



Annual Reporting on Country Portfolio
Implementation

Rwanda

RWA2019-2024

Period covered June 2022- July 2023

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Identification form of Portfolio

Country portfolio Rwanda 2019 -2024		
Specific Agreement signed on April 30 th 2019 with a budget of 120.000.000 €		
Validity Specific Agreement: Start date: 01 July 2019 - End date: 30 June 2024;		
HEALTH		
General Objective	Delivery of Sexual & Reproductive Health services including FP services as well as access of Households to Health Care increase	
	Specific Objective 1	To ensure that all women, new-born, children, adolescents, and men have universal access to quality integrated RMNCAH (Reproductive, Maternal, New-born, Child and Adolescent Health) and/or FP/ASRH (Family Planning & Adolescent Sexual Reproductive Health) services (Result Based Financing – RBF)
	Specific Objective 2	To ensure accessible, evidence-based, improved and innovative health services (with a special attention to sexual and reproductive health services) with increased citizens participation and engagement in development (Barame project)
AGRICULTURE		
General Objective	Revenues for farmers' households and other private actors in the targeted agricultural value chains increases in a sustainable manner	
	Specific Objective 1	Support through the MDTF the implementation of PSTA4 to promote the commercialization of agricultural value chains. (MDTF)
	Specific Objective 2	Develop inclusive and sustainable pig & poultry, and the related animal feed value chains in which all actors run a profitable business (PRISM 1)
	Specific Objective 3	Attract private investment to develop a modern value chain to produce high quality products to substitute import as well as to export (PRISM 2)
URBANISATION		
General Objective	The urban infrastructure for inclusive and sustainable economic development is functional and expands further	
	Specific Objective 1	Sustainable and resilient urban development is enhanced in the districts of Rubavu, Musanze and Rwamagana (UED1 1)
	Specific Objective 2	Inclusive economic development is enhanced, especially in the MIR construction sector (UED1 2)
PFM		
General Objective	Support Rwanda's socio-economic transformation through effective and accountable transformation	
	Specific Objective	Increase the effectiveness and sustainability of Public Finance Management systems at central and local government level (PFM – Basket)
Study Fund		
Specific Objective		Strengthen - through studies, consultancies and the mobilisation of expertise - the institutional and organisational capacity of public and non-governmental organisations in Rwanda linked to the

	priority sectors of the bilateral cooperation: health, agriculture, urbanisation and the transversal themes: gender, private sector development and accountability.
Reporting Period	1 st July 2022 – 30 June 2023 (Rwandan fiscal year 2022-2023)

Other interventions implemented by Enabel Rwanda during fiscal year 2022-2023					
Name of Intervention	Donor	Sector	Budget	Start date	End date
Thematic Portfolio Social Protection in Central Africa – Rwanda	Belgium	Social protection	€ 17,600,000	20/05/2022	31/05/2027
Kwigira- Enhance business environment and attractiveness of Rwanda for investment, including pharmaceutical investments	EU	Health	€ 7,000,000	19/04/2022	18/04/2026
Resilience to Covid-19 Through Digitalization (ResiCODi) Project (Implemented by Enabel Brussels)	EU	Health and Education	€ 1,536.000	1/11/2020	30/10 2022
Transformation towards sustainable food systems - Kwiwaza	EU, LUXDEVELOPMENT	Agriculture	€ 15.500.000	15/12/2022	31/12/2026
Transforming Eastern Province through Adaptation (TREPAM Project)	Rwanda, IUCN	Forestry and Environment	€ 15.000.000	01/01/2020	01/01/2026
Reducing vulnerability to climate change through enhanced community-based biodiversity conservation in the Eastern Province of Rwanda_ (COMBIO Project)	SIDA	Forestry and Environment	€ 2,630,000	December 2021	December 2027
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, Rwanda (DeSIRA Agroforestry Research Project)	EU	Forestry and Environment	€ 2.000.000	February 2020	January 2025
TOTAL			€ 54.273.000		

Executive summary

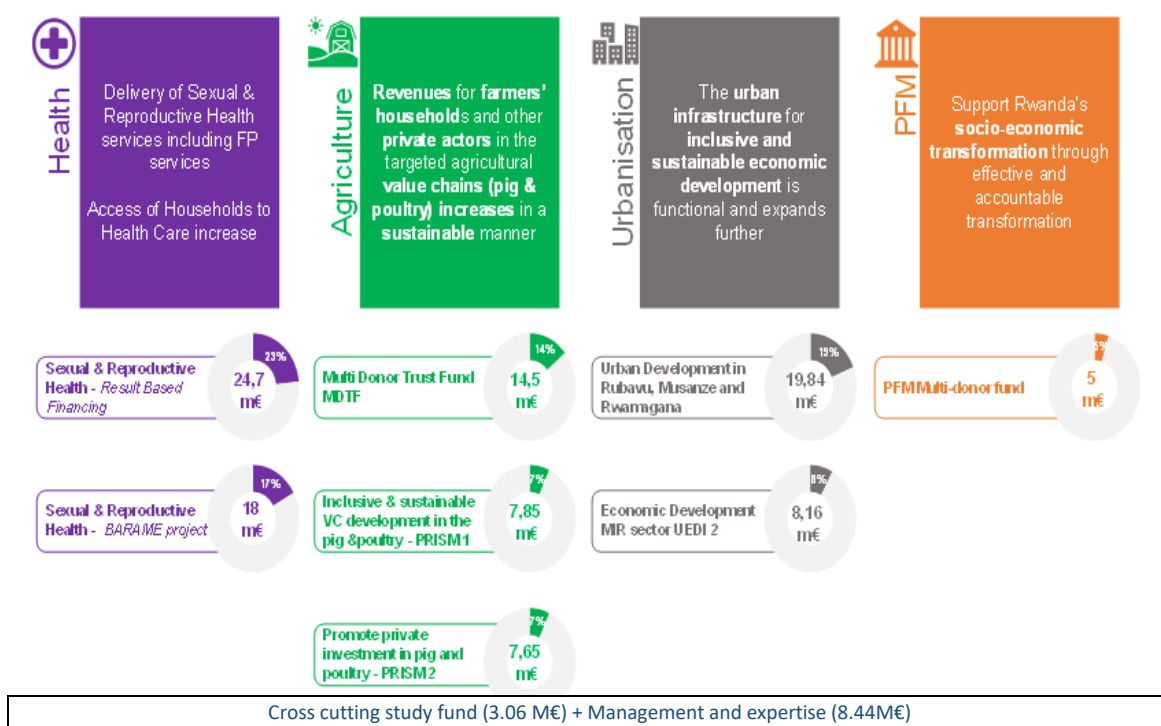


Figure 1 : Bilateral portfolio 2019-2024 in Rwanda

The macroeconomic situation has remained stable and did not critically impact the implementation of most of the public policies supported by the portfolio. The objectives initially targeted in the portfolio document still correspond to the needs and expectations of the beneficiaries and to the priorities and policies of the partner country and of Belgium.

Rwanda's economy is gradually recovering from the effects of covid and other shocks and grew by 9.2% in the first quarter of 2023, following 8.2% growth in 2022, although overall growth is expected to moderate to 5.8% in 2023 due to the climate related disasters. Inflation remains high but is decreasing. Floods and heavy rains and landslides have resulted in loss of lives, destruction of infrastructure, livelihoods and reduced agricultural performance. Epidemics in neighbouring countries kept the country on alert but did not spread. Inflation and climate related disasters will likely impact negatively on some of the poverty reduction indicators of the portfolio, although there is however no annual information to confirm it.

On the institutional side, unsolved security tensions between Rwanda and DRC could be a hindrance in realisation of results for interventions, notably concerning the promotion of cross border trade.

Pig and poultry value chains development have continued to be hampered by insufficient and highly priced animal feed supply, aggravated by the war in Ukraine, negatively impacting one of the results of the agriculture project. Destruction caused by floods has put energy, attention and redirection of funding to the reconstruction, including through a limited budget of the Urbanisation program redirected, without any significant impact on the project.

Progress during the reporting year has been positive as the portfolio comes to its final year of implementation and closure. Most program's intermediate outcomes show positive progress whether is on the health, agriculture, urbanisation and public finance management, as well as the complementary contributions from the Study Fund. Some indicators, most notably at impact level, are not available/produced for the report period, and projects are undertaking different impact assessments to capture missing information.

The overall assessment of Country Portfolio performance is positive in all dimensions, taking into account the assessment of each sector/intervention, and confirming the overall positive assessment of the MTR and the progress and increasingly visible results.

In financial execution terms, only 14% of the portfolio budget remains to be executed out of a EUR 120M total, with all remaining funds expected to be disbursed before the end of the year or, exceptionally, beginning of 2024.

On lessons learned, the Mid-Term Review of the current portfolio 2019-2024 in Rwanda identified lessons at portfolio and intervention level and efforts have been made to integrate them in the current and new portfolio development, including for instance developing a more formalised gender strategy. Specifically mindful of the recommendation that indicated the need to consolidate socio-organizational aspects of the interventions, it has been proposed to continue support in the same sectors in the new portfolio.

Additionally, an evaluation on the integration of decent work in the development of agro-value chains was commissioned by the Federal Public Service Foreign Affairs, Foreign Trade and Development Cooperation, during the period and specially targeting the agriculture PRISM intervention. The recommendations of the evaluation will be considered for implementation primarily - due to the limited implementation time remaining- in the new program, notably in the agriculture and urbanisation interventions, while increasing synergies with the Social Protection portfolio.

For the next/last year of implementation and closure, the focus will be on ensuring full implementation of activities, full use of resources, closure, capitalisation products on the different interventions to capture the impact, results and lessons learned from the interventions and portfolio impact studies, strategic end term evaluation and portfolio final report, while supporting the transition to the new country portfolio 2024-2029.

1. State of progress of Country Portfolio implementation

1.1 Evolution of the context

Economic and political context

Rwanda's economy is gradually recovering from the effects of covid and other shocks where it grew by 9.2% in the first quarter of 2023, following 8.2% growth in 2022. There were heavy rains and landslides in the West of the Country in May/June 2023 that resulted in loss of 130 lives and destruction of infrastructure, displacement of families, disruption to services in particular safe water, loss of crops and livestock. These are expected to moderate economic momentum to 5.8% in 2023 against a pre-disaster forecast of 6.2%. Headline inflation decreased to 15.2% in the second quarter against 20.2% in the first quarter. Fresh food inflation remains high though it decreased to 40.4 % down from 48% as the country grapples with poor agricultural performance due to recent flooding with landslides that destroyed planted crops, as arable land was also lost.

According to recent statistics released by NISR, in May 2023 (Q2), the unemployment rate decreased to 16.8 % as compared to 23.5% and 17.3% observed in May 2022 and February 2023 respectively. It remained relatively higher among females (20.1 %) as compared to males (13.9 %); and slightly higher in Rural areas (17.1 %) than in urban areas (16.3 %). The unemployment rate was also relatively higher among youth population aged 16 years to 30 years than among adults (21.5 % and 13.7 % respectively). The rise in the unemployment percentage is a result of the change in the way employment is now calculated

The unsolved security tensions between Rwanda and DRC could be a hindrance in realisation of results for interventions working in the promotion of cross border trade in regional thematic portfolio for Social Protection in Central Africa. The tensions are likely also to hinder future potential interventions with a regional coverage, the free movement of people and goods.

Overall, the changes initially targeted in the portfolio document still correspond to the needs and expectations of the beneficiaries and to the priorities and policies of the partner country and of Belgium.

Health

The population census data was released, showing a total fertility rate of 3.7%. This is a decrease from 4.2% at the previous population census of 2012. This coincides with an increase in women currently receiving contraception, one of our impact indicators. Overall, the release of the new population census data allowed for more accurate tracking of key health indicators.

Throughout the year Rwanda removed all COVID-19 restrictions while maintaining an active vaccination programme. No Covid-19 deaths have been reported since March 2023. This has allowed supported activities in communities and Districts to recommence as intended.

Due to epidemics in neighbouring countries (Ebola, Marburg, Polio and Measles) Rwanda remained on high alert and was active in surveillance and maintaining skills of health care providers in case management. While the extra attention to surveillance and health worker skills has had a positive impact on the programme outcomes, the focus on epidemics diverts national and partner resources from maternal and child health priorities to some extent.

In December 2022 a former Director General of Rwanda Biomedical Centre was appointed as Minister of Health, introducing a renewed focus on evidence-based decision making. This stronger evidence-based approach will increase the likelihood that research generated in the programme, as well as routine data will be used in policy design and health planning.

On the partner landscape two key complementary USAID funded projects closed, with implementing partner to be replaced during the ongoing Rwandan financial year. We can expect some challenges in the need to reestablish relationships and complementarities with new teams but also opportunities to build on the experiences with the bilateral programme. The Ministry of Health is applying for two Global Fund grants \$190 million for HIV/TB and malaria and \$36.8 million under the Covid19 grant of which \$2 million for digitalisation. These create an opportunity to leverage this new support in the strengthening of health systems and stimulation of positive community- level behaviour changes to extend the reach of support to sexual health and reproductive rights.

Agriculture

In May 2023, heavy rains triggered floods and landslides causing severe damage and loss of people, crops and livestock with estimated loss value of Frw 222.31 billion (US\$ 193.32 million). This natural disaster together with the post-COVID-19 pandemic effects are expected to reduce the 2023 real GDP growth to 5.8 percent compared to the earlier projected 6.2 percent (MINECOFIN, 2023). The agriculture program has accelerated the integration of climate smart agriculture elements in the development of the value chains in order to increase the resilience of the beneficiary communities to the adverse effects of climate change.

The share of agriculture in Rwanda's GDP continued to grow slightly on now stands at 23%, while the industry contributes with 22% and service sector with 47%. Its contribution to the national exports earnings was 37% and accounts for 72% of the national employment. The sector contributed with 6% to the average GDP growth of the last five years and contributed to a drop of the stunting prevalence from 38% in 2015 to 33% in 2020 (MINAGRI, 2023). Currently, pigs and poultry sub-sectors contribute with 14%, and 22% respectively to meat production in the country. In the past year pig and poultry value chains have seen their growth hampered by further increasing of animal feeds prices, partly triggered by the war in Ukraine, partly due to its condition of landlocked country and its negative cereal balance, contributing to the continuous price increase process observed over the past eight years (2015 – 2022). Over this period, prices of poultry feed increased by respectively 77% for broilers feed and 66 % for layer feed, while the price of pig feed even increased by 94%. In the same period products prices increased by only 40% for eggs and 54% for chicken meat while the price for pork meat showed a growth of 27% (BRD, 2023).

Some of the existing strategies to tackle this issue include increasing the capacity of the national grain reserve to allow the acquisition (local and imports) and storage of larger quantities of cereals during peak production periods. MINAGRI and its partners continue to work together to increase stocking capacity of feed ingredients or any other solution that can lower the price of animal feed prices in long-term perspective. As part of this strategy, in 2023, the agriculture intervention offered a grant to MINAGRI to support the extension

of the national grain reserve and to work on other elements of an affordable animal feed strategy.

