

Enabel



RESULTS REPORT July 2018- June 2019

**Forest Management and Woody Biomass
Energy Support Project / FMBE**

RWA1509811

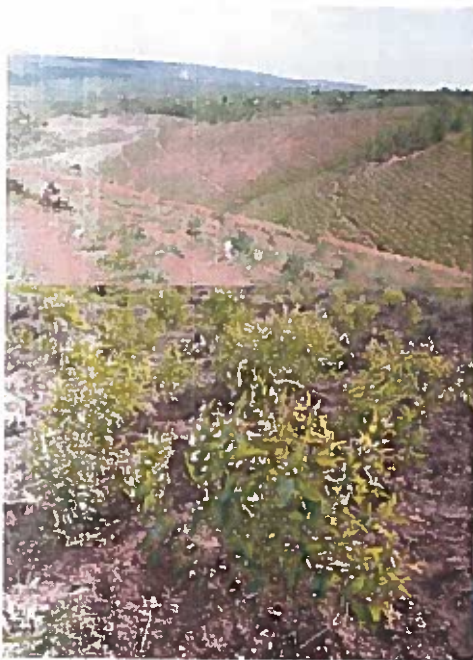


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Acronyms

AfDB	African Development Bank
BEST	Biomass Energy Strategy
BTC	Belgian Technical Cooperation, the Belgian development agency
DC	Direct Costs
DELCO	ENABEL's Delegate to the Co-Management of the Intervention
DFMP	District Forest Management Plan
DFNC	Department of Forests and Nature Conservation
DFO	District Forest Officer
DG	Director General
EKN	The Embassy of the Kingdom of Netherlands
ENABEL	The Belgian Development Agency
FMBE	Forest management and Woody Biomass Energy Support Project
FMES	Forest Monitoring and Evaluation System
FFS	Farmer Field School
FMU	Forest Management Unit (150- 200Ha)
FOA	Private Forests Owners Association / Cooperative
FSSP	Forest Sector Strategic Plan
GCF	Green Climate Fund
GMO	Gender Monitoring Office
ITA	International Technical Assistant
IUCN	International Union for Conservation of Nature
LAFREC	Landscape Approach to Forest Restoration and Conservation project (World Bank funded through REMA)
M&E	Monitoring and Evaluation
MIGEPROFE	Ministry of Gender and Family Promotion
MINILAF	Ministry of Lands and Forestry
MININFRA	Ministry of Infrastructures
MINIRENA	Ministry of Natural Resources
MOE	Ministry of Environment
NFMP	National Forest Management Plan
NFP	National Forest Policy
NST	National Strategy for Transformation
OECD- DAC	Organization for Economic Cooperation and Development (OECD)- Development Assistance Committee (DAC)
PAREF Be1	Belgian support program to the afforestation and reforestation in Rwanda (2006-2011)
PAREF Be2	Belgian support program to the afforestation and reforestation in Rwanda (2010-2016)
PAREF NL	Support Program to the afforestation and Reforestation in Rwanda- supported by the Kingdom of Netherlands
PFMU	Private Forest Management Unit (consolidated block of 30-50 ha)
PGREF	Rwanda Sustainable Woodland Management and Natural Forest Restoration Project (AfDB funded)
PSC	Project Steering Committee
RBC	Region Bruxelles Capitale
RBM&E	Results Based Monitoring and Evaluation System
RLMUA	Rwanda Land Management and Use Authority
RNRA	Rwanda Natural Resources Authority.
RWFA	Rwanda Water and Forestry Authority
SC	Steering Committee
SFMP	Simplified Forest Management Plan

SIDA	Swedish Development Agency
SPIU	Single Project Implementation Unit
TWG	Thematic Working Group (TWG)
WRI	World Resource Institute



1 Intervention at a glance (max. 2 pages)

1.1 Intervention form

Intervention title	Forest management and Woody Biomass Energy Support Project (FMBE)
Intervention code	RWA1509811
Location	Kigali, Rwanda Intervening in 7 districts: Rwamagana (Eastern Province), Gasabo, Kicukiro & Nyarugenge (City of Kigali) and Gakenke, Gicumbi & Rulindo (Northern Province)
Total budget	€ 3.800.000 (FMBE) ¹ + € 627.998 (€ 565.000 as DC) from Region Bruxelles Capital (RBC) in the context of Climate Convention
Partner Institution	Ministry of Environment (MoE) ² through Rwanda Water and Forestry Authority (RWFA)
Start date (Specific Agreement)	20/12/2016
Date intervention start /Opening steering committee	01/02/2017 ³ – opening SC was on 18/04/2017
Planned end date of execution period	30/06/2020
End date Specific Agreement	20/06/2021
Target groups	Districts (District Forest Officers (DFO's) and Private Forest Owners); Department of Forests and Nature Conservation (DFNC)
Impact	Improvement of sustainable management of forest resources contributes to poverty reduction, economic growth and environmental protection.
Outcome	Woody biomass production capacity is increased on selected private and public land in the districts of the intervention
Outputs	Result 1: District Forest Management Plans (DFMP) are developed and implemented Result 2: Improved capacity of RNRA and districts for monitoring forest management, gender integration and benefitting from climate change opportunities
Year covered by the report	July 2018– June 2019

¹ The initial budget of FMBE was 3 Million Euro from the Belgian Government, plus 800.000 Euro of in-kind contribution of the GoR. In July 2017, the project benefited from a top-up financing of 627.998 EUR (565000 EUR direct contribution to field activities) from the Brussels Capital Region in order to scale up activities contributing to mitigation and adaptation of climate change effects.

² Following the Rwanda Presidential elections of 03rd and 04th August 2017, a new cabinet was formed on 31st August 2017, in which the former Ministry of Natural Resources (MINIRENA was split into new Ministry of Lands and Forestry-MINILAF; Ministry of Environment –MoE and Rwanda Petroleum and Mining Board), and later on on 18th October 2018 MINILAF was dissolved again, Forestry sector went back to MoE.

³ From 01/02/2017 onwards, the ITA and DELCO took up their role and joined the RNRA/SPIU office to start up the FMBE-project. The opening SC was held later shortly after on 18/04/2017.

1.2 Budget execution

	Budget	Cumulative Expenditure				Balance	Disbursement rate at the end of year n
		Previous year		Year covered by report (n)	YTD Cumulative		
		30th June 2017	30th June 2018	30th June 2019	30th June 2018		
Output 1	1,727,709	89,863	341,111	451,426	882,400	845,309	51%
Output 2	359,302	21,215	55,706	61,961	138,882	220,420	39%
Subtotal - outputs	2,087,011	111,078	396,817	513,387	1,021,282	1,065,729	49%
General means	886,265	26,420	201,238	230,591	558,249	328,016	63%
Contingency	26,723	-	-	-		26,723	0%
Total	3,000,000	237,498	598,055	743,979	1,579,532	1,420,468	53%

1.3 Self-assessment of performance

The end of year 2018/2019 marked the half way of FMBE project implementation and hence an independent Mid-Term review of the intervention was organized in May 2019. The assessment of performance presented here below reflects the joint views of the project team and those of the independent consultants who assessed the project at the end of the fiscal year 2018/2019.

1.3.1 Relevance

	Performance
Relevance	A

As found by the external evaluators, the FMBE intervention is highly relevant to the Rwandan context, well aligned with the National Policies and coherent with other ongoing projects: *“The project concept is innovative, responds fully to the reality of the situation and is therefore of good relevance. The creation of Forest Owners’ Cooperatives was an essential first step and provides a pilot approach that can be applied more widely. Creating larger blocks of restored forest has benefits for more efficient protection and management compared with individual plots and opens up improved opportunities for future sales and better prices since larger blocks are of interest to commercial buyers”*⁴.

The project was conceived at the same time when the new National Forest Policy (NFP) and the new Forest Sector Strategic Plan 2018-2024 (FSSP) were being developed. Both NFP and FSSP have been validated by the Cabinet in March 2018. Therefore FMBE intervention was conceived to pilot the innovative forest management approaches stipulated in NFP and FSSP. These two national policy documents laid the targets captured in the 7-Years Government Plan as NST1 (National Strategy for Transformation, 2017-2024). Priority 7 of NST1 (Sustainable management of Natural Resources and Environment to Transition Rwanda towards a Green Economy) stipulates to *“Continue to strengthen forest management and ensure their sustainable*

⁴ Hardcastle, P. & Nduwamungu, J. (2019). Independent Mid-term Review Report for FMBE project, May 2019.

exploitation working with the private sector. The target is to increase the percentage of Public forest allocated to private operators from 5% (2017) to 80% by 2024. Private smallholder forests will be promoted and the owners encouraged to work in cooperatives for market oriented production. This will be supported by effective PPP model to be developed in the forest sector”⁵.

Therefore, the FMBE intervention, in order to support the Government of Rwanda to reach its intended targets and to sustainably manage the forest resources, it has prioritized the following strategic actions (Box1):

FMBE Prioritized actions in piloting the implementation of NFP & FSSP (2018-2023):

- Cadastral mapping and Concession of public forests management units (FMUs) to private operators
- Private small holder forests converted & managed through Cooperatives (PFMUs)
- Participatory management of road side and river shore plantation through Community Vigilance Committees (VCs)
- Increase tree density in crops lands through Farmer Field Schools (FFS) extension model.
- Strengthen local actors in supply of quality tree seeds and seedlings
- Support Districts in design and monitoring of forest management plans (DFMP database and FMES reporting system).

Particularly, the piloted action of rehabilitating the private smallholder woodlots , grouping them into consolidated manageable units (PFMUs) with simplified management plan (SFMP) has been appreciated by the Partner Ministry of Environment (MoE) , and the national campaign to adopt and scale the approach has been launched by the Minister of Environment on 31st January 2019, a campaign which attracted several stakeholders and Development Partners of the Ministry.

⁵ National Strategy for Transformation 2017-2024 (NST1), p19



Figure 1 : From Left to Right : The Minister of Environment , Mayor of Rwamagana District, Head of Cooperation at Belgian Embassy, FMBE Project Manager and Resident Representative of ENABEL following speeches of the local population at Rwamagana during the PFMU campaign launching, 31st January 2019

1.3.2 Effectiveness

	Performance
Effectiveness	A

By June 2019, the FMBE intervention was at its half way of actual implementation and most of the intended project outputs have been tackled in that second year of the project (July 2018-June 2019), including the first planting season of the project.

The main key outputs realized included:

- (1) Tree planting season preparations and implementation (nurseries establishment, community mobilization, planting campaigns):
 - 657 ha have been afforested, including 253ha of rehabilitated private woodlots grouped into private forest management units (PFMUs), 354Km of roadside plantations with community vigilance committees established and 50 ha of public land reconverted.
 - 1262 ha planted with agroforestry trees through Farmer Field School (FFS) extension approach, with 72 FFS groups established and trained.
 - Identification and demarcation of new areas to be planted in the second planting season of the project (2019/2020): on targets there are additional 605 ha of private woodlots rehabilitation (PFMUs); 319 km of roadside plantations as well as 1980 ha of Agroforestry.
- (2) Launch of development process of the DFMP Database software which will support the Ministry of Environment in tracking the implementation of District forest management plans.
- (3) Technical assistance to the Tree Seed Centre (Development of series of manuals and practical guidelines as well as on job training of staff, fostering the seeds stands establishment and management , seed sources identification and collection , seed supply tracking system etc....In this reporting period, the expert in tree seed management hired in

beginning of 2018 accomplished 4 assistance missions (170 expert-days) to Tree seed centre.

- (4) Updating the National Forest Cover map through on screen digitization: this has been an ongoing process undertaken by FMBE project in collaboration of IUCN Rwanda since March 2018, and at the end of reporting period, the process is at 90 % of completion.
- (5) Development of funding proposals in support to the Ministry to mobilize additional funds: in this reporting period, the project team concentrated on the proposal of 30 M USD which is the finalization stage to be submitted to the Green Climate Fund (GCF) through the accreditation of IUCN. Also in collaboration with IUCN, the project team worked on a concept note for Agroforestry research submitted to the DeSIRA program of EU (Development Smart Initiatives through Research in Agriculture). A joint funding of 4 million Euro was approved (with 2 million to Enabel and 2 million to IUCN). A detailed proposal is under development, with expectations to start in January 2020.

In brief, at the end of its second year of implementation, the project is on track of planned deliverable outputs and the intended outcome is likely to be achieved so far.

