocational schools because the education and skill level of graduates tend to be lower.

The above were the main reasons to develop and implement the project.

Who are the intended beneficiairies of the project? How many beneficiaries did the project target?	

Main Target group:
- BPC winners(companies in TVET sector)
- Interns (TVET Graduates)
- TVET schools and companies,
- development partners and Government agencies

The project targeted 200 projects to be funded

Was the project completed within the intended timeframe? Did any delays occur? If so, please indicate the cause of these delays.	

The project has been extended for 6 months due to the technical assistance which was supposed to be provided to the BPC winners across the country.

Did the project utilize its entire budget? If not, please specify which part of the budget was not	

claimed from the Embassy of the Kingdom of the Netherlands/<name of the centrally managed programme through which the project is financed>[5].	
PROSKID project registered an overall absorption capacity of 95%. The remaining 5% was part of trainings for interns and Technical assistance for BPC winners. The project was financed by the Netherlands Embassy in Rwanda	

3. **Relevance of the project to the improvement of food security**

Please provide the following information about the project:

Did the project improve the income of households benefiting from the project? If so, please specify how.	
Yes. There has been increase in the income of beneficiaries. 53 projects were given loans through the guarantee fund, other 84 BPC winners have been able to secure loans from various institutions (banks and micro-finances, including through the Hangumurimo project of MINICOM) amounting Rwf 726,135,075 as result of BDS advisory in access to finance and the help in business plan preparation. 988 jobs have been created. Almost half (48%) of the interns who completed their internship have found employment (only few in the host company: 5% or self-employed: 1% and the vast majority of the successful interns found employment elsewhere: 42%).	
Did the project improve the food security situation of households benefiting from the project? If so, please specify how.	Don't know
Don't know	
Did the project allow farmers to improve their production? If so, please specify how.	
The project was not targeting the farmers	
Did the project allow other food producers to improve their production? If so, please specify how.	
The project was not targeting the farmers	
Did the project create jobs during the implementation of the project? Please specify which jobs were created, how many jobs were created and for how long in duration.	

[5]The latter is relevant for the food security projects financed by programmes managed by Dutch government agencies based in The Hague.

As stated above, 988 jobs have been created through BPC component(carpentry, hospitality, electricity, etc)	
Did the project create jobs that lasted after the project was completed? Please specify which jobs were created and how many jobs were created.	
Yes. All jobs were permanent jobs	

4. **Relationships with stakeholders**

Please provide the following information about the project:

Please describe the quality of the cooperation with local authorities.	
The project has facilitate to increase the visibility and relevant of the organization to the local government.	
Please describe the quality of the cooperation with the beneficiaries (or their representatives).	
The project has facilitate PPD(Public Private Dialogues) with central and local authorities.	

5. **Lessons learned**

Please provide the following information:

Which problems occurred during the implementation of the project? What caused these problems?	
Overall the project has had impact to different beneficiaries in various ways However, some lessons have been learns due to the challenges which have been faced during the implementation of PROSKID. The Guarantee fund that has been put in place to facilitate start-up businesses of TVET graduates has appeared to be not practical as it was planned in the project proposal. There was a very low rate in the loan repayment and highest defaulting rate. Not more than 13 % of the beneficiaries of a loan after the first intake have succeeded in developing and maintaining their business.	
How did your organisation respond to these problems?	
The defaulters have been reported to the court so that they can pay back the money.	
What would you do differently if your organisation were to implement a similar project in the future?	

Instead of guarantying someone at 100% to get a loan , it would be good to have his/her small participation

4. Project 19940 - Electricity Access Roll-out Program (EARP)

1. General information

Please provide the following general information about the project and about yourself:

Project Title:	Electricity Access Roll-out Programme (EARP)
Name of your organisation:	Rwanda Energy Group

2. Information about the project

Please provide the following information about the project:

Please describe the direct goal(s) of the project.	
To improve access to reliable and cost effective electricity services for households and priority public institutions.A nationwide initiative to extend access to electricity. EARP is in the framework of EDPRS 1 and 2 and aims at expanding access to electricity, improve quality and lower the cost of economic infrastructure. *EARP is a strategy* to realize the primary targets for the electricity access under the EDPRS 1 and 2. The Government of Rwanda submits this concept note to the Netherlands Government requesting for additional support (grant) of amount Euros €5Million (equivalent to US$ 6.8 million) that will finance one of its major programs in the energy sector. The funds being requested will support a portion of EARP phase II ongoing activities and this is aimed at raising the national access rate to at least 70 percent by 2018 (from 16 percent in 2013) and currently the access rate is at 20 percent. It is expected that this Fund will support households to get connected to the electricity grid; through connecting SMEs and households to productively use of electricity. And aims at improving access to reliable and cost-effective electricity services for households and priority public institutions.	
To what extent has this goal/have these goals been achieved?	
➢ From 141,736 connections in 2009 to 513,092 connections in June 2015. ➢ From 38.4% of Health Centres electrified in 2008 to 80.67% in June 2015. ➢ From 21% of Schools electrified in 2008 to 43.01% in June 2015. ➢ From 38.7% of Administration Offices electrified in 2008 to 87.98% in June 2015. NB: These goals are achieved with World Bank, OFID, AFD, Dutch funds and Rwanda Government. **In addition, This new investment(5 Million of EURO) had as objective to realize 6500 new connections.**	
Please describe which situation or problem caused your organisation to develop the project. Which problem is the project intended to solve?	
The Government of Rwanda is leading a nationwide initiative to extend access to electricity. This initiative involves a coordinated effort across all power sector participants to connect new customers, commission new generation facilities to supply new and existing customers, reduce the cost of generation by switching to more	

efficient supply sources and to develop domestic industries to supply materials for electricity sector expansion.

Rwanda's Electricity Access Roll out Program (EARP) began with a five-year investment plan designed to achieve the Government's stated targets set out in the Economic Development and Poverty Reduction Strategy (EDPRS). In the EDPRS II period, prioritization has been set to connect 48% of all households and 100% of identified public institutions (schools, health centers and administrative offices) by 2018.It is expected that the current household connection would increase from 360,000 by 2013 to 1,200,000 by the year 2017/18.

For the targets mentioned above to be achieved, progressive extension of medium (MV) and low voltage (LV) networks, concentrating initially on increasing the number of connections within the areas already reached by the MV network, will be carried out. Given the high population density in Rwanda, the investment plan shows that most areas of the country can expect to be connected to the national grid.

The funds being requested support a portion of EARP phase II ongoing activities and this is aimed at raising the national access rate to at least 48 percent **ON GRID** by 2018 (from 16 percent in 2013) and currently the access rate is at 20 percent.

Who are the intended beneficiairies of the project? How many beneficiaries did the project target?	

Connections:

- **Households**
- **Public institutions** (Administrative offices, Schools and Health centers)
- **Productive use** (*water pumping for irrigation, commercial hubs such as rural market centers, clusters of commercial activities i.e; artisans centers «**Udukiriro**», agro processing for food security and post-harvest management, as well as productive/value additions such as coffee-washing stations, tea factories*

This project has targeted 12574 new connections instead 6500 connections mentioned in the financial agreement.

Was the project completed within the intended timeframe? Did any delays occur? If so, please indicate the cause of these delays.	

The period of implementation of this project was only 8 months was naturally shorter. This project has a small delay due to suppliers who were unable to perform the contract on time. Another reason is that two suppliers do not accept additional work. EARP has notified the additional work in the same conditions as the existing contracts. These suppliers have refused asking price adjustments that EARP has not accepted . The remaining funds were affected in similar activities.