Urbanization

Flooding in the western region specially in Rubavu, has put energy, attention and redirection of funding to the reconstruction. The urbanisation programme has supported the reconstruction of some of the affected bridges with a budget of 200k€, while introducing in Rwanda the technology of community build stone arch bridges, piloted and rolled out by the Belgian cooperation in Tanzania. This has allowed the project to show adaptability while positively supporting the community in the intended project objective of use local materials and to mobilise regional Enabel expertise in the bridge construction to upgrade government interventions with the most adapted technology.

Government focus is increasing on affordable housing and need of controlling urban sprawl of the cities (in 2020 Rwanda reached 28% of people living in urban area compared to 18% in 2016 and estimations to reach 35% in 2035 and 70% in 2050). In this context, portfolio studies and support in MiR construction material was appreciated.

Public Financial Management (PFM)

During the reporting period, two PFM legal frameworks were published in the official gazette. These include: (1) the new Organic Law N° 002/2022.OL of 12/12/2022 on public finance management which sets out comprehensive principles and procedures for sound public finance management in Rwanda, and (2) the new Law N° 031/2022 of 21/11/2022 governing public procurement in Rwanda with the objective of achieving the best value for money and enhancing fundamental principles governing public procurement in all public procurement activities and ultimately strengthen effective and efficient delivery of services in public sector. This did not affect the current program but has been integrated in the design of the new portfolio.

1.2. Progress in realising development results

1.2.1. Progress in realising development results - impact level

1.2.1.1. Health

Expected Change	Indicators (verification source)	Baseline/Target	Status/comments
General Objective: Delivery of Sexual and Reproductive Health services including FP services as well as access of Households to Health Care increase	Proportion of women of reproductive age (aged 15-49 years) who have their need for family planning satisfied with modern methods (SDG-indicator as per instruction) Source RDHS	30.9 % > 45 %	NA. The last RDHS one was 2019/20 the next one will be 2025/26.
	Maternal mortality Ratio (MMR)	210/100,000 > 140 maternal	NA. The last RDHS one was 2019/20 (MMR 203/100.000) the next

			one will be 2025/26.
	Neonatal mortality Rate	20/1000 > 15	NA. The last RDHS one was 2019/20 (NMR 19/1000) the next one will be 2025/26.
	Teenage pregnancy rate	7% > 4	NA. The last RDHS one was 2019/20 (5%) the next one will be 2025/26.
	Average time to walk to a nearby health facility (RSSB)	56,5 min / 50 min	(but proxy data explained below)



The indicators selected by the programme to measure health impact are not available on an annual basis, through routine data collection. The Rwanda Demographic Health Survey (RDHS) collects data through household surveys and is considered the 'gold standard' for indicators such as 'met need for family

planning'. The most recent survey was 2019/20 and data collection for the next survey is expected to begin in October 2025.

However, **proxy indicators** are collected on monthly basis to measure family planning uptake. These show an **increase in couples using family planning** since last financial year. For example, women who accepted family planning before discharge from a health facility after delivery increased from 59% to 67%. These families are directly in need of child spacing to promote maternal and child health. The proportion of women of reproductive age using moder methods of family planning also increased from 54% to 55%.

The Rwanda Social Security Board (RSSB) reports periodically on the average **time to walk to a health facility** but not on a yearly basis. The World Health Organisation reports average walking distance to health facility in 2020 to be 47 minutes with a goal of 25 minutes by 2024. This improvement will be made possible through the construction and operationalisation of health posts. Health posts provide basic preventative and curative health services in villages where there is no health centre and through both the RBF and the Barambe intervention, Belgium supports the construction and monitoring of health posts.

1.2.1.2. Agriculture

Expected Change	Indicators (verification source)	Baseline/Target	Status/comments
General Objective: Revenues for farmers' households and other private actors in the agricultural value	Rural households living below poverty line (gender disaggregated) (EICV) Annual income growth for	43,3 % > 21,6 % (PSTA 4 targets) Keep at 3,7 % annual growth	NA. There are no recent figures from EICV and PSTA 4 to show the progress The project has engaged with a

chains increases in a sustainable manner	smallholder farmers (CGE model) (EICV)		consultancy firm to consolidate the impact of project on key indicators.
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Agriculture sector growth is now at 3%. The sector generated USD 640.9 million from exports, contributed 37% of the total National exports and 23% to the National GDP and accounted for 72% of the national employment (MINAGRI,2023). The bilateral programme is now focusing on the small livestock sector (pig, poultry, eggs, meat and related private sector development) through the Partnership for Resilient and Inclusive Small livestock Markets (PRISM Project). The MTR of PRISM (2022) showed that the project achieved a high degree of effectiveness,

the project is aligned with the needs of the Rwandan agricultural policies and strategies, with a demonstrable contribution to economic development (raising income, creating jobs, improving livelihoods, contributing to commercial balance), to support the transformation of pig, poultry, and animal feed value chains.

As further contribution to agriculture sector transformation, in the early months of 2023, the European Union and the Luxembourg Development Cooperation Agency (LuxDev) joined the efforts to introduce Enabel's KWIHAZA Project, a 4-year program (2023-2026) to advance the value chains in the aquaculture, fisheries, and horticulture sectors. It is too early to show the expected complementary impact or results of this project, but the project has started the grant-writing procedures with all its potential implementing partners. The inception report is expected to be submitted to the EU in November 2023.

1.2.1.3. Urbanization

Expected Change	Indicators (verification source)	Baseline/Target
General Objective: The urban infrastructure for inclusive and sustainable economic development is functional and expands further	Number of off farm jobs created (NISR, EICV, national labour surveys) Evolution of the urban poverty condition in comparison with the district poverty rate (NISR and MINECOFIN data)	2017 baseline (New data expected in 2019) 155.994 > 214.000 Rwamagana: 30% > 26 % ; Musanze: 28.6% > 24 %; Rubavu: 35.5% > 31 %

Status of indicators		
Off farm jobs creation have significantly improved Integrated households living conditions (EICV) done by NISR every three years. Data on urban poverty condition evolution indicator unavailable due to COVID19. NISR plans to conduct another survey in oct 2024	1.Off farms Jobs creation	142,151 jobs (Achieved in the districts of operation)
	2.Urban poverty conditions evolution.	NA



The project's overarching objective of **establishing functional and inclusive urban infrastructure** for sustainable economic development has shown positive developments. The project supported infrastructures such as roads, drainages,

thee design and construction of markets, handcraft centre, youth centre in secondary cities, all these are under completion or are completed and have or are expected to demonstrate significant economic impact (impact studies planned in the coming months).

Notably, the **creation of off-farm jobs** in the three intervention districts (note the original target was national) has been steadily increasing, as confirmed by data gathered by the Business Development Centre Unit (BDEU).

District	Target	Current	Progress
Musanze	39,200	44,382	113%
Rubavu	44,500	70,985	160%
Rwamagana	26,000	26,784	103%
Total	109,700	142,151	130%

These off-farm jobs encompass a range of activities, including infrastructure construction, stone processing, and quarry operations, further enhancing the economic benefits of the urbanization intervention. Consequently, the livelihoods of people are expected to have improved significantly due to these newly generated job opportunities. Evidence of these improvements can be seen in the RGB-citizen report card (CRC2022) citizen satisfaction on infrastructure build: Musanze (74.6%) Rubavu (72.5%) Rwamagana(69.6%) and from interviews in the neighbourhoods (Enabel documentary November 2022).

However, it's worth noting that the **Urban poverty condition** evolution indicator is currently not available due to the lack of data from the National institute of statistics of Rwanda (NISR). This data is expected to be available by October 2024 and will provide a more comprehensive assessment of progress towards achieving the SDG targets monitored at impact level (goal 1.end poverty in all its form everywhere).

1.2.1.4. Public Finance Management

Expected Change	Indicators (verification source)	Baseline/Tar get	Status/comments
General Objective: To support Rwanda's socio-economic transformation through effective and accountable transformation	% of non-budget agencies using IFMIS for financing reporting in the previous quarter	8% (460/5464) > 100 % (5464/5464)	64% (2965/4630) Year target was 73%. Source is MINECOFIN PFM Annual Performance Report



Although progressing from 59% last year to 64%, the 73% which was **the selected impact target for the present fiscal year was not**

reached. This was due to challenges in rolling out the school data management system accounting model to primary schools. We must also note that a change to the indicator was introduced 2 years ago reducing the number of Non-Budget Agencies (NBAs) from the original 5464 to 4630.

Overall, the Rwanda Public Expenditure and Financial Accountability Assessment (**PEFA 2022**) **the assessment confirmed the good progress made by the Government in PFM sector** while recommending other PFM reforms to be supported in the future including climate, gender and SDG expenditure tagging.

Furthermore, government debt declined for the first time since 2013 due to implementation of different policy reforms including strengthened fiscal policy frameworks (credible fiscal consolidation, new fiscal policy reforms such as the Electronic Billing Machine program, Rwanda Revenue Authority's (RRA) new operating model, etc), public expenditure rationalization supported by use of program supported PFM digital tools to deliver public services and implementation of new public investment reforms, confirming the impact of the support in this area.

1.2.2. Progress in realising development results - outcome level

1.2.2.1. Health

The Health Sector program objectives focus on Sexual and Reproductive health and access to health care. The goal is to improve health outcomes for neonates, children under five years of age, adolescents, women and men. 'The Life Course' approach, linked to the current Health Sector Strategic Plan, was designed to address challenges related to (i) the outcome of pregnancy, early childhood development and adolescents needs, (ii) family planning and its economic implications and (iii) gender-based violence. This is supported **through two intertwined interventions:** Result Based Financing-RBF (national-government managed) and the Barame project that has a focus in seven Districts.

Specific objective 1: *To ensure that all women, new-born, children, adolescents and men have universal access to quality integrated RMNCAH (Reproductive, Maternal, New-born, Child and Adolescent Health) and/or FP/ASRH (Family Planning & Adolescent Sexual Reproductive Health) services – implemented through **Result-based Financing-RBF program.***

Statement Outcome 1. Increase MCNH and FP/ASRH coverage through support to the roll-out of annual MNCH and FP/ASRH work plans.

The yearly **targets** linked to the interventions' Results Based Financing Indicators (see table below) were **all surpassed**.

Program area	Indicator	Baseline 2017-18	Target 2022-23	Results 2022-23
Maternal and newborn health	OCI 1: Facility deliveries: % births attended by skilled health professionals in health facility.	92%	>90%	94%
Reproductive Health	OCI 2: mCPR: utilization of modern Contraceptives among women (15-49 years)	47%	50%	55%
	OPI 1: PPFP uptake: Post-Partum Family Planning received within six weeks after delivery	32%	>45%	67%
	OPI 2: New acceptors of Family		278,556	318,652

	Planning: First time users of FP among women (15-49)	14,763		
Maternal and newborn health	OPI 3: PNC1 visit within 24 hours of delivery for neonates: % babies born alive provided PNC within 24 hours of delivery	74%	>90%	94%
Maternal and newborn health	OPI 4: First routine ANC within 1st trimester: °HMIS: baseline and target to be agreed on	40%	45,1%	53%
Maternal and newborn health	OPI 5: Total of new-born not breathing successfully resuscitated/total of new-born not breathing: °HMIS: baseline and target to be agreed on	58%	≥ 70%	76%

Table: Health RBF program 2022-2023 indicators

Overall, maternal and child health indicators are improving, although over 250 maternal deaths were still reported last year and neonatal mortality rates remain stagnant. The proportion of expected pregnant women delivering in a health facility increased from 89% to 94% from the previous financial year. There was little change in the total number of deliveries. This was made possible through the efforts made to increase family planning. **All three family planning indicator targets were exceeded as shown in the table above.** Efforts that contributed to this achievement were focused on setting up referral systems for women delivering in the Catholic administered hospitals, where modern methods are not provided. In the one teaching hospital, family planning uptake increased from 42% to 91% using evidence from one of the 25 studies conducted through the intervention.

Linked to the high health facility delivery rates are the care of newborn within a day of delivery. Before discharge newborns are examined and the first vaccines are given (polio and BCG). At the same time mothers are reviewed for any post-delivery complications in addition to providing the family planning as described above. Neonatal survival increased by 18.5 times as a result of the procurement of essential breathing equipment.

Prenatal care is provided to all pregnant women at least once in their pregnancy. However, the focus now in Rwanda is to provide care for pregnant women early in their pregnancy and at least four times. These are connected since, unless a pregnant woman presents within the first three months, she will not have time to visit three more times, spaced as per guidelines. The proportion of women attending in the first three months increased from 51% to 53% in the past year.



The construction of a 200 bedded maternity unit in Kibagaba Hospital (left photo), supported with funds from the program, commenced. The design allows for women's partners to be with them during delivery.

During the period a new scanning machine (right photo) was procured for CHUK-University Teaching Hospital of Kigali to replace one that was no longer functioning. This machine will improve diagnostics and reduce costs incurred for referral of patients to the only private hospital with similar equipment.



An upgrade of the Medical Equipment Management and Maintenance System was procured. This will allow all the national medical equipment and its maintenance to be monitored and managed more efficiently, included the one procured through bilateral projects.

Statement Outcome 2: Strengthen if needed the national system that utilizes reliable, disaggregated FP/ASRH/MNCH data

Activities under this outcome statement consisted of those conducted to 1. improve the accuracy and relevance of the data within the routine data system (HMIS) and other sources, 2. Increase the utilisation of data at all levels and 3. generate information through research that provides a deeper understanding of the data accessible in the routine system.

Quality of data was improved with Technical Assistance provided through the program. Careful coordination between national and District level resulted in Maternal death routine data sources, previously with 10% discrepancy being 100% aligned. Training and mentoring of data managers in the use of Data Quality Tools in the existing systems resulted in data errors being reduced from 8% to 1% for selected indicators. A review of all data elements in collaboration with the MCCH division programmes and technical working groups resulted in proposals to revise certain data elements in the system.

The Enabel supported M&E team worked closely with MCCH programme staff on a daily basis to increase the use of the routine data. These efforts resulted in a 45% increase of requests for data for decision-making from the government sexual and reproductive health programmes than the previous year. The M&E project team worked closely with the RBC and partners to ensure data dashboards provided useful and accessible information at central and district level.

Generation of new information for improved health decision making. An evidenced-based project for the improvement of maternal and neonatal outcomes was started in a teaching hospital. There are 25 studies ongoing. A statistician was recruited to support the analysis of data generated by the doctors and nurses at the hospital. Three studies have been completed and the findings used to improve health outcomes in other hospitals in the country.



The same process was applied to the MCCH programme teams. This resulted in five studies being conducted using routine data with some field interviews when needed. The results are being widely shared. One of the studies showed low utilisation of community level services for treatment of diarrhoea. Dissemination of the results led to a policy change to remove user fees for these services. This in turn led to an increase in utilization of community services. In addition, the results of interviews led to efforts to increase availability of essential medicines at this level. A study into the seasonality of MNCH indicators led to increased efforts to increase early prenatal care visits to coincide with the peak months of early pregnancies in Rwanda.