1.3.3 Efficiency

	Performance
Efficiency	A

The self-assessment of the second year of project implementation remains positive in terms of efficiency: all the innovative approaches foreseen in TFF to be piloted by the project have been tackled , including the development DFMPs for 4 districts (Rwamagana in East and 3 kigali districts); piloting concession of public forests through well delineated FMUs (Forest Management Units); rehabilitating the degraded private small woodlots grouped and managed through cooperatives of owners (PFMUs), establishing community vigilance committees to manage trees planted along roadsides , and promoting the involvement of FFS facilitators in the management of agroforestry trees.

Despite the small budget of the intervention, achievements of the project are so far outstanding and well appreciated by the Partner Ministry and stakeholders, especially the investments in rehabilitation of private woodlots under PFMU approach which is being campaigned for to be scaled up at national level.

The project team has been also efficient in mobilizing potential funds (acquired RBC top up; DeSIRA and GCF proposals under finalisation) which could have a multiplier effect in upscaling the lessons learnt from the current intervention.

Up to date, the acquired material, human and financial resources have been used efficiently towards achieving the project outcome and creating intended impact, and the implementation of project activities remains on schedule, with outputs achieved within the set timelines. At the end of reporting period, the cumulative budget expenditure was at 52% which matches well with the set timelines.

1.3.4 Potential sustainability

	Performance
Potential sustainability	B

Based on relevance to national policies and strategies (NFP, FSSP and NST1), as well as the manifested good will, interests and ownership of the Partner Ministry (MoE & RWFA) towards the intervention's approaches, indices of the potential sustainability of the intervention's outcomes are signalling.

However financial sustainability and upscale of lessons learnt are still uncertain, especially that the sector financing from other development partners has shrunk in the last three years with the closing of 10 year-longstanding programs such as PAREF Be (9M EUR), PAREF NL (16M EUR) and the AfDB's PGREF intervention (4.5M). The financial sustainability risk is also exacerbated with the fact that forestry/ Biomass support is not featuring any more with the new 2019/2023 Belgium –Rwanda bilateral cooperation programs.

The GoR has taken the biomass issue among the top priorities and the earmarked budget for the forestry sector has doubled since 2018/2019 compared to previous years in order to meet the targets set in NST1 and FSSP. However the external financial support from the Donor Community is still needed to maintain the technical assistance required to implement the DFMP stipulations nationwide (moving from theory to practice) and keep the momentum of addressing the widening gap between the supply and demand of wood biomass.

The independent external reviewers who carried out the Mid-Term review of the intervention have commended the efforts deployed by the FMBE team to raise awareness and proactively engage both central and district leadership and they witnessed the strong ownership of the supported institutions and communities, however financial sustainability remains the major risk:

“Because the project will close before most of the planting that has been supported will mature, there is some risk that, without additional support for protection and management, things could go wrong. Against this, the project has been very successful in creating highly motivated cooperative groups and also raised a high level of understanding and commitment in district and sector level administrations. This ameliorates the risk to some extent”⁶.

Since the project team is proactively engaged in developing proposals to raise additional potential funds to the forestry sector (most importantly the GCF proposal under finalization) and this is being done in close collaboration with other stakeholders, this could reduce the risk of financial sustainability if the proposal becomes successful.

1.3.5 Potential Impact

	Performance
Potential sustainability	B

Given that the reporting period coincided with the Mid-Term review of the intervention, the potential impact has been also assessed, and here below are the views of the external evaluators:

“The greatest impact observed is the understanding and support built in district and sector administrations and the success in creating co-operatives through land pooling, which has allowed much more effective establishment of forest cover in large blocks as opposed to scattered, individual woodlots. Roadside planting, although only just underway, also has good potential to create a highly visible resource of permanent trees which will provide products and services such as shade....

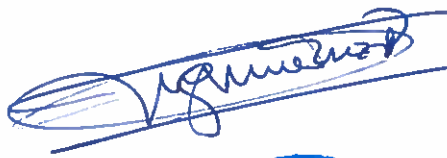

There is good potential impact from the creation of co-operatives and presently these are run with considerable enthusiasm. Their existence provides an effective channel that can be utilised directly by other projects and also indirectly as a model for application elsewhere.”⁷


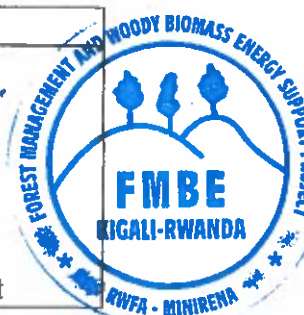
⁶ Hardeastle, P. & Nduwamungu, J. (2019). Independent Mid-term Review Report for FMBE project, May 2019, P 25

⁷ Ibidem, Annex 1B- Completed DAC evaluation Grid (P72).

1.4 Conclusions

- The FMBE intervention remains very relevant and well aligned with NFP, FSSP and NST1. All approaches being piloted by the intervention are stipulated in those national policy and strategic guidelines, and hence the outputs of the project are a tangible contribution towards meeting the set targets of sustainable public and private forests management, with a strong emphasis on private sector involvement.
- The end of year 2018/2019 marked the half way of the physical implementation of the project, and so far all the key outputs of the project have been tackled. The independent mid-term review carried out in May 2019 found the intervention in good progress towards achieving the intended outcome.
- Beside the extensive capacity building initiatives undertaken by the project towards improving the sustainable management of forestry resources, the year 2018/2019 comprised also the first planting season of the project whereby about 1900 ha of land have been planted through diverse innovative approaches being piloted by the project : 8 blocks of private forest management units (PFMUs, equivalent to 253ha) established in 4 districts; 354 km of roadsides planted and community vigilance committees established at each 5km ; and blocks of 1262 ha of crop land intensified with agroforestry trees up to the average of 100 trees per ha (from baseline average of 27trees/ha). All these are being done in a consolidated manner with engagement of established agricultural extension system of FFS and TWIGIREMUHINZI.
- Project resources are efficiently invested towards achieving the targeted outputs and the likelihood of achieving the intended outcome stands high. About the timeline efficiency, the project is on track in implementing the planned activities. Budget disbursement at the end of reporting period stood at 52%.
- The initiated approach of rehabilitating degraded private small woodlots grouped into consolidated forest blocks (PFMUs) and managed through legally registered cooperatives of owners was commended by the Partner Ministry (MoE) and the national campaign for its scalability launched. The impact potential of this approach in reviving the productivity of privately owned small forests is remarkable and established cooperatives of forests owners could be leveraged for wood industry and associated non-timber value chains (such as honey production), plus additional social transformation channels.
- To alleviate uncertainties about the potential sustainability of the project outcome and replicability of the approaches and mechanisms of the project due to limited additional funding, the FMBE project team has been invested in developing funding proposals targeting different sources. In addition to the top-up financing of 0.6 MEUR acquired from the Brussels Capital Region in 2017, another joint 4M EUR funding for ENABEL-IUCN Agroforestry Research project has been secured from EU –DeSIRA program, and a bigger proposal of 30M USD is being finalized to be submitted to GCF.

National execution official	Enabel execution official
 Prime NGABONZWE Director General, RWFA	 Vincent NSABUWERA Co-Manager, FMBE Project

2 Results Monitoring

2.1 Evolution of the context

2.1.1 General context

The starting of FMBE intervention coincided with the finalization and approval of the new National Forest Policy (NFP) and the 5 years Forest Sector Strategic Plan (FSSP), as well as the drafting of 10 years National Forest Management Plan (NFMP 2018-2028). Both NFP and FSSP have been validated and approved by the Cabinet of March 2018. The year 2018 also was marked with the development the Biomass Energy Strategy as well as Agroforestry Strategy and Tree seed supply strategy. All these strategic document informed the 7 Years Government Plan consolidated into NST1 (2017-2024) which has set a 7 years target of having 80 % of public forests (from 5% in 2018) conceded to private operators to improve their productivity and sustainable management. The same strategy also stipulates that private smallholder forests will be promoted and the owners encouraged to work in cooperatives for market oriented production. In the FSSP, it was foreseen that 50% of smallholder forests should have been rehabilitated and managed under cooperatives by 2024. Action 47 of the NST1 also set a target to halve the number of households depending on firewood as a source of energy for cooking from 79.9% (2016/17) to 42% by 2024.

It is against those targets in NST1 and FSSP that FMBE project has been launched to pilot possible actions to meet those targets. The project is therefore well aligned with the national context, and it receives full support of the partner Ministry (MoE) and RWFA.

Although the FMBE project started when the past longstanding programs (PAREF Be, PAREF NL and PAREF PGREF) were closing, there are some new interventions that are starting up and adopt more or less the approaches of FMBE project. Those are the two years LAFREC project (2M USD for forestry support) based in REMA and funded by the Nordic Fund through World Bank; and the Netherlands funded intervention (15M EUR) Landscape Restoration and Integrated Water Resources management in Sebeya (Western part of Rwanda) and other catchments. This last intervention is being implemented by IUCN in collaboration with RWFA. LAFREC was launched in end of 2018 to go up to end of 2020, while the new EKN and IUCN project was launched in June 2019 for three years.

In the meantime, the national attention paid to biomass issues has seen an increase of the GoR earmarked funds allocated to forestry sector in the year 2018/2019 up to 4.5 Billion FRW from 2.5 Billion FRW in the previous years. If this trend continues, there is a high probability that the strategic actions and approaches being piloted by FMBE intervention could be adopted and scaled up in other districts.

2.1.2 Institutional context

From the time the specific agreement of FMBE Project was signed in end December 2016, there have been considerable changes of institutional settings within the forestry sector management under which the project operates.

On 03rd February 2017, the cabinet approved the splitting of the former Rwanda Natural Resources (RNRA) into 3 independent agencies: Rwanda Water and Forestry Authority (RWFA), Rwanda Land Management and Use Authority (RLMUA) and Rwanda Mining and Petroleum Board (RMB). Also on 31st August 2017 when the new Government was formed after the presidential elections, the former Ministry of Natural Resources (MINIRENA) was also split into Ministry of Land and Forestry (MINILAF) and Ministry of Environment (MoE) while the Mining and Petroleum were moved to an independent Board (RMB).

However still, with the Cabinet reshuffle of 18th October 2018, MINILAF was cancelled and the coordination of Forestry and Land sectors went back to MoE, and the Permanent Secretary of MoE

is the current chair of the FMBE Project Steering Committee. In the meantime, in the extraordinary Cabinet meeting of 19th November 2018, the Government approved the establishment of Water Resources Board whose draft law was not yet tabled in the Parliament at the end of this reporting period, however this indicated the high likelihood of dissolving RWFA again to have Water apart and Forestry apart.

Although these institutional changes have been many and the process of splitting RWFA still takes time to formalize, the operations continued as usual and there has been low risk effect on the FMBE implementation.

2.1.3 Management context: execution modalities

The execution modality of the intervention as it was conceived and agreed on in the project document (TFF) remains the same, which is the co-management, with a project manager delegated by ENABEL, co-managing the project with the RWFA's SPIU Coordinator for the administrative and financial aspects and with the SPIU Forest Program Manager for technical matters.

In the course of the second year of FMBE implementation (2018/2019) there have been considerable improvements in the understanding and involvement of SPIU support staff towards the coordination of FMBE implementation. In the beginning of the project it was difficult to engage actively the SPIU support staff, may be it was due to the fact that those staff were initially recruited by other projects and had not yet understood the SPIU rationale as each project was still independent in its operations. FMBE project was on contrary conceived to be fully embedded within the SPIU, to support the operationalization of the SPIU rationale within RNRA. Due to the fact that 2018 saw the closing of many of former projects which had recruited those staff, FMBE has got now the required attention and the staff now understand the project as theirs and not a new independent intervention any more.

Hence there has not been any major issue leading to questioning the current management modalities or any need of restructuring the project. However the experience indicated the need for continuous mentoring and coaching staff about the rationale, effectiveness and efficiency of the SPIU approach adopted by the GoR in managing bilateral projects.

2.1.4 Harmo context

In the concluded year 2018/2019, the FMBE Project Manager supported by the ITA continued to co-chair the Biomass and Forestry Thematic Working Groups. The finalization of the Biomass Sector Strategic Plan continued in this year, and the project team closely worked with EU Delegation team, which up took the financing of the process after BTC -PAREC is funding seized by end of 2017.

