Annex XI: Project level objectives linked to outcomes

In this Annex for each project the objectives, outputs, and outcomes are presented as given in the BeMo. Underneath each of the output/outcome indicators, the extent to which this indicator has been established is given in blue. Finally, the conclusions on the project's results are given in the last column.

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1. Project 19160 - Skills Development and Employment Protection

Project	Objectives	Outputs	Outcomes	Conclusions
Sub-objective output indicator: 2.2 Strengthened SMEs in agribusiness sector				
Skills development and employment protection (BEMO, 19160)	1. The economic performance of MSMEs and non-agricultural employment opportunities has significantly improved for poor sections of the population	1. The public authorities (PA) and the private sector (PS) are in a structured dialogue on TVET issues and reach agreement on mutual design, shared responsibilities and joint management of the TVET system. A structured Public Private Dialogue (PPD) is established and a PPD Secretariat was launched (Results Matrix GIZ Report). The Secretariat has received support in the form of training courses and information events have been carried out, while dialogue processes and structures have been established at national and local levels (GIZ Final Report)	1. A platform for the coordination of the public authorities and the private sector in the area of skills development is institutionalized and active. The application of RIA (Regulatory Impact Assessments, an instrument to assess the potential negative effects of new laws and regulations on the private sector) has not been pursued (Results Matrix GIZ Report). Three Public-Private Partnerships (PPP) were launched, leading to a total of 155 male and female entrepreneurs and employees to receive training in financial accounting (GIZ Final Report).	Results matrix (GIZ Report): - 69,342 jobs created until 2013 (including temporary jobs) - Increase in credit and loans to private sector - From 95 (2012) to 240 (2013) exporting companies in Rwanda - Investor Perception Index increased from 71 (2012) to 74.4 (2013) The 2nd objective has been completed. - Skills of trainees were improved - Employability of trained people increased, because of acquired skills - Companies introduced new products, provided better service, and got more income - Training centre increased the number of new trainees With respect to the 1st objective it is unclear if and how SMEs are actually strengthened. The objective is vaguely stated in the first place, as 'strengthened' can have several meanings. GIZ Final Report (p.37): the programme was not primarily aimed at poverty reduction, but it did make a contribution to improving the qualifications of young men and women, who therefore have
	2. The employability of young Rwandans, especially young women, is improved	2. A TVET strategy and an organizational framework for implementation are established and reflect the results of Public Private Dialogue (PPD). Representatives of Rwanda's Chamber of Industry and its construction industry association are collaborating with the Technical and Vocational Schools Association (TEVSA), as well as with the master trainers to develop a strategy for the further education of both TVET school teachers and in-company instructors (GIZ Final Report)	2. A mutually agreed TVET strategy between the PA and the PS is approved and in implementation. While the PS and TVET have started working together more, it is still necessary to include the PS more strongly (GIZ Final Report). The area of labour market interventions has not yet developed an adequate profile.	

Project	Objectives	Outputs	Outcomes	Conclusions
		3. Decision makers in TVET better understand the labour market and its developments using various instruments. The Sector Skills Councils have been created in order to align vocational education more closely to the needs of the private sector (GIZ Final Report)	3. Labour market instruments are established and used. The Ministry of Public Service and Labour launched Rwanda's first employment agency (GIZ Final Report). The agency offers career advice and job application training.	better access to more productive employment and a more secure income. The programme has organised a campaign for women and girls to increase their participation in vocational training courses. GIZ Final Report (p.41): The sustainability of the programme was assessed to be good (level 2 on BMZ scale), due to high ownership of the partners and participatory approach . However there is still low financial capacity of Rwandan private sector organizations.
		4. The professional initial training is directed towards the labour market demand. A more demand oriented skills development system has been created through the involvement of the private sector. The Sector Skills Councils (SSC) have been created (Results Matrix GIZ Report).	4. Curricula and Examinations are developed based on the needs expressed by the PS. Increased provision of internship opportunities by private enterprises for male and female participations (Results Matrix GIZ Report). The systematic inclusion of the private sector has been secured through the integration of work experience as part of the school-based training (GIZ Final Report).	
		5. Professional further training is an integral instrument of the TVET system in both formal and non-formal areas. 10,087 people, including 4,815 women (48%), are trained by prive-sector organizations (Results Matrix GIZ Report). More than three times as many people have benefited from training than was originally planned. 9,034 people, including 4,657 women (52%), received training as part of the Upgrade Your Skills (UYS) initiative	5. Skills attained through professional training as well as prior experiential learning are recognized and lead to certification. No data, it proved impossible to carry out an assessment of the skills of the people receiving the training. However private companies are providing an increasing number of work experience places for male and female participants in TVET courses (GIZ Final Report)	

Project	Objectives	Outputs	Outcomes	Conclusions
		6. Teachers and Trainers are better trained and the institutional setup allows them to better perform their job Creation of training-of-trainer courses for master trainers working in vocational schools and in companies (Results Matrix GIZ Report). The ToT Task Force is established, a body that develops training of trainer courses for instructors working in TVET schools (GIZ Final Report)	6. A ToT concept is institutionalized, elaborated and implemented aiming at better trainer attraction and retention The TEVSA developed a 'Roaming TOT strategy', involving the provision of further training for vocational teachers. More than 1,000 teachers received further training (GIZ Final Report).	
		7. The potentials of micro enterprises for both professional training and self-employment are better exploited. Related to outcome 7.	7. Specific measures to strengthen micro enterprises are implemented. The employment agency of MIFOTRA created the CEFE course (Creation of Enterprises – Formation of Enterprises) (GIZ Final Report).	
		8. The project concepts and its implementation is coordinated with local and international development partners and possibilities of direct cooperation are identified and implemented. The programme involved the use of international and national, long-term and short-term experts, integrated experts, development workers, national experts, and experts from SES (Senior Experts Service) (GIZ Final Report). There is close collaboration with German FC.	8. Specific possibilities of direct cooperation with development partners have been identified and implemented. Detailed coordination discussions have been held with development partners for the preparation of the trainer-of-trainer courses (GIZ Final Report).	