Photo shows a baby who was born at 25 weeks at birthweight of <500 grams with one of the doctors conducting a study to further improve newborn health outcomes in the hospital.

Specific Objective 2: Ensure accessible & quality health services with a special attention to maternal, neonatal, child, sexual and reproductive health with increased citizen's participation and engagement in seven districts - **Barambe project**

Statement outcome 3: Improve the quality and the use of maternal, neonatal, sexual, and reproductive health services

Thanks to the numerous inputs implemented/provided at district level, that include capacity building, mentorship, provision of medical equipment, infrastructures, supply chain of drugs and commodities, the quality of standard health care and the management of obstetrical and neonatal complications was very noticeably improved.



The table below illustrates the input provided in terms of medical equipment and health infrastructures in 2022-2023.

Medical equipment 2022-2023		Health infrastructures constructions and renovation 2022-2023
5 Infant incubators	6 CTG Machines	16 maternity units 3 secondary health posts 3 Isange One stop Center 11 safe rooms for GBV victims
11 Infant warmers	9 vital signs monitors	
3 infrared vein finders	2 CPAP machine	
6 operating table	10 emergency trolley	
2 surgical lamps (scialytic)	20 hospital beds	
7 patient monitors	15 examination tables	
55 delivery beds	7 suction machines	
28 foetal doppler	8 oxygen concentrators	
10 infusion pumps	15 oxygen cylinders	
11 nebulizers	2 oxygen pressure regulators	
7 autoclaves		

The inputs and outputs contributed to **the outcome indicators progress in the seven targeted districts**, like the Ante Natal Care (ANC) and Post Natal Care (PNC) coverage, the Family Planning (FP) coverage, including the postpartum FP (PPFP), the percentage of health facility delivery, the percentage of babies born with asphyxia and the perinatal mortality rate. Not all indicators follow the same progression in all districts, such as the percentage of caesarean section complicated by infection and the case fatality rate for obstetrical complications. Although the global access to C-section is still lower (estimated at 7.9% of all deliveries), in Rwanda, the cesarean delivery has risen dramatically over the last 5 years, exceeding the proportion of 10–15% of births that is optimal, making the burden of Surgical Site Infection following c/Section (SSI) a more important health issue to handle. In Barambe-supported district, the C-section rate was 23% of all deliveries against 24% at the

national level this year, while the post C-section infection rate was 1.9% with the project target of maintaining this indicator < 2%.

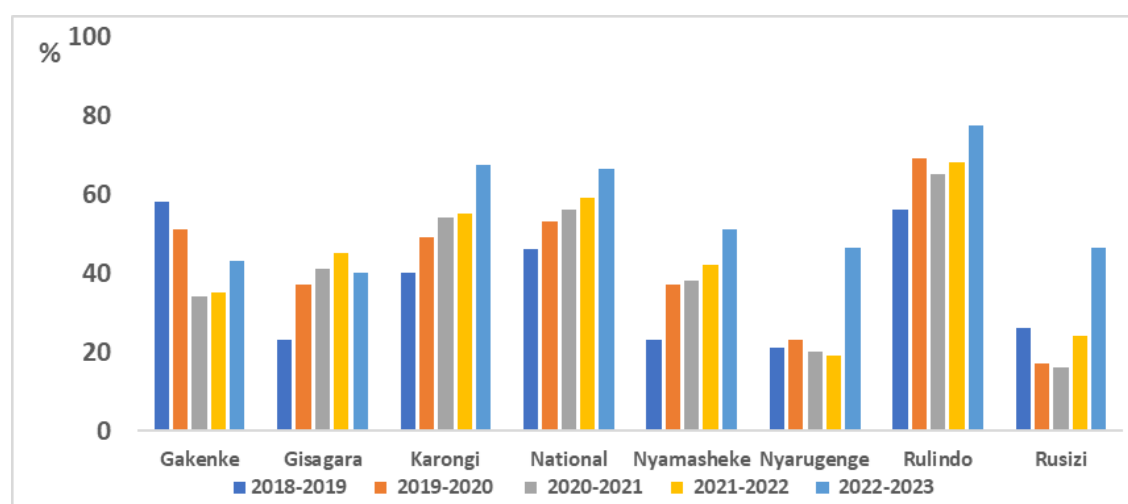
Specific attention is seen in Nyarugenge district with Muhima maternal child health specialized care hospital. They receive many referrals and complicated cases coming out of its catchment area sometimes beyond its management capacity in terms of number of health care providers.

All the progress indicators per district are provided in annex 1, the following graphs summarize the progress of outcome indicators.

1. Modern contraceptive coverage for women aged 15-49

The modern contraception rate has increased (Fig 2) due to numerous outreach strategies in the districts, except for Gisagara district while and despite improvement Rusizi, Nyamasheke, and Nyarugenge remain below national performance. Efforts will be made to strength achievement and increase the coverage for those districts.

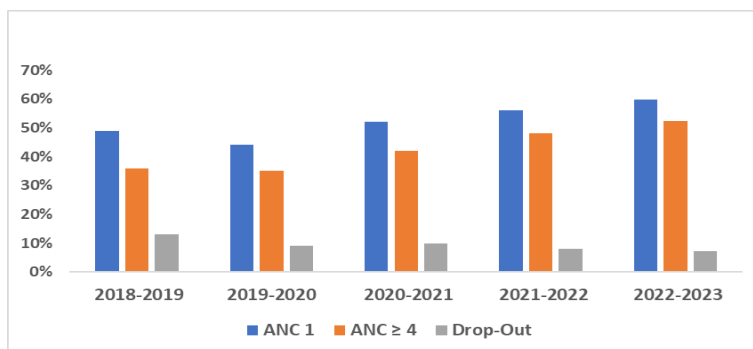
FIGURE 1: MODERN CONTRACEPTIVE PREVALENCE RATE FOR WOMEN AGED 15-49 PER YEAR AND PER DISTRICT



2. Antenatal care (ANC) coverage for 1 visit (ANC1) and for 4 or more visits (ANC4)

The ANC coverage increased for both ANC1 and ANC4 or more (standard required) with a reduced drop out from 13 to 7% over the 4 past years (Fig 2). The improvement is mainly due to increased community mobilization, local leaders engagement and close follow-up of pregnant women who drop out by health care providers. However, even if the coverage increased it remains under the target (see the table in annex) and will continue to require support.

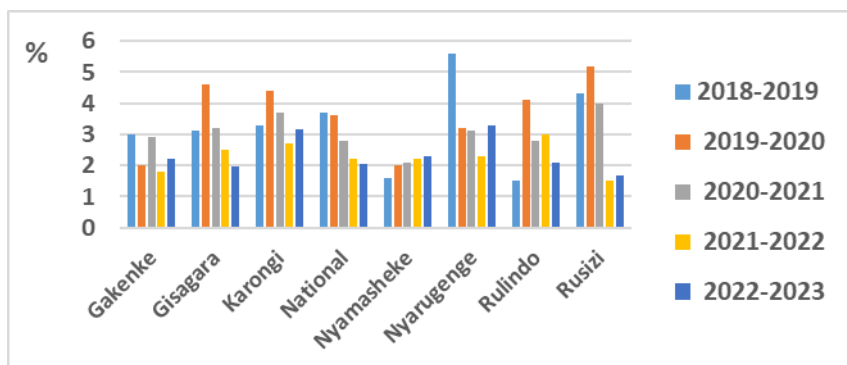
FIGURE 2: ANC 1 & ≥ 4 STANDARD VISITS AND DROP OUT IN ALL SEVEN BARAME DISTRICTS



3. Post-caesarean sections complicated by infection

The indicator measures the quality of care provided at hospital level and globally the trend is decreasing except for Nyamasheke and Nyarugenge. Several strategies are going to be implemented with other partners and MCCH to continue to monitor the quality of the caesarian and to improve the quality of the procedure, as the available information is not well recorded and not detailed enough. Specifically, the project and MCCH/RBC have initiated a study to better evaluate the quality of the caesarian sections performed in 16 hospitals that will include the type and the severity of the complications.

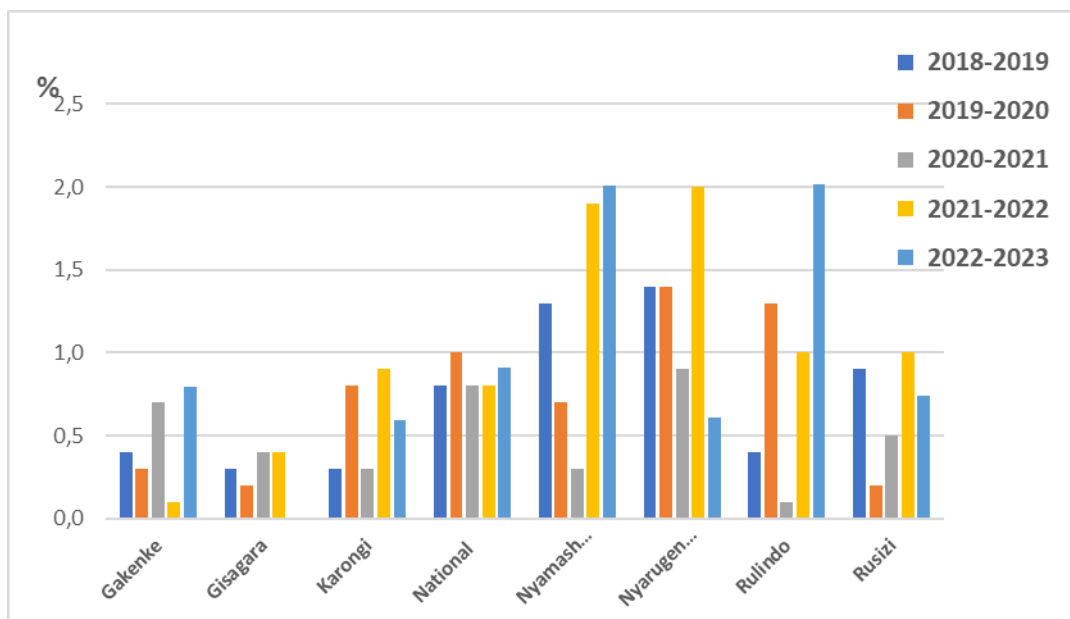
FIGURE 3: % OF CAESARIAN COMPLICATED BY INFECTION IN ALL SEVEN BARAME DISTRICTS



4. Case Fatality Rate for direct obstetrical complications (% of maternal complications with death issue)

This is another indicator to measure the quality and the performance of management of maternal complications and it should be less than 1%. Nyarugenge, Nyamasheke and Rulindo are over target and close to 2%, analysis of the root causes is needed to understand the contributing factors of the poor performance. The introduction of near-miss audits, the improvement of the quality of death audits and the improvement of data collection are among the main strategies that were decided in the RMNCH technical groups. The program has already initiated the introduction of clinical audits at hospital level.

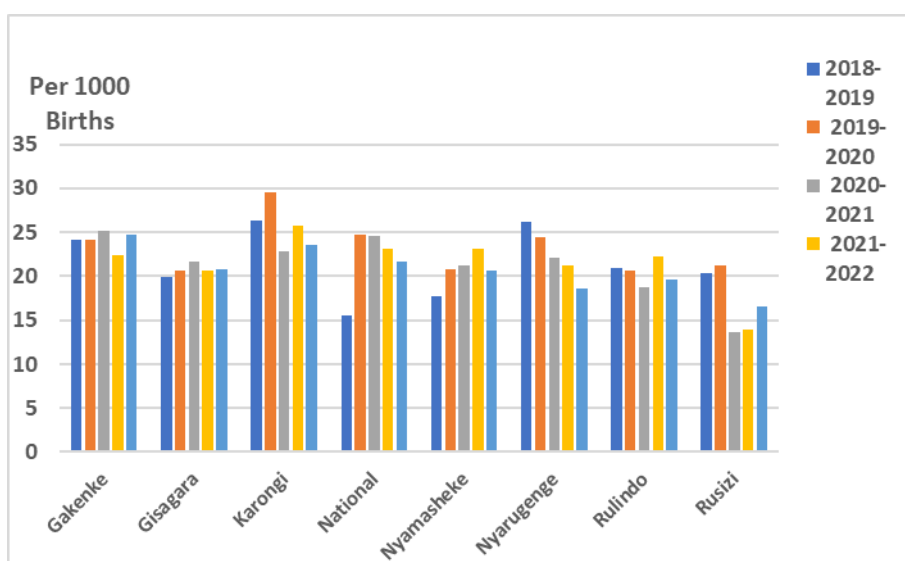
FIGURE 4: CASE FATALITY RATE OF DIRECT OBSTETRICAL COMPLICATIONS PER YEAR AND PER DISTRICT



5. The perinatal mortality

Perinatal mortality variations can be noted: currently the project is above 22% while the project target is to maintain it below 20%. More efforts in antenatal care, close labor monitoring to prevent possible intrapartum asphyxia are part of the recommendations made by health professional associations.

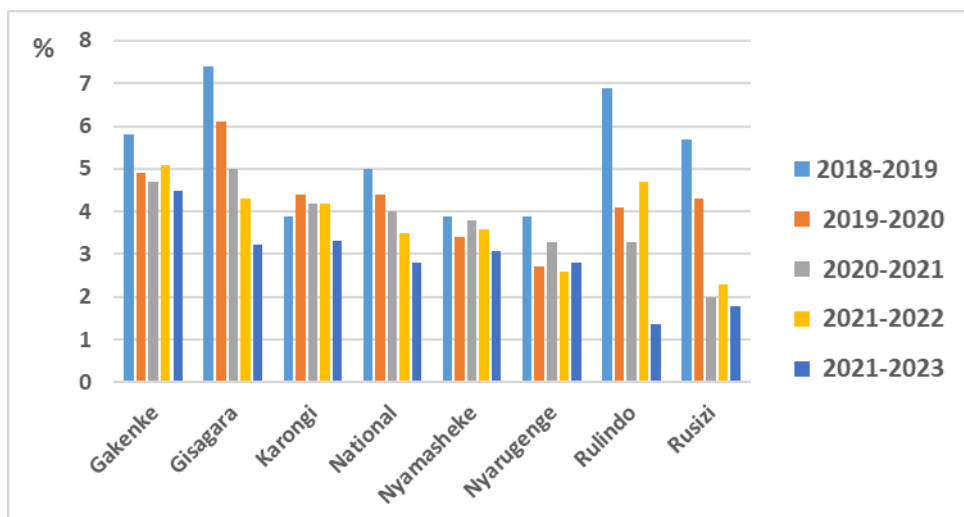
FIGURE 5: % OF NEONATAL DEATH PER 1000 BIRTHS PER YEAR AND PER DISTRICT



6. The birth asphyxia

The number of newborns with birth asphyxia has decreased significantly, thanks to strategies of mentorship, supportive supervision, update of and availability of equipment, guidelines and close follow-up.