The particular fostered synergies and collaboration with other stakeholders relevant to mention in this reporting period include:

- Joint collaboration of FMBE team with IUCN Rwanda office and MoE/RWFA in developing a 30 M USD proposal to be submitted to GCF for funding on behalf of Rwanda. This proposal will be submitted through the accreditation of IUCN, and the proposal is in finalization stage, expected to be submitted by end of October 2019, targeting the GCF Board meeting of March 2020. The program objective is to restore drought-degraded landscapes in Eastern Province of Rwanda and enhance climate resilient ecosystems and communities capacity to adapt to climate change and improve their agricultural production and livelihoods.
- Still with IUCN Rwanda office, a joint Agroforestry Action research concept note was developed and submitted to EU –DeSIRA program for funding , and 4 M EUR have been approved for this action research (2M to be managed by Enabel and 2 M as grant to IUCN). A detailed proposal is under development, and the project brought on board other



research stakeholders, namely University of Leuven, University of Ghent, University of Rwanda and ICRAF. The actual implementation is expected start with January 2020.

- FMBE project also built on the close collaboration established with IUCN Rwanda office and jointly initiated and led the process of updating the National Forest Cover on the request of MoE. The process started in March 2018 and at the reporting period, it stands at 90% of completion.
- FMBE team, with additional financing from the Study and Expertise Fund (SEF) jointly managed by Enabel and MINECOFIN, initiated the medium term technical support to the Rwanda Tree Seed Centre and an expert in tree seeds was hired to provide technical assistance since January 2018. In the reporting period, 5 field missions (equivalent to 170 expert days) were conducted by the expert. This assistance to Tree seed unit attracted other funding of tree seed centre as well, including funding from LAFREC project (about 1M USD) to rehabilitate the tree seed centre, but also establish tree seed stands across the country, and additional funding from German Government through IUCN and University of Koblenz (about 0.5M EUR) to update the Arboretum Management Plan, elaborate the tree seed centre business plan, and train cooperatives across the county on quality seeds supply. With all these stakeholders, a joint 2 year operational plan was developed and agreed upon to avoid any duplications.

In brief, in this second year of the project, the project managed to establish strong relationship and mutual collaboration with IUCN Rwanda, and this provided an opportunity to undertake a number of new initiatives in harmonized manner with multiple stakeholders. Enabel (through FMBE project) is also playing an active role in the established Forests and Landscape Restoration (FLR) Cross-sectoral Task Force comprising several international and national actors.

2.2 Performance outcome



2.2.1 Progress of indicators

Outcome: Woody biomass production capacity is increased on selected private and public land in the districts of intervention					
Indicators	Baseline value	Value year N-1	Value year N	Target year N	End Target
Sustainable supply of woody biomass is improved in well managed forest (m ³ /ha/year) on X ha private land and Y ha on public land	5 to 8	na	na	na	10 to 15

2.2.2 Analysis of progress made

The current reporting period concerns the second year of FMBE implementation on field which comprised the first planting season whereby private owned small woodlots have been reconverted (252ha) under PFMU approach. In total 8 PFMUs were established and the planted sites are expected to grow well and provide better productivity. However it is still too early to measure the

productivity. Only at the end of the project (after 2 years of planting) the project will carry out field inventory to make projections of potential productivity to be expected, as well as the actual biomass stock.

In this second year of implementation, the project team continued to put in place all the necessary conditions to adopt and implement the sustainable forest management approaches as stipulated in the FSSP and DFMPs, including the corrections of boundaries for the public forests before concession to private operators; gathering Private woodlots owners into Cooperatives and establishing PFMUs which must be managed with Simplified Forest Management Plans; establishing the Community Vigilance committees for roadsides management and sensitizing the farmer field schools for the sustainable management of trees on croplands (Agroforestry).

During the first year of the project, baseline inventory for public forests (state and district forests) were conducted as preliminary step to developing DFMPs for Rwamagana, Gasabo, Kicukiro and Nyarugenge districts. Detailed inventories for DFMPs of the 3 districts in North (Gakenke, Rulindo and Gicumbi) were already carried out in 2016 with the previous intervention (PAREF Be2). These inventories confirmed the findings of the 2015 NFI which had revealed that overall the public and private forests are poorly stocked and hence low productivity: Across all the 7 districts of intervention, the average wood stock of district managed forests varies between 16 m³/ha (Rwamagana, Gasabo) to 39 m³/ha (Gakenke). These averages are far below the expected standards between 70- 100 m³/ha.

The state forests, though they show better off stock compared to district managed forests, they are also far from expected standards (120-180 m³/ha). Current average of wood stock in state forests varies from 47 m³/ha (Rwamagana) to 80 m³/ha (Gakenke).

The individual private owned forests are worse off, with average wood stock of 13 m³/ha (Rwamagana) and 22 m³/ha (in Gakenke) while the expectations should be between 70 to 100 m³/ha.

Across all districts of intervention, while many (more than 70%) of the public forests are over matured (beyond 30 years old), many of the private owned forests are on the contrary regenerations from very old stumps which are cut every 2-3 years.

The FMBE project approaches are hence directed to reverting this current situation of both public and private forests. The newly reconverted forests PFMUs will be measured at the end of the project to assess the density and vigour of growth and a projected productivity per year will be established at the end of the project.

2.2.3 Potential Impact

The general objective of the FMBE intervention is to improve the sustainable management of forest resources, contributing to poverty reduction, economic growth and environmental protection. There are 2 indicators which have been selected to track the long-term impact:

- Direct Contribution (= consumption X price) of forestry and wood fuel sector to GDP (the baseline was set at 5% contribution of the forestry sector in 2015).
- Profitability and regular income of forest put under improved management (RWF/ha/year)

There is a direct causal relationship between this potential impact of the project and the specific objective of the project, which is to increase the capacity of woody biomass production on selected private and public lands. Although the set impact indicators are beyond the project scope, by improving the productivity of both public and private forests in the targeted districts, it is expected that profitability and regular income from forests under improved management will also increase and hence directly contribute to the national GDP.



Therefore, the hypothesized project logic still holds, though the assessment of the long-term impact will not be within the life span of the project.

Given that all the FMBE approaches are stipulated in the FSSP and within the 7 years Government Plan (NST1), it is likely to achieve the projected impact in the near future.

2.3 Performance output 1



2.3.1 Progress of indicators

Output 1: DFMPs are developed and implemented

Indicators	Baseline value (2016/2017)	Value year N-1 (2017/2018)	Value year N (2018/2019)	Target year N (2018/2019)	End Target
Number of public FMUs having a long-term concession contract which is signed with a private partner	0	0	Rulindo :2 Gakenke :2 Gicumbi:2 ⁸	Rulindo: 2 Gakenke: 2 Gicumbi: 2 Rwamagana:0	Rulindo: 3 Gakenke: 3 Gicumbi: 3 Rwamagana:1
Number of FOAs established around Private FMUs having each a SFMP	0	0	Rulindo: 2 Gakenke: 2 Gicumbi: 2 Rwamagana:2	Rulindo: 2 Gakenke: 2 Gicumbi: 2 Rwamagana:2	Rulindo: 2 Gakenke: 2 Gicumbi: 2 Rwamagana:2
Number of hectares on private land that are converted according to SFMP with project support	0	0	267.07ha converted in 2018/2019; 605 ha targeted in 2019/2020	180ha	300ha
Number of FFS groups with agroforestry activities	Rulindo: 48+10 FAO Gakenke: 0 Gicumbi: 0 Rwamagana:0	Rulindo: 48+10 FAO	Rulindo: 48+10 FAO Rwamagana:37 ⁹	Rulindo:48 + 30 FAO Gakenke: 20 Gicumbi: 20 Rwamagana:40	Rulindo:48 + 30 FAO Gakenke: 20 Gicumbi: 20 Rwamagana:40
Number of trees planted by members of the FFS/agroforestry groups	0	0	In season 2018/2019: 1262ha -133,659 Conventional trees -11,000 fruit trees	75000	150.000
Distance of roadside plantation (km) established	Rulindo: 196 Gakenke: 230 Gicumbi: 164 Rwamagana:0	0	Rulindo: 196+35.7 Gakenke: 230+42.8 Gicumbi: 164+25.7 Rwamagana:51.39	Rulindo: 196 Gakenke: 230 Gicumbi: 164 Rwamagana:40	Rulindo: 196 Gakenke: 230 Gicumbi: 164 Rwamagana:40

⁸ A long term concession Contract for 5000 ha has been signed between Saw Mill East Africa and MINILAF in beginning of 2018 and 6 FMUs within FMBE intervention districts have also been considered in this concession contract.

⁹ Following the top-up financing from RBC, there have been rearrangements of seasonal targets: in the last planting season only Rwamagana District was targeted for Agroforestry with FMBE funds, while in the next year planting season Agroforestry will also target the 3 Northern Province districts with RBC funds.

according PFM principles			Kigali City (Gasabo): 215		
Number of (new) Roadside plantation MoUs signed (on the x km roadside plantation realised through the project)	0	0	In process of signature: Rulindo: 6 Gakenke: 6 Gicumbi: 8 Rwamagana:10 Kigali City (Gasabo): 40	Rwamagana:10	Rwamagana :10
Number of MoUs upgraded in 3 PAREF districts including benefit sharing	0	0	0	Already established but upgraded: 90 Established on former plantations: 80	Already established but upgraded: 90 Established on former plantations: 80
Number of ha of private and public land additional reconverted or with new plantation in 4 districts by project	0	0	Planted 635.66 ha Rulindo: 117.55 Gakenke: 99.26 Gicumbi: 77.73 Rwamagana:126.12 Kigali City Gasabo: 215 ¹⁰	+350ha	+550ha

2.3.2 Progress of main activities

Progress of <u>main</u> activities ¹¹	Progress:			
	A	B	C	D
1. Finalisation and validation of DFMPs for 4 districts of intervention (Rwamagana & 3 districts of Kigali City)		X		
2. Development of a DFMP database		X		
3. Tendering of Public FMUs for concession to private sector		X		
4. Establishment of Private Forests Owners Cooperatives and Private FMUs		X		
5. Preparations of the planting season 2018/2019 for both public and private lands		X		
5. Establishment of Community Vigilance Committees on planted roadsides		X		
7. Croplands planting with Agroforest trees through FFS groups.		X		
8. Updating the forest cover map within districts of intervention		X		
9. Delineation and mapping of new areas to be planted in season 2019/2020		X		

¹⁰ The project has received a top-up financing from Region Bruxelles Capitale (RBC) for the scale up of climate related activities, reason why the targets for the year2 (2018/2019) have been increased . The year 3(2019/2020) targets will be covered through RBC financing.

¹¹ A: The activities are ahead of schedule
B: The activities are on schedule
C: The activities are delayed, corrective measures are required.
D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

2.3.3 Analysis of progress made

The expected Result1 (Output1) of the project is concerned with the development and implementation of DFMPs. The first year of the project was dedicated cadastral mapping as well as quantitative and qualitative assessments of the public forests in 4 districts where DFMPs had to be developed (Rwamagana and 3 Kigali City districts). The version1 of the DFMPs have been developed and validated in June 2018.

In the second year of implementation, the project team focused on planting season preparations and execution, whereby 267 ha of private forests have been rehabilitated in consolidated manner, sensitizing the private owners to form cooperatives. In this last season, 8 PFMUs have been established across the 4 districts. The planting was also done on 370.59km of roadsides and community vigilance committees were established at every 5 km. Another piloted approach was the use of FFS facilitators and Twigire Muhinzi Agro -promoters in planting agroforestry trees on consolidated blocks of 1262 ha.

Overall, the activities planned under output1 have been achieved according to the plan. The only one activity delaying is the delineation and conflicts resolutions around other potential public forest management units (FMUs) to be conceded to private operators, however the targets for the year 2 were already achieved with Year1 and the desire was to double the number of FMUs (at least 12 additional) that could be conceded to Private operators in the lifetime of the project. Due to the intensive activities during the planting season, the team was over taken to ensure that all the innovative approaches to be piloted are well understood on field. For instance the PFMU approach required a lot of energies in community and local leaders' mobilization to achieve these first in kind cooperatives of small woodlot owners. As for the FMUs concession, given that it is being prioritized by the Ministry itself in order to meet the NST1 targets, there are no risks associated with this delay in FMUs tendering.

Another activity this Output 1, was the updating of the national forest cover which FMBE is carrying out in collaboration with IUCN Rwanda office. At the time of reporting, this process was at 90% of completion, though it took longer than initially expected.