Did the project utilize its entire budget? If not, please specify which part of the budget was not claimed from the Embassy of the Kingdom of the Netherlands/<name of the centrally managed	

programme through which the project is financed>[6].	
All funds were been used for Project purpose.	

3. **Relevance of the project to the improvement of food security**

Please provide the following information about the project:

Did the project improve the income of households benefiting from the project? If so, please specify how.	
With rural electrification, **naturally** the project improves the income of households because of creation of small generating income activities, of increase of working hours, of creation of small transformation unit like agro processing units, grinding machines, Plumbing machines, welding machine, mill Machine, carpentry, etc. Furthermore for this project, it will be complicated to confirm that statement because the project is full completed and estimating immediately the outcome linked to the income is not easy. But after one or two years the outcome related to the income can be visible.	
Did the project improve the food security situation of households benefiting from the project? If so, please specify how.	
The project has improve the foods security in order to : • Electrification of Agro processing units • Electrification of pumping water for irrigation(Wetlands of Kagitumba(Completed), of Ngoma 22(ongoing) and of Nasho 2(ongoing),etc	
Did the project allow farmers to improve their production? If so, please specify how.	
With the conquest of the land, arable land expands and the production increases.	
Did the project allow other food producers to improve their production? If so, please specify how.	
Yes, with electrification other food producers improve their production in order to: • supply them raw materials for transformation • Conserve the food for perishable items (milk, meat, vegetables,...)	
Did the project create jobs during the implementation of the project? Please specify which jobs were created, how many jobs were created and for how long in duration.	

[6]The latter is relevant for the food security projects financed by programmes managed by Dutch government agencies based in The Hague.

• Absolutely the project creates jobs through the new IGA (Income generating activities) which are created with electrification. • The extension of existent IGA • The construction teams and support staff in that assignment(Man power)

Did the project create jobs that lasted after the project was completed? Please specify which jobs were created and how many jobs were created.	
• Absolutely the project will be creates jobs through the new IGA (Income generating activities) which are formed with electrification. • The extension of existent IGA	

4. **Relationships with stakeholders**

Please provide the following information about the project:

Please describe the quality of the cooperation with local authorities.	
EARP works with local authorities: • In Planning(identification of the areas which will be electrified) • In execution(Compensation, service connections, ...) • Mobilization	
Please describe the quality of the cooperation with the beneficiaries (or their representatives).	
The quality of the cooperation with the beneficiaries (or their representatives) is good but EARP meets some challenges: • Scattered settlement • Electricity Access for the low income households (Connection rates from beneficiaries, Connection fees, Limited consumption, etc) • Illegal connections With the decentralization of EUCL, EARP thinks that those challenges will be handled.	

5. **Lessons learned**

Please provide the following information:

Which problems occurred during the implementation of the project? What caused these problems?	
• Implementing the Rural electrification project for short period like 8 months is so more difficult ✓ Cause: Requirement of Partner • Executing the Rural electrification project without operating costs and with getting the outputs in short period like 8 months	

✓ Cause: Requirement of Partner	
How did your organisation respond to these problems?	
• Use simplified procurement methods • Use the existing framework contracts • Use the investment in material supply	
What would you do differently if your organisation were to implement a similar project in the future?	
• Get more time for project implementation • Get operating costs	

5. Project 23168/23214 - Support for land tenure regularisation

1. General information

Please provide the following general information about the project and about yourself:

Project Title:	Land Tenure Regularisation
Name of your organisation:	DFID

2. Information about the project

Please provide the following information about the project:

Has your project already been finalized? If not, what is the expected date of completion?	
Yes	
Please describe the direct goal(s) of the project.	
Land security. Women's access to property rights. Sustainable land administration system.	
To what extent has this goal/have these goals been achieved?	
Land security, yes. Women's access, yes. Sustainability, less so.	
Please describe which situation or problem caused your organisation to develop the project. Which problem is the project intended to solve?	
Lack of land rights, poor access to land rights for women, low functioning low administration system.	
Who are the intended beneficiairies of the project? How many beneficiaries did the project target?	
RNRA. People of Rwanda.	
Was the project completed within the intended timeframe? Did any delays occur? If so, please indicate the cause of these delays.	
Cost extension from June 2015 – June 2016 + considering extending to June 2018.	

Did the project utilize its entire budget? If not, please specify which part of the budget was not claimed from the Embassy of the Kingdom of the Netherlands/<name of the centrally managed programme through which the project is financed>[7].	
Project still ongoing.	

3. Relevance of the project to the improvement of food security

Please provide the following information about the project:

Did the project improve the income of households benefiting from the project? If so, please specify how.	
Access to finance. More productive use of time for land owners. Increased labour market activity. Increased land market activity.	
Did the project improve the food security situation of households benefiting from the project? If so, please specify how.	
I would expect so, but no specific evidence to support this.	
Did the project allow farmers to improve their production? If so, please specify how.	
World bank reports indicate land owners spend less time on activities which continually establish ownership to reduce appropriation risks, now able to focus on more productive activities.	
Did the project allow other food producers to improve their production? If so, please specify how.	
Not known.	
Did the project create jobs during the implementation of the project? Please specify which jobs were created, how many jobs were created and for how long in duration.	
There have been positive effects on the labour market. Land owners substituting away from household labour to others.	

[7] The latter is relevant for the food security projects financed by programmes managed by Dutch government agencies based in The Hague.

Did the project create jobs that lasted after the project was completed? Please specify which jobs were created and how many jobs were created.	
Project ongoing.	

4. **Relationships with stakeholders**

Please provide the following information about the project:

Please describe the quality of the cooperation with local authorities.	
Working with RNRA at central level and they are engaged at zonal, sector and district level.	
Please describe the quality of the cooperation with the beneficiaries (or their representatives).	

5. **Lessons learned**

Please provide the following information:

Which problems occurred during the implementation of the project? What caused these problems?	
Potential of return to informal transactions. Capacity of RNRA to implement.	
How did your organisation respond to these problems?	
Shifted focus and cost extension.	
What would you do differently if your organisation were to implement a similar project in the future?	
Focus on sustainability as well as land regularisation.	

6. Project 23743 - HIMO PDED II consolidation

1. Données générales

Titre du projet:	Programme de Développement Economique Durable II (PDED II)
Nom de votre organisation:	HELPAGE RWANDA

2. Information concernant le projet

Décrivez SVP l'objectif(s) direct(s) du projet.	

Le programme PDED II avait pour objectif de consolider durablement les acquis du programme de Développement Economique Durable (PDED) précédent, promouvoir les opportunités nouvelles visant l'augmentation de la productivité agricole, l'accès aux marchés, la diversification d'emplois et des revenus, dans une perspective d'appui au secteur agricole et à la sécurité alimentaire dans les zones d'intervention.

D'une manière spécifique, le programme PDED II visait :

- la mise en place des mécanismes et systèmes opérationnels d'entretien et de maintenance des 521.5 Km de routes réhabilitées au cours de la mise en œuvre des programmes antérieurs ;
- la réhabilitation de 75.8 Km de nouveaux axes de desserte agricole à l'intérieur des districts partenaires pour la facilitation d'accès aux zones de production, l'évacuation des produits agricoles et non agricoles, et des flux commerciaux ;
- le renforcement des actions de conservation et de gestion des sols par le biais d'aménagement de 2 648 Ha de bassins versants afin d'accroitre davantage la fertilité des terres, augmenter la production et le revenu agricole par ménage ;
- le renforcement des capacités des partenaires et la promotion de l'entreprenariat féminin

Dans quelle mesure cet objectif / ces objectifs ont été atteints?	