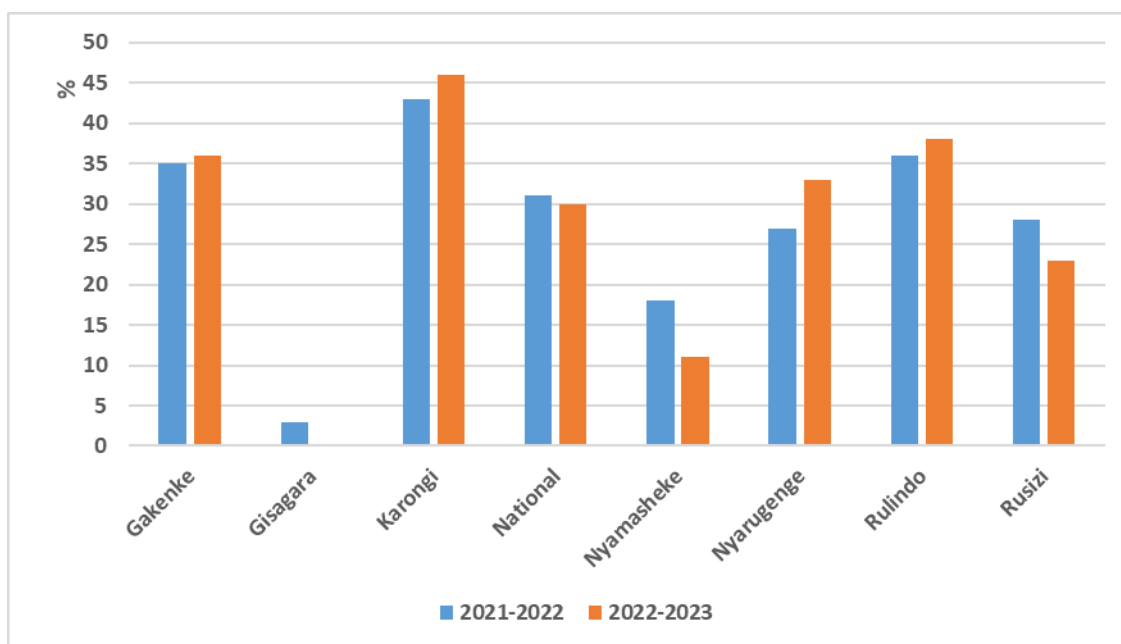
FIGURE 6: % OF NEONATES BORN WITH BIRTH ASPHYXIA PER YEAR AND PER DISTRICT



7. Coverage for Postnatal Care (PNC1 to PNC4)

The performance for PNC1 is good (>90%) because almost all deliveries take place at health facility, and the PNC 1 is done before discharge. The standard number of PNC is 4 and there is still an important drop-out between the two, except for Gisagara where no drop out was notified in 2022-2023. Much effort should be invested to improve the coverage. There is also a challenge in recording the PNC.

FIGURE 7: DROP-OUT FROM PNC 1 TO PNC 4 PER DISTRICT AND PER YEAR

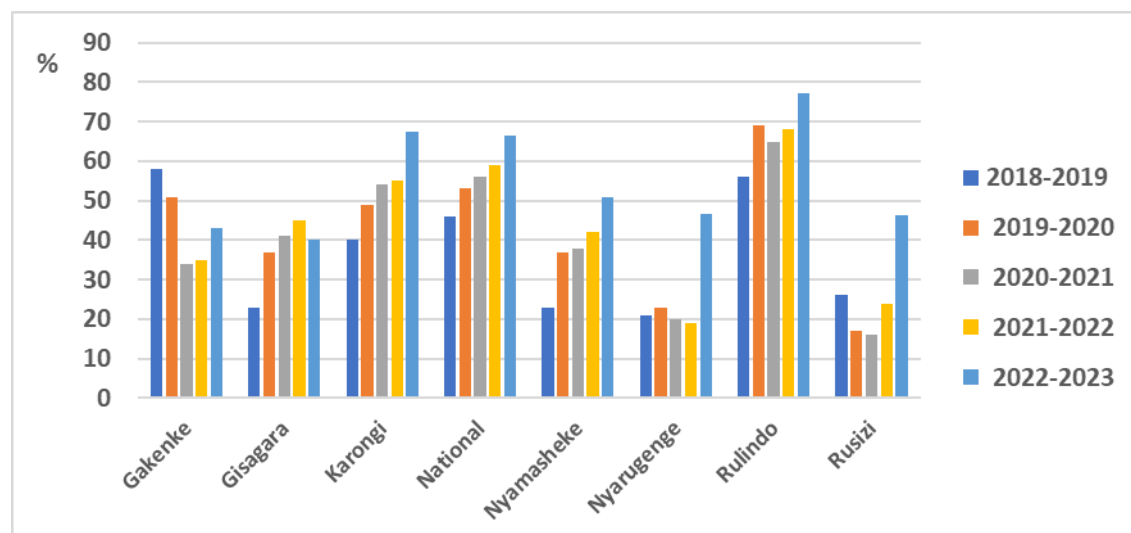


8. Post-Partum Family Planning (PPFP)

The PPFP (the percentage of women who are discharged after delivery with FP) services have increased in all supported districts except in Gisagara, although 5 districts remain below national average. The increase has almost doubled in Nyarugenge and Rusizi, the districts with the lowest performance. This is mainly due to the service delivery strategies: there are now nurses responsible of PPFP on shift to avoid discharge without PPFP. The daily reporting of all health facilities in a newly created platform also contributed to the improvement. For the districts remaining under the average national performance, the

reasons are multifactorial and may include missing notification, absence of dedicated staff, PFP provided in another health facility different from the one where the delivery took place (Western Province and Gisagara where many HF are catholic, Nyarugenge with many private providers of FP).

FIGURE 8: COVERAGE ON PFP PER DISTRICT AND PER YEAR



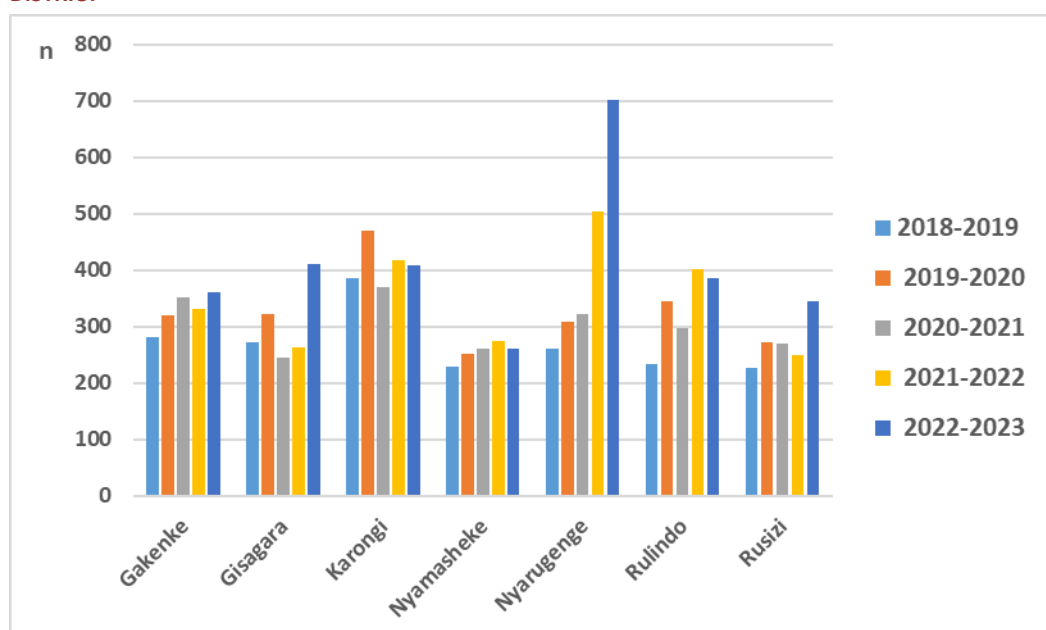
Statement outcome 4: Develop strategies targeting (i) better access to quality services for victims of (S)GBV, (ii) better access to quality SRH services for adolescents, and (iii) prevention on drug use among adolescents.



Better access to quality services for victims of (S)GBV. The support provided to the “Isange” (“Feel free/Feel welcome” in Kinyarwanda) One Stop Centres, (IOSC) in terms of training, equipment and infrastructures, combined with the decentralisation of GBV services to health centres and community level centres contributed to a significant increase in

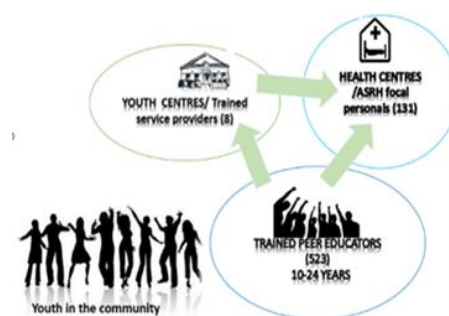
the use of the GBV health services provided. A total number of 4,260 GBV victims have been identified by the trained community members, 3,821 GBV victims including victims of physical and sexual violence have been referred to HCs for emergency support and 3,723 GBV victims have been referred to the Rwanda Investigation Bureau. The number of survivors who experienced sexual violence coming for care at IOSC increased from 2,444 last year up to 2,873 this year.

FIGURE 9: NUMBER OF SEXUAL GENDER-BASED VIOLENCE VICTIMS RECEIVED AT IOSC PER YEAR AND PER DISTRICT



Better access to quality SRH services for adolescents.

The project strategies to support youth centres, awareness campaigns, the mobilisation and training of peer educators have led to improvements in the access to sexual and reproductive health services for adolescents (ASRH). This fiscal year, more than 200,000 youths attended groups sessions in Health Centres and around 36,500 were seen for individual counselling. In the districts where a nurse is working full time in the Youth Friendly Center (YFC), numbers of youth seeking service has increased. The number of young people receiving sexual and reproductive health services in YFCs has increased starting second semester of 2022-2023 (Fig 12).



Another intention was to decrease the under 20 who get pregnant, and it was measured through the % who attended the ANC (Fig 10) but the decrease is not yet satisfactory. Only Nyarugenge and Nyamasheke decreased by 1%, the project continues with more campaign efforts toward decreasing teen pregnancies.

The following figures illustrate the main changes and results observed since we have started the Barame activities and strategies.

FIGURE 10: % OF UNDER 20 ATTENDED ANC PER YEAR AND PER DISTRICT

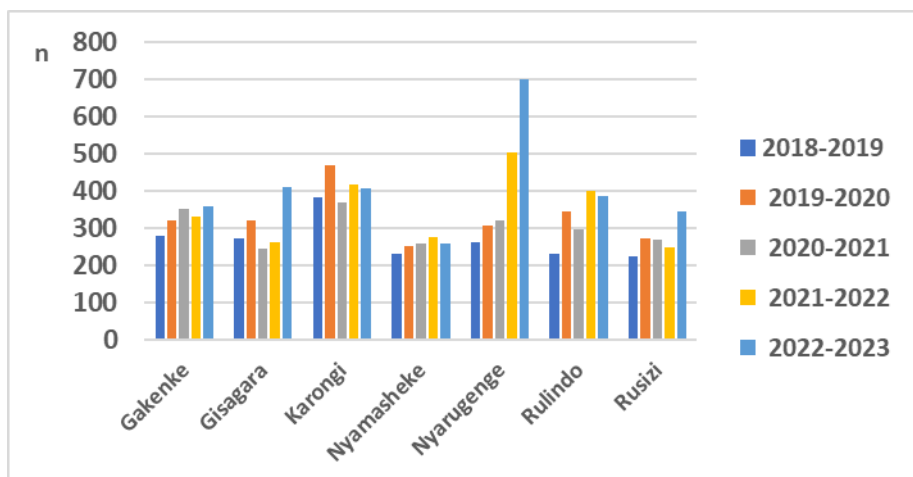


FIGURE 11: NUMBER OF YOUTHS ATTENDING THE YOUTH FRIENDLY SERVICES IN 2021 AND IN 2022 PER DISTRICT

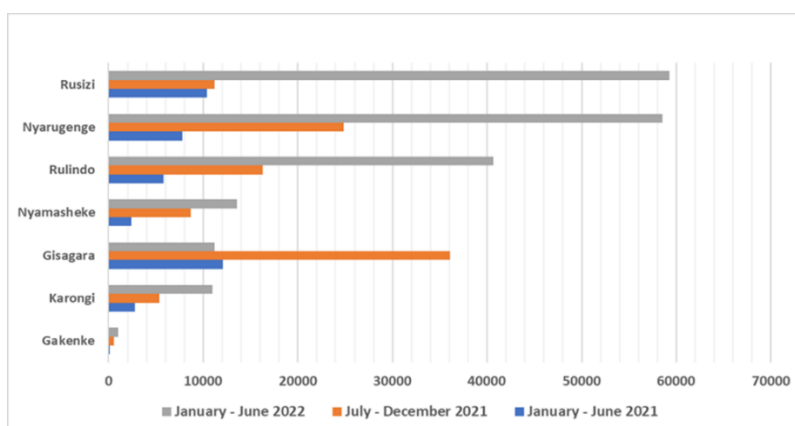
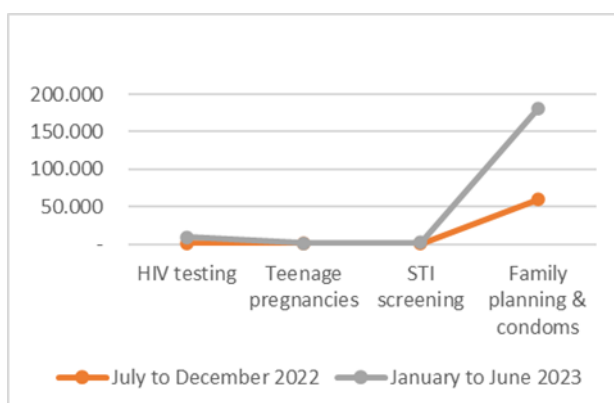


FIGURE 12: HEALTH SERVICE UTILIZATION AT YOUTH CENTERS IN THE SEVEN DISTRICTS FROM 2022 TO 2023



Statement outcome 5: Promote self-reliance (knowledge, attitudes, and practices) of the community regarding their sexual and reproductive health through social, behavioural and community engagement efforts.