In preparations of the next planting season 2019/2020, identification of potential sites (PFMUs, roadsides and agroforestry sites) was completed, with a target to restore 605ha with 11 PFMUs; 319km of roadside plantations and 1980ha of Agroforestry through FFS and Twigiremuhinzi approach.

It should be noted that for the planting targets and scale, the project will be able to go beyond the initial targets by 50% mainly due to the top up financing (565000 EUR) received from Brussels Capital Region (RBC). This top up is being invested in preparations of the next planting season 2019/2020.

2.4 Performance output 2

2.4.1 Progress of indicators

Output 2: Improved capacity of RWFA and districts for monitoring forest management, gender integration and benefitting from Climate financing opportunities.					
Indicators	Baseline value (2016/2017)	Value year N-1 (2017/2018)	Value year N (2018/2019)	Target year N (2018/2019)	End Target

Upgrading of FMES with integration of new requested indicators by MoE	System not upgraded	-	-	System upgraded	System upgraded
Number of proposals submitted through project support for financing by specific donors and/or institutes related to Climate Finance or other Financing	0	0	3	2	5
Inclusion of gender promotion in tender documents (according to gender integration guidelines)	Gender not included		Gender included	Gender included	Gender included
Data collection templates for M&E requesting sex disaggregated information	No templates		Templates adapted.		1 template indicating executed gender sensitive
At least one communication channel for regular updating on DFMPs (design and implementation)	0	1	0		1

2.4.2 Progress of main activities

Progress of <u>main</u> activities ¹²	Progress:			
	A	B	C	D
1. Upgrading the FMES system software, integrating new needs and provide capacity building for administrators, data collectors and users			X	
2. Technical assistance to the Tree seed Unit		X		
3. Preparation of proposals and capacity building to develop and submit proposals for obtaining finance for districts		X		
4. Support gender equality and gender mainstreaming		X		
5. Capitalization on and knowledge management of designing, implementation and monitoring of DFMPs & SFMPs		X		
6. Technical advice and support for coordination of monitoring and capacity building		X		

2.4.3 Analysis of progress made

Regarding the expected result² of the project which is related to enabling/ capacity building for RWFA staff at central level and District staff (through continuous technical support, advising, mentoring and setting up enabling mechanisms), in this second year the project team focused on development of a DFMP software which should be anchored at each district with all the

¹² A: The activities are ahead of schedule
B: The activities are on schedule
C: The activities are delayed, corrective measures are required.
D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

information regarding different types of forests and management regimes within the district. That DFMP database will feed in information and data to FMES¹³ at central level and FMES will feed in to RBM&E for the national coordination of the natural resources and environment sector.

Due to that new DFMP database system under development, the updating and upgrading of the forest monitoring and evaluation system (FMES) was put on hold to first develop the more robust DFMP Database, and then integrate the FMES indicators. At the end there must be only one end-user system to avoid complexity. So far the development of DFMP database is at half way, key functionalities have been developed and tested using the national hosting server system. It is expected to complete this process with full integration of FMES by March 2020.

Technical assistance was also provided to RWFA's Tree Seed Unit based in Huye District, whereby an Expert in Tree Seed was hired by FMBE from January 2018(195.000 EUR financial support acquired from Enabel's Study and Expertise Fund). The contract for this consultant is for 7 intermittent field missions totalling 240 work-days. The main focus is on development of 15 training manuals as well as on job trainings for the different themes pertaining to seed sourcing, seeds orchard establishment and management, seed stock management, seed supply management system, seeds certification , etc...

Beside the support in systems setting, the FMBE has constantly worked on funds mobilization for the accrued financing of the forestry sector and climate change mitigation and adaptation, in addition to the 0.5M top-up financing acquired in July 2017 from Region Brussels Capital:

- In July 2018, the project team worked on a joint concept note together with IUCN Rwanda office, which was submitted to EU-DEVCO, under the new DeSIRA program. The concept note focused on Agroforestry Action Research with the following title: *"Improving resilience of farmers' livelihoods to climate change through innovative, research proven climate-smart agroforestry and efficient use of tree resources in the Eastern Province and peri-urban areas of Kigali city"*. A 4 M EUR funding was approved from EU for this action- research, 2M to be managed by Enabel and 2M for IUCN. At the moment of this reporting, the detailed Technical and Financial File (TFF) is under development and the actual implementation is expected to start by January 2020.
- In this reporting year, the FMBE team continued to work on the development of TREPA proposal (*Transforming Eastern Province of Rwanda's capacity to adapt to climate change through forests and landscapes restoration*), a 30 M USD proposal to be submitted to GCF for funding. This is a joint collaboration with IUCN and MoE, and the development of the proposal has brought on board other partners as well, namely ICRAF and World Vision. At the reporting period, the proposal is being finalized, with the aim to submit it to GCF by end of October 2019 targeting the GCF Board of March 2020.

Regarding the capitalization on and knowledge management of designing, implementation and monitoring of DFMPs and SFMPs, on 31st January 2019 a National Campaign for Smallholder forests rehabilitation through PFMU approach was launched by the Minister of Environment in Rwamagana District. The event attracted several stakeholders including Development Partners and Private sector Companies involved in the Biomass Sector.

It is worth mentioning that after this campaign launch, there have been increasing interest of Inyenyeri Company (An American Social Company working on Pellets production in western province of Rwanda) to partner with Enabel in upscaling this PFMU approach. Inyenyeri intends

¹³ FMES (Forest Monitoring and Evaluation system) was developed in 2015/2016 with PAREF Be2 funding. Although the RWFA teams at central level and district officers were trained on its use, it has not been yet fully used. The users reported that there are some dysfunctionalities wich FMBE had committed to address. However given that this FMES was developed before the development DFMPs, it became evident that the FMES system could not integrate all data required to monitor DFMP implementation. This is why the project decided to launch a new tender to develop the DFMP database which will also accommodate most of the indicators contained in FMES, hence its integration into one system.

to submit a proposal for GEF 7 financing (through World Bank) in which Enabel is spotted as one of the implementing entities of this project.

2.5 Transversal Themes

Transversal themes including gender equality, environment and climate change remain in the mainstreaming loops of the FMBE project as they are well imbedded in the project rationale and a number of initiatives have been taken to mainstream these themes.

2.5.1 Gender

2.5.1.1 The main gender gaps in the areas / outcomes covered by the intervention

In order to draw a gender mainstreaming action plan for the project, an assessment was carried out in 2018 to identify potential gender gaps that must be addressed within the project approaches and guiding documents, but also among the project beneficiaries across the districts of intervention. With the support of a recruited consulting firm (RAD Consult), focus group discussions and individual interviews were organized with the forest management groups/ associations as well as within technical staff.

The identified key gender gaps that the project is addressing continuously include:

1. Lack of gender sensitiveness among the service providers due to limited knowledge about gender and why gender mainstreaming ;
2. Limited level of female access and control to/over land and income compared to male;
3. Deep –rooted traditional patriarchal stereotypes regarding the roles and responsibilities of men and women still persist in Rwanda;
4. Majority of women lack knowledge and skills for traditionally male reserved areas such as forest management;
5. Limited gender sensitive attitude among men who silently resist women from participating in forest management. Forestry management is still seen as a more of the responsibility for a man than a woman.
6. Women still focus more on trees for firewood while men put their focus on trees for economic income (charcoal making etc.), which influence the choice of trees to be planted.
7. Underrepresentation of women in rural cooperatives administration: the leadership/ governance of cooperatives is male dominated.
8. Lack of capacity, skills and self-confidence by women to claim top leadership in cooperatives.

2.5.1.2 How does the intervention take gender into account?

Based on the above areas of actions identified to address the gender gaps in the process of implementing DFMPs, awareness sessions are continuously organized on field with communities and cooperatives to always take gender into consideration in each activity and decisions being taken. This awareness is continuously raised also with the service providers. Gender equality and representation is also insisted on in FFS groups. Women are also sensitized on economic benefits of tree plantation apart from firewood; sensitization of women and men on different laws regulating the family property (like land law of 2013 and succession law of 2016) , etc.

Also to ensure that the service contracts do not remain gender blind, a number of gender mainstreaming actions and penalties in case of inaction have been included in the tenders for afforestation and agroforestry planting whereby a proportion (at least 30%) of on field employees must be women, and the on field reporting tools must always be with sex-disaggregated data.

The above actions to make FMBE gender sensitive have been observed and confirmed by the independent Mid Term Review consultants who stated: *“Gender requirements on the percentage of women to be employed and to hold positions of influence are included together with a requirement for equal pay in the project’s contracts with service providers as well as in MoUs with cooperatives and community groups. They are also included in the draft template for contracts to rehabilitate public forests. Monitoring reports include the level of compliance achieved.*

The review team made observations in the field and conducted interviews that included gender issues. The findings from the field visits suggest that in nearly all cases – the exceptions being in groups that are still in process of being formed – these requirements have been met and often exceeded. When the team held group discussions, women participated actively and openly”.

2.5.1.3 Has the intervention been through a gender budget scan or through any other method to mainstream gender?

During the formulation of FMBE intervention, an exercise of gender budget scanning has been undertaken. Gender mainstreaming and capacity building is clearly stated in the expected result 2 of the project. The overall budget scan revealed that 50.3% of expenses are considered as “gender-sensitive”. These relate to the costs of activities that take into account present gender differences, mainly for practical needs. (E.g. alleviation of tasks undertaken by women and men; and those that take into account different ways of using assets). The monitoring and evaluation system is considered gender-sensitive (differentiation of data, numbers, statistics, monitoring of gender-specific indicators etc).

In addition to that, 15.2% of the project budget are specific actions that target women or men and aim to reduce the gender gap, for instance the foreseen consultancy for the guidance and verification of the integration of gender in the whole process of development and implementation of DFMPs.

On the other hand, 34.5% of project expenses are considered as “gender-blind” as they are not expected to have a different effect/impact on women or men. These concern mainly the project investments (eg. Purchase of vehicles) and operational costs.

2.5.1.4 Did the intervention organize any awareness activity for the staff and/or implementing partner? (Workshop, trainings, etc.)

In these last 2 years of implementation, the focus has been put on field mobilization and sensitization, as well as ensuring that gender sensitiveness is captured in all contracts, MoUs and on field messages. There hasn’t been any specific sessions and formal trainings on gender so far, apart from different sessions held during the validation of the Gender Mainstreaming Action Plan which was developed by RAD consults and presented to all project staff in Sept 2018.

2.5.1.5 Does the intervention collaborate or is it in contact with a gender-friendly actor in Rwanda?

The FMBE project has not itself established any linkages with other gender actors in the country (such as the gender machinery-GMO; MIGEPROF, UN Women etc...). However, the project has been actively participating in the established linkage and collaboration of ENABEL Rwanda and those actors, including GMO and MIGEPROF. It is worth mentioning a joint study carried by ENABEL and GMO (2018) related to “Gender Profile in Energy sector”, which also considered the biomass energy use and access and whose key recommendations pertain to the FMBE project.



2.5.1.6 What are the challenges to consider gender in the intervention?

The main key challenge in considering gender is simply the general assumption that gender equality will be self-driven as far as there is no discrimination insinuated. By this tendency, we most often end up with gender blind actions. It requires a special attention and being on alert in order to remember to set measures of mainstreaming gender in each action.

Another challenge has been the fact that during the project formulation, although gender mainstreaming was stated as output and a budget was allocated, there was no plan of actions to be undertaken, nor indicators to be followed. Therefore, this delayed the specific actions toward gender. Another weakness is that most of hard component indicators (number of planted hectares etc) tend to dominate the reporting and information sharing, it is rare to remember the details on gender integration.

2.5.1.7 What is/are the proposal(s) to address those challenges?

With the elaborated Gender Mainstreaming Action Plan and ongoing field mobilization process, plus penalties included in the service providers contracts to ensure that they pay attention to gender, we believe we are actively mainstreaming gender.

2.5.2 Environment and climate change drivers

The FMBE project addresses one of the major drivers of forest degradation in Rwanda – the increasingly unsustainable use of forests for energy production, which leads to desertification and associated climate change effects including droughts (currently observed in the Eastern Province) and floods in the rest of the country. Therefore by improving the forests management on both public lands (through monitored concessions) and improving management and productivity of privately owned forests (through cooperatives and agreed upon management plans); increasing trees on roadsides/ lakes and riversides ; and increasing the number of trees on crop lands and their management through FFS , the project will positively impact on restoration of degraded environment and will influence the climate change mitigation and adaptations mechanisms.