2. Project 19462 - PAREF II

Project	Objectives	Outputs	Outcomes	Conclusions
Sub-objective output indicator: 1.4 Increased access to reliable and affordable energy **Sub-objective output indicator: 2.1 Strengthened agribusiness representatives**				
PAREF II (PAREF NL-1) (BEMO, 19462) Quantitative and qualitative degradation of forest resources is well managed and Rwanda's needs for wood fuel are better met.	1. Institutional capacities at the decentralized level regarding reforestation and management of forestry resources are reinforced	Achieved (R) • Total GPS forest project area achieved is 94% (goal was 90%) • Updated forest area maps • Sufficient forest dialog in JAF meetings • training of District Forestry Officers and technical staff on nursing techniques, planting and harvesting, as well as financial planning went according to plan; Not achieved • Trainings on forest law/ regulations not held • Management tools to manage the plantations are not available. • District Forestry Management Plans were submitted late and of insufficient quality. The project duration was not sufficient to allow improvement of these Plans.	No recent information about outcome level	This project has achieved almost all of its desired results, except for capacity building. The intended area of reforestation was almost fully realised. However, as the forest law and rules/regulations on which the development of management tools are based 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. (R p.16). A link with food security could be made, however, this is an indirect link. The survey states that the workforce selected consisted mainly of the poorest of the rural population and half of them were women. According to the survey, this contributed to the food security and education. However, the survey does not give a more sophisticated explanation. This link is obviously based on several assumptions. Another impact is that production processes evolve and yield is increased in agro-forestry by the local population, as reforestation protects agricultural land from erosion. Finally, the efficiency of charcoal production the project area has been significantly increased, allowing for higher production, lower market prices, less shortages and less CO2 exhaust per kg of charcoal produced.
	2. The forest resources in 9 districts (7 in western and 2 in northern province) are increased and diversified and their management improved	Achieved (R) • 10,524 ha of reforestation (goal was 10,000) • Success rate of plantations > 80%. 4 operator contracts were signed and staff was trained. 3 of the operators were paid the final 15%; 4th contractor was paid 7%, did not follow prescribed planting distances.	No information	

Project	Objectives	Outputs	Outcomes	Conclusions
	3. A better valorisation of forest products should be assured.	• Clear data on number of charcoal makers, they received organizational and material support (R) • 90 charcoal makers trained (3 of them women) in 18 cooperatives Use of more modern carbonisation technique --> doubled quantity of charcoal	No information available about outcome/impact level, as this is dependent on the maturing of the trees that will be used for charcoal making, which would first be possible only 7 years after planting.	The major challenge faced was the short implementation period in which activities had to be done (especially reforestation of 10,000 ha).

3. Project 19815 - PROSKID

Project	Objectives	Outputs	Outcomes	Conclusions
Sub-objective output indicator: 2.2 Strengthened SMEs in agribusiness sector				
PROSKID (BEMO, 19815)	1. Promotion and stimulation of entrepreneurship	A. At country level : A1. Education is aligned with market's needs [target : 12% of employers are satisfied with student's performance] No data. A2. Improvement of innovation capacity in the private sector [n.a.] No data.	No information available	The project consisted of three components: 1. Business Plan Competition 2. Internship programme 3. Advocacy on TVET The 2nd and 3rd component seemed successful, as 561 students found an internship and 48% found employment. The advocacy seems successful as PPP are being established. The key achievement is the coordination mechanism in place and the advocacy role. Study tours were organised and the TVET gained a positive public image. The BPC were established and according to the report, 1000 jobs were created. The winners could receive a loan. This was directly the weak spot of this component. According to the survey, there was a very low rate in the loan repayment and high defaulting rate. Therefore, only a short-term increase in household income, no sustainable solution. Also, only 13% of the beneficiaries of a loan have succeeded in maintaining their business. Reasons why most companies from BPC defaulted: 1) Most businesses were start-ups without experience 2) Some have undertaken business they don't understand 3) Some of the clients considered the loan as a government gift and didn't care about repayment
Overall objective: support SME's growth through facilitating access to credit and assistance with management matters. The project also includes the promotion of technical and professional education, with a focus on apprenticeship/dual training and cooperation between public and private sector.	2. Setting up a network with specific results between enterprises and schools	B. At Embassy level: B1. Specific sectors are identified for focusing the ETFP and the needs of those sectors are known. [revised curricula] B2. Effective and efficient collaboration between private sector and technical schools. [target : 10 professionals from private sector involved] This target is not mentioned, but 561 TVET students found an internship and 48% found employment after the internship (R). B3. International donors are aligned with ETFP's strategy [target : 80% of international donors aligned] No data. B4. Improvement of entrepreneurs' competencies and knowledge [number of women starting their company] 450 SMEs benefitted from Technical Assistance (trainings and facilitation) (R)		

Project	Objectives	Outputs	Outcomes	Conclusions
	3. Improving employability of students from ETFP	C. Business plans competition : C1. Increase in the number of SME's participating [target : + 50%] No data C2. Increase in the number of SME's receiving technical assistance in developing their business plan [target : +50%] 450 SMEs received the TA, but no baseline data available (R) C3. Reinforcement of competencies and knowledge with regards to business management [target : 100% of winning SME's receive technical assistance] C4. Production of a report on the impact of the business plan competition [n.a] A report has been written on this topic.		4) Limited monitoring on the use of the loans and reimbursement
	4. Promoting self-employment and entrepreneurship	D. At education level : D1. Identification of trainers/teachers in private companies [target : 10 tutors identified] Public and Private Partnerships have been established and the PS got more involved in the TVET education. However there is no mention of actual trainings or teachers (R) D2. At the end of their curriculum, students are 'placed' in a company for practice [data need to be developed] 46% of the interns found a job (R) D3. Designed courses for the Chamber of Industry [target : 1 training/year for the employees of the Chamber] PSF organizes training sessions through the Chamber. It is about 1 or 2 days a year. It is a session on TVET and internships rather than a proper training session (Baseline) D4. Generic competencies needed by companies are defined [compilation of competences]		

Project	Objectives	Outputs	Outcomes	Conclusions
	5. Promoting public-private dialogue	E. On promoting dialogue around ETFP : E1. Policy ETFP takes the private sector's needs into account [number of revised curricula] See D1. E.2 Survey on companies involved in training is performed [report] E3. Reaching and signing agreement between PSF and main ministries involved in ETFP E4. Operationalization of employers' forum [4 meetings/year]		