To develop a comprehensive package regarding awareness, prevention and community engagement in SRH and to optimize the existing mechanisms for the involvement/participation of the users of health services, a Knowledge Attitude Practice (KAP) study of communities regarding maternal, neonatal, adolescent, sexual and reproductive health was conducted in seven districts in Rwanda. The objective of the study is to better understand the health seeking-behaviours and patterns of utilisation of services

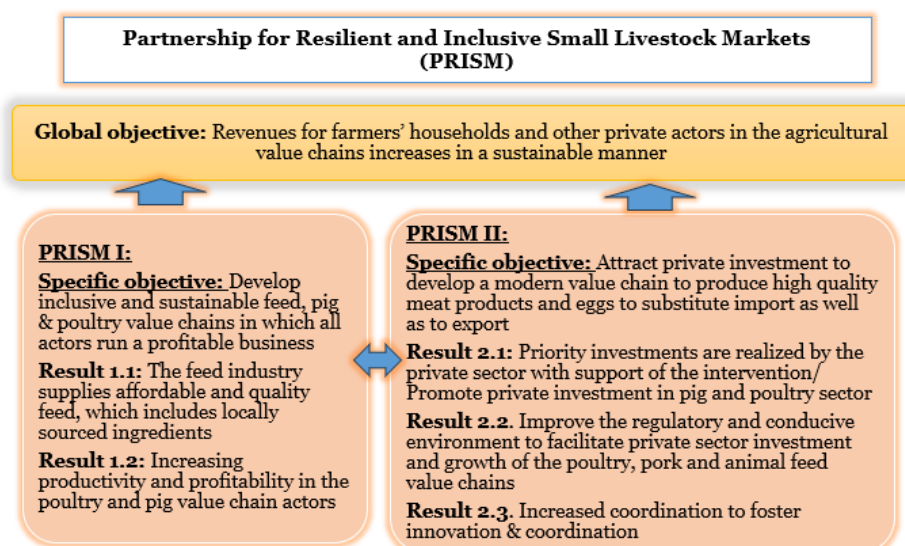
and to identify and evaluate key gaps. Respondents appear to have relatively high levels of knowledge (>80%) on most indicators assessed: family planning, STI/HIV, MNSRH services (antenatal, delivery, postnatal), danger signs of complications and breastfeeding. Low levels of knowledge were identified regarding the following: importance of kangaroo care within the first hour following birth (59%), only 23.7% knew that the first 1000 days of life are the most important period in a child's life or 23.6% knew about multiple methods of mother-to-child transmission of HIV.

Regarding the attitudes: of those currently using contraceptive methods, 96.2% use them every time they do not want to become pregnant, although only 48% of all respondents are fully confident that contraceptives are safe to use. On gender based violence: 52% (56% of women and 45% of men) of the respondents believe that women should tolerate violence to keep the family together while 42% (49% of women and 28% of men) think it is appropriate for a man to beat his wife.

In terms of practice, a good score (>85%) was noted to use services when needed (health facility or community health workers). In addition, 57.3% have used a sexual and reproductive health (SRH) service in the past 6 months, 51.8% are currently using a contraceptive method, 48.3% of women received a postnatal check within 2 days of delivery, and 42.7% of respondents took their newborn to a postnatal check within 2 days of delivery. The results suggest the respondents have already acquired information about key topics on maternal, newborn, child and reproductive health and have a positive perception about services such as antenatal care, delivery services, and postnatal care in health facilities, the practices score implies that there are existing barriers and obstacles that prevent respondents from using these services. In this regard, respondents highlighted that health staff shortages, distance to health facilities, and lack of economic resources, were all factors that influenced their decision to use SRH and maternal, neonatal and child health services.

1.2.2.2. Agriculture

Since 2019, the Partnership for Resilient and Inclusive Small Livestock Markets (PRISM) has significantly contributed to the increase of income, employment, and livelihoods of the targeted value chain actors. PRISM project is jointly implemented by Enabel and IFAD, each with a specific field of action but complementary. Whereas PRISM IFAD is focusing particularly on smallholder households, and PRISM Enabel is targeting both Small Holder Farmers (SFH) and medium and large-scale SMEs, supporting the transition of SHF farmers from traditional to market-oriented farming, linking them up with medium and larger-scale SMEs using the contract farming / productive alliance approach. In this approach, small and medium (SME) enterprises ensure the role of lead firms and innovators in the poultry and pig value chains. The PRISM intervention is fully aligned with the national priorities and strategies for transforming the agricultural sector. The program strives also to improve the protein-poor diet of the Rwandan population through increased availability and consumption of eggs, chickens, and pork meat. **The PRISM Enabel is being implemented through 2 complementary components. Global and specific objectives are described as follows:**



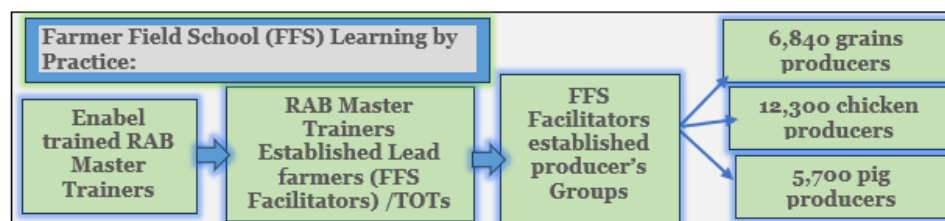
Specific Objective 1. Develop Inclusive and Sustainable Feed, Pig & Poultry Value Chains - PRISM I

Expected Change	Indicators (verification source)	Baseline/Tar get	Status/comments
Specific Objective: Develop inclusive and sustainable pig and poultry, and the related animal feed value chains in which all actors run a profitable business	Yield ton/ha soybean (FAO statistics) Production of meat products (metric tons)/eggs (thousands) by SHF (MINAGRI statistics) % of pigs produced in framework of contracts between producers and buyers	0,472 >1,5 Pork: 19.000 > 25.000; chicken: 5.081 > 9.000; Eggs: 83.370 > 120.000. 12% > 20 %	Production of animal feeds ingredients ton/ha has seen its yields improve from 1.8 (soybean), 4,5 (maize) T/ha due to the practice of FFS techniques at small scale demonstration plots. A similar medium scale pilot through an Outgrowers Service Company (Ngoma OSC) aggregating production of maize and soybean across 13 producer cooperatives also showed considerable increase in yield and production, however as demand of maize and soybean for human consumption is high, most of the aggregated production was finally sold off for human consumption: feed millers can't simply afford prevailing prices on Rwandan markets. Even if pilots show increased yields and production, it is unlikely that locally sourced ingredients will be able to increase availability of animal feed ingredients of local origin in near future, as the existing gap in the cereal balance is constantly widening with the growing population. In 2023 season A, OSC Company delivered 1,137.97 (2023) MT of maize to animal feed processors: since it was 3rd grade maize, quality price ration was acceptable to feed millers Further outcome indicators concerning the evolution of the production of pig and poultry products will be obtained from the planned impact and outcome assessment of project

The intervention focuses on **improving the technical capacity of smallholder maize, soybean, pig and poultry producers for improved productivity**. Farmer Field School (L-FFS) approach was introduced to improve husbandry practices and the Farm Business School (FBS) concept for the entrepreneurial competencies of targeted

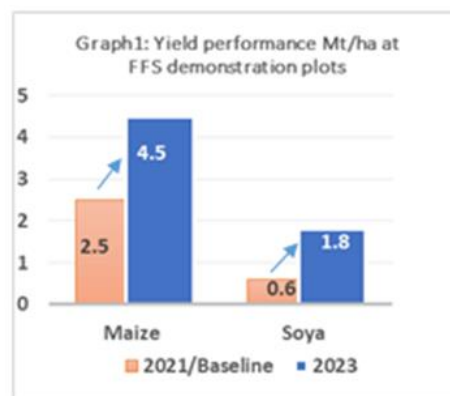
producers. The project logic is to organize farmers into producers' groups to increase production, generate additional income and sustain their businesses. **Farmer Field School (FFS)** has proven to be a successful approach to let targeted farmers benefit from quality extension services increasing grain, meat, eggs production and market linkages.

Figure 1: PRISM SHF value chain development approach and targets



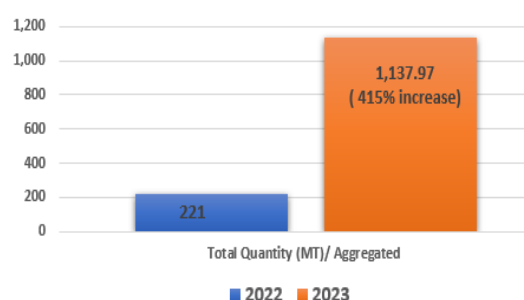
Statement Outcome 1: The feed industry supplies affordable and quality feed, which includes locally sourced ingredients.

(1) Smallholder farmers have been supported (capacity) to improve the yield of maize and soya production to increase the availability of locally sourced animal feed ingredients. Since 2020, there have been substantial efforts made by PRISM to organise small-scale farmers of maize and soybeans into (Farmer Field School) producer's groups, to develop their technical skills and improve the availability of improved inputs (seeds, fertilizer, etc.). Throughout this process, 114 FFS facilitators (38.6 %-Female, 61.4%-Male) established 226 FFS groups of ~ 25-30 members at village's level, covering a total of 6,840 farmers who were taught best agricultural practices in producing maize and soybean through established 226 demonstration plots which **resulted into the yield improvement as showed by graph 1**. The most recent field follow-up showed that **98.9% of the 114 established FFS facilitators who received training are practicing the gained FFS skills** on their respective farms. Although yields at the level of demonstration plots have been observed to increase over the past 3 years, the effect on the availability of locally sourced animal feed ingredients at affordable prices has shown to be minimal. Together with the fact that Rwandans national cereal balance is negative, means that **additional production (of quality grain) primarily ends up in direct human consumption instead of animal feed**.



(2) Out-growers service company that improves the quality and quantity of maize and soybeans production, aggregation, and sale. Based on larger scale aggregation of production – through the organisation of producer's groups/cooperatives into an Out-grower Service Company (OSC). **The OSC was introduced, as a pilot project** with partner structure Agriterre with the objective to increase yields and production of Maize and Soybean, both are key ingredients for animal

Graph2: Maize sold to the buyers through contracts



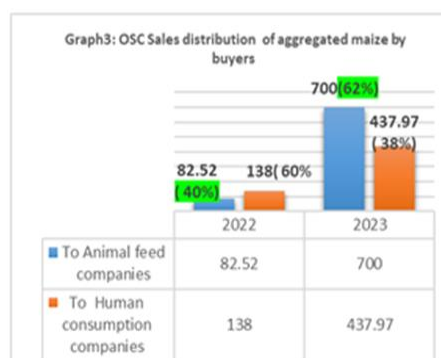
feeds. The OSC is pooling thirteen grain-producing cooperatives in Ngoma and Kirehe districts. In 2023, season A, 4,102 farmers were trained on good agricultural practices to improve production. The OSC supports cooperatives by facilitating access to improved seed varieties of maize and soybeans, joint acquisition of fertilizers and pesticides, providing post-harvest processing expertise, and organising the aggregation of production and their commercialisation.

Table1: Evolution in production and sale of maize (MT) by the OSC Company

Parameter	2022	2023	Observation		
1. Ton/ha (yield):	1.7 Mt/ha	2.9 Mt/ha	Of the 5,390 Mt produced in 2023, 21% (1,137.97 mt) was sold to animal feed millers. Despite the progress made by the OSC, there is fierce competition over feed for human consumption, with most of the production being purchased by the human food industry.		
2. Evolution in production	3,132 MT	5,390 MT			

Over the first 6 months of 2023, a total of 5,390 Mt was produced by 13 cooperatives on 1,858Ha in Kirehe and Ngoma districts.

In the 2023 A season, OSC was only able to aggregate and sale 1,137.97Mt (21%) out of 5,390 Mt produced by the 13 cooperatives. This however was a **considerable increase from 2022** – the 2nd year of OSC intervention – where only 221 MT were aggregated as indicated in graph 2. An additional injection of working capital combined with improved operational skills: buying) experiences of OSC staff and a higher-level of trust in the OSC on the side of producers made this possible. Of this quantity, 700 (62%) were effectively delivered to animal feed companies (grade 3 grain) mainly to Gorilla feed, while 437.97 (MT (38%) was sold to human food producing companies (EAGRO and AIF) as indicated in graph 3. **This increase in aggregation and selling shows that there is potential for growth allowing the OSC to progressively reach financial autonomy**, despite the very competitive grain market situation.



Pictures: aggregation of maize during season 2023 A, a total 135 casual workers (129 men and 6 women) were employed in harvesting, post-harvest, and logistics.

The increased yields and production of Maize and increased sales to feed millers will however not reduce in the short and medium term the gap between supply and demand of locally produced maize (soybean) and in this way allow feed producers to locally source their feed ingredients. In line with this, discussions on joint acquisition and warehousing capacity extension for feed ingredients are still ongoing with stakeholders of the VC (feed millers, producers association and Ministry of Agriculture). **Alternative sourcing of animal protein**, by using insect protein – Black Soldier Fly larvae and meal – **is being tested** at smallholder level, while at the same time, we support initiatives to BSF protein production on a larger scale level.

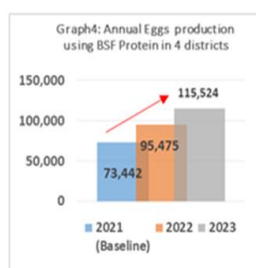
(3) Project efforts to produce insect protein (Black Soldier Fly), enabling the decrease of animal feed costs on smallholder farms.

The pilot on the production of Black Soldier Fly's (BSF) maggot meal to feed chicken undertaken in collaboration with VSF and RAB, **shows positive results:** increased performance and reduced feeding costs, substituting soya bean protein (25%) with BSF protein in chicken feeds. Our partner VSF supports the production of BSF maggot meal at 240 SHF farms across 4 selected districts.

Table2: BSF pilot project progress (2021-2023)

Parameters	2022	2023	Observation
1. SHF BSF established	180	240	BSF piloting project showed a good adoption rate by SHF across targeted 4 districts, feed containing BSF protein produced a positive effect in increasing of production and contributing to reduction cost of animal feed. However, BSF is still a new initiative that need further research to analyse its cost effectiveness at small scale farming
2. Quantity of BSF produced	1,079kg	7,557kg	
3. Number Chicken were fed a diet containing BSF	47,374	49,949	
4. New workers hired by BSF-farmers	32	134	

* Hired workers, mostly are casual labours such as waste collectors, harvesters, and drying workers



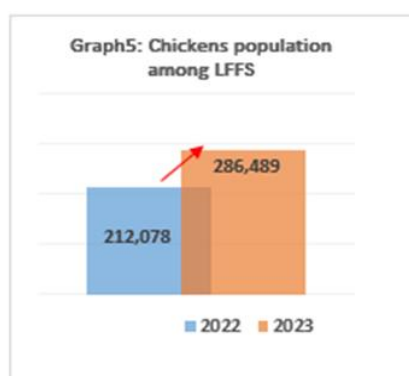
Using insect protein to feed chicken stimulated an increases in egg production by 57% compared to the situation before as shown by Graph 4 eggs production has evolved as the effect of inclusion of BSF protein in chicken's feeds), while reducing the on-feed cost by 15%. **Although the BSF pilot appears promising, more research and focused data collection is needed to establish the economic basis.**



Pictures: small holder farmer's BSF practices. Mrs. Janviere harvesting the BSF for feeding the chickens. Mr. Mathieu, currently owns over 500 Isa Brown layers that produce over 415 eggs per day (laying rate of 87%). He has seen the cost of chicken layer feed reduce by 12.9% as of the introduction of BSF, the cost came down to 370 from 420 Rwf/kg at the same time laying rate increased due to insect protein. (Full case study is available).