It is in that regard of mainstreaming environment and climate change that the project is not only involved in forests management only, but also in the holistic coordination of both the demand and supply of biomass energy. As extensively stated above, the FMBE team has been leading the process of updating the Biomass Energy Strategy and collaborations with Stockholm Environment Institute to develop a Rwanda customized software for modelling and forecasting the biomass energy demands and supplies (LEAP) , as well as the National Forest Cover mapping .

In the perspectives of mainstreaming climate change, the Project acquired a top-up financing from the Brussels Capital Region (RBC) and it is expected to scale up activities of afforestation in 2019/2020. Also in the same vain, the FMBE is jointly collaborating with IUCN to develop a funding proposal to be submitted to GCF, targeting the forests and holistic landscape restoration in the drought stricken Eastern Province of Rwanda.

2.5.3 Social economy

By establishing and strengthening private woodlots owners cooperatives; community vigilance committees and FFS groups in the perspective of sustainable management of forests and trees out of forests, the project is contributing to social economy and social cohesion. Well-organised groups are an effective means of empowering small-scale producers and building social capital.



Besides, the concession of public forests to private operators will stimulate community jobs creation in guarding, maintenance, harvesting and continuous treatment of forest products ; also consistent value chains will be organized around the cooperative managed private forests and agroforestry trees , which will enhance the income generation from forests and tree resources, hence improving the rural households livelihoods.

It is worth to note how this PFMU cooperative approach is gaining attention of the private companies such as Inyenyeri Pellets making company which expressed the strong interest to continue partnering with Enabel to upscale such approach in the other geographic zones of Inyenyeri's operations (North- Western districts).

In the medium- to long-term, improved income streams from the increased sale of wood from improved forest management and on-farm tree planting will enhance household livelihoods assets. Capacity building of farmers and community members involved in forest management enhances their skill base as well and increases representation and advocacy through local institutions (cooperatives / associations / groups established), thus empowering the local communities.

In addition, the project payments to local operators and the paid manpower drawn from the local communities for agroforestry and afforestation activities also contributes to money flow, income and enhanced livelihoods in the targeted communities.

2.5.4 Children's rights and HIV/AIDS

Although the FMBE project has not done any formal mainstreaming of children's rights and it is not expected to invest directly into that, specific clauses have been put in the contracts with service providers that they must avoid child exploitation in tree planting, guarding and maintenance or any kind of work that may involve a child with less than 16 years old.

Further indicators could be included the M&E matrix to assess at the end of the project how the project by affecting household income and livelihoods has contributed to children's rights in the family and community.

For the HIV/AIDS, apart from the set guidelines to service providers for non-discrimination of people living with HIV while contracting for staff and labourers, messages on HIV prevention and encouragement of community for voluntary testing have been included in the community sensitization sessions while mobilizing for Private forest owners' cooperatives and FFS refresher trainings. The project is still looking for further collaboration with other actors specialized in HIV campaigns and testing to seize the opportunity of established cooperatives and FFS groups to continue campaigns and voluntary testing, but also to support the project in assessing the positive and negative effects of project approaches towards HIV.



2.6 Risk management

Identification	Reassessment during the current year (status on 30 th June 2018)					Planned actions in current Quarter	Resp.	Deadline	Appreciation on control	
Risk/ Issue Event	Period	Category	Risk Likelihood	Risk Impact	Magnit ude	Comments on current status of the risk	Planned actions in current Quarter	Resp.	Deadline	Appreciation on control
1. Operational risks										
Limited availability and / or commitment of SPU staff for the agreed contribution to project implementation can reduce the efficiency and effectiveness of the project	Formulation	Efficiency	Low	Medium	Low Risk	The risk is considerably reduced, with the closure of other projects which were ongoing within SPU (PAREF NL closed June 2017; PGREF closed June 2018; SFABE and RV3 closed in December 2018), the SPU support staff are increasingly being available to support FMBE project .	To continue reflections with SPU coordinator and DG RWFA on how best to mentor the current SPU staff to firmly understand the SPU philosophy and be ready for support to any future projects.	Project Manager	Ongoing	Under control

P

B

<p>Availability of forest staff of RWFA/DFNC is limited due to other 'urgent assignments' which hampers not only the strengthening of capacity but also the progress with the development of DFMPs</p>	<p>Formulation</p>	<p>Effectiveness</p>	<p>Medium</p>	<p>Medium</p>	<p>Medium Risk</p>	<p>With the Head of Department of Forestry in place since November 2017, the Department has been proactive in engaging collaboration with the project and FMBE is actively involved in planning and decision making of the department. The commitment and support of DG RWFA remains high so far; the issues are being discussed in regular breakfast meetings organized in conjunction with IUCN (another actor in the sector).</p> <p>By involving the staff from Forestry Department also in continuous field visits and evaluations of the project activities, they are slowly by slowly adopting the project approaches which provides opportunity for potential sustainability .</p>	<p>Actions remain the same: * Continue to involve DFNC in each and every step of the project activities to ensure their buy in; * Continue awareness sessions on the new NFP, FSSP and DFMPs in order to stimulate their adoption and implementation</p>	<p>Project manager & ITA HOD/DFNC & DG RWFA</p>	<p>Ongoing</p>	<p>Under control</p>
<p>Low engagement of the Rwanda Land Management and Use Authority (RLMUA) delays the process of concession due to inconsistencies in LAIS parcels</p>	<p>Results Delivery</p>	<p>Effectiveness</p>	<p>Medium</p>	<p>Medium</p>	<p>Medium Risk</p>	<p>Within the last 2 project Steering Committees (PSC) the RLMUA was invited and the Head of Land Mapping Department attended, and from then the project is getting all the support required from RLMUA. However the engagement of RLMUA and Forestry Department themselves to resolve the identified conflicts during cadastral mapping remains low.</p>	<p>To continue follow up with RLMUA and Forestry department to draw a pragmatic roadmap of field activities to address boundary and ownership conflicts in public forests for concession, especially in the coming last year of the project.</p>	<p>PM/HOD Forestry & HOD Land Mapping</p>	<p>Ongoing</p>	<p>Under control</p>

Delay in approving guidelines by the Ministry for the tender procedures of long-term concession contracts for public forests	Formulation	Effectiveness	High	High	Very High Risk	The draft contract template of concession and tender document to be advertised for the first 8 FMUs concession were drafted and discussed with the concerned heads of units and the Head of Department, however the process and principles set in the contract haven't yet been approved at the Ministry level. Unfortunately as this process delays, it makes it worst because the staff continue to select forests for concession in the business as usual, without taking into account the procedures and Forest Management Units identified through DFMPs. This might affect the adoption of DFMPs as guiding tools	With steady discussions with HoD /Forestry, the concession in FMBE intervention districts has followed the the FMUs stipulated in DFMPs, further discussions will continue to ensure that the same procedure is followed in other districts as well and stop any further forests selection for concessions which are not based on DFMPs	Project manager & ITA	Ongoing	Beyond project control
Data not corrected at District level by DFOs as expected due to low priority and being overloaded	Formulation	Effectiveness	High	Medium	High Risk	The action of engaging MINALOC into this process of enforcing the FMES remains always appreciated, but no steps taken so far. Similar approach of ensuring that instructions come from MINALOC was emphasized on by PS/ MoE in the last PSC meeting of 30 th April 2019, however an action is still needed , and project awaits to first have the DFMP database in place to proactively engage all these stakeholders	*Finalize the DFMP database software and integrate FMES into one system * Train all DFOs on the new system * Acquire instruction letter from MINALOC to Mayors of districts	DG RWFA / PS	By June 2020	Pending

A

B

<p>Poor attention to crosscutting issues such as HIV/SRHR/Rights of child and limited priority for integration of Gender Equality and Women Empowerment (GEWE) aspects into biomass sector programmes</p>	Formulation		Medium	Low	Low Risk	<p>FMBE Gender Mainstreaming Action Plan drafted by RAD Consult and its stipulations included into project actions .</p>	<p>Continue awareness sessions, in community and in meetings with staff</p>	Project Manager	Ongoing	Under control
<p>2. Development Risks (ie risks that may affect sustainability and effectiveness of the project intervention)</p>										
<p>National budget for sustainable forest management (to RWF/ADFNC), Districts and related institutions does not increase sufficiently to enable DFMP implementation and scaling-up of FMBE Interventions</p>	Formulation	Sustainability	Medium	Medium	Medium Risk	<p>There is an ongoing process of developing a 30 M USD Funding Program to be submitted to GCF, if this becomes successful, it will have a multiplier effect on what is being piloted by FMBE. The program will focus on Eastern Province and Enabel is foreseen as one of executing entities.</p> <p>There is also a new funding from Kingdom of Netherlands (15 M eur) which focuses on Landscapes restoration and integrated water resources management, it was launched in June 2019 and could adopt and possibly scale up some of project's innovative approaches,</p> <p>In the meantime the earmarked funds for forestry sector have also been increased, from 2 Billion FRW to 4 Billion FRW per year, which is</p>	<p>* Finalize the development process of a GCF Proposal and submit it to GCF Board</p> <p>* Through TWG, Continue to engage Development Partners in the financing of the forestry sector</p>	Project manager & ITA	Ongoing	Under control

Continuous institutional changes in the coordination and leadership of Forestry sector lead to loss of institutional memory and hence any lessons learnt from the project & piloted strategic approaches get lost	Implementation	sustainability	Medium	Medium	Medium	<p>This risk is quite evident given the number of institutional changes effected in the last two years of the project (from RNRA to RWFA, from MINIRENA to MINILAF, from MINILAF to MoE , and possibly from RWFA to RFA)</p> <p>However the risk is minimal because the technical teams of Forestry department remain constant, only the leadership enforcement might be slowed</p>	<p>This risk is openly discussed with the current leadership in Forestry and there is assurance that transition will lead to better focus on forestry issues and even acceleration of FSSP implementation and hence possible lessons from FMBE</p>	ongoing		Beyond control
3. Fiduciary risks										
The use of SPIU's Tender Committee, newly established and on which are no project technical staff may result in delays and / or in technical decisions being taken contrary to the best interests of the project	Formulation		Low	Low	Low Risk	<p>The risk is no longer relevant as many priority tenders of the project have been passed and are already in execution.</p>	<p>No further actions; the risk is fully resolved</p>			Under control




3 Steering and Learning

3.1 Strategic re-orientations

Up to date, there hasn't been any need of strategic re-orientation of the project either from the Project Steering Committee, nor from the Mid-Term Review concluded recently. The specific objective and expected results are still relevant to the national context. Due to its relevance, the project is well anchored within the Ministry of Environment and receives the required attention and support from the leadership.

3.2 Recommendations

Up to date the FMBE Project implementation is according to the initial plans and still in the timelines, therefore there are no specific recommendations requiring the Steering Committee decision in terms of strategic reorientation.

The only two issues which have been coming up from the last Steering committees and remain relevant are :

1. The required involvement/ lead of Rwanda Land management and Use Authority in resolving the problems of boundaries and ownership conflicts found across many public forests: about this issue, the PSC was informed by that RLMUA was planning to inventory and map out all the public land assets in the year 2018/2019 and it was recommended to prioritize the 7 FMBE districts in order to ensure the smooth process of concession of identified public FMUs in those districts. However this did not happen. Nonetheless, from that time FMBE gets assistance from RLMU at request, though the wish is to see RLMUA and RWFA taking the lead to address the reported issues instead of leaving them under responsibility of the Project, which remains with only one year.
2. The institutionalization of the Forest Monitoring and Evaluation System : While the slow adoption and use of the FMES at both central and district levels has been discussed for several times, the PSC recommended that FMES be part of the performance contracts at both Central level (RWFA) and at district level. MINALOC is yet to be engaged into discussions about this FMES system in order to emit instructions to Districts about the compulsory reporting on forest resources through FMES. However as the Project is developing another DFMP database software which will accommodate the FMES and be based in Districts as well, the push from the Project has slowed down in order to finalise the DFMP software first, train the users and hence move to instructions.