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

Project	Objectives	Outputs	Outcomes	Conclusion
Sub-objective output indicator: 1.4 Increased access to reliable and affordable energy				
Electricity access programme (BEMO, 19940)	Connected households and enterprises from 115,000 to 415,000;	30,000 rural connections (households, enterprises, health centres, administrative centres and schools). All the power for these additional connections will be generated with renewable sources, paid for by the government and the private sector; From 115,000 connections in 2009 to 513,092 connections in June 2015, 562,942 by the end of December 2015 (target of 415,000 largely met). The initial aim was to connect 48% of the population by 2018, which was quite ambitious according to the Rwanda Energy Group (REG). In March 2016, 28% of the population was connected.	Outcomes: • availability of electricity has significant effect on daily routine of rural dwellers • children shift their study time from daytime to hours after nightfall and school enrolment is positively affected • increase in TV as main source of information • better access to information leads to significant effects on gender aspects: decrease in women who think that it is justified that a husband beats a woman • households increase their home business activities, enterprises emerged and existing enterprises extended their operation hours, products and services Overall: the number of SMEs have development and contributed to food security, water resource management, and job creation	IOB evaluation report: Impacts: • Economic impact: overall expenditure on energy has hardly been affected, because the increase in expenditure on electricity is largely compensated for by reductions in expenditure on the traditional energy sources. With electrification villagers are awake between 14-40 minutes longer per day. The average time spent on income-generating activities at home in houses with electricity is higher, but has no effect on the total time worked, since the average time spent in the field decreases. The amount of enterprises increases in communities with electricity (p.60), but their productivity is not necessarily affected. • Impact on convenience and welfare: decreased indoor air pollution, increased information on health issues, and general issues, through radio and television, longer study hours of children, increased school enrolment and attendance, increased and intensified use of mobile phones, lower acceptance rate of violence against women

Project	Objectives	Outputs	Outcomes	Conclusion
Access to electricity is low in Rwanda (5%) and tariffs are high, therefore Rwanda aims to increase energy production and diversify into alternative energy sources. This is mentioned in the Economic Development and Poverty Reduction Strategy (EDPRS). The overall programme to implement the energy strategy covers three pillars: connections, biomass and hydrocarbons. This project focuses on connections and 19462 on biomass. Hydrocarbons are not supported. The roll out of this project will mainly take place in rural areas, off grid solutions are also included.	Connected health facilities from 50% to 100%;	1 MW off grid renewable generation. This MW will be additional to ongoing efforts to generate off grid power, by the Dutch and other donors. Off grid power is the cheapest option for some remote connections. From 50% of Health Centres electrified in 2009 to 80.67% in June 2015, 90.38% by the end of December 2015 (below target of 100%).		
	Connected sector offices from 25% to 100%;	From 25% of Administration Offices electrified in 2008 to 87.98% in June 2015, 90,38% by the end of December 2015 (below target of 100%).		
	Connected schools from 20% to 50%.	From 25% of Schools electrified in 2009 to 43.01% in June 2015 (slightly below target of 50%) .		

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

Project	Objectives	Outputs	Outcomes	Conclusions
Land tenure regularisation (BEMO, 23168/234214)	The objective of the programme is to issue land titles to Rwandan people and make sure there is a sustainable land system and administration. Other objectives are also to help reducing poverty, increase social harmony and make access to financing easier.	On social harmony 1. Most of Rwandese landholders secured in unchallenged possession of their property – 92%, which is below the 2015 target of >= 96% 2. Contested claims to land clarified and brought to an accepted resolution by both parties – In total 11,000 claims on the register, of which the majority was brought to an acceptable resolution after mediation. 3. Increased transparency in good governance in the development of Rwandan land No information available	1. all rightful landholders will receive legally valid land title documents and land disputes will be minimized by 2015 [indicators : 8 million plots by January 2013 and another 2 million between 2013 and December 2015] Completed: At the time of the end-line interview, 11.4 million parcels had been registered and 7,164,230 land titles were granted (June 2015). Some small sections still need to be registered.	The programme has generally achieved the objectives. Although slightly lagging behind, 92% of the landholders has been registered and all 30 district offices were connected to the Land Administration Information System (LAIS). RNRA foresee an important impact on food security as the land registration allows for governing the land use. RNRA has the mandate to protect sustainable land uses and monitors land use plans determined by the districts. At the time of the end-line visit, 3 out of the 30 districts had a land use plan. Based on the mass registration, other districts can now develop such a plan as well, ensuring sustainable use of natural resources and – in the long run – food security for the district inhabitants DFID identifies two major risks that could undermine the sustainability of the project and those are linked with LAIS matters. First, when a family member dies, it is needed to make sure that the information is transferred to the administration (DFID estimate a death rate of 2.5% amongst land rights holders ==> 250,000 inheritance cases per year). Second, there could be a gap between the information in the system and reality if people do not communicate changes or if the system is not efficient.
		On agricultural transformation * Increased food security through higher productivity of land No information available * Stronger protection of land against erosion because of more sense of ownership No information available * Diversification of rural livelihoods supported by the purchase, sale and rental of land No information available * Increase in rural people's wealth through rising land value No information available * Agricultural development funded by land-secured credit No information available	2. establishment of institutions and systems for land management and adequately accommodated with required skilled people and equipped at the district level and below [indicators : 30 District Land Bureaus in 2013 and 416 Sector Land Bureaus in 2015 ; post holders trained in land management] Completed (with some delay): In 2015, all 30 district offices were connected to the Land Administration Information System (LAIS). In the course of 2015, all 416 post holders were trained.	

Project	Objectives	Outputs	Outcomes	Conclusions
		On urbanization * 500.000 households with better urban jobs and living conditions No information available * Urban land development funded by land-secured credit No information available		