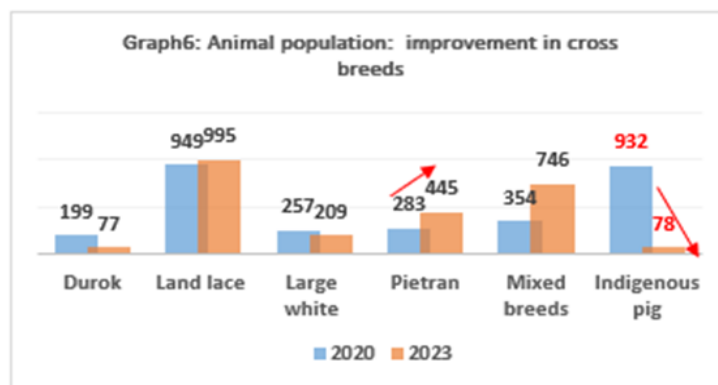
Statement Outcome 2: Increasing productivity and profitability in the poultry and pig value chain actors (SHF).

(1) Smallholder farmers for commercial oriented livestock: Since 2020, PRISM has also been supporting SHFs in the poultry and pig value chains to **switch from traditional to market-oriented farming by improving income and profitability of farmers in 10 districts** of project intervention. Through the Livestock Farmer Field School (L-FFS) approach, producers of poultry (layers and broilers) and pigs have had their capacity strengthened in husbandry practices



(feeding, breeding, disease control and housing) and recently their business management skills through FBS/BDS trainings. As a result, **chicken's population has been increased among the targeted beneficiaries, as shown by graph 5**. A total of 300 facilitators were trained as TOTs (205 in poultry, 95 in piggery farming), all integrated into the livestock business through improved livestock extension services. In addition, the integration of Farmer Business Schools (FBS) formed a total of 600 farmers groups (410 in poultry and 90 pig farming) of ~25-30 each, which has so far impacted about 18,000 farmers through accessing improved extension services. The **gained skills through LFFS facilitated easy access to extension services and financial resilience of the farmer HHs**.

The project has introduced **Artificial Insemination AI in pigs, and trained LFFS to use it**. This has **significantly contributed to the increase for availability of improved breeds in the country** over last 3 years as shown by the graph6. Availability of exotic breeds in pig population has improved with an increase of 111.3%, 4.8% and 57.2% cross breed, landrace and pietran respectively. At the same time pure indigenous breed has declined by 91% in our intervention districts. At least 80 % among project LFFS facilitators have used AI to produce piglets in their farms. Source: LFFS socio-economic study (2023).



The study further indicated that, **1,270 new jobs (841 in chicken and 429 in pig) were created among LFFS groups**. Regarding **access to market for generating income** per cycle of 3 months, pig LFFS facilitator on an average can sell 50 piglets and 100 pigs. On the other hand, chicken LFFS facilitator on an average can sell 2000 broilers within 6 months and around 800 eggs per day. This allowed **chicken and pig producers to increase their profit by more than 25%**.



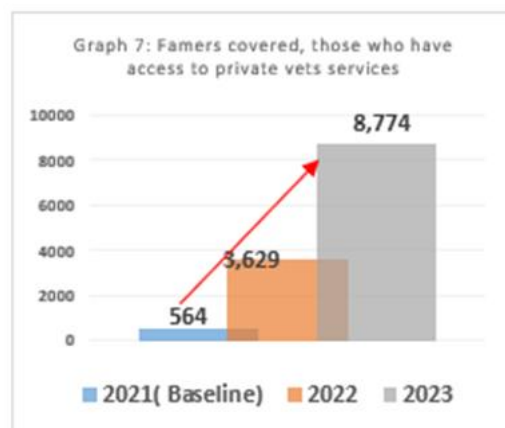
"Through the farmer business school, farmers' business skills were triggered, combining their creative and innovative ideas, with livestock management and organization skills. Some of us started exploiting the idea fetched from farm school and created opportunities to increase livestock profit" Mrs MUKASHEFU mentioned while emphasising on the outcome of the Enabel LFFS program. (Full case study is available). Pictures: Smallholder farmers under LFFS program

Concerning integration of LFFS farmers into the market, PRISM - in a joint action between IFAD and Enabel – is currently putting in place Productive Alliances (contract-farming models), where **LFFS farmers / farmers groups are linked-up with medium and large-scale poultry and pig producers**, thus facilitating access to input, finance and extension services, while also aggregating production and improving commercialisation. First results of this initiative are expected by end the end of 2023. The activity will be continue under PRISM IFAD/Heifer project in 2024.

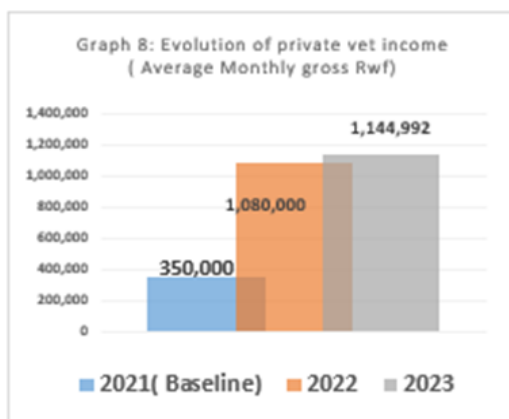
The progress made in the LFFS program is linked to other project activities, such as increasing the availability and use of veterinary services.

(2) Developing affordable, reliable, and effective veterinary services across project districts of intervention.

To improve the availability and usage of the affordable, reliable, and effective veterinary services, **partner VSF-B has established and operationalized 60 (14 females, 46 males) local proximity private veterinarians** in the 10 PRISM districts of intervention. The installation of the private vets has **increased the availability, coverage, and accessibility of animal health services while the private vets have been sustained their businesses** as further interpreted under the following outcomes:



o



- o Increased coverage of farmers, from 564 farmer (baseline), with now ~ 8,774 farmers having regular access to vets' services.
- o Increased confidence of farmers in (private) veterinary capacities, goes with an increase of number of consultations per vet from 23 to 58 on an average per week.
- o A decrease of animal mortality

from 7.5 to 5.8% in pigs and from 9.4 to 7.4% in chicken.

- o Number of animals treated increased from 23,759 (baseline) to 285,128 (52,307 pigs and 232,823 chicken)
- o 100% (60/60) of the established private vets are now running a stable profitable business with an estimated increased gross monthly income in the range from 350,000 to 1,444,992 rwf.
- o An average 32 % decrease in the cost of vet services in the intervention area zones.
- o Our equipped vets in AI, have inseminated 1,661 sows compared to 3 sows reported in the baseline, with an estimated 7,372 piglets produced from 962 among the inseminated sow (we calculated 8 piglets per sow).



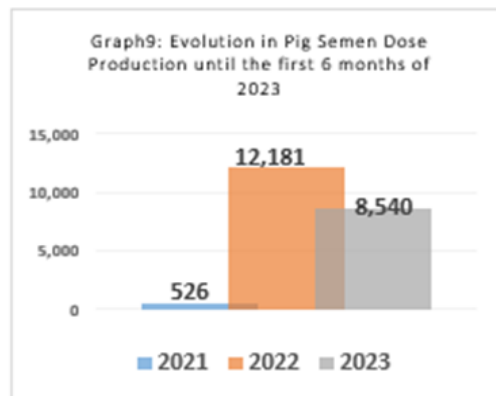
Pictures: Equipped private vets' pharmacy (with equipment, fridge, motorcycle, treatment kits etc.); allows all vets to offer a reliable and affordable services, these include consultation, visiting farms, surgery, vaccination etc. Most of the selected private vets are youth. A total of 184 new jobs have been created by the established private vets in 2023 (23 permanent - pharmacy assistants, 161 casual labours).

(3) Genetic improvement in pigs.

Artificial insemination (AI) in pigs is being promoted to overcome low performance caused by inbreeding. The introduction of AI by the semen from high genetic merit boars of Pietrain, Landrace, Camborough, Duroc and Large White breeds has accelerated genetic improvement in Rwanda's pig population as indicated in graph 9. The following outcomes have been achieved in close collaboration with RAB:

- Seven Artificial Insemination (AI) centres established and are operational.
- Additional 32 boars for semen collection and 20 sows of exotic pigs imported/purchased and distributed to 7 AI established centres to increase the availability of quality semen.
- **By the end of June,2023 a total of 21, 247 doses of semen been have produced(graph 9).**

A total of 13, 750 (60%) out of the total mentioned above have been delivered to farmers the by Zipline Drones (innovative aerial transport) to guarantee on timely delivery of quality semen across the country. A dose gives about 8-16 piglets through AI compared to natural mating which gives about 4-8 piglets per sow. Since 2021, approximately 19,860 sows have been inseminated through AI technologies, which means that 158,880 AI piglets have been produced over the past 3 years (19,860 sows * 8 piglets per dose) contribution to a genetically improved. As more achievements, a total of 365 AI technician are trained and operational. Expecting them to inseminate 18,250 pigs per month (if each technician can reach 50 sows per month).



Pictures: Production, distribution, recuperation of doses by private vet and artificial insemination.

Specific objective 2 - Attract private investment to develop a modern value chain to producing high quality products to substitute import and promote export - PRISM II

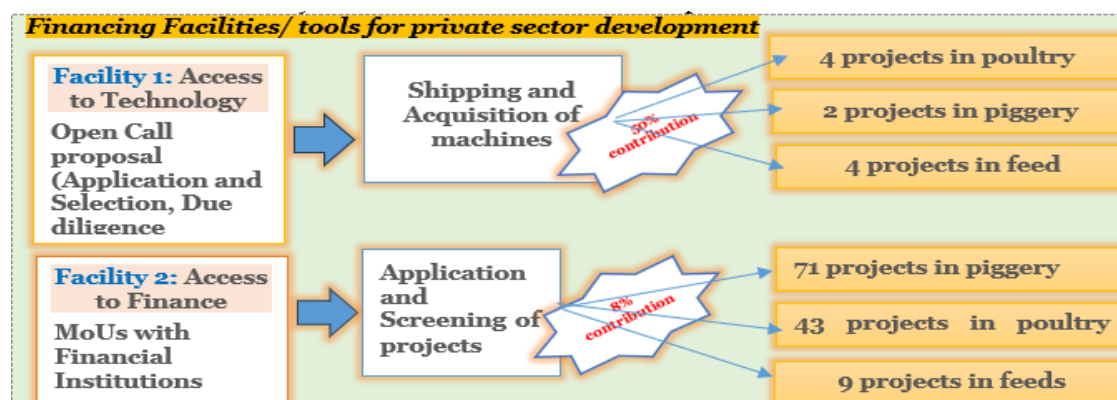
Expected Change	Indicators (verification source)	Baseline/Target	Status/comments
Specific Objective: Attract private investment to develop a modern value chain to produce high quality products to substitute import as well as to export	Reduction of imports and increase of exports poultry, pork and animal feed products (BNR statistics) Value of investment (domestic and foreign) attracted in the poultry and pig and animal feeds value chains; Metric Tonnes of meat /eggs (thousands) produced by industrial or specialized commercial systems	Baseline 2017 reduce imports 30 %, increase exports 20 % Additional 10 M USD investments in value chains attracted; Pork meat: 76 > 2.000; Chicken: 10.634 > 14.000; Eggs: 160.000 > 220.000	NA. Statistics to show the change and give conclusion will be obtained from the planned impact assessment of project. The project did carry out an outcome assessment to the supported 80 private value chain actors , the results of which show that production, sales, income, and quality have been considerably improved . For example, exports have increased from 5000 to 20,000 Kgs of chicken products on the sampled companies.

To enhance funding and investment in pig and poultry value chains, the project has introduced 2 financial tools (facilities): a Access to technology facility - a matching grant subsidising investments on a 50% co-financing basis - and a Access to finance facility – a interest rate

subsidising loan tool, reducing interest rates for private lenders at commercial banks and IMFs by (8%).

The two options aim at private sector development by providing financial support to private actor's companies wanting to increase the quality and quantity of pig meat, chicken, and eggs, in accordance with food safety and standards on domestic and export market.

Figure 2: PRISM Private sector development mechanism



The project expects that these facilities will create more jobs, improve production and quality of the products, reduce import, and increase exports.

Statement Outcome 3: Priority investments are realised by the private sector with the support of the intervention

(1) Access to Technology (NIRDA):

To take stock of the technology status and facilitate the access to new and innovative technology, PRISM teamed-up with the National Research and Development Agency (NIRDA) to conduct a technology audit in the pig, poultry, and animal feed value chains. **These audits highlighted the key technological gaps in the sector and opened the way for an open call program: given access to the co-financed acquisition (50%) of machinery and technology.**

To support private sector's (lead firms in the value chain) access to technologies that can help in improving production and productivity of the value chains, 10 private companies (4 in poultry, 2 in piggery and 4 in animal feeds) have been selected to receive machinery and technology to improve their production capacity and quality. At present, 5 companies have acquired the machines/ equipment put them into operations, while the remaining 5 technology projects are expected to be delivered to the business owners by end of October 2023.



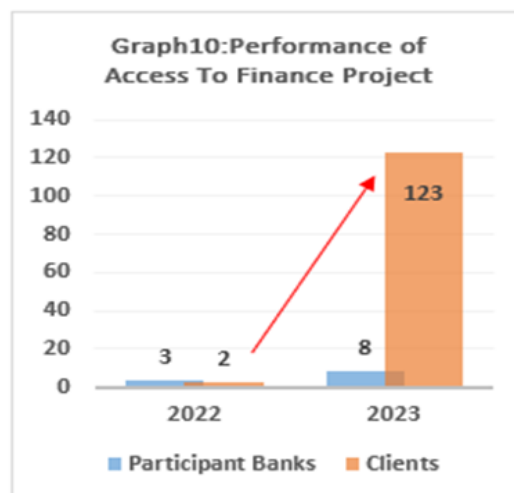
Pictures: Private operators' companies in poultry, piggery and animal feed having already received the machine and technologies to improve quality and quantity of pig, chicken meat, eggs and other related products. There is good indication that the access to technology tool is working as the recipients of the Technologies started reimbursing the loans received. The impact on the value chains however still needs to be assessed.

(2) Access to finance /IRS facility (BRD):

Compared to the specific Access to technology tool, the Access to Finance tool focusses on a large range of project types and financial needs of value chain actors.

It is implemented by the Development Bank of Rwanda (BRD) through commercial banks, MFIs and Saccos and is focusing reducing interest rate by 8% on loans, BRD has signed agreements with 8 participating financial institutions including Equity Bank, RIM, BK, Duterimbere Ltd, Zigama CSS, Financial Safety and Inkunga, In order to instruct partnering banks in the use of the facility, technical trainings have been provided to staff of 11 branches of commercial banks and 12 branches of MFIs by BRD staff. BRD deals with the allocation of loans above 50.000 € itself.