The following list also provides some operational recommendations formulated by the independent consultants who carried out the MTR of the Project in May 2019:

Recommendation	Target
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<p>1 Ensure Forest Monitoring and Evaluation System is made fully functional and accessible.</p> <p>Finalised FMES should be integrated fully into the district planning system set up by UNDP and SIDA so that forestry is clearly recognised and adequately considered in district plans and budgets.</p>	<p>RWFA PSC Project team</p>
<p>2 Secure post-project support for beneficiaries.</p> <p>Financial resources should be committed, with partial engagement of another donor if possible, to ensure that beneficiaries will continue to receive an adequate level of support from districts.</p>	<p>RWFA PSC Project team</p>
<p>3 Retain and consolidate expertise at district and sector levels.</p> <p>Experienced personnel at all levels who have worked in the project and particularly with the field activities should be retained post-project to support existing beneficiaries and to assist with roll-out into other locations.</p>	<p>RWFA PSC Project team</p>
<p>4 Fully clarify MoUs with forest owner cooperatives</p> <p>Clarify that all forest owner cooperative members understand fully that the land amalgamation prior to planting has extinguished individual ownership.</p>	<p>Project team</p>
<p>5 Finalise roadside planting responsibilities and revenue sharing.</p> <p>Work with roadside planting committees to agree a transparent system of allocating responsibilities and benefits.</p>	<p>Project team PSC</p>
<p>6 Analyse technical risks and design mitigation prescriptions.</p> <p>Analyse technical risks in field interventions. Revise and improve prescriptions to optimise risk reduction.</p>	<p>Project team</p>
<p>7 Enhance species diversification and choice to reduce risks.</p> <p>During the October 2019 planting season use actions such as species diversification and modified layouts to reduce risks.</p>	<p>Project team PSC RWFA</p>
<p>8 Commission Applied Forest Research</p> <p>An active programme of forestry research is required to provide a wider range of alternatives to reduce current technical risks.</p>	<p>PSC RWFA</p>
<p>9 Develop a wider range of quality criteria.</p> <p>Identify where quality criteria need to be defined and determine what these criteria should be. This should be guided by the results of the risk analysis.</p>	<p>Project team</p>
<p>10 Specify quality criteria in contracts.</p> <p>Include specific quality criteria in contracts for service providers, in MoUs with Forest Owner Cooperatives and others where necessary.</p>	<p>PSC Project team</p>
<p>11 Demonstrate improved practices in October 2019 planting season.</p> <p>Follow up Recommendation 7 to improve current practices for the coming planting season by including demonstration areas of best practice.</p>	<p>Project team PSC</p>

12 Prepare a short, illustrated set of *Best Practice Guidelines*.

Make this available to beneficiary groups, field personnel and service providers to underpin the quality criteria and related points.

Project team
PSC

3.3 Lessons Learned

Throughout the Project implementation in these last two years, there are some key observations that are worth to mention as lessons learnt from the Project perspectives :

Lessons learned	Target audience
<p>1. Relevance of DFMP Database and FMES: Rwanda is currently attracting many private (international) investors in various domains, and there are many international companies that are eager to invest in Rwandan forestry sector as well. However many complain that they can't access the comprehensive information regarding the current status of public and private forests (area, age, species, wood stock , harvesting regimes etc). The FMBE project is supporting in designing a DFMP database which should be fed in from each district and information hosted in cloud and could be availed to any person interested. But this system in order to be operational it will require strong commitments from both central and Districts to ensure that district data are consistently entered and monitored for quality check. The project counts on MoE and MINALOC leadership to take measures to institutionalize this system.</p> <p>Also the project is collaborating with a GIZ project in order to design a web portal dedicated to all relevant data for private sectors (data on FMU to be contracted, etc...)</p>	<p>MoE and RWFA leadership to issue the instructions to District staff , but also to tie the reporting into system with incentives (like performance based earmarked funds disbursement)</p>
<p>2. Concession of Public forests: During the elaboration of Districts Forests Management Plans DFMPs, public forests (state and districts) have been grouped into Forest Management Units of 150-200ha. These include both good standing forests and poor forest areas that must be reconverted. Many of international and national companies interested are usually interested in good forests with high standing volume of wood stock and the concluded concession and co-management agreements signed so far were always based on the choice of the investor. This will have a high risk of selling out only few good forests and the currently poorly managed forests (which are more) will not attract any investor. The project recommends moving forward to consider the whole FMU boundaries so that the good forests and bad forests that need reconversion can be taken at once and ask the invest to start harvests with good forests while reconverting at the same time the poor managed forests. That way the country will be able to increase and maintain its forestry cover and sustainable productivity.</p>	<p>MoE and RWFA technical teams, to ensure that the investors do not only choose the good forests but rather consider the whole FMUs.</p>

<p>3. Private FMUs and private woodlots owners cooperatives could attract more investors through contract farming approach: Although the project efforts in grouping private woodlots into FMUs are still in the initiation stage, one investor- company involved in pellets has shown interest to work with the farmers cooperatives (private forest owners) to sign a supply contract. Unfortunately, the location of its plant is far in west while the project is grouping farmers in Eastern-North and East Province. Would there have been other projects scaling up the approach in the rest of the country, this could attract more investors with well-organized value chain systems.</p>	<p>MoE, RWFA and Development partners supporting the Forestry sector to draw on the lesson and scale up.</p>
<p>4. Need of public investments in reconverting the private owned woodlots and forest areas: About 70% of the forest cover in Rwanda is made up of privately owned small woodlots (many being less than 0.25ha) and poorly managed with suboptimal production (average of 7 to 15 m³/ha , while the standard should be up to 70-100 10 m³/ha). Although in the past all the public investments and bilateral projects focused on afforestation on public lands and management of public forests, the current gap situation between demand and supply of wood biomass will never be bridged if a special attention is not paid on supporting small private owners to reconvert and better manage their forests. This will need enabling environment for them to access financial loans , but also start –up seed capital investments are required for them to get on the long run track.</p>	<p>MoE, RWFA and the Community of Development Partners, to assess how proportional investments could be channelled to supporting small private forests owners.</p>

4 Annexes

4.1 Quality criteria

1. RELEVANCE: The degree to which the intervention is in line with local and national policies and priorities as well as with the expectations of the beneficiaries					
In order to calculate the total score for this quality criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D					
Assessment RELEVANCE: total score		A	B	C	D
		X			
1.1 What is the present level of relevance of the intervention?					
X...	A	Clearly still embedded in national policies and Belgian strategy, responds to aid effectiveness commitments, highly relevant to needs of target group.			
...	B	Still fits well in national policies and Belgian strategy (without always being explicit), reasonably compatible with aid effectiveness commitments, relevant to target group's needs.			
...	C	Some issues regarding consistency with national policies and Belgian strategy, aid effectiveness or relevance.			
...	D	Contradictions with national policies and Belgian strategy, aid efficiency commitments; relevance to needs is questionable. Major adaptations needed.			
1.2 As presently designed, is the intervention logic still holding true?					
X	A	Clear and well-structured intervention logic; feasible and consistent vertical logic of objectives; adequate indicators; Risks and Assumptions clearly identified and managed; exit strategy in place (if applicable).			
	B	Adequate intervention logic although it might need some improvements regarding hierarchy of objectives, indicators, Risk and Assumptions.			
	C	Problems with intervention logic may affect performance of intervention and capacity to monitor and evaluate progress; improvements necessary.			
	D	Intervention logic is faulty and requires major revision for the intervention to have a chance of success.			
2. EFFICIENCY OF IMPLEMENTATION TO DATE: Degree to which the resources of the intervention (funds, expertise, time, etc.) have been converted into results in an economical way					
In order to calculate the total score for this quality criterion, proceed as follows: 'At least two 'A', no 'C' or 'D' = A; Two times 'B', no 'C' or 'D' = B; at least one 'C', no 'D' = C; at least one 'D' = D					
Assessment EFFICIENCY : total score		A	B	C	D
		X			
2.1 How well are inputs (financial, HR, goods & equipment) managed?					
X	A	All inputs are available on time and within budget.			
	B	Most inputs are available in reasonable time and do not require substantial budget adjustments. However there is room for improvement.			
	C	Availability and usage of inputs face problems, which need to be addressed; otherwise results may be at risk.			

	D	Availability and management of inputs have serious deficiencies, which threaten the achievement of results. Substantial change is needed.
2.2 How well is the implementation of activities managed?		
	A	Activities implemented on schedule
X	B	Most activities are on schedule. Delays exist, but do not harm the delivery of outputs
	C	Activities are delayed. Corrections are necessary to deliver without too much delay.
	D	Serious delay. Outputs will not be delivered unless major changes in planning.
2.3 How well are outputs achieved?		
X	A	All outputs have been and most likely will be delivered as scheduled with good quality contributing to outcomes as planned.
	B	Output delivery is and will most likely be according to plan, but there is room for improvement in terms of quality, coverage and timing.
	C	Some output are/will be not delivered on time or with good quality. Adjustments are necessary.
	D	Quality and delivery of outputs has and most likely will have serious deficiencies. Major adjustments are needed to ensure that at least the key outputs are delivered on time.

3. EFFECTIVENESS TO DATE: Degree to which the outcome (Specific Objective) is achieved as planned at the end of year N					
In order to calculate the total score for this quality criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D					
Assessment EFFECTIVENESS :		A	B	C	D
total score		X			
3.1 As presently implemented what is the likelihood of the outcome to be achieved?					
	A	Full achievement of the outcome is likely in terms of quality and coverage. Negative effects (if any) have been mitigated.			
X	B	Outcome will be achieved with minor limitations; negative effects (if any) have not caused much harm.			
	C	Outcome will be achieved only partially among others because of negative effects to which management was not able to fully adapt. Corrective measures have to be taken to improve ability to achieve outcome.			
	D	The intervention will not achieve its outcome unless major, fundamental measures are taken.			
3.2 Are activities and outputs adapted (when needed), in order to achieve the outcome?					
X	A	The intervention is successful in adapting its strategies / activities and outputs to changing external conditions in order to achieve the outcome. Risks and assumptions are managed in a proactive manner.			
	B	The intervention is relatively successful in adapting its strategies to changing external conditions in order to achieve its outcome. Risks management is rather passive.			
	C	The intervention has not entirely succeeded in adapting its strategies to changing external conditions in a timely or adequate manner. Risk management			

		has been rather static. An important change in strategies is necessary in order to ensure the intervention can achieve its outcome.
	D	The intervention has failed to respond to changing external conditions, risks were insufficiently managed. Major changes are needed to attain the outcome.

4. POTENTIAL SUSTAINABILITY: The degree of likelihood to maintain and reproduce the benefits of an intervention in the long run (beyond the implementation period of the intervention).

In order to calculate the total score for this quality criterion, proceed as follows: At least 3 'A's, no 'C' or 'D' = A ; Maximum two 'C's, no 'D' = B; At least three 'C's, no 'D' = C ; At least one 'D' = D

Assessment POTENTIAL SUSTAINABILITY : total score	A	B	C	D
		X		

4.1 Financial/economic viability?

	A	Financial/economic sustainability is potentially very good: costs for services and maintenance are covered or affordable; external factors will not change that.
	B	Financial/economic sustainability is likely to be good, but problems might arise namely from changing external economic factors.
X	C	Problems need to be addressed regarding financial sustainability either in terms of institutional or target groups costs or changing economic context.
	D	Financial/economic sustainability is very questionable unless major changes are made.

4.2 What is the level of ownership of the intervention by target groups and will it continue after the end of external support?

	A	The steering committee and other relevant local structures are strongly involved in all stages of implementation and are committed to continue producing and using results.
X	B	Implementation is based in a good part on the steering committee and other relevant local structures, which are also somewhat involved in decision-making. Likelihood of sustainability is good, but there is room for improvement.
	C	The intervention uses mainly ad-hoc arrangements and the steering committee and other relevant local structures to ensure sustainability. Continued results are not guaranteed. Corrective measures are needed.
	D	The intervention depends completely on ad-hoc structures with no prospect of sustainability. Fundamental changes are needed to enable sustainability.

4.3 What is the level of policy support provided and the degree of interaction between intervention and policy level?

X	A	Policy and institutions have been highly supportive of intervention and will continue to be so.
	B	Policy and policy enforcing institutions have been generally supportive, or at least have not hindered the intervention, and are likely to continue to be so.
	C	Intervention sustainability is limited due to lack of policy support. Corrective measures are needed.
	D	Policies have been and likely will be in contradiction with the intervention. Fundamental changes needed to make intervention sustainable.