6. Project 23743 - HIMO PDED II consolidation

Project	Objectives	Outputs	Outcomes	Conclusions
Sub-objective output indicator: 1.1 Feeder roads built in labour intensive way **Sub-objective output indicator: 2.2 Strengthened SMEs in agribusiness sector** **Sub-objective output indicator: 2.4 Strengthened (semi) government institutions**				
HIMO PDED II consolidation (BEMO, 23743)	1. The roads rehabilitated by Helpage between 2003-2011 are in good condition and some new roads are build. Target in indicator is set at: 290.7 km road maintained in a light way; 170 km roads maintained in a periodic/heavy way and 75.5 km new roads are build. Total km of roads is 536,2.	521.5 km of rehabilitated roads were properly maintained (S) 72.5 km of new roads were build (S). Total number 594 km.	Number of new roads below target, total km of realized roads exceeds target.	When comparing the outputs with the final results from the survey it comes clear that most outputs have been achieved, especially the target related to job creation under the HIMO approach. The effects of the new roads were summarised as follows in the survey: easier movement of people and goods, easy access to markets for local products, increasing producer income, supply of raw materials, creation of income-generating activities. The effects of output 3: reduction of erosion, increased fodder, restoration of vegetation cover, increased agricultural yields. The land and soil activities, through agroforestry and fighting erosion, contributed to the improvement of the fertile ground and increased the quantity and quality of agricultural production. The survey states that there will be an increase in crop yields and availability of agroforestry products (fruits, fodder, firewood). The participating population did indeed earn incomes which improved livelihoods and living conditions in a diverse range of areas: health, housing, children's education, and re-investment in agriculture, livestock, trade, other income-generating activities. During the end line we learned that it has been reported that the districts have seen the extreme poverty level
Promote new opportunities for increasing agricultural productivity, access to markets, job and income diversification, while supporting the agricultural sector and food security.	2. Districts, SMEs and cooperatives are trained to maintain feeder roads by themselves. By the end of the project, districts will be trained to plan for new roads and to rehabilitate these roads by themselves. To that end, SMEs and cooperatives will have been trained to perform specialized tasks. The target in the indicator is set at: increased capacity in planning and monitoring of road maintenance and rehabilitation of district and sector officials in 5 districts and increased capacity in road maintenance and rehabilitation work of	Public and private institutions have been technically strengthened through trainings related to the implementation and monitoring of programme activities and rational management of HIMO (72 cooperatives, 4 SMEs, 17 committees of developed sites (?), 76 technicians and 100 female entrepreneurs organised in 5 networks) (S).	Output has been met, capacity building programme to maintain the roads by themselves.	

Project	Objectives	Outputs	Outcomes	Conclusions
	cooperatives and SMEs (no concrete target is mentioned).			decreased at about (2%), especially for Musanze, Burera and Gicumbi district. To conclude, there has indeed been an improvement of income and with the increased income more food could be bought. However, the employment period was relatively short, which makes it difficult to prove a long lasting reduction of food insecurity. The scale on which people were reached is, however, very high and proves that the project had an impact on many people. Regarding the construction of the roads, it is true that food can more easily been transported and that it contributes to post-harvest handling. The latter output has a more sustainable effect due to the fact that the roads are still intact. Overall, we can conclude that there is an indirect link with food security and that the link is less strong than was suggested at the beginning of the project. The outcome has been reached for a large part.
	3. The construction and maintenance of the roads ensures the protection of fragile ecosystems of the marshlands of Rugezi and Bugarma, as well as the lakes Burera, Ruhondo and Kivuare and the agricultural production sites there. The target in the indicator states that 6,587 ha of ecosystems and roads will be protected.	2,653.8 ha of farming grounds have been built by the actions of agroforestry and erosion control. The project is lagging behind the indicator.	Only 40,3% of the output targets have been reached. However, realized effects were reduction of erosion, increased folder, restoration of vegetation cover and increased agricultural yields.	
	4. Through labour-intensive approaches and the use of unskilled manual labour (as opposed to capital intensive approaches), the poorest Rwandans gain an income. The target in the indicator states that 13,437 people will be active in Cash for Work (consolidation), 6586 people for Cash for Work (new roads) and 8,820 people in soil protection Cash for Work. This is a total of 28,843 people.	26,278 poor people (including 13,785 women) were employed under the HIMO approach. 2,000 jobs less than planned were created.	In the opinion of the project implementers program planned objectives have been achieved over 99% considering the accomplished physical achievements and impacts at program closure. The expected impacts on food security were: increasing agricultural production, intra-Community trade, increase household resilience to poverty and hunger, improving nutrition and conditions household living in general, noting that these categories of people were poor and without income.	
	5. At least half of the people employed will be women. The target in the indicator also states: at least 50% of women in Cash for Work, including in supervision. Also a gender plan will be implemented (no further details available).	See output 4: 52% of the employed people is a woman 86 female entrepreneurs have initiated income-generating projects (sustainable job)	Women were involved in the projects and earned income to bring benefit to the family.	

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

Project	Objectives	Outputs	Outcomes	Conclusions
Sub-objective output indicator: 1.1 Feeder roads built in labour intensive way **Sub-objective output indicator: 2.5 Strengthened fora for discussion**				
Infrastructure investments (BEMO, 24371/25542)		Outputs 24371: Adequate and equitable funding for districts infrastructure needs	Anticipated Outcomes 24371: Strengthened local economic development through relevant and adequate infrastructures	The project has been successful in achieving most outcomes. Projects implemented or financed by LODA focus on decentralization and building capacity. Even though most projects funded by EKN dealt with investing in infrastructure, RLDSF believes they have an impact on food security as follows: • Consolidation of marshlands, building of terraces improve the productivity of the farmers • Food security for the population is improved as the population has better revenues • Job creation through HIMO approach (people employed for building the infrastructure) • Facilitation of commercial transactions and increase in the value chain. Sustainability in terms of maintenance remains a challenge and point of attention.
		Adequate implementation and monitoring of infrastructure development projects in districts Achieved: LODA has implemented and monitored over 600 projects effectively. In each and every district, there is an engineer in charge of the monitoring of the projects. The engineer is also in charge of following up the funds disbursement and the progress of the projects. There is also a financial compliance team, economists and sociologists involved in the projects. In addition, there is a control mechanism for each project (field visit) and reporting is made every three months towards LODA	Improved food security through increased income generation at local level Districts had executed 680 development projects in 2012/2013. 494 project were fully completed and 186 projects were in execution. In the first phase 87.000 (temporary) jobs were created. In 2012-2013: 89,725 workers including 42,734 women and 46,990 men, were employed by contractors who executed the development projects.	
		Increased investment opportunities at local level The Vision Umurenge Programme (VUP) is a programme designed to accelerate the attainment of Vision 2020 targets by delivering cash transfers into the poorest households in Rwanda via District Support in the form of grants, public works in terms of wages and Financial Services. Districts invested in income generating projects which created job opportunities and increased districts revenues.	Improved people-centred development approach though a more participatory approach	