L'utilisation de l'approche HIMO (avec un accent particulier sur le respect du genre), l'implication active des coopératives et des PME locales préalablement formées sur les activités à mener, la bonne collaboration avec les services techniques et administratifs à tous les niveaux et l'application des recommandations des différentes missions de suivi et évaluation externes commandités par le bailleur de fonds, ont été privilégiées dans la mise en œuvre et ont été à la base de la réussite du programme :
Au terme de la durée d'exécution du programme, les objectifs et les résultats attendus ont été atteints de façon satisfaisante (à plus de 99%), vu les réalisations physiques sur terrain et les impacts produits.

- 521.5 Km de routes réhabilités ont été convenablement entretenues (100%) par le système de cantonnage et 72.5 Km de nouvelles routes de dessertes agricoles ont été réhabilitées (95.6%). La remise en bon état de ces routes a permis la transformation du milieu par la facilité de circulation des personnes et des biens, l'accès facile aux marchés des produits locaux et l'augmentation des revenus des producteurs, l'approvisionnement en produits de première nécessité, la création des activités génératrices de revenus, etc.

- 2 653.8 Ha d'exploitation agricole ont été aménagés (100.2%) par les actions d'agroforesterie et de lutte antiérosive, ce qui a produit des effets positifs sur la diminution de l'érosion, l'augmentation du fourrage, du

bois de chauffe et de tuteurage, la restauration de la couverture végétale et l'augmentation des rendements agricoles.

- Les institutions publiques et privées ont été techniquement renforcés à travers les formations sur différents thèmes spécifiques en rapport avec l'exécution et le suivi des activités du programmes et la gestion rationnelle des revenus HIMO (72 coopératives d'entretien des routes, 4 PME, 17 comités de gestions des sites aménagés, 76 techniciens de districts et 100 femmes entrepreneures organisées dans 5 réseaux). Ces formations ont permis aux différentes parties prenantes d'exécution du Programme d'acquérir des connaissances techniques et organisationnelles qui ont permis de réaliser des travaux de qualité et de rendre disponibles dans la zone d'intervention des moyens humains capables et disposés à servir les districts dans la continuité des actions de gestion et de pérennisation des acquis.

Situation ou le problème qui a nécessité le développement de ce projet pour Helpage Rwanda. Quel problème est-ce-que le projet visait à résoudre?	

Le programme PDED II s'inscrivait dans le cadre de la continuité des appuis de la coopération néerlandaise au Rwanda pour soutenir le secteur agricole pour la sécurité alimentaire pendant les années 2012-2015. Il visait à renforcer les initiatives antérieures de développement des districts partenaires notamment à travers la création d'emplois aux populations, la monétisation du milieu rural, l'augmentation de la production agricole, l'accessibilité aux marchés suite à l'amélioration des voies de transport,… dans une perspective de réduction de la pauvreté en milieu rural.

Qui sont les bénéficiaires visés par le projet? Combien de bénéficiaires est-ce-que le projet a comme cible?	

- Les populations des 5 districts partenaires de la Province du Nord (Musanze, Burera et Gicumbi) et de l'Ouest (Rusizi et Nyamasheke) : environ 1 780 570 habitants répartis en 356 114 ménages
- La société civile : les coopératives d'entretien des routes (au moins 1 coopérative/route), les comités des bassins versants aménagés (1 comité de 4-5 personnes par BV), les PME.
- Les structures d'encadrement techniques des 5 Districts partenaires dans les domaines des infrastructures, de l'agriculture, de l'élevage, de l'environnement et de gender.

Est-ce que le projet a été achevé dans le délai prévu? Y-a-t-il eu des retards ? Si oui, pourriez-vous expliquer s'il vous plaît la cause de ces retards.	

Non, le délai contractuel du programme (01/01/2012-01/12/2013) a été prolongé de 3 mois pour l'achèvement et la clôture du programme incluant la remise des réalisations aux Districts partenaires. En effet, le retard de transfert des fonds par l'Ambassade des Pays Bas enregistré au cours de la période de Septembre à Novembre 2013 dans l'attente des résultats de l'audit financier du programme (fait par PWC), a entrainé la suspension de certaines activités pendant une période de 3 mois, qui ont repris normalement vers le mois de décembre 2013 pour s'achever fin mars 2014.

Est-ce que l'ensemble du budget du projet a été utilisé? Si non, précisez s'il vous plaît quelle partie du budget n'a pas été revendiqué auprès de l'Ambassade du Royaume des Pays-Bas?	

L'ensemble du budget du programme a été presque utilisé. En effet, à la clôture du programme, le taux d'utilisation du budget était de 99.2% par rapport aux prévisions budgétaires globales, taux très satisfaisant proportionnel au niveau de réalisation des activités du programme estimé globalement à plus de 98.5%.

3. Pertinence du projet dans l'amélioration pour la sécurité alimentaire

Le projet a-t-il amélioré le revenu des ménages bénéficiant du projet? Si oui, précisez comment.	
Oui, le programme a amélioré les niveaux de revenus des ménages. A travers l'approche HIMO, le programme a injecté et directement payé dans le milieu d'intervention une masse monétaire équivalente à 3 771 929 750 Frw au profit des populations locales bénéficiaires d'emplois HIMO ou fournisseurs de matériaux locaux de constructions diverses. Le salaire de la main d'œuvre employée par le programme (26 278 personnes pendant 2 ans) équivaut à 1 940 227 795 frw soit un revenu moyen de 74 000 Frw / personne ou ménage. A ces revenus directs s'ajoutent d'autres revenus indirects liés : - au réinvestissement des revenus tirés des travaux HIMO dans d'autres activités économiques (commerce, petit bétail et autres activités génératrices de revenus - à l'augmentation des rendements agricoles et disponibilité des produits de l'agroforesterie (fruits, fourrage, bois de chauffe et de tuteurage..). - à la redynamisation des activités commerciales suite à la remise en bon état des routes, (vente et écoulement des produits agricoles, échanges intercommunautaires, approvisionnements des produits commerciaux et autres vers les milieux cibles etc.	
Le projet a-t-il amélioré la situation de la sécurité alimentaire des ménages bénéficiant du projet? Si oui, précisez comment.	
Oui. Afin de contribuer de manière durable à l'amélioration des conditions de vie de leurs ménages, les bénéficiaires du programme ont été sensibilisés sur l'utilisation rationnelle des revenus tirés des travaux HIMO et initiés au système d'épargne et crédit auprès des institutions de micro finances locales (SACCO). Outre la satisfaction des besoins primaires des ménages comme l'habillement, la scolarisation des enfants, le paiement des mutuelles de santé, .. les ménages bénéficiaires du programme ont investi dans l'amélioration de leur régime alimentaire. Une grande partie de leurs revenus a été investie dans les activités économiques comme l'élevage du petit et gros bétail, les activités génératrices de revenus et l'épargne auprès des SACCO Umurenge, ce qui permet à ces ménages de satisfaire en permanence et de façon durable leurs besoins alimentaires	
Le projet a-t-il permis aux agriculteurs d'améliorer leur production? Si oui, pourriez-vous expliquer de quelle façon.	
Oui. Sur base des observations et des témoignages recueillis auprès des bénéficiaires sur terrain, les activités de conservation des sols par l'agroforesterie et la lutte contre l'érosion (terrasses radicales et progressives) ont contribué de manière significative à l'amélioration de la fertilité du sol et à l'augmentation de la quantité et la qualité de la production agricole sur 2 653.8 ha de sites aménagés, sans oublier d'autres produits de l'agroforesterie comme le fourrage, le bois de chauffe et de tuteurage,… .	
Le projet a-t-il permis à d'autres producteurs alimentaires d'améliorer leur production? Si oui, pourriez-vous expliquer de quelle façon.	
Oui. Les actions de conservation des sols, l'accessibilité aux marchés, la facilité d'accès aux intrants agricoles (engrais, semences..) suite à l'amélioration des voies de transport,… ont encouragé d'autres producteurs alimentaires (coopératives agricoles, opérateurs privés,…) à améliorer leur production agricole. L'augmentation du fourrage par des actions d'agroforesterie a permis aux populations d'investir davantage dans l'achat du bétail, ce qui a contribué à l'augmentation et à l'amélioration de la qualité des produits d'élevage dans la zone du projet.	
Le projet a-t-il créé des emplois au cours de la mise en œuvre du projet? Si oui, pourriez-vous préciser quel genre d'emploi a été créé, combien de fonctions ont été créés et pour combien de temps?	
Oui. Le programme a créé des emplois à diverses catégories de bénéficiaires: - 72 coopératives locales et 5 PMEs ont eu des contrats d'exécution des travaux dans le domaine de réhabilitation et d'entretien des routes	