4.4 How well is the intervention contributing to institutional and management capacity?

	A	Intervention is embedded in institutional structures and has contributed to improve the institutional and management capacity (even if this is not an explicit goal).
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X	B	Intervention management is well embedded in institutional structures and has somewhat contributed to capacity building. Additional expertise might be required. Improvements in order to guarantee sustainability are possible.
	C	Intervention relies too much on ad-hoc structures instead of institutions; capacity building has not been sufficient to fully ensure sustainability. Corrective measures are needed.
	D	Intervention is relying on ad hoc and capacity transfer to existing institutions, which could guarantee sustainability, is unlikely unless fundamental changes are undertaken.

4.2 Decisions taken by the steering committee and follow-up

Decision						Follow-up of decision			
No	Decision	Date	Source	Deadline	Responsible	Progress	Status	New Actions proposed	New Deadline
1	Approval of PSC Operating rules	18-avr.-17	SC				Implemented		
2	Approval of project start-up plan and operational plan	18-avr.-17	SC				Implemented		
3	Approval of temporary arrangement to pay directly the SPU staff salaries on project account while waiting the approval of the new SPU structure and opening of its account. Once the SPU structure is open, the salary payments will be paid on SPU account and reimbursed on a monthly basis.	18-avr.-17	SC	Immediate	PM	Salaries of staff paid	Implemented		
4	Approval of FMBE start-up report	12-oct.-17	SC				Implemented		
5	To coordinate with Rwanda Land Management and Use Authority (RLMUA) in order to address the identified conflicts and issue of boundaries for Public Forests, at Rwamagana, Gicumbi, Rulindo and Gakenke, in order to ease	12-oct.-17	SC	15-Nov-17	IT/PM	RLMUA committed to remap all public land properties from July 2018, and FMBE Intervention districts to be on priority list	Under implementation	ongoing	30/06/2020

	the DFMP implementation and concession process								
6	To coordinate with MINALOC to jointly find mechanisms by which Districts should provide regular data to FMES	12-oct.-17	SC	30-Nov-17	PM/ HoD DFNC	With the new development of DFMP database software, FMES upgrading has been put on hold	Late	To reinstate discussions after the final version of DFMP database software	By March 2020
7	Organize a session with RWFA/DFNC Directors to brainstorm on the "why, how, when and by who" to implement several management tools developed so far (DFMPs, FSSP, NFMP,	12-oct.-17	SC	30-Nov-17	PM	The documents presented in the Forestry TWG of April 2018, but still engagement of department staff is still desired	Implemented	Continuous mentorship of Forestry department staff on the importance of making these management tools as reference documents for the Department	Ongoing
8	Approval of FMBE budget modifications taking into account the top-up financing by RBC	12-oct.-17	SC			Done	Implemented		
9	To revise afforestation and reforestation targets per districts so that the districts of Kigali City can also be	12-oct.-17	SC	Feb 2018	PM/TA	Done, 200 Km of roadsides will be planted in season 2018/2019	Implemented		Ongoing

	supported with afforestation /reforestation								
10	RLMUA to prioritize the 7 Districts in which FMBE intervene when the process of mapping out all public land assets begins, in order to resolve the conflicts around public forests ready for concession.	30/05/2018	SC	Dec 2018	PM& HoD Mapping	In progress	On Track	Ongoing	30/06/2020
11	RWFA to appoint an FMES Focal person fully responsible and accountable of the operationalization of FMES system, both at central and district levels.	30/05/2018	SC	31/08/2018		1 staff appointed (Sebahire)	On Track	To work the appointed FMES focal point to draw an roadmap of actions to institutionalize the FMES	30/04/2020
12	FMES should become compulsory and integrated into the daily work and reporting system of the staff in forestry sector, both at central and district level. The Focal person to be appointed will be monitoring this compliance.	30/05/2018	SC	Ongoing		To be revived after DFMP software development	Delayed	Continue advocacy to DG and HoD Forestry Department in order to make FMES a compulsory reporting channel	30/06/2020
13	Launch as soon as possible the Request for Expression of Interest for the 7 Public FMUs ready for concession	30/05/2018	SC	15/09/2018		Tender document developed; 5FMUs conceded to East Africa Sawmill	On Track	To advertise new demarcated FMUs	By 31/03/2020

14	The Technical teams of Forestry Department and ITA should have a session on harmonization of approaches to estimate the standing tree volumes in FMUS prior to concession.	30/05/2018	SC	15/09/2018					On Track	To continue discussion and take actions	ongoing
15	The FMBE PIM V1.0 is approved by the PSC, and project staff should consult / abide to the procedures entailed in the PIM.	30/05/2018	SC						Implemented		
16	The Project Budget Revision (BR2) approved as proposed.	30/05/2018	SC						Implemented		

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4.3 Updated Logical framework

The initial logical framework adopted at the formulation of the project remains actual, the expected outcome, outputs and associated indicators remain relevant to the national and local context. In the meantime at the beginning of the project (April 2017) , with the support of backstopping mission from EST-Agriculture, the Project team and stakeholders sat together to draw the project Theory of Change (ToC) which is guiding the on-field operational processes of the project:



	Logical of the intervention	Indicators	Baseline value and Target	Sources of verification	Hypotheses
GO	General objective: Improvement of sustainable management of forest resources contributes to poverty reduction, economic growth and environmental protection	Direct Contribution (= consumption X price) of forestry and wood fuel sector to GDP Profitability and regular income of forest put under improved management (RW/F/ha/year)	<i>Baseline value:</i> 5% <i>Target value:</i> 5% <i>Baseline value:</i> 160.000FRW ¹⁴ (total revenues/ha/year) <i>Target value:</i>	FMES Specific survey/study done in private forests where the project intervened (at the beginning and at the end of the project)	
O	Specific objective: Woody biomass production capacity is increased on selected private and public land in the districts of intervention	Sustainable supply of woody biomass in improved managed forest (m ³ /ha/year) on 800ha ¹⁵ private land and 1100ha ¹⁶ on public land.	<i>Baseline value:</i> 5-8m ³ /ha/year <i>Target value:</i> 10-15m ³ /ha/year	QQA (at beginning and end of project)	Local Government of selected districts is not implicated in illegal cutting and shows support and commitment for increasing woody biomass/forest production
	Logical of the intervention	Indicators	Baseline value and Target	Sources of verification	Hypotheses
R1	Result 1 District Forest Management	Number of districts having a technically validated DFMP	<i>Baseline value:</i> 3 districts; <i>Target value:</i> 7 districts	- Minutes of technical validation committee and DFMP document;	RWFA staff available for their participation in the development of the 4 DFMP

¹⁴ Value estimated from the baseline assessment of sells from woodproducts within 600 households supported in Agroforestry at Rwamagana.

¹⁵ ENABEL, Belgian development agency
11/09/2019

R 1	Result 1 District Management Development Plans are developed and implemented	Forest Plans are and	Number of districts having a technically validated DFMP	<i>Baseline value:</i> 3 districts; <i>Target value:</i> 7 districts	- Minutes of technical validation committee and DFMP document;	RNRA staff available for their participation in the development of the 4 DFMP and for the implementation of the 4 DFMPs Selected districts are committed to participate and facilitate in the process of development and implementation of the selected measures and approach by the project based on their available resources Governments commitment to encourage involvement of private sector actors in forest management is maintained Interest present of Private operators willing to operate under long term concession contracts with the state and under the agreements with private FM groups
			Number of public FMUs having a long-term concession contract which is signed with a private partner	<i>Baseline value:</i> 0; <i>Target value:</i> Rulindo: 3; Gakenke: 3; Gicumbi: 3; Rwanagana: 1	Concession contracts	
			Number of FOAs established around Private FMUs having each a SFMP	<i>Baseline value:</i> 0 FOAs <i>Target value:</i> 15 FOAs	Founding paper FOAs with SFMP	
			Number of hectares that are converted according SFMP with project support	BL value: 0 Target value: 300 ha	District report	
	Number of FFS groups with agroforestry activities	<i>Baseline value:</i> 48 FFS groups with agroforestry activities; <i>Target value:</i> 80 'new' FFS groups with agroforestry activities	Survey under FFS groups			
	Number of trees planted by members of the FFS/agroforestry groups	Baseline: 0 Target value: FFS groups planted in total 150.000 trees(in 4 districts).				

	<p>Distance of roadside plantation (km)</p> <p>Number of MoUs signed in the district of Rwamagana (on the 40 km roadside plantation realised through the project)</p>	<p>Baseline value: 0; Target value: 40</p> <p>Base value: 0 Target value: X MoUs signed by X village assemblies adjacent to the road stretch (to be determined during Comprehensive Baseline exercise)</p>	<p>Signed MoUs</p> <p>Signed upgraded MoUs</p>	
	<p>Number of MoUs upgraded in 3 PAREF districts including benefit sharing</p>	<p>Baseline : 0 upgraded MoUs; Target value: 90 upgraded MoU with 'benefit sharing';</p>	<p>District report with survey</p>	
	<p>Number of ha of private and public land additional reconvered or with new plantation in 4 districts by project</p>	<p>Baseline: to be provided by DFMP of Rwamagana District; Target value: additional 500 ha with new plantation and/or converted</p>		

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<p>R 2</p> <p>Result 2:</p> <p>Improved capacity of RNRA and Districts for monitoring forest management, gender integration and benefiting from climate financing opportunities</p>	<p>Upgrading of FMES with integration of new requested indicators by MINIRENA</p>	<p>baseline: number of present indicators for which reliable data are collected</p> <p>Target value: x new indicators suggested by consultant</p>	<p>FMES</p> <p>Proposals with proof of being submitted</p>	<p>DFNC takes ownership of the tools developed and uses the analyses available from the FMES to improve forest management in Rwanda</p> <p>Available funds through CC related instruments and/or other financial sources (such as for instance philanthropy) provides fair chance for rewarding well elaborated proposals from the districts for financing</p> <p>A quite harmonized approach for developing and implementation of DFMP on the other districts of the country</p>
<p>Number of proposals submitted through project support for financing by specific donors and/or institutes related to Climate Finance or other Financing</p>	<p>Baseline value: 0</p> <p>Target value: 5</p>	<p>Baseline: 0 (no tender)</p> <p>Target: all tender documents include gender aspects and invite especially individual women entrepreneurs/ women owned enterprises for a bid</p>	<p>Baseline: 0 (no tender)</p> <p>Target: all tender documents include gender aspects and invite especially individual women entrepreneurs/ women owned enterprises for a bid</p>	
<p>Inclusion of gender promotion in tender documents (according gender integration guidelines)</p>	<p>Baseline: 0 (no tender)</p> <p>Target: all tender documents include gender aspects and invite especially individual women entrepreneurs/ women owned enterprises for a bid</p>	<p>Baseline: 0 (no tender)</p> <p>Target: all tender documents include gender aspects and invite especially individual women entrepreneurs/ women owned enterprises for a bid</p>	<p>Baseline: 0 (no tender)</p> <p>Target: all tender documents include gender aspects and invite especially individual women entrepreneurs/ women owned enterprises for a bid</p>	

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		Data collection templates for M&E requesting sex aggregated information	Baseline: no template Target: 1 template indicating gender sensitive actions as planned in annual action plans and linked to DFMP/SFMP,	Annual report of District on NIR/FM and used indicators for reporting; Reporting of Gender Consultant through framework contract	
		At least one communication channel for regular updating on DFMPs (design and implementation)	Baseline: 0 Target value: 1	Communication channel(s) used and number of DFOs aware of channel	

GO	Improvement of sustainable management of forest resources contributes to poverty reduction, economic growth and environmental protection		
SO	Woody biomass production capacity is increased on selected private and public land in the districts of intervention.		
R 1	Districts Forest Management Plans are developed and implemented		
R 2	Improved capacity of RNRA and Districts for monitoring forest management, gender integration and benefiting from climate financing opportunities		
	Activities to achieve Result 1	OUTPUTS	Means
A 1.1 & A 1.2	Develop DFMP/SFMPs for Rwamagana, Kicukiro, Gasabo and Nyarugenge districts including update forest cover map, establishment forest cadastre, including direct resolution of 'simple' landowner conflicts and Quick Qualitative Assessment (QQA) of each public forest	4 new DFMPs 4 districts with updated forest cover map, forest cadastre, QQA of the public forests Capacity with RNRA and relevant district officers on designing a DFMP, executing and assessing QQAs	Awareness sessions, Trainings & workshops Cadastre/solving conflicts Forest mapping QQA public forests/Forest Inventory Developing user-friendly interface for DFMP planning Local surveys