Project	Objectives	Outputs	Outcomes	Conclusions
		LODA sensitizes population on the culture of making savings and working with banks and micro-finance institutions through Financial Services. A total of 2.416 individuals was trained in the several districts to then continue to train others within their community. Financial Services were operational in 150 sectors across Rwanda. A total of 12,703 individuals received a loan. In addition in 180 sectors direct support had been given to the poorest and most vulnerable households in total 43,671 (99,817 members). With the projects LODA managed the creation of public markets (37), guest houses (6), slaughter houses (6), factories (2), storages/warehouses (11), public / tax parking or bus stations (2).		
		Improved LODA legitimacy in providing advisory services to the districts According to the annual plan 146 local government office buildings have been constructed. It is however difficult to state if the output has been met, without a clear definition.	Improved district legitimacy on the local development agenda	
		Improved effectiveness and sustainable use of public resources A total of 1.961,10 hectare was realized, next to 4.750,54 progressive terraces and 2.888,95 radial terraces. A total of 4.658 households was earning newly treated terraces.	DDP I infrastructure development targets consolidated and sustained.	
		Improved service delivery by LODA at the local level Achieved: 9,625 individual latrines (96% of the target). Also, almost 100 water reservoirs and		

Project	Objectives	Outputs	Outcomes	Conclusions
		752 spring sources had been realized in 2012/2013.		
		Outputs 25542: Districts LED infrastructure projects completed; District maintenance plans for infrastructure projects developed. Performance indicators for the outputs: - % of budget execution for district investment in the planned infrastructure projects (target 95%); Achieved: 99,85% (but project is still ongoing) - Number of planned district infrastructure projects in local economic development that are completed per year per district (quantitative information provided per project category; target 2016 based on estimates: 248 projects); By the end of April 2016 a total of 144 out of 601 projects was completed. The remaining projects are ongoing. Below target - Number of local government staff trained for proper management of LED infrastructure projects (2016 target based on estimates: 169 local government staff) A total of 560 staff members have been trained of which: - 350 district staff trained in the operation and maintenance of infrastructure - 150 district staff trained in Monitoring and Evaluation information System	Anticipated Outcomes 25542: Local infrastructure projects are implemented and maintained by local governments to improve service delivery and advance local economic development (LED). As mentioned above, not all the projects have been implemented yet, but the project is still ongoing. Maintenance seems to be a point of attention in this phase of the project as show the results of the evaluation study shared with us by LODA. The outcome have not yet been reached and project is ongoing.	

Project	Objectives	Outputs	Outcomes	Conclusions
		- 30 district staff in charge of Monitoring and Evaluation officers - 30 district staff in charge of Geographical Information System. The output indicator has been met.		

8. Project 24730 - Linking Farmers to Markets

Project	Objectives	Outputs	Outcomes	Conclusions
Sub-objective output indicator: 2.1 Strengthened agribusiness representatives **Sub-objective output indicator: 2.3 Strengthened cooperatives** **Sub-objective output indicator: 2.4 Strengthened (semi) government institutions**				
Linking farmers to markets (BEMO, 24730)	To build capacity of the Chamber of Rwanda Farmers (CRF) and to allow its members to develop knowledge and skills allowing them to be more competitive and to access profitable markets.	1. Farmers are confident that Chamber delivers better and represents them in a satisfactory manner	1. Strengthened Chamber to advocate for and represent the farmers, improve service delivery capacity and Rwandan farmers feel they are well represented and served; Farmers know PSF and CRF more than before; they have joined the cooperatives that have become stronger; farmer-members have become more knowledgeable (MTR Nov 2015).	The programme has contributed to capacity building through a skills audit and subsequent trainings for 6,753 individual farmers and 137 cooperatives belonging to 16 associations with a total of 176.958 members. Also, study trips were organised abroad and the CRF lobbied on behalf of farmers to improve government policies at the national level. A business plan competition was newly developed and therefore is behind schedule. No results have been reported on it. Part of the objectives is to make CRF self-supporting, based on the collection of membership fees paid by the federations. Yet, the membership fees received by the CRF amount to around 10% of what they should be. The current CRF income does not allow for financing a permanent role of the district officers put in place by the project. Also, the project manager of the Linking farmers project served as CRF director for the duration of the project, but has now left the organisation, as project funding has ended, potentially leading to a loss of knowledge for CRF. Providing guarantees on loans taken out by farmers did not have the anticipated results. National representation of farmers has resulted in a regulated market for potatoes, which solved the problem of potato farmers having to sell below cost price during harvest season. Now they can earn an income and save enough money to invest in seeds
		2. Audit of knowledge, skills and competences of associations' members of the Chamber is conducted and plans to address the gaps are implemented Performance indicator: Existence of a plan of skills development for each association, member of the Chamber;	2. A strengthened capacity in post-harvest skills and increased investments in post-harvest facilities	
		3. Information desks of farmers are operational in all the districts Performance indicator: Offices are opened (at least one office per district) and farmers report satisfaction of service delivery at the rate of 80%;	3. Increased number of farmers starting an agri-business through a year basis contest.	
		4. Active and constructive participation of the Chamber in the Agriculture Sector Working Group (ASWG) is effective		

Project	Objectives	Outputs	Outcomes	Conclusions
		Performance indicator: Participation in ASWG meetings is realized at a rate of 100%;		and agri-inputs for the next season. In order to make the system of a fixed price work, 120 potato collection centres and a wholesale market have been created. The impact on food security has not been measured by the project, but the training, post-harvest and advocacy components are likely to have a lasting effect. However, the food security status of the participating farmers at the start of the project is unknown. Therefore a conclusion on improved food security is not possible.
		5. A study on the situation of access to credits and payment rate is update is conducted and a campaign to sensitize farmers with potential to use credit is conducted Performance indicator: The study on access to finances by farmers is published; Providing guarantees on loans taken out by farmers did not work well. A significant amount of the project funding was consumed by guarantees called upon by the banks, as farmers did not understand they should repay their loans.		
		6. Platform to discuss access to finances is operational Performance indicator: Stakeholders in platform to discuss access to finances with banks meet every semester; Forums were co-chaired by the responsible of the Province. They look at constraints faced by farmers and come up with recommendations. Stakeholders meet twice a year.		
		7. Agribusiness contest is organized twice a year. A business plan competition is foreseen but it has not started		

Project	Objectives	Outputs	Outcomes	Conclusions
		yet because they want to develop a new approach on this topic.		
		8. A post-harvest specialist is recruited to assist PSF to elaborate a concrete plan on post-harvest programme possibly including subsidies Performance indicator: Post-harvest plan and in particular the subsidies to increase investments in post-harvest facilities is elaborated by PSF and the Chamber in the first year of the project.		