- 17 Organisations paysannes ont bénéficié des contrats d'aménagement des bassins versants inclus l'aménagement des pépinières agro forestières - 86 femmes « entrepreneures » ont initié leurs projets générateurs de revenus sous l'accompagnement technique et financière du projet. - 26 278 personnes dont 13 785 femmes (52.4%) pauvres ont bénéficié des emplois HIMO équivalents à 1 255 269 Hommes jours à titre de main d'œuvre pour l'exécution des travaux sur les chantiers de réhabilitation des routes et d'aménagement des bassins versants
Le projet a-t-il créé des emplois durables qui ont duré après l'achèvement du projet? Si oui, pourriez-vous précisez quel genre d'emploi a été créé et combien d'emploi a été créé.
Oui. Parmi les emplois durables créés qui ont duré après l'achèvement par le programme, on citerait : - 86 projets de femmes initiés et appuyés par le programme. Les femmes bénéficiaires ont bénéficié des formations sur l'élaboration des projets et la gestion des crédits et ont été connectées avec les banques locales (banque populaire),pour le financement de leurs micro projets. - Les travaux d'entretien courant des routes réhabilitées remises aux Districts dont la responsabilité d'exécution est réservée aux 72 coopératives locales (sous le compte des Districts), activité qui offrent des emplois à 3 009 personnes membres des ces coopératives dont 1 596 femmes.

4. Relations avec les parties prenantes

Décrivez SVP la qualité de la coopération avec les autorités locales.
Du début à la clôture du programme, une bonne coopération a caractérisé le partenariat et la collaboration entre Helpage Rwanda et les Districts partenaires dans la planification et la mise en œuvre des activités: conception du programme suivant les besoins / plans de développement des Districts, plans d'actions annuels s'insérant dans les contrats de performance des Districts/IMIHIGO, planifications et suivis des activités faits conjointement avec les techniciens des Districts, participation aux réunions de concertation de JAFD,… Les Districts partenaires ont exprimé leur grande satisfaction et l'exemplarité de collaboration quant à l'approche utilisée et aux résultats accomplis par le programme, notamment par : -Les demandes officielles des districts à Helpage Rwanda sollicitant de renouvellement des accords de partenariat pour la consolidation et l'extension des activités similaires sur les zones non encore couvertes -La remise à Helpage des certificats de mérite et des symboles de reconnaissance.
Décrivez SVP la qualité de la coopération avec les bénéficiaires (ou leurs représentants).
Les populations bénéficiaires ont été les partenaires privilégiés du programme. Elles ont été impliquées activement dans l'exécution directe des travaux comme main d'œuvre HIMO. Par ailleurs, à travers leurs comités représentatifs, elles ont contribué dans les séances de planification participative, le suivi ainsi que dans le développement des mécanismes d'appropriation et de pérennisation des acquis. Les PME, coopératives et organisations paysannes locales spécialisées, après les formations dans les domaines spécifiques, ont été utilisées pour l'exécution de divers travaux de chantiers suivant les contrats de prestations convenus avec Helpage Rwanda en collaboration avec les Districts concernés. Suite à cette participation et collaboration, le programme a pu atteindre ses résultats et les bénéficiaires conscients des bénéfices tirés des activités du programme manifestent leur satisfaction et leur engagement pour la pérennisation des réalisations du programme.

5. A retenir

Quels sont les problèmes survenus lors de la mise en œuvre du projet? Qu'est-ce qui a causé ces problèmes?	
Des principaux problèmes enregistrés : - L'endommagement des routes réhabilitées à certains endroits par les fortes pluies enregistrées dans la zone d'intervention, ayant occasionné des coûts supplémentaires imprévus. - Le retard de transfert des fonds par l'Ambassade enregistré au cours de la période de Septembre à Novembre 2013 dans l'attente des résultats de l'audit financier du programme, a entrainé le ralentissement temporaire de certaines activités et le retard de clôture du programme par rapport au délai contractuel.	
Comment est-ce que votre organisation a réagi à ces problèmes?	
Face au problème des aléas climatiques, Helpage Rwanda a évalué les dégâts causés par les pluies sur les routes réhabilitées. Un plan de réparation et de protection des zones critiques a été établi et a été réalisé après son approbation de l'Ambassade des Pays Bas. Pour l'achèvement des activités suspendues suite au retard de transfert des fonds, Helpage a négocié et acquis de l'Ambassade des Pas Bas, la prolongation du délai contractuel du programme pour une période de 3 mois (ce délai qui devait être clôturé le 31/12/2013 a été prolongé jusqu'au 31/03/2014).	
Que feriez-vous différemment si votre organisation devrait mettre en œuvre un projet similaire dans l'avenir?	
La stratégie d'utilisation des prestataires locaux s'est avérée bénéfique dans l'approche HIMO (en matière de qualité des prestations de services, d'appropriation des réalisations, de monétisation du milieu, de confiance de la population bénéficiaires,..). Le programme similaire dans l'avenir renforcerait les capacités des coopératives locales en vue de les faire évoluer vers les profils de PMEs locales afin aussi qu'elles parviennent à contractualiser les activités qui demandent plus de technicité (construction des ouvrages,….).	

7. Project 24371/25542 - Infrastructure investments (in-depth evaluation)

1. General information

Please provide the following general information about the project and about yourself:

Project Title:	Construction of Pineaple collection centre in Ngoma District
Name of your organisation:	Ngoma District

2. Information about the project

Please provide the following information about the project:

Has your project already been finalized? If not, what is the expected date of completion?	
It has been completed.	
Please describe the direct goal(s) of the project.	
It is a Pineapple Collection centre for Pineapples from sake and Mugesera and Jarama sectors. Facilitate the collection of pineapples in a safe and clean place to be sold to companies and individual in commercial sector Facilitate the sold on the same price	
To what extent has this goal/have these goals been achieved?	
The Goals has been achieved to 75%	
Please describe which situation or problem caused your organisation to develop the project. Which problem is the project intended to solve?	
The problem was a lack of a collection centre of pineapple which is appropriate. There was a loss of production due to lack of link between producers and market.	
Who are the intended beneficiaries of the project? How many beneficiaries did the project target?	
Beneficiaries are from surrounding sectors which are sake, Jarama Mugesera. These sectors have big numbers of beneficiaries like almost 2000 farmers	
Was the project completed within the intended timeframe? Did any delays occur? If so, please indicate the cause of these delays.	