A1.3	<p>Establishment of PPPs for long-term concession contracts for public forests between State/districts and PFOs through support in developing procedures and templates for procurement and management of contracts, creation and establishment of FMGs, simple conflict cases solved, elaboration of MoUs between PFO and FMGs. Provision of technical support and on-the-job training to Districts/DFNC staff and to contractors/operators for monitoring and implementation of developed DFMP/SFMPs</p>	<p>At least 7 districts have each a long term concession contracts for public forest established with PFO's</p> <p>In 4 districts, 12 FMGs established and supported by PFOs, ensuring PFM in concerned FMUs</p> <p>12 MoUs signed by PFO and FMGs and monitored on execution</p> <p>4 districts have capacity for facilitating and developing MoUs for PFM, managing a tender and arriving to a long term concession contract for public forest</p>	<p>Workshops on PPP for private forest concession</p> <p>Awareness sessions and on-job technical training and coaching on development PFM for public FMUs</p> <p>Support process for tendering and contracting</p>
A1.4	<p>Support sustainable management of private forest through establishment and training of Forest Owners Association/Coop (FOA), supporting QQA and the design of SFMP for their FMU and support reconversion of their FMUs</p>	<p>15 FOA established around PrFMUs of in average 25 ha each (total of 375 ha)</p> <p>SFMPs developed for their PrFMUs</p> <p>Support for the conversion of their old private plots according the SFMP</p> <p>4 Districts have capacity to support establishment of FOAs /Pr FMU and to support design/ implementation of their SFMP</p>	<p>Training/awareness sessions of District staff / FOAs;</p> <p>QQA and SFMP design</p> <p>Support/Subvention reconversion of FMU</p>




<p>A.1.5</p>	<p>Support agroforestry / woodlot establishment on private lands through Twigire Muhinzi/FFS extension system and support of production of quality seedlings by FFS groups</p>	<p>In 4 districts, 80 FFS groups (at least 2000 farmers, m&w) perform within the FFS approach for agroforestry under a functional FFS system in which farmers facilitators are the spill for scaling up agroforestry in seedling demand, production and distribution, permanent learning and jointly monitoring. More efficient system of seedling production, distribution and plantation. 80 FFS groups have planted each in average 15 ha with 2130 trees so in total around 1200 ha. 4 districts 80 farmers facilitators are trained who are able to facilitate their FFS group and the groups have tree nurseries for which the provision of seedlings is supported.</p>	<p>Contract for a private operator for ToT /Master trainers (for FFS), support/supervise nursery establishment and management by FFS, coaching planting and joint monitoring of planting. Trainings, workshops, field days, exchange visits, Support establishment of nurseries and distribution seedlings.</p>
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A 1.6	Support roadside plantation and process for establishment and upgrading of MoUs between Farmers Assembly and District/RNRA, including 'benefit sharing' aspect	Rwamagana: pilot of 40 km new plantation along roads and organizational structure established including MoUs signed with Assembly of farmers/villagers playing active role in planting and maintenance; 3 Paref/North Districts: 50 MoUs upgraded including also 'benefit sharing' Capacity with villagers and decentralized government for organization and making agreements which allow sustainable FM on roadside plantation.	Awareness/training sessions, Assemblies with farmers/villages Support planting roadside
A 1.7	Support forest reconversion and/or establishment of new forest on public/private land, based on priorities of developed DFMP/SFMP	Reconversion/new planting on an equivalent of 550 ha of private/public lands (Rwamagana district)	Nursery establishment and support Reconversion / new planting of public/private lands
A 1.8	Provision of high quality seed and/or clones (through importation if required) for plantations	30 kg of high quality seed/clones of selected species purchased/imported	Purchase of high quality seed of selected species
A 1.9 & A 1.10	Coordination, technical support to and capacity building of district and RNRA staff for designing and implementation of DFMPs	3 NTAs supporting the programme: 1 NTA for 3 Kigali Districts, 1 NTA for Rwamagana and 1 NTA for 3 PAREF/North districts for in total 98 months; 1 ATI for technical support for all districts for 34 months	3 NTAs and 1 ATI (81% of total available time of ATI)
	Activities to achieve Result 2	Outputs	Means

A.2.1	Upgrade the FMES system software, integrating new needs and provide capacity building for administrators, data collectors and users	Upgraded adapted user-friendly FMES software system which can be managed by RNRA administrators, allowing integration of new requested indicators (such as for Climate Change Fund, etc.) Data collectors ensure adequate data feeding of the system and users can use efficiently the information.	Contract with Consultant Training/coaching and supervision for administrators, data collectors, users Supportive equipment
A.2.2	Build capacity and provide support to RNRA and staff and private actors of the intervention Districts to develop proposals for obtaining finance through FONERWA or other possible funding mechanisms and be able to do the required Measuring, Reporting and Verification (MRV)	At least in 4 'new' districts (Gas, Kic., Nya. and Rw.) proposals for financing components of the DFMP are submitted and support is given to 'old' districts that have identified components eligible for financing and for which proposals are prepared. Capacity strengthened at district and national level for preparing quality project proposals MRV capacity strengthened	Framework contract with international and national consultant
A.2.3	Support gender equality and gender mainstreaming in project related aspects of DFMP/ woody biomass sector/PFM	Gender integration and accountability in the development and implementation of the DFMPs/SFMPs; Gender integration in M&E mechanisms at national and decentralized level. Increased participation of women in the forestry sector resulting in increased benefits for them.	Framework contract

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A.2.4	<p>Capitalization and knowledge management for development, implementation and monitoring of DFMPs & SFMPs and other related aspects to PFM</p>	<p>Capacity of MINIRENA/RNRA strengthened in coordinating and supporting the design and implementation of DFMPs; Scaling-up of DFMPs implementation to all other districts in the country supported by availability and dissemination of developed guidelines and templates as well by the sharing of 'lessons learned'.</p>	<p>Workshop/training, newsletter and website/communication channels</p>
A.2.5	<p>Technical advice and support for coordination of monitoring and capacity building</p> <p><i>General means (Personnel costs, Investments, Operational costs, Audit, M&E and Backstopping)</i></p>	<p>Strengthened capacity at national level for the monitoring forest management, gender integration and capitalisation.</p>	<p>ITA 8 months (19% of total time)</p>
	<p><i>Contingency</i></p>		

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4.4 MoRe Results at a glance

Logical framework's results or indicators modified in last 12 months?	There are no changes in the logical framework relevant to report.
Baseline Report registered on PIT?	The baseline report is available on GoFast
Planning MTR (registration of report)	Conducted in May /2019, report available on GoFast
Planning ETR (registration of report)	December /2020 (estimate)
Backstopping missions since 01/07/2018	There was no backstopping mission in the current reporting period, since the start of the project there has been one backstopping in April 2017 in support to elaboration of the project Theory of Change.

4.5 "Budget versus current (y – m)" Report

Extract from UBW, Year-to-date, 30th June 2019

Row Labels	Budget_A	Budget_B (BR30/04/2019)	Total_Budget	Actuals	Available
RWA1509811	3,000,000.00	-0.41	2,999,999.59	1,579,531.65	1,420,467.94
RWA1509811_A	1,996,935.00	90,076.11	2,087,011.11	1,021,282.20	1,065,728.91
RWA1509811_A01	1,646,935.00	80,774.38	1,727,709.38	882,400.35	845,309.03
RWA1509811_A0101	141,000.00	2,292.79	143,292.79	142,103.77	1,189.02
RWA1509811_A0102	270,000.00	15,054.93	285,054.93	68,355.10	216,699.83
RWA1509811_A0103	45,000.00	-2,837.98	42,162.02	16,308.22	25,853.80
RWA1509811_A0104	38,000.00	-19,000.00	19,000.00	0.00	19,000.00
RWA1509811_A0106	10,000.00	0.00	10,000.00	0.00	10,000.00
RWA1509811_A0108	18,000.00	-18,000.00	0.00	0.00	0.00
RWA1509811_A0109	204,000.00	703.08	204,703.08	114,098.31	90,604.77
RWA1509811_A0110	510,000.00	11,561.56	521,561.56	339,117.70	182,443.86
RWA1509811_A0111	143,735.00	85,000.00	228,735.00	50,393.26	178,341.74
RWA1509811_A0112	90,200.00	6,000.00	96,200.00	41,596.96	54,603.04
RWA1509811_A0113	177,000.00	0.00	177,000.00	110,427.03	66,572.97
RWA1509811_A02	350,000.00	9,301.73	359,301.73	138,881.85	220,419.88
RWA1509811_A0201	55,000.00	0.00	55,000.00	7,016.53	47,983.47
RWA1509811_A0202	90,000.00	30,000.00	120,000.00	30,716.24	89,283.76
RWA1509811_A0203	40,000.00	-23,254.61	16,745.39	5,572.00	11,173.39
RWA1509811_A0204	45,000.00	-13,785.47	31,214.53	13,169.80	18,044.73
RWA1509811_A0205	120,000.00	16,341.81	136,341.81	82,407.28	53,934.53
RWA1509811_X	26,723.00	0.00	26,723.00	0.00	26,723.00
RWA1509811_X01	26,723.00	0.00	26,723.00	0.00	26,723.00
RWA1509811_X0101	26,723.00	0.00	26,723.00	0.00	26,723.00
RWA1509811_Z	976,342.00	-90,076.52	886,265.48	558,249.45	328,016.03
RWA1509811_Z01	507,435.00	1,740.01	509,175.01	369,307.68	139,867.33
RWA1509811_Z0101	126,000.00	45,340.97	171,340.97	98,326.20	73,014.77
RWA1509811_Z0102	36,795.00	0.00	36,795.00	31,419.16	5,375.84
RWA1509811_Z0103	239,640.00	-30,338.00	209,302.00	135,567.65	73,734.35
RWA1509811_Z0104	105,000.00	-13,262.96	91,737.04	103,994.67	-12,257.63
RWA1509811_Z02	99,172.00	-11,125.91	88,046.09	80,814.58	7,231.51
RWA1509811_Z0201	59,172.00	-1,125.91	58,046.09	58,046.50	-0.41
RWA1509811_Z0202	10,000.00	0.00	10,000.00	673.86	9,326.14
RWA1509811_Z0203	20,000.00	0.00	20,000.00	22,094.22	-2,094.22
RWA1509811_Z0204	10,000.00	-10,000.00	0.00	0.00	0.00
RWA1509811_Z03	258,735.00	-76,651.58	182,083.42	92,573.86	89,509.56

RWA1509811_Z0301	140,000.00	-44,690.60	95,309.40	59,954.24	35,355.16
RWA1509811_Z0302	31,500.00	-8,637.13	22,862.87	14,829.28	8,033.59
RWA1509811_Z0303	20,000.00	-7,327.86	12,672.14	3,672.14	9,000.00
RWA1509811_Z0304	11,707.00	0.00	11,707.00	393.27	11,313.73
RWA1509811_Z0305	35,000.00	-25,996.34	9,003.66	1,110.00	7,893.66
RWA1509811_Z0306	4,550.00	-1,001.95	3,548.05	1,427.24	2,120.81
RWA1509811_Z0307	3,000.00	-2,414.44	585.56	180.44	405.12
RWA1509811_Z0308	1,000.00	-549.45	450.55	121.48	329.07
RWA1509811_Z0309	0.00	0.00	0.00	136.75	-136.75
RWA1509811_Z0310	0.00	0.00	0.00	749.19	-749.19
RWA1509811_Z0311	11,978.00	13,966.19	25,944.19	9,999.83	15,944.36
RWA1509811_Z04	111,000.00	-4,039.04	106,960.96	13,045.83	93,915.13
RWA1509811_Z0401	80,000.00	0.00	80,000.00	1,814.45	78,185.55
RWA1509811_Z0402	10,000.00	-1,688.83	8,311.17	8,311.16	0.01
RWA1509811_Z0403	12,000.00	0.00	12,000.00	0.00	12,000.00
RWA1509811_Z0404	9,000.00	-2,350.21	6,649.79	2,920.22	3,729.57
RWA1509811_Z99	0.00	0.00	0.00	2,507.50	-2,507.50
RWA1509811_Z9998	0.00	0.00	0.00	1,263.00	-1,263.00
RWA1509811_Z9999	0.00	0.00	0.00	1,244.50	-1,244.50
Grand Total	3,000,000.00	-0.41	2,999,999.59	1,579,531.65	1,420,467.94