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

Project	Objectives	Outputs	Outcomes	Conclusions
Sub-objective output indicator: 2.1 Strengthened agribusiness representatives **Sub-objective output indicator: 2.4 Strengthened (semi) government institutions**				
Capacity building for food security (BEMO, 24871)	RAB (Rwanda Agriculture Board): to strengthen RAB's human capacity to develop agriculture and animal resources for improved food security and livelihood of Rwandans.	1. A strategic Human Resource Development plan established for MINICOM Performance indicator: A plan of Human Resource Development is implemented by MINICOM by 2013	1. Strengthened capacity of MINICOM to enhance value addition and food market access	A mid-term review in August 2015 concluded: • "With exception of one institution, there is strong evidence of stable and efficient functioning of the project coordination and implementation capacity of all beneficiary institutions. So far, the project has been effective in achieving expected outputs and outcomes under MINICOM, RSB, and RAB. Limited effectiveness at RCA to-date. The value chain approach to public-private cooperation is not yet working, due to some limitations to the cooperation. • "The establishment of the Community Processing Centres (CPCs), reinforced with a cadre of coaches, has positively impacted on the volume and quality of food investment, production, processing and marketing within the value chain." • "The Rwanda Standards Board (RSB)'s capacity building in the standardization and conformity framework for food security value chain has contributed to improved and increased valued added outcomes with a widening of services to a broader clientele." • "RAB's investment has strengthened food security in terms of accessibility and improvement of production factors through capacity in extension services.
	RBS (Rwanda Bureau of Standards): to strengthen the capacity of RBS to deliver on the standardisation and conformity assessment in the food security value chain.	2. An upgraded Management Information System (MIS) incorporating a food security module Performance indicator: MIS module on food security is installed	2. Strengthened capacity of RBS to deliver on standardization and conformity assessment in the food security	
	RCA (Rwanda Cooperatives Agency): to strengthen cooperatives in crop intensification programme to contribute to food security.	3. A functional Monitoring &Evaluation (M&E) system3	3. RCA strengthened capacity of cooperatives in crop intensification and market access	
	MINICOM: to strengthen the capacity of MINICOM to enhance post-harvest storage facilities, value addition and market access through establishing institutional focal points for food security policy development, coordination and strategy implementation.	4. Staff skilled in developing draft laws and regulations related to food security and safety Performance indicator: Number of staff trained to draft laws and regulations for food security	4. Strengthened human capacity of RAB to increase agriculture and livestock resources	

Project	Objectives	Outputs	Outcomes	Conclusions
		5. Amended policy and law on cooperatives Performance indicator: Publication of new policies and laws on cooperatives	5. Strengthened collaboration and monitoring by PSCBS concerning this project and programme of Higher Learning Institutions in food security supported by Nuffic	The breadth and width of outreach with farmers has opened doors and created a fertile ground for other food-security agencies to address post-harvest infrastructure and markets within the food value-chain framework." • "It was apparent during interviews and documents review that the views regarding the understanding and how the concept of Value chain was varied. The concept of value chain interlinked activities and outcomes and how they impact the food security capacity need to come out clearly and recorded."
		6. RCA decentralized policy and strategy available for cooperatives, federations and confederations Performance indicator: RCA offices are open in all provinces to reinforce its effectiveness		
		7. Advocacy strategy for cooperatives drafted and implemented		
		8. Knowledge management function developed at RAB Performance indicator: Knowledge management system established at RAB		
		9. Functional review of RAB completed Performance indicatori: RAB organizational structure is reviewed and made more operational		
		10. Annual collaboration and monitoring meetings between PSCBS and agencies and training institute by Nuffic Performance indicator: Effective collaboration between PSCBS and Higher Learning Institutions involved in food security		

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

Project	Objectives	Outputs	Outcomes	Conclusions
Sub-objective output indicator: 2.1 Strengthened agribusiness representatives **Sub-objective output indicator: 2.3 Strengthened cooperatives** **Sub-objective output indicator: 2.4 Strengthened (semi) government institutions**				
Consolidation marshlands (BEMO, 25059)	1. Productive and protective infrastructure of Esiru I+II is consolidated and functioning: irrigation schemes, dams, terraces, infiltration galleries, roads and rice platforms as well as the rice mill (latter not financed by EKN) Performance indicators: - Increase in average rice production by 50% from 4 to 6 tons/per hectare/per harvest; 2013: 4.56 t/ha (R) 2014: 4.48 t/ha (R) - two rice harvests a year	Final result: - Increase of 50% in rice production (5.5 t/ha) - Increase of 50% of income in Esiru cooperatives; Improvement in income from €315 to €412 (S) - 100% of the rice-lands is utilized; Achieved (R) - Rice harvests twice a year Irrigation schemes; 34 dams; 600 ha of terraces; soil conservation (1240 km of infiltration galleries, 1,5 million trees planted); road construction and rehabilitation; rural water supply (34 spring cappings) (see Annex IX).	1. Complete productive marshlands and hillside infrastructure and to enable beneficiaries and local government authorities to take full responsibility and ownership of these works The income does not seem to have increased by 50% (increase of 30% excl. income terraces), but the impact has been large.	The project results show that the outputs have been met. First, the project was not only teaching farmers how to grow rice, but was also promoting appropriate farming techniques for growing maize and beans on the hillsides along the valleys. The farmers were taught and guided in constructing soil conservation structures to address the problem of erosion in the area. The comprehensive involvement of users and local government authorities (LGA) during all project phases was a key success factor in the consolidation phase. The first outcome has been successful and is reached. Second, The project has improved the food security situation of households in many ways. For example, rice yields have increased and farmers can keep 20% for household consumption; farming on hillsides has improved; agricultural practices are more diversified. This all leads to higher household incomes. According to the district agronomist in Muhanga Welthungerhilfe had achieved its goal by 100% that of increasing production among the farmers. The marshlands were consolidated and put into productive use. Moreover, the project has indirectly benefited many more people and it allowed other foods producers to improve their production. The increase of income from the project by beneficiaries has contributed to improved local economies hence allowing other food producers to improve their production. Third, the influence of women within cooperatives and water user organizations has been strengthened.
	2. Local government authorities and agents (at all levels), organised farmers' groups (10 cooperatives, 7 water users associations and other groups) are enabled to manage the infrastructure in a self-determined, inclusive and sustainable manner	Performance indicator: RWF allocated in districts and sectors budgets for repair and maintenance Comprehensive involvement of users and LGA during all project phases.	2. Sustained reduction of poverty, enhancement of food security and self-reliant continuation of development initiatives.	