Yes it was completed in the timeframe	
Did the project utilize its entire budget? If not, please specify which part of the budget was not claimed from the Embassy of the Kingdom of the Netherlands/<name of the centrally managed programme through which the project is financed>[8].	
Yes	

3. **Relevance of the project to the improvement of food security**

Please provide the following information about the project:

Did the project improve the income of households benefiting from the project? If so, please specify how.	
It has improved the income by increasing cultivated area. The productivity and production have been increased and number of farmers increased. Therefore, the income to farmers of pineapple has been increased.	
Did the project improve the food security situation of households benefiting from the project? If so, please specify how.	
Yes because their income has increased so the population has got money to buy agro seedlings to use in the plantation, and they have got financial capacity to find out other foodstuff and various needs.	
Did the project allow farmers to improve their production? If so, please specify how.	
Yes, as the production was linked to the customers, the number of pineapple farmers was increased. The plantation area has been increased also as the pineapple is now profitable.	
Did the project allow other food producers to improve their production? If so, please specify how.	
Yes, the pineapple collection centre allowed pineapple processing plant to obtain raw materials. Therefore, there is increase in pineapple juice production.	
Did the project create jobs during the implementation of the project? Please specify which jobs were	

[8]The latter is relevant for the food security projects financed by programmes managed by Dutch government agencies based in The Hague.

created, how many jobs were created and for how long in duration.	
During construction, 300 qualified and unqualified workers were employed. There are also permanent works after construction in terms of farming and transportation of pineapple.	
Did the project create jobs that lasted after the project was completed? Please specify which jobs were created and how many jobs were created.	
Yes. There are permanent staff at the collection centre, there are also staff involved in transportation. The number farm workers were also increased.	

4. **Relationships with stakeholders**

Please provide the following information about the project:

Please describe the quality of the cooperation with local authorities.	
Local authorities are working closely with farmers and they ensure the maintenance of collection centre.	
Please describe the quality of the cooperation with the beneficiaries (or their representatives).	
They are very cooperative in order to increase the production and its sold out. They intervene in price fixation and avoid any misunderstanding which may be between farmers and the market.	

5. **Lessons learned**

Please provide the following information:

Which problems occurred during the implementation of the project? What caused these problems?	
No problem	
How did your organisation respond to these problems?	
What would you do differently if your organisation were to implement a similar project in the future?	
Prepare earlier the technical specifications , the feasibility study and tender process	

8. Project 24730 - Linking Farmers to Markets

The survey and several reminders have been sent, however this project did not complete the questionnaire.

9. Project 24871 - Capacity Building for Food Security in Rwanda

The survey and several reminders have been sent, however this project did not complete the questionnaire.

10. Project 25059 - Consolidation Marshlands (in-depth evaluation)

1. General information

Please provide the following general information about the project and about yourself:

Project Title:	Consolidation of Marshland Development in Huye, Ruhango & Muhanga District, South Province, Rwanda
Name of your organisation:	Welthungerhilfe

2. Information about the project

Please provide the following information about the project:

Please describe the direct goal(s) of the project.	
This project was a continuation of the ESIRU project (Establishing a System of Integrated Resource Utilization). The ESIRU Project started in 2004 and consisted in developing idle swamps into irrigated marshland schemes for mainly rice farming. The overall goals for this whole program was "**poverty reduction, reduced malnutrition and self-reliant continuation of development initiatives**".	
To what extent has this goal/have these goals been achieved?	
The ESIRU program has developed a gross area of about 1000 ha of marshlands (700ha net area), 600ha of bench terraces in the surrounding hillsides, about 1200km of erosion control ditches and some 120Km of rural feeder roads to connect the newly developed schemes to the markets for inputs purchase and production selling. The last two years project phase was particularly designed to consolidate the ESIRU achievements with as main aim to capacitate the users' groups so that they take over and sustainably make use of the established farming schemes. Welthungerhilfe regards the above project goal as achieved and this has also been confirmed by the last external evaluation that took place in October 2014. The project baseline study had revealed that most of project beneficiaries had an annual income of less than 10euro in 2004. The ESIRU program has contributed to improving this situation by providing project beneficiaries with the possibility to generate income from rice cultivation as well as from farming on bench terraces (erosion protected hillside).	
Please describe which situation or problem caused your organisation to develop the project. Which problem is the project intended to solve?	
The ESIRU program was generally designed to contribute to solving the problems of poverty and food security in the Southern Province of Rwanda. As mentioned above, the annual income of most of the ESIRU beneficiaries was extremely low. The same was for the food security conditions in the area.	

The consolidation phase has been designed after observing that the ESIRU achievements needed to be further consolidated and that users needed to be further prepared to take over. There was in particular the problem of poorly organized cooperatives and the newly formed Water Users' organizations needed to be systematically capacitated so that they can take over the important tasks of infrastructure maintenance.	
Who are the intended beneficiaries of the project? How many beneficiaries did the project target?	
The intended and targeted project beneficiaries were all cooperative members (10 cooperatives=about 7000 members/households = about 35,000 direct beneficiaries), and all users of the erosion protected hillside and bench terraces (about 2000households= about 10,000 direct beneficiaries) Local government authorities were also part of the project beneficiaries (about 500 persons involved)	
Was the project completed within the intended timeframe? Did any delays occur? If so, please indicate the cause of these delays.	
The project was completed within the intended timeframe.	
Did the project utilize its entire budget? If not, please specify which part of the budget was not claimed from the Embassy of the Kingdom of the Netherlands/<name of the centrally managed programme through which the project is financed>[9].	

3. Relevance of the project to the improvement of food security

Please provide the following information about the project:

Did the project improve the income of households benefiting from the project? If so, please specify how.	
The following economic figures about marshlands rice farming at the end of the project confirm that the project improved the income of households benefiting from the project:	

Situation at the beginning of ESIRU	Situation at the beginning of the consolidation phase (end 2012)	Situation at the end of the project (End 2014)
	4t/ha/season on average: 8t/ha/year	5.5t/ha/season on average: 11t/ha/year

[9] The latter is relevant for the food security projects financed by programmes managed by Dutch government agencies based in The Hague.

Most of beneficiaries have an annual income of less than 10euro.	700 ha x 8,000 kg x 300 RWF = 1,680,000,000 RWF/year (2.2 Mio €) gross-return;	700 ha x 11,000 kg x 300 RWF =2,310,000,000 RWF/year (3.9 Mio €) gross-return;
	1 household on 1/10 ha plot has presently: 240,000 RWF/ year; or € 315	1 household: 330,000 RWF/year; or € 412

The above figures are supplemented by the considerable income on bench terraces on the hillsides.

Did the project improve the food security situation of households benefiting from the project? If so, please specify how.	

The project has improved the food security situation of households benefiting from it in many ways. The rice yields have improved at a rate of more than 4 times (from 1--2 to 5.5 t/ha). Although most of the produced rice is sold to rice processing factories, rice growers do generally keep some 20% of the total production for own home consumption. Moreover, the main part of the rice income is invested in households feeding by purchasing other staple food from the market.

Farming on the hillsides was also an important component of the project that highly contributed to improving the food security situation of the households benefiting from the project. On the hillsides, the project supported beneficiaries with erosion control measures and improvement of agriculture on the newly established bench terraces. Diversified food and cash crops have been introduced and supported (pineapple, beans, cassava, maize, geranium, fruits, etc.).

Did the project allow farmers to improve their production? If so, please specify how.	

Yes, as described above, the project allowed farmers to improve their production. From 1—2T of rice /ha before the project, farmers can currently averagely 5.5 to 6T of rice per ha.
The erosion protected hillsides and bench terraces have also led to considerable on farm production increase.

Did the project allow other food producers to improve their production? If so, please specify how.	