Through this grant, 123 (Male: 104, Female: 19) value chain actors, acquired IRS's loans- (with a reduction of interest rate by 8% of the on an average 16% market rate to de-risking the value chains); **(their projects are: 71 in piggery, 43 in poultry and 9 in animal feed), all projects have been contracted a loan between August 2022 and June 2023** as indicated in graph 10. The **number of loans concluded is increasing with a steady pace** the last past months as the facility has become known (radio and television publicity campaign carried-up since April). The sum of loans granted amount to 1,606,000,000 RWF, with an amount 670,198,087 RWF of provided as interest rate subsidy.



IRS facility was initially programmed for an operational period of 2 years, but start-up phase took quite some time, leading to a low number of loans concluded in 2022. As demands and conclusion of loans has been quickly gaining speed since the beginning of 2023 – publicity and training helped to boost loan demand. BRD has been granted an extension of IRS facility for additional 6 months (January to June 2024) to enable BRD to disburse all project-committed funds. The disbursement process will be monitored to ensure full use of funds.

(3) Strengthening the capacity of private sector actors in these value chains

- **75 (Male:40, Female:35) staff members of 30 private companies (9 companies are women led/owned Enterprise) are trained in Business Development Service (BDS)** (financial management, business planning, marketing, standards, bookkeeping, business plan drafting). There is good indication that BDS training was beneficial to the participants as per the feedback they gave to the MTR team who met them in March 2022.
- **50 (Male:35, Female:15) Specialized veterinarians and farm advisors from medium and large-scale livestock farmers** in the commercial poultry and piggery value chains, being trained on business management and entrepreneurship to run a farm as an enterprise.
- **45 (Male: 30, Female 15) butchers, meat processors and chefs** have been trained on slaughtering, meat cutting, handling and application of hygienic and international food safety standard and regulations such as GAP, GMP, GHP, ISO/FSSC 22000:2018 & HACCP etc.). To ensure the sustainability of this training, representative of pig, poultry farmer associations and meat platforms have been also trained as TOTs to extend the skills received and monitor its implementation.

The BDS program has been introduced to provide tailored business development services to key business management issues drawn from their capacity needs assessment, the provided capacity building in business development services has helped the participating SMEs to be more efficient and run their enterprises profitably. It also helped them to improve their compliance with standards and regulation of market requirements. An outcome assessment of the BDS, showed that capacity building had a positive effect on increasing productivity, income, job creation and sales of the capacitated SMEs. As lesson learned, there is a need to integrate the decent work aspect in the BDS program especially looking at quality of job created in the value chains.

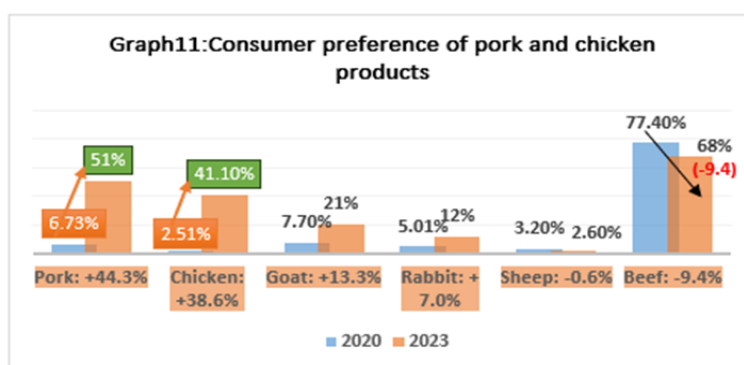
(4) Enforcement of regulations & standards. 122 (Male:91, Female:31) public and private meat inspectors from Districts and RICA (Rwanda Inspectorate, Competition and Consumer Protection Authority) have been **trained on applicable regulations** concerning production and trading of pork & chicken meat products.

(5) Training on Farmers Business Game.

All targeted 213 (Female:125, Male: 98) L-FFS facilitators have been **trained in the practical business decision making** using the Farmer Business Game approach: equipping L-FFS facilitators with business skills to run their farms as an enterprise.

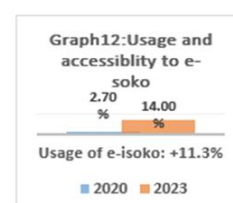
Statement Outcome 4: An improved regulatory and conducive environment created to facilitate private investment and growth for the targeted value chains.

In close collaboration with the Ministry of Agriculture, to improve the regulatory environment and to change perceptions, several **information campaigns have been run targeting the general public in order to promote the sector, raise awareness on diet and health issues and induce behaviour change on eating habits.** Targeting more specifically value chain actors an **information platform is since 2021 providing information on technology, finance and markets**, while focussed information campaigns were launched for the **compliance and enforcement of standards** and regulations for poultry and piggery value chains private sector actor.



The consumer survey on outcome assessment showed that Radio and TVs communication have **contributed considerably to the awareness on improved diets.**

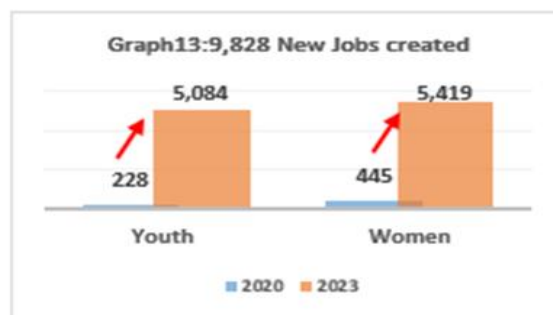
Approximately, 90% of consumers are aware of the role of consuming, eggs, poultry, and pork products as source of animal protein for healthy diets. A Behaviour Change Communication (BCC) Program was able to produce and air 225 Radio shows, 8 Radio & TV spots and 1000 didactic audio- visuals and have been printed, multiplied, and disseminated. **As shown by the figure11**, the transmitted BCC message had significantly influenced the consumer's preference for pork and chicken. Pork and chicken have now become the first and second preferred meats (due to its increased availability and affordability) **as shown in the graph 11**(percentage change: Pork: 44.3%; Chicken: 38.6%; Goat: 13.3%; Rabbit: 7.0%; Sheep: -0.6%, Beef: -9.4%). In further observation, consumer's preference is moving away from beef. Concerning the effect of communication on increased awareness about standards and



regulations in poultry and piggery value chain and standards in transportation, slaughtering, processing, and packaging of meat, the findings show the progress since 2020.

The **increased availability and accessibility of market data** (prices) via CICA MINAGRI E-Soko platform (Study revealed that real time information on product prices and market conditions is provided by digital market information platform hosted by E-Soko. This platform currently counts 1,439 users of price information (poultry and pigs' products), **see the graph 12.**

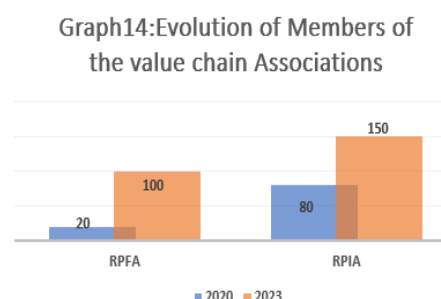
BCC Program also contributed to the **creation of new jobs**, for instance, the awareness impact study found that **a total of 9,828 new jobs** ($5,084 - 228 = 4,856$ for youth and $5,419 - 445 = 4,974$ for women) have been created, **shown by the graph 13.** These jobs were created at the level of pork and chicken farms, eggs sellers, slaughters, in bar, and restaurant: preparing and Roasting, waiters etc. as the result of increased consumption and availability of pork and chickens' products.



Statement Outcome 5: Increased coordination to foster innovation & coordination.

To strengthen & support institutional development of value chain sector association - associations that were at the beginning of PRISM at an embryonic state PRISM supported the development of strategic plans for Rwandan Poultry Industry association (**RPIA**) and the Rwandan Pig Farmers Association (**RPFA**); **The 2 value associations have been supported in the elaboration of their strategic plans** and the organisation of their general assembly where the strategic plans were formally launched.

Since PRISM Enabel started to support the institutional development of 2 value chains associations, the number of members - **in general larger scale producers has increased as indicated by graph 14, RPFA now has 100 members (of whom 40% are women), while RPIA has 150 members of RPIA of which 60% are women.** A big challenge for both associations is to further growth integrating increasingly also SHF producer groups. Enabel PRISM is currently further supporting both associations on resource mobilization, strengthening their capacity to capture funding opportunities from a variety of sources such as donors, partners and government. PRISM also supported the 2 two associations with office equipment.





Picture: From left to right, PRISM Intervention Manager, Permanent Secretary of MINAGRI, Chairman of the RPIA, Monagrastic program coordinator at RAB and Director General for Livestock of MINAGRI during the launch ceremony of the strategic plan that held in Kigali on May 2023

1.2.2.3. Urbanization

Statement outcome 1. Sustainable and resilient urban development is enhanced in the districts of Rubavu, Musanze and Rwamagana

Infrastructure development: The construction of infrastructure projects is either completed or nearing completion. These projects have prioritized the use of local materials and have incorporated climate-responsive designs. This approach ensures that the infrastructure is sustainable and suitable for the local environment. Furthermore, the community has actively participated in the process, and there is a sense of ownership, or potential for ownership, of these new facilities. All planned infrastructure will be finalized according to the established goals.

Change process implementation: The change process is effectively underway, particularly in the cities where there are interconnected projects that integrate both infrastructures and buildings. Particularly in Musanze and Rwamagana, the change process is visible and progressing well. The districts officials are involved, engaged and have a vision of a sustainable development of their cities. However, in Rubavu, the change process at district management level is less apparent due to frequent changes in the management structure of the district (1 OSC director, 3 engineers, 2 mayors...), not giving the project enough time to adequately support the district team. Additionally, the selected infrastructure projects in Rubavu, mainly urban roads, were scattered throughout the city, making the change process less cohesive. Also to be noted that the engineers of the districts seem particularly overwhelmed, reducing their capacity to real follow up of the projects. At city level all the infrastructures are bringing the economic shift foreseen by the intervention (markets accessibility and improvements).

Community engagement: An intermediate result that has been achieved is the engagement of the community in preparing for the management and use of the newly developed areas. The involvement of the community is crucial for the sustainable utilization of the infrastructure and facilities. This engagement ensures that the community takes ownership and responsibility for the proper management of these spaces, contributing to progress towards the desired outcomes.

OUTCOME.1. Sustainable and resilient urban development is enhanced in district of Musanze, Rubavu and Rwamagana.		
The participatory process, community engagement on all the activities supported by the project has been contributing to a high acceptance and satisfaction of the communities. All infrastructure, as much as	1.Percentage of user satisfaction of infrastructure built, (RGB Citizen report card (CRC) 2022.	BLine:0% Trgt: 80% Current: 72,23%

possible, have been through a climate responsive design process (roads not considered). Findings from the impact/end term evaluation will shed more light on citizen satisfaction on infrastructure and decision-making levels	2.Percentage of citizens satisfied with their participation in decision making at Local Government levels. (RGB Citizen report Card)	B.line: 71,35% Trgt: 81,35% Current: 87,73%
	3.Percentage of infrastructures built by the programme meeting national environmental standards. (According to RHA Green Building standards) <i>Standards only for buildings not for roads.</i>	BLine: 0% Trgt: 100% Current: 100%
 2023/07/06 09:21 TECNO CAMERO Rwamagana handcraft community fully engage in laying a ground where they will build changing room for women and men.	 The process of installation by a Belgium artist of a "Cosmogolem" installed in Musanze youth center as a symbol of hope, empowering young generations to find their own choice.	
Results.1.1. priority economic and sustainable infrastructure and facilities are provided, operationalized, and properly maintained - The overall infrastructure progress is 89%. BLine: 0% Trgt:100% (2 markets still under construction)		
Scaling up of projects is still on going and will be completed by the end of December 2023, except the markets in Musanze and Rwamagana expected to be finished before June 2024. Maintenance was carried out for all completed projects during liability period. In the Musanze handcraft center private shareholders have taken charge to do maintenance and operations of markets, taking ownership of their activities. The Musanze youth center agri-product market, Rwamagana market and handcraft center are also under a similar process. LODA, districts and the UEDI project will continue follow up to ensure successful completion and sustainability of the	1.Supported scale up infrastructure achievements.	Current: 87% BLine: 0% Trgt: 100%
	2. Supported quick wins infrastructure achievements	Current: 100% BLine: 0% Trgt: 100%
	3. Percentage of supported infrastructure having routine maintenance and quality operations.	Current: 80% BLine: 0% Trgt: 100%

activities.



Rwamagana asphalt roads (2.5km) - quick win.



Musanze youth center on finishing phase(G+1)

RESULTS.1.2. District capacity in city management for urban economic supported-overall achievement is 94%

Equipment has been distributed to the district staff and is currently in use. Feedback from the district staff demonstrates that they have improved service delivery. Urban dynamic maps (UDM) have helped districts to inform the decision making based on community needs. Skills and knowledge have greatly improved for staff trained. Feasibility studies for projects have been carried by the districts in collaboration with LODA

1.Inspection data collection equipment, purchased and used.

BLine: 0%
Trgt:100%
Current: 100%

2.Urban dynamic map build across intervention cities.

BLine: 0%
Trgt: 100%
Current: 90%

3.Trained staff (OSC, CMS, BDEU)

BLine : 0
Trgt: 301
Current : 1,016
F:197 M:819

4.Percentage of Infrastructure feasibility studies evaluated acceptable.

Bline:38%,
Trt:50%,
Current:58%



UDM in district priority planning

Result.1.3. Medium term Investment pipeline for infrastructure project is established. Overall progress 100%.

Masterplan for Rwamagana completed and available (100%). Bugesera Masterplan achieved at a rate of 30%.	1.Rwamagana and Bugesera Masterplans	65%
	2.Urban design availability.	100%

Statement outcome 2. Inclusive economic growth is enhanced especially in Made In Rwanda construction sector

Progress has been made towards achieving the desired outcomes related to inclusive economic growth, particularly in the MIR (Made in Rwanda) construction sector. The following are the key advancements and intermediate results attained:

Supporting MIR construction materials: Efforts have been made to support the growth of MIR construction materials, aiming to provide alternatives to imported materials. This approach promotes local production, reduces reliance on imports, usage of technology and creates off-farm job opportunities. To facilitate this, skill development initiatives have been implemented in selected value chains to strengthen the sector. Additionally, standards, research, knowledge management, and partnerships have been established to capitalize on the opportunities within the value chain and foster the development of the MIR sector in Rwanda **with a specific focus on Stone, Clay and Bamboo value chains.** In total, 21 standards have been developed and approved by RSB and other national stakeholders. In addition, MiR construction materials and related standards were embedded in the TVET curriculum which is implemented in all TVET schools offering building construction trade.

Increased employability and enterprise support: This has been achieved through various measures such as support to MIR, TVET workplace learning (WPL) alumni programs. These efforts have enhanced the capacity of individuals and enterprises to participate in the MIR construction sector, creating more job opportunities and contributing to inclusive economic growth.

SME registration: Efforts have been made to formalize SMEs, enabling them to access the benefits and support available to registered businesses.