Project	Objectives	Outputs	Outcomes	Conclusions
	3. Strengthened influence of women within cooperatives and water users associations	Performance indicators: - Nr. of women in leading positions in cooperatives increased; 2012: 20% of positions 2014: 37% of positions - In all Water User Associations 42% of leaders are women by end 2014; No data - No. of women having access to SACCO family accounts. No data	3. More women employed and better access to finance. The gender specialist made sure that women were employed, that they were getting paid on their own bank accounts (SACCO Bank) and that women were empowered by receiving financial literacy. The exact number of women having access to SACCO via this project is unknown.	

11. Project 25195 - Participatory forest management (PAREF NL-2)

Project	Objectives	Outputs	Outcomes	Conclusions
Sub-objective output indicator: 1.2 Demand driven local economic development				
PAREF 2 (BEMO, 25195)	Qualitative and quantitative management of forest resources for biomass energy in the 9 districts improved. Four indicators: (1) Figures on forest cover: 3500 ha of new forest plantation in public (2500 ha) and private land (1000 ha) will be realized; (2) Figures on annual increment (12.5 m3/ha/year) and standing volume for pilot areas; (3) Quality of 9 management plans at district and sector level; (4) Awareness amongst stakeholder on participatory forest management: 250 persons from different institutions including authorities and technicians will participate in awareness activities technically and financially.	Performance indicators: 1.1. 18 forest and financial staff financed by District at the end of the project will be trained; 1.2. 9 detailed forest management budget proposals are developed per district for the fiscal year; 1.3. 9 districts are in charge of forest on public land; 1.4. 101 staff from districts and the department of Forestry and Nature Conservation will be trained in sustainable forest management.	1. Organizational forest management capacities at district and sector level are improved 1. On track to be achieved: at the time of end-line visit, 2,299 Ha had been created on new Public lands and 970 Ha created on new Private lands in the zone of intervention - Public management : 238,827 Ha; - Private management: 90,889.3 Ha; - District management: 15,783.4 Ha. N.B: Those data are for the year 2013.	PAREF NL-2 builds on and expands the achievements of PAREF NL-1. In PAREF NL-2 the forests managed by the districts and forests in private hands are also part of the project scope. The programme is thought of indirectly addressing food security. Reforestation and protection of watersheds and rivers prevents soil erosion. This means fertile land for agricultural use is protected, thereby leading to higher agricultural production. Consequently, food security is improved. The HIMO approach generates jobs and income, also benefiting food security. The indirect link between, on the one hand, more charcoal and fuel wood and, on the other hand, food security is not proven. The project adopted a participatory management approach and an HIMO approach that have both enabled job creation and extra revenues for local households, who in turn have more to spend on food. The project started with some delay, in August 2013. This means that there was a gap between PAREF NL-1 and the current project. As the project started with maintenance of young trees planted during PAREF NL-1, these tasks were delayed and in some cases led to young trees being damaged by cows or weeds. The project will run until December 2016. Therefore the complete results of the project are not available at the time of this evaluation.
		Performance indicators: 2.1. 2500 Ha of biomass energy plantations on public land are established; 2.2. 1000 Ha biomass energy plantations on private lands are created; 2.3. Established plantations >0.25 Ha are incorporated in to forest GIS, district and sector maps;	2. The forest cover in the 9 districts on public and private land is increased	
		Performance indicators: 3.1. District forest management plans of the 9 districts are updated;	3. Lessons are learned by experimenting with participatory forest management on public land at pilot area level	

Project	Objectives	Outputs	Outcomes	Conclusions
		3.2. Forest management plans developed for 9 sectors with participatory management; 3.3. Lessons learned and recommendations are formulated based on experimenting with participatory forest management in 9 pilot areas (>100Ha/district); 3.4. Proposal for forest rules and regulations on participatory forest management of public forest developed; 3.5. Average annual increment per ha for 9 pilot biomass plantations measured yearly. The average increment will reach 12.5m3/ha/year from 10.000 ha already planted; 3.6. 13.2 tons of charcoal and number of 200 steers of firewood produced per hectare of pilot by the end of 2015 from 10.000 ha already planted; 3.7. A proper mechanism for sharing of benefits coming from the participatory managed biomass energy plantations will be in place and functioning.		

12. Project 25454 - Cooperatives Support Programme

Project	Objectives	Outputs	Outcomes	Conclusions
Sub-objective output indicator: 2.3 Strengthened cooperatives **Sub-objective output indicator: 2.4 Strengthened (semi) government institutions**				
Cooperatives support programme (BEMO, 25454) Accelerate agri-business development thus promoting rural economic growth and generating jobs in the agricultural sector	1. To strengthen the capacity of cooperatives as well as new and existing agribusinesses (making use of cooperatives' produce) thereby generating employment opportunities and contributing to stability and food security.	1. Outputs with objective 1: - General management& organization support provided to selected cooperatives in the selected districts; - Package of business services provided to selected cooperatives' and agribusinesses' entrepreneurs in the selected districts; - Financial institutions' agri-finance products and instruments made available to cooperatives, starting and growing agribusinesses in selected districts. Indicators: - Number of cooperatives supported/trained/coached (100); - Number of cooperatives staff/members provided with general management & organization training & coaching (500); - Number of (potential) entrepreneurs from cooperatives and starting and growing agribusinesses provided with business skills training & coaching (60); Number of cooperatives and/or (starting/growing) agri-businesses provided with financial services (18).	1. Outcomes with objective 1: - Existing cooperatives and new and existing agribusinesses increased production and developed (new) products and/or services in the selected districts; - Employment generated in cooperatives, in new and existing agribusinesses in the selected districts as well as in their supply chain and distribution networks; - Food security increased. Indicators: - Increase in number of cooperatives supplying new products in selected districts (25% compared to baseline); - Number of agri-businesses activities started in selected districts (35); - Total value in EUR of these cooperatives' and agribusinesses' products per year increased (25%); - Number of direct jobs created in supported/started cooperatives and agri-businesses during the three year and after the programme (750); Increase in volume of tons of food reaching the domestic markets (tbd on basis of baseline). -	Project is still on-going (end date March 2017). In 2015 (mid-term review at the time of the end-line visit), Spark has reported the following tangible results: • Sales volumes of participating cooperatives have increased by 39% between end of 2013 and end of 2015. Note: this figure applies only to Cohort 1, consisting of 39 cooperatives. • 4,407 full-time jobs have been created in the cooperatives management sphere. • 125 part-time jobs have been created in agricultural activities. • Participation by women is good and over and above the government-imposed target of 30%. The main findings from the MTR are, according to the end-line interview: • The grant fund under the access-to-finance component of the project did not work well. The farmers receiving the loans considered them "free money" and did not repay them. According to the interviewee, this is in part due to the long tradition of the GoR to give aid for free to businesses without expecting anything in return.