The project has indirectly benefited many more people and it allowed other foods producers to improve their production. This was particularly observed through the fact that farmers of the area who had not received a plot in the new schemes started to grow rice in the neighbouring non developed schemes just because they had seen from the project how important is to grow rice. Moreover, the increase of income from the project by beneficiaries has contributed to improved local economies hence allowing other food producers to improve their production.

Did the project create jobs during the implementation of the project? Please specify which jobs were created, how many jobs were created and for how long in duration.	

This project was a HIMO project (HIMO=Haute Intensite de Main D'oeuvre). The project employed about 20,000 persons under Cash For Work for the whole project period. The ESIRU project total budget was about 20,000€ and about 40% of it was directly paid to workers under Cash for Work system. The last project phase has a small CFW component for minor repair works and it employed about 1500 workers during the project period. Moreover, several kinds of off farm jobs have created as a result of the project (small shops, agro processing units, etc.)	
Did the project create jobs that lasted after the project was completed? Please specify which jobs were created and how many jobs were created.	
As above mentioned, a number of off farm jobs have been created as a result of the project. Several new shops have been opened in the project areas following the huge inflow of cash during project implementation. Several processing units have been started in the project area follow the considerable increase of agricultural production (rice, maize, cassava, pineapple, etc.). Long lasting jobs created as a result of the project are estimated at about 100 (non-farming jobs= shops, agro processing units, cooperative employees, inputs sellers, etc.).	

4. Relationships with stakeholders

Please provide the following information about the project:

Please describe the quality of the cooperation with local authorities.	
The project has been successful due to the important involvement and participation of local government actors. However, during the first project phases, this was not enough reinforced. The last project phase (consolidation) has put a particular focus on this aspect and a special budget was allocated to this. At the end of the project, local government had fully owned the ESIRU achievements. Official hand over of project achievements was organized between Welthungerhilfe and local government authorities/Districts & farmers' organizations.	
Please describe the quality of the cooperation with the beneficiaries (or their representatives).	
The success of this project is mainly due to its participatory approach. Beneficiaries have been involved from planning, execution up to the evaluation stage. Beneficiaries played a big role in project designing as well as in establishing the regular annual project work-plans. Beneficiaries have moreover been so receptive to the project capacity building measures that at the end of the project they could confirm to be ready to go on without the Welthungerhilfe presence.	

5. Lessons learned

Please provide the following information:

Which problems occurred during the implementation of the project? What caused these problems?	
There was no major problems during the consolidation phase. However, one of the ESIRU schemes (KIRYANGO scheme) was seriously damaged during the project period by heavy floods and could not be repaired within the then available budget means.	
How did your organisation respond to these problems?	
Welthungerhilfe reported the problem to all partners. Solutions were discussed and funds were raised. Only Welthungerhilfe together the District could contribute to the needed budget. The proposed full repair scenario could therefore not be realised due to budget constraints. Therefore, Kiryango scheme still needs to be fully rehabilitated / upgraded to avoid that any future floods are further damaging this scheme.	
What would you do differently if your organisation were to implement a similar project in the future?	
A number of lessons have been learned all along the implementation of this project and Welthungerhilfe is currently using the lessons learned in designing new similar projects. One central lesson learned from marshland development during the last decades is that any “one-sided maximization approach” is likely to have negative effects - in particular on the ecological system. In order to avoid “one-sidedness” and its negative effects on the sustainability of the intervention, marshland development should be based on “wise-use principles” and a systems view on marshland functions; hence effectively balancing socio-economic and environmental factors in marshland development through “minimal intervention” and systems thinking. A second central lesson learned from this project is that the comprehensive involvement of users and local government authorities (LGA) during all project phases is a key success factor. This was not properly taken care of during the first ESIRU phases. However, the collaboration with LGA of the Southern Province became a core component of the so-called *ESIRU Consolidation Phase* (2012-14), during which users and LGA were comprehensively supported in taking over operation and maintenance (O&M) of the ESIRU facilities. In the course of the program, joint activities collaborative agreements (MoUs), with province, districts as well as governmental institutions were established, ensuring active involvement in the program implementation and establishing mechanisms to ensure the follow up of the management of the schemes after the end of the project.	

11. Project 25195 - Participatory Forest Management (PAREF NL-2)

1. General information

Please provide the following general information about the project and about yourself:

Project Title:	**Support to Participatory Forest Management(PAREF NL2)**
Name of your organisation:	Rwanda Natural Resources Authority (RNRA)

2. Information about the project

Please provide the following information about the project:

Has your project already been finalized? **If not, what is the expected date of completion?**	No, the project will be closed on December 31st 2016
No, the project will be closed on December 31st 2016	
Please describe the direct goal(s) of the project.	Qualitative and quantitative management of forest resources in the 9 districts of intervention is improved by creating 3,500 Ha of which 2,500 Ha on Public lands and 1,000 Ha on Private lands.
Three results of the project were: **(1)** Organizational forest management capacities both at district and sector level are improved **(2)** The forest cover in the 9 districts on public and private land is increased **(3)** Lessons are learnt by experimenting with participatory forest management on public land at pilot area level	
To what extent has this goal/have these goals been achieved?	
2,299 Ha have been created on new Public lands and 970 Ha created on new Private lands in the zone of intervention(Measurement by GPS is still ongoing)	
Please describe which situation or problem caused your organisation to develop the project. Which problem is the project intended to solve?	
Rwanda faced a problem of high deficit in biomass energy utilization and its forest sector is characterized by inadequate forest management that leads to the highly reduced quality and quantity of forest therefore resulting in low forest productivity.	
Who are the intended beneficiaries of the project? How many beneficiaries did the project target?	
Ministry of Natural Resources (MINIRENA); Department of Forestry of RNRA; 9 Districts of intervention and their population especially charcoal producers.	
Was the project completed within the intended timeframe? Did any delays occur? If so, please indicate the cause of these delays.	

Initially, the project would be closed on June 30th2016 but it got an extension and it will be closed on 31st December 2016.	
Did the project utilize its entire budget? If not, please specify which part of the budget was not claimed from the Embassy of the Kingdom of the Netherlands/<name of the centrally managed programme through which the project is financed>[10].	
For now the provided budget by the Kingdom of Netherlands is executed at 70%. For 7,500,000.00 EU, 5,227,934.74 EU has been used.	

3. **Relevance of the project to the improvement of food security**

Please provide the following information about the project:

Did the project improve the income of households benefiting from the project? If so, please specify how.	
Yes, the project used local people recruited through HIMO approach. Local people are employed in as man power for seedlings production; tree planting and forest maintenance. Up to March 31st 2016 an amount of **1,099,664,912 Rwandan Francs** was paid to manpower contributing to poverty reduction in rural areas especially in rural households.	
Did the project improve the food security situation of households benefiting from the project? If so, please specify how.	
Yes, **(1)** The project contributed to lands protection, soil erosion control and therefore increasing agriculture production in the zone of intervention. **(2)** As the project pay manpower through bank account, this helps them for saving money which can be used for buying any needed food and therefore their welfare is improved. **(3)** Through training of cooperatives members, some of them create job in forestry activities and gain money from the work done or their products (Ex. Nursery bed workers, Charcoal producers, etc….).	
Did the project allow farmers to improve their production? If so, please specify how.	
Yes, (**1)** Through reducing soil erosion, agriculture production is improved. **(2)** The project is organizing charcoal maker cooperatives and gives them trainings in forestry activity resulting in a high production efficiently. For example improved charcoal making techniques; silvicultural treatment trainings; Tree seeds collection and handling.	
Did the project allow other food producers to improve their production? If so, please specify how.	No
Did the project create jobs during the implementation of the project? Please specify which jobs were created, how many jobs were created and for how long in duration.	

[10]The latter is relevant for the food security projects financed by programmes managed by Dutch government agencies based in The Hague.

Yes, Jobs are created by the project. Manpower for seedlings production; tree planting; Forest guards and forest maintenance were recruited for the whole period of the project implementation. The project had also 27 staff (Head office and in the district of intervention) for the whole period of implementation.	
Did the project create jobs that lasted after the project was completed? Please specify which jobs were created and how many jobs were created.	Yes,
For now the project has created jobs for seedlings production; tree planting; Forest guards and forest maintenance. Number of employed people is 20,762 of which 9,681 females and 11,081 males The project trained 90 people (cooperative committee members) in cooperative management. These people were trained by PAREF NL1 in improved charcoal making and are still working with PAREF NL2. This helped charcoal maker cooperatives to manage their production efficiently. The project has 36 permanent staff including 24 located in districts of intervention and 12 staff located at Headquarter/Kigali.	

4. **Relationships with stakeholders**

Please provide the following information about the project:

Please describe the quality of the cooperation with local authorities.	The cooperation with local authorities is good during this period of implementation.
The collaboration with district authorities is good as they are the one who provided sites for tree plantation. They helped the project in recruitment of manpower as a team including representative from local authorities and project. For now Districts specific accounts are opened in the Rwanda National Bank for each district of intervention and are in the management by the district authorities who produce a quarter technical and financial report to the project. The monitoring and evaluation of project activities is done by project technicians in close collaboration with districts technicians (District Forest Officers) under supervision of district authorities.	
Please describe the quality of the cooperation with the beneficiaries (or their representatives).	Cooperation is very good with beneficiaries during the project implementation.
The project recruited manpower especially from the lowest classes considering the level of poverty. In this frame, local leaders are among the people who participated in proposing people for job as man power through HIMO approach. During the implementation of each activity, the field technicians hold regularly meetings with local beneficiaries' especially local people and local authorities. For example: Before planting in private lands, the field technicians hold a meeting with the land owner and agree on the approach and tree species to plant.	

5. **Lessons learned**

Please provide the following information:

Which problems occurred during the implementation of the project? What caused these problems?	

During the implementation of this project, The one among the difficult problems we meet is the degradation of planted trees by shepherds especially in Gishwati zone. Sometimes it creates conflict between forest guards and them. Those conflicts are solved by district authorities through the good and active collaboration with the Project Management Unit and the Rwanda Natural Resources Authority (RNRA).	
How did your organisation respond to these problems?	
This issue is regularly reported to the local authority (Districts Mayors) and RNRA/MINIRENA by explaining well the extent of the problem.	
What would you do differently if your organisation were to implement a similar project in the future?	
As a project coordinator, If my organisation plan to implement a similar project in the future, I will focus on the three main following components of activities: **(1)** Support to sustainable forest management in order to increase land protection in hills and productivity of degraded and old forests (both public and private forests) and there lead to food security. **(2)** Support to agroforestry promotion and afforestation on private contributing to soil fertility and improvement of nutrition in rural areas. **(3)** Support to organised groups intervening in the forestry sector (cooperatives and associations involved in seedlings production, forest harvesting, charcoals producers; bee keeping). **(4)** Enhance capacity building in Districts and promote income generating activities in rural areas.	

12. Project 25454 - Cooperatives Support Programme

1. General information

Please provide the following general information about the project and about yourself:

Project Title:	Cooperative Support Program
Name of your organisation:	SPARK

2. Information about the project

Please provide the following information about the project:

Has your project already been finalized? **If not, what is the expected date of completion?**	
Not yet finalised Extended until 31st march 2016	
Please describe the direct goal(s) of the project.	
To enhance the business skills and competitive capacity of existing agribusinesses (including cooperatives) to enhance income, job creation and food security.	
To what extent has this goal/have these goals been achieved? The impact evaluation is not yet done	
Business opportunities created for agribusiness cooperatives, entrepreneurship and management capacities enhanced, market linkages improved and access to finance.	
Please describe which situation or problem caused your organisation to develop the project. Which problem is the project intended to solve?	.
Rationale: There are limited specialized cooperative support organisations with the skills and knowledge to motivate, facilitate, mentor and monitor improvements in the cooperatives to improve their business outlook, activities as well as market potential. The challenge is to address the widely differing organizational and business skills, technical knowledge and physical resources of the existing cooperatives and small and medium enterprises (SMEs) agri-businesses to increase and improve their competitive position	
Who are the intended beneficiaries of the project? **How many beneficiaries did the project target?**	
100 agribusiness cooperatives and Agri Business services providers	

Was the project completed within the intended timeframe? Did any delays occur? If so, please indicate the cause of these delays.	
Not completed within the initial timeframe Some delays caused by external factors at the beginning of the program (an extension for 10 months has been requested and approved)	
Did the project utilize its entire budget? If not, please specify which part of the budget was not claimed from the Embassy of the Kingdom of the Netherlands/<name of the centrally managed programme through which the project is financed>[11].	
Not yet. Still under implementation (N/A)	

3. Relevance of the project to the improvement of food security

Please provide the following information about the project:

Did the project improve the income of households benefiting from the project? If so, please specify how.	
Not yet evaluated (program still under implementation) . It's a bit early to make an impact evaluation. We can share the Mid Term review report recently done to the evaluators to have more clarifications	
Did the project improve the food security situation of households benefiting from the project? If so, please specify how.	
Not yet evaluated (program still under implementation)	
Did the project allow farmers to improve their production? If so, please specify how.	
Yes, the sales volumes have increased by 39% by the end of 2015 (Refer to the CSP data base to be shared and discussed with the evaluation team)	
Did the project allow other food producers to improve their production? If so, please specify how.	
N/A.	
Did the project create jobs during the implementation of the project? Please specify which jobs were	

[11]The latter is relevant for the food security projects financed by program managed by Dutch government agencies based in The Hague.

created, how many jobs were created and for how long in duration.	
Full time jobs for cooperatives management operations, part time jobs for agriculture activities (full time : 293, Part time: 4386)	
Did the project create jobs that lasted after the project was completed? Please specify which jobs were created and how many jobs were created.	
Program Not yet completed	

4. Relationships with stakeholders

Please provide the following information about the project:

Please describe the quality of the cooperation with local authorities.	
Participation in the Joint Action District Forums (JADF), Collaboration in planning and organizing open days, involving local authorities in the follow up of field activities and share the progress reports.	
Please describe the quality of the cooperation with the beneficiaries (or their representatives).	
Beneficiaries have been actively involved in the needs assessments and planning activities. Representatives are regularly consulted to assess the progress and performances for their respective cooperatives. Client satisfaction surveys are ongoing. So far we registered good relations with program beneficiaries	

5. Lessons learned

Please provide the following information:

Which problems occurred during the implementation of the project? What caused these problems?	
The uptake of business skills and methods of work is undermined for some of the target cooperatives by the expectation for aid or free distribution of materials and services. This contradiction arising from the inability of the cooperatives to distinguish between these varied approaches complicates the process of mindset change which is vital for the transitioning of cooperatives to business entities. In spite of the quality of services delivered through the coaches, the realization of the expected progress was slowed down by negative expectations often re-enforced by the actions of other actors that still focus on the relief-aid model of intervention. This is combined with the current cooperative model which still has many challenges to enhance economic incentives to cooperatives members.	