Project	Objectives	Outputs	Outcomes	Conclusions
	2. To strengthen the capacity of the Cooperatives Support Network (CSNs) and relevant government agencies in the selected districts.	2. Outputs with objective 2: - Market analyses in selected districts and market and business opportunities for cooperatives identified; - Business Development Services for Cooperatives at existing or new CSNs and financial institutions introduced and/or strengthened; - General Management & Organizational Capacity Services for Cooperatives at existing CSNs introduced/strengthened. Indicators: - Number of market analyses conducted and reported including business opportunities for cooperatives (9); - Number of market opportunities identified and reported during inception phase (18); - Number of key stakeholders incl. CSN and governmental agencies involved in analyses (18); - Number of demand-driven businesses development services introduced and strengthened at CSNs and agencies; - Number of financial products and instruments for cooperatives in selected districts identified at financial institutions (18) and introduced to cooperatives/entrepreneurs; - Number of CSN and FI staff/trainers/advisors/coaches trained (60); - Percentage of CSN and FI staff/trainers/advisors/coaches indicating that business development and financial services related competences have been strengthened relevant to the gap analyses (75%)	2. Outcomes with objective 2: - Cooperative support structures are better able to provide relevant and appropriate coaching and guidance to existing cooperatives and SMEs. Indicators: - Increase in number of cooperatives and SMEs using the services of CSN (25% compared to baseline); - Increase in cooperatives and SME satisfaction with the CSN support (50%). Outcome indicators that EKN will monitor: - Total value in EUR of targeted cooperatives and agribusinesses products increased per year by 25%; - Volume in tons of food reaching the domestic markets increased by x% (tbd on basis of baseline); - Satisfaction of cooperatives and SMEs with the Cooperatives Support Network support increased by 50%; - Nr of targeted cooperatives that receive a (commercial) loan for the first time. - SPARK indicates that definite indicators will be determined in inception phase, EKN has to approve these!	This is now changing, but the concept of a bank loan is still foreign to many farmers. Spark responded to this challenge by working with financial intermediaries that have a specific offering for rural financing. • Spark discovered in the course of the project that cooperatives should not be treated the same as other businesses, because there are social aspects at play that do not occur in single-owner businesses. One aspect is the challenge to align entrepreneurship with the collective interest of the cooperative's members. For this reason, Spark coaches now work full-time, which is expected to yield better results. • A challenge for the cooperatives is member recruitment and retention. Also, the trickle-down effect of skills trainings provided by Spark is limited. The project has received additional budget and a one-year extension to repair this shortfall.

Project	Objectives	Outputs	Outcomes	Conclusions
		- Number of demand-driven Management & Organizational Capacity Services introduced and strengthened at CSNs (30); - Number of CSN staff trained (30); Percentage of CSN staff indicating that management & organization related competences have been strengthened relevant to the gap analyses (75%)		

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

Project	Objectives	Outputs	Outcomes	Conclusions
Sub-objective output indicator: 3.1 Nutrition programme for very young children				
UNICEF (BEMO, 25457) Reduce chronic malnutrition of children under two by 5% each year in ten districts	1. Multi-sectoral coordination mechanisms are functional at central level and in each target district to sustain the fight against stunting, including the establishment of a national Steering Committee, a single National Nutrition Technical Committee and District Steering Committees supported by JADF Sub-Commissions for the Elimination of Malnutrition	Output indicator: No. of coordination meetings held at national and district levels (indicators 1.2 and 1.3); By 2014 there has been advocated for the establishment of a combined National food and Nutrition Technical Working Group (NF&NTWG). Support to monthly coordination meetings for National Food & Nutrition Technical Committee is ongoing.	As the project will only be completed at the end of 2016 not all final outcomes are available yet.	Unicef set up a monitoring framework with several indicator. 19 indicators were selected by EKN in Rwanda. As reported in the EKN program 2014 annual report, fifteen out of these 19 indicators have annual targets of which 9 (60 per cent) are 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). An analysis of the FGD information also shows that the project objectives and results/ achievements were on track. This is evident from the fact that malnutrition rates in Muhanga District have reduced if a comparison is made between before and after the project was introduced. The impact on food security is not easy to assess as there is no data available yet. Final data on output and outcomes will come after the end of the project in 2016.
	2. Improved functionality of the M+E system to track the implementation of evidence based DPEMs interventions and their contribution to the reduction of stunting	Output indicator: - # of operational researched conducted # of operational researched integrated in the programme The DPEM is revised in 2014. Other activities (mapping existing nutrition information systems, building capacity of decentralized structures, etc.) are ongoing. A project baseline survey is conducted.		
	3. The decentralized system has the capacity to prevent, identify and manage under nutrition among children and pregnant and lactating women	Output indicator: - % of children under two screened for stunting		

Project	Objectives	Outputs	Outcomes	Conclusions
		No. of service providers trained (health facility staff; CHW; Agronomist; Social Affairs staff) Capacity gap analysis of service providers is completed in 2014. Monthly Growth Monitoring and Promotion (GMP) sessions and trainings for health workers and other relevant staff are continued throughout the project time.		
	4. Improved practices of nutrition-related behaviour among target populations (or households) with malnourished children and pregnant and lactating women; those who are at risk are practicing improved nutrition-related behaviour	Output indicator: - No. of sensitization meetings with district and sector-level authorities and partners (development partners, CSOs/FBOs, administrative authorities, local leaders) No. of orientation sessions on nutrition of community-level frontline staff (CHWs, EHO, Educational Focal Points etc.) Examples of continuing activities: supervision and refresher training for use of the Rwandan MIYCN counselling package by health facility and CHWs; advocacy for high-level policy/strategy dialogue (Unicef).		
	5. Improved food security and resilience for vulnerable households with children under two and pregnant and lactating women	Output indicator: % of farmers receiving training through farmer field schools 40% of all households in 10 target districts with children under two and pregnant and lactating women are supported to improve dietary diversity and resilience		

Project	Objectives	Outputs	Outcomes	Conclusions
	6. Interactive Learning mechanism for improved programming is established	Output indicator: No. and type of field experiences documented and disseminated		