How did your organisation respond to these problems?	
The re-design of the program strategy required coordinating the three approaches that are now enhancing the quality, efficiency and effectiveness of actions to ensure the realization of a critical mass of capable cooperatives and Agri BDS support institutions toward sustainability and ownership. The collaboration between SPARK, Agri-ProFocus (APF), RICEM, and Terrafina, central and local governments has brought in new expertise into the program and with proper coordination should be able to leverage the program and pave the sustainability way over the next 15 months. The role of the fulltime Coaches each assigned an 8-10 cooperatives has greatly facilitated a high quality of program delivery.	
What would you do differently if your organisation were to implement a similar project in the future?	
To have enough time for inception phase (context analysis). To involve chain leaders (processing companies) to take up gradually capacity building activities in a win - win perspectives. Coordinate and closely with other capacity builders to minimize contradictory approaches or duplication of efforts. Design an exit strategy to avoid over dependency on external support. Integrate a policy advocacy component.	

13. Project 25457 - Access to Food for Young Children (in-depth evaluation)

1. General information

Please provide the following general information about the project and about yourself:

Project Title:	Accelerating Stunting Reduction Among under-two children in Rwanda
Name of your organisation:	UNICEF Rwanda

2. Information about the project

Please provide the following information about the project:

Has your project already been finalized? If not, what is the expected date of completion?	
The EKN nutrition program is ongoing and is expected to end by 31 December 2016 as per the program document and contract.	
Please describe the direct goal(s) of the project.	
The overall goal of this programme is to contribute to national objective of reducing stunting rates of under-five children in Rwanda from 44% in 2010 to 24.5% by 2018 as stated in the 2013 – 2018 Health Sector Strategic Plan (HSSP III). The objective of the programme is to reduce the stunting rates of children under-two years by 5%[12] each year in targeted districts. Specifically, this project will: i. Build the capacity of districts to coordinate and monitor scaling-up of multisectoral community-based nutrition-specific and nutrition-sensitive interventions in targeted districts; ii. Build the capacity of key service providers to prevent, identify and manage under-nutrition among children under-five and pregnant and lactating women; iii. Support social and behavior change activities at community level for improved maternal and child feeding practices in targeted districts; iv. Improve food security and resilience of vulnerable targeted households with children under two and pregnant and lactating women in targeted districts	
To what extent has this goal/have these goals been achieved?	
The project is still ongoing but program achievements to date may be considered satisfactory. From the monitoring framework, 19 indicators were selected by the Embassy of the Kingdom of the Netherlands in Rwanda. As reported in the EKN program 2014 annual report, fifteen out of these 19	

[12] Not absolute number but rather as a per cent of existing level (at baseline or level at beginning of each calendar year).

indicators have annual targets of which 9 (60 per cent) is on track (green), 5 (33 per cent) are constrained (orange) and 1 (7 per cent – documentation of case studies, now planned for 2015) is not on track (red). Data collection for the 2015 annual report is onging and the program baseline is scheduled to take place later this year.	
Please describe which situation or problem caused your organisation to develop the project. Which problem is the project intended to solve?	
At the time when the program proposal was developed, the most recent Rwanda RDHS survey, 2010, showed a prevalence of chronic malnutrition (stunting) among children under-five as alarmingly high at 44% (current stunting level is 38%, RDHS 2014/15). The programme was designed to tackle this issue of persistent high chronic malnutrition levels by focusing on the nutritional status of children under the age of two years and pregnant/lactating women which is premised on the importance of the first thousand days (from conception through to two years of age) in combating stunting or chronic malnutrition through a coordinated and aligned multisectoral approach.	
Who are the intended beneficiaries of the project? How many beneficiaries did the project target?	
200,000 under-two children and 160,000 pregnant/lactating women in 10 districts (Nyaruguru, Gisagara, Gatsibo, Nyamasheke, Kamonyi, Karongi, Muhanga and Gicumbi plus Rutsiro and Nyamagabe).	
Was the project completed within the intended timeframe? Did any delays occur? If so, please indicate the cause of these delays.	
The project is still ongoing. Implementation in the first year of the program was relatively low compared to the following years since it took time for the implementing partners to establish a good working relationship with the districts (all activities of the EKN nutrition program are reflected in the quarterly work plans of the targeted districts).	
Did the project utilize its entire budget? If not, please specify which part of the budget was not claimed from the Embassy of the Kingdom of the Netherlands/<name of the centrally managed programme through which the project is financed>[13].	
The project is still ongoing and implementing partners are planning to ensure full implementation and, consequently, budget utilization by the end of the program.	

[13] The latter is relevant for the food security projects financed by programmes managed by Dutch government agencies based in The Hague.

3. **Relevance of the project to the improvement of food security**

Please provide the following information about the project:

Did the project improve the income of households benefiting from the project? If so, please specify how.	
The program includes a component on supporting community saving/lending groups. These groups provides micro loans to their members which often use these funds to invest in small business thus improving their income.	
Did the project improve the food security situation of households benefiting from the project? If so, please specify how.	
The program includes a component on supporting targeted households with establishing kitchen gardens and provision of small livestock to diversify the diet of the children and contribute to the food security situation of the households. Loans from the saving/lending groups also contribute to increased food security by increasing the access to income generating activities for the beneficiary households. Sometimes loans are also used to procure food (e.g. during the lean season).	
Did the project allow farmers to improve their production? If so, please specify how.	
Yes, target households are trained in bio-intensive agriculture techniques with the vision to apply these techniques to their kitchen gardens, however, these skills relates to improved production practices in general.	
Did the project allow other food producers to improve their production? If so, please specify how.	
Yes, target households are trained in bio-intensive agriculture techniques with the vision to apply these techniques to their kitchen gardens, however, these skills relates to improved production practices in general.	
Did the project create jobs during the implementation of the project? Please specify which jobs were created, how many jobs were created and for how long in duration.	
The program does not have a focus on creating regular jobs but does include a component on supporting income generating activities through the establishment of community saving/lending groups. One partner has trained a group of people to continue providing support to the saving/lending groups on a fee basis. In addition, some implementing partners further supported these groups by training them in different income generating activities such as fish farming and production of dried vegetables.	

Did the project create jobs that lasted after the project was completed? Please specify which jobs were created and how many jobs were created.	
The project is still ongoing.	

4. **Relationships with stakeholders**

Please provide the following information about the project:

Please describe the quality of the cooperation with local authorities.	
The implementing partners are working closely with district authorities to coordinate program activities and make sure they are aligned with district priorities. Direct support is provided through the program to support coordination meetings and supervision visits by the district DPEM committees (District Plans to Eliminate Malnutrition) and support to strengthening multisectoral M&E systems using DevInfo to track implementation of the DPEM. Also, quarterly implementation plans for the program activities are developed and co-signed by the implementing partner and the district to ensure transparency and accountability.	
Please describe the quality of the cooperation with the beneficiaries (or their representatives).	
Program beneficiaries are actively involved in several of the program components including providing inputs for the cooking demonstrations (i.e. each caregiver bring something to prepare the meal, e.g. firewood, water or vegetables) and in the decision of small livestock to be provided to households.	

5. **Lessons learned**

Please provide the following information:

Which problems occurred during the implementation of the project? What caused these problems?	
The inception phase of the EKN nutrition program took more time than expected as implementing partners were obliged to build close relationship with district counterparts in order to plan program activities and support coordination and M&E of the same. This caused delays in implementation and spending of program funds.	
How did your organisation respond to these problems?	

Through a continued dialogue with and support to the implementing partners, program implementation rate was gradually accelerated without compromising working relationship with the districts and quality of program delivery.	
What would you do differently if your organisation were to implement a similar project in the future?	
A program of this scope and complexity requires a longer (e.g. one full year) exception phase with correspondingly lower expectations in terms of spending and program results. Consequently, the program timeframe should ideally also be longer, minimum four years, to allow real impact of program activities to materialize.	