Overall, **progress has been made in enhancing inclusive economic growth, particularly in the MIR construction sector.** The support provided to MIR materials, increased employability of the WPL students, and enterprise support have all contributed to the advancement of the targeted changes and the achievement of the desired outcomes.

OUTCOME 2. Inclusive economic growth is enhanced especially in MIR Construction sector		
Progress has been made in enhancing economic growth especially in MIR Construction sector. The support channelled to MIR materials has increased employability. As result of support given to the companies in MIR sector, more than 100% has been reached in terms employability. This has been achieved through MIR and TVET/WPL.	1.Increased employability in the supported 75 enterprises through support to MIR	BLine: 0 (4 639) Trgt: 3000 Current: 2 455 jobs (81.8%) F: 41% M:59%
	2.Percentage of SMEs officially registered (disaggregated for the construction sector).	The indicator value will be available 2024.
Result. 2.1. Quality and Quantity of MIR Construction material is improved.	1.Percentage of supported SMEs presenting an annual turnover growth	Bline: 0% Trgt: 60% Current: 66.7%
	2.Percentage of turnover increase of MIR companies Involved in interventions.	BLine: 0% Trgt: At least higher that growth rate of Rwandan economy (8,2% in 2022) Current: Evaluation planned

		in November 2023 on MIR Cos.
   	VITO and OVO delegations' visit to Rwandan Entrepreneurs in the MiR Cons. companies Exploring usage of bamboo in the construction sector (Huye Workshop and Nursery development)	
Result. 2.2 Skill development in the construction is improved and integrates the correct use of MiR construction materials	1.Number of TVET centers in each district having training modules related to MiR with WPL components	BLine: 0 Trgt: 3 Current: 3 schools
	2.Number of students going through WPL supported through the program.	Baseline:0, Target:1,000 Current:1,044 F:39% M: 61%
	3.Percentage of students employed 6 month after training module.	Baseline:0%, Target:50%, Current: 82%
	4.Number of companies implementing WPL.	Baseline:0, Target:80 Current: 89
	5.Percentage of students satisfied with WPL.	TBD
	6.Percentage of companies satisfied with the hosted students.	TBD
  	TVET/WPL, 1st graduation ceremony, 585 students graduated in the 1st three intakes Trainees at workplace learning	

1.2.2.4. Public Financial Management (PFM)

The Public Financial Management Strategic Plan (PFM SSP; 2018-2024) has an overall goal of ensuring efficient, effective, and accountable use of public resources as a basis for economic development and poverty eradication through improved service delivery. This requires modernizing the PFM infrastructure; the regulatory framework; policies and systems at both the central and local government levels. It also requires a very strong and transparent sector coordination at a policy dialogue level. During the past years, the PFM sector has managed to strengthen both the coverage and quality of the systems, as demonstrated also in the progress towards the outcome indicators and targets of the bilateral program.

Progress made in achieving results during the fiscal year 2022/2023

Through the PFM Basket fund, Enabel's PFM intervention supports the Rwandan Ministry of Finance and Economic Planning (MINECOFIN) with its affiliated institutions and the Office of Auditor General of States Finances (OAG) – with an overall mission to support Rwanda's socio-economic transformation through effective and accountable PFM. While the PFM basket fund support the broad PFM reforms, Enabel PFM intervention focuses on three specific results:

Result 1: Expand the coverage and functionalities of the IFMIS and other ICT systems

The main focus of this result is to **enhance digital public financial management to support timely reporting, effective controls, and efficient decision-making across all levels of government**. The intervention supported MINECOFIN to extend the IFMIS and other PFM ICT Systems within all Government budget agencies and to automate critical workflows and migrating to 'paperless' systems. The IFMIS coverage has been expanded beyond the baseline to include non-budget agencies and its functionality improved substantially. The full integration of IFMIS with other PFM ICT systems such as e-procurement; e-tax system; Integrated Personnel and Payroll Information System (IPPS) and Internet Banking was critical to assure efficient service delivery as well as improved transparency and financial accountability. **Most of the key performance indicators under the first result area have been fully achieved.**

Table1: Indicator progress matrix for result area 1

Selected outcomes	Key performance indicators	Base value	Value reporting year 2022/23	Target reporting year 2022/23	End target 2023/24
Outcome 1.1. Core PFM ICT systems are able to support effective decision-making and reporting at all levels of government	% of non-budget agencies using IFMIS for financial reporting in the previous quarter, of which:	8% (460/5464)	64%	73%	100%
	<i>Sectors</i>	416/416	100%	100%	100%
	<i>District hospitals</i>	44/44	100%	100%	100%
	<i>Health facilities (other)</i>	0/560	100%	100%	100%
	<i>Schools</i>	0/3,496	67%	54.2%	100%
	Critical PFM ICT systems are sustainable and able to respond to the risks of increased automation	Quality Assurance Group Report (2015)	QAG report (2021)	QAG report (2021)	Quality Assurance Group Report (to be conducted every 2 years)

Source: MINECOFIN PFM Annual Performance Report (2022/23)

"IFMIS, we are using it starting from planning, let it be planning, budgeting, reporting, and auditing. I cannot fear telling you that it was a bit catastrophic before IFMIS, everything was manual, we had so many cases of bribery, Government funds may be misused, there were so many issues but again related to costs that were incurred, it was too much."

Mr. Pierre Claver BAGIRISHYA

Executive Secretary of Rutsiro District



Result 2: Increase compliance with PFM systems and International Accounting & Auditing Standards

The result 2 focused on the strengthening of internal audit function and external oversight (Office of Auditor General and Parliament) on government spending as well as the implementation of accrual-based International Public Sector Accounting Standards (IPSAS) blueprint (2018-2024).

For this fiscal year 2022/2023, the reported **Government expenditures were audited at 95% from 91.1% audited last fiscal year and 53% of audited institutions got unqualified opinions** on compliance with laws and regulations to realize Value for Money. This shows a **positive trend in the overall level of accountability and transparency** over the reporting period. (OAG, 2023)

Regarding the ongoing International Public Sector Accounting Standards (IPSAS) reform, some progress has been recorded such as the approved Asset Management Policy, inclusion of disclosure notes on fixed assets, on service concession agreements, on intangible assets, on tax revenue receivable and on accounts payables as well as disclosure of all guarantees and other contingent liabilities in the financial statements. However, **delays in implementing some of the milestones included in the 6-year IPSAS implementation blueprint (2018-2024) have been noted** and was attributed to the delayed recruitment of the international firm to support the implementation as well as covid-19 prevention measures. Hence, the indicator related to IPSAS: “Cumulative percentage of 10 accounting areas for which IPSAS rules are applied” was changed since last fiscal year to “*Improvements made on consolidated financial statements (CFS)*” because the measurement of that initial indicator was found impossible or having some subjectivity (MINECOFIN, 2022).

Table 2: Indicator progress matrix for result area 2

Selected outcomes	Key performance indicators	Baseline	Value reporting year 2022/23	Target reporting year 2022/23	End target 2023/24
Outcome 2.1. Increased number of Ministries, Departments and Agencies and subnational entities receiving and sustaining an ‘unqualified’ opinion	% of public entities with an unqualified audit opinion, with breakdown for:				
	<i>Financial Statements</i>	50%	68%	75%	80%
	<i>Compliance with Laws</i>	30%	61%	47%	50%
	% of recommendations issued by OAG which were followed up since last audit report	60%	71%	76%	80%
Outcome 2.2. Improved accounting and auditing practices aligned with best practice	Improved consolidated financial statements (CFS)	Central Government + Districts + Projects + Sectors + district hospitals	Asset Valuation was partially completed (55%)	Partial completion of asset valuation	Public Assets recognized in the statement of financial position
		Assets registered in IFMIS asset module and disclosed in CFS	Inventory module requirements prepared, and 343 public health centers have been consolidated in financial statements	Use of Inventory Management module by public entities and information disclosed in CFS	Consolidation of public corporations and public debts
	Coverage of the OAG audit in expenditure terms	85%	95%	85%	88%
	Number of Value for Money audits published each year	8	14	11	8

Source: MINECOFIN PFM Annual Performance Report (2022/23)

Result 3: Strengthen PFM systems supporting Sub-national Investments and Services

This result was mainly focusing on **expanding investment in subnational PFM system to enhance local government capacities** in the areas of planning; executing and maintaining infrastructure projects to ensure effective and efficient local service delivery. This result area supported the sector to address the need to improve the resource mobilization capability of the subnational entities (SEs) to increase financial autonomy and meet service delivery aspirations under vision 2050 (Enabel PFM Intervention MTR,2022).

Table 3: Indicator progress matrix for result area 3

Selected outcomes	Key performance indicators	Baseline	Value reporting year 2022/23	Target reporting year 2022/23	End target 2023/24
Outcome 3.1. Improved capacity to plan, execute and maintain capital investments at subnational level	Share of feasibility studies that meet LODA standards	34% (255/750)	64%	80%	100%
Outcome 3.2: The framework for fiscal decentralisation is strengthened to support improved local service delivery	PFM bottlenecks in specific sectors identified and addressed	3 sectors reviewed	3 sectors	3 Sectors	Allocations revised and bottlenecks addressed in 3 sectors
	Objectives of the Fiscal and Financial Decentralisation policy and strategy met	1/14	12/14	14/14	14/14 by end 2022/23

Source: MINECOFIN PFM Annual Performance Report (2022/23)

1.2.2.5. Study and Consultancy Fund

The management Study and Consultancy Fund continues to be jointly managed by Minecofin and Enabel to ensure that it contributes to institutional and organisational capacity of public and non-governmental organisations in Rwanda linked to the priority sectors of the bilateral cooperation and the transversal themes through studies, consultancies, and the mobilisation of expertise.

During this financial year, **the following studies and consultancies have been approved** for implementation, while others are still ongoing or concluded.

- Through the study steering committee, the request from Gender Monitoring Office was approved. Enabel and Gender Monitoring Office will work together in positioning **gender equality and accountability** in existing and future programs. Enabel will support GMO's institutional development, by seconding Gender expert that will lead the institutionalization of gender accountability in different Government programs/projects, existing and future accountability systems being implemented. The expert has been hired and is expected in the office on the 1st September 2023.
- The request by Rwanda Information Society Authority (RISA) was approved. The application will support for one of the key initiatives of **Government Business Intelligence Solution (GBIS)** which is seeking to provide an integrated business intelligence platform to enable decision-making by various government entities/leaders. To achieve the successful implementation and adoption of the GBIS, RISA needs experts onboard to orchestrate and steer the technical initiatives and harmonize the data architecture across Government of Rwanda institutions. The request has been approved with maximum budget of 180,000 Euros.

- The study fund steering committee approved the request by Ministry of Public Service and Labour to support **Rwanda Management Institute** in becoming the National Institute for Capacity Development to fit the scope of its mandate. The Institute will be financed with 200,000 euro to finance feasibility studies to upgrade Rwanda Management Institute to a Centre of Excellence in capacity development, as well as development of an architectural design of the physical infrastructure for RMI campuses and centers to deliver to the required skills and capacities of the 21st century. The 2 related tenders have been launched.

Other studies and consultancies executed under the fund.

1. In June 2023, The Royal Museum for Central Africa (RMCA) concluded the support in capacity building and transfer of Knowledge agreed on with Rwanda Mines, Petroleum & Gas Board (RMB) that has lasted for about 3 year. The project achieved its expected results including;
 - An up-to-date GIS inventory of industrial minerals in the country available in /around target secondary cities. All data, reports, maps, successfully uploaded into RMB's GIMCS.
 - A standardized terminology and stratigraphy up to the Member level for the eastern part of the Akanyaru supergroup.
 - A report on the target area in the Central-East of the country, a new geologic map in GIS format and printouts at 1/100.000 and 1/50.000 scale.
 - RMB geologists & senior management with improved insights and / or knowledge of national geologic topics.
2. The contract of the Forestry and climate change expert who was supporting the Ministry of Environment as a Technical Assistant and extended for one extra year ending April 2024. The technical assistant provided strategic advice to the Ministry in ensuring the efficient and effective coordination of the exploitation and conservation of the forestry resources in a sustainable manner. The expert was instrumental in Green Climate Fund-TREPA application process that resulted in securing the \$33.8 million dollars funding and Swedish contribution to the implementation of Sustainable Management of Natural Resources and Environment to Transition Rwanda towards a green economy, through the financing of the Reducing vulnerability to climate change through enhanced community-based biodiversity conservation in the Eastern Province of Rwanda, referred to as the COMBIO Project.
3. On June 30th, 2023, Support to the Ministry of Health to conduct the Second Non-Communicable Diseases (NCDs) Risk Factors Study (STEPS Study), implemented in partnership with Rwanda Biomedical Center and World health Organisation was concluded. The report was published https://www.rbc.gov.rw/fileadmin/user_upload/report23/STEPS%20Booklet.pdf), and the overall objective of the study was to assess the magnitude of risk factors of selected Non-Communicable Diseases in the Rwandan population using the WHO Stepwise approach to NCD risk factor surveillance. Generated data will support and inform all efforts to (i) Strengthen the implementation of the national NCDs policy and strategy targeting high risk groups for NCDs. (ii) Promote community education and awareness on practices to prevent NCD risk factors. (iii) Inform the rigorous application of evidence-based treatment guidelines used by the health care providers dealing with NCDs.
4. Contribution to National institute of statistics of Rwanda to conduct the Population and Housing Census. The Census is conducted once every ten years. The 5th Population and Housing Census in Rwanda was conducted in August 2022. The census provides relevant and reliable data for development planning, policy

formulation and services delivery as well as for monitoring and evaluation of development programmes. The report of the census is [here attached](#).

5. Support to Rwanda Food and Drugs Authority implemented by QUAMED is still on going. This support is Belgian contribution to the Team Europe initiative to support manufacturing vaccines in Rwanda. The mobilisation of QUAMED allowed Belgium to be one of the first countries to mobilise international expertise to realise the ambition of RFDA. QUAMED will through this grant support the RFDA in its ambition to reach Maturity Level 3. This support will be operationalised in close collaboration with the EU funded Twining and the EU funded Kwigira project.
6. The contract of the Public Health Finance expert RBC/Minisante ended in April 2022, his main contributions during this time tenure included; (i) Supporting the Global fund grant application process that represents one of the most important source of health external financing in Rwanda. (ii) Support in European Investment Bank funding application for NHLs (National Health Laboratory Service). (iii) Covid 19 costing to inform PCR testing fees. (iv) The expert also engaged in supporting mobilisation of investors to support the local manufacturing of vaccines and medicine.
7. The additional support to Rwanda Demographic Health Survey (VI) to ministry of Health implemented in collaboration with National Institute of Statistics of Rwanda (NISR) was approved and concluded in 2021. The Rwanda Demographic and Health Survey 2019-2021 [Final Report here](#)

1.3. Portfolio performance

1.3.1. Intervention performance

A presentation of the self-performance of the interventions of the Country Portfolio using the DAC criteria and the scores given (A, B, C, D)¹ is given in the table below.

Interventions of the Country Portfolio	Relevance	Effectiveness	Efficiency	Sustainable
Health RBF	A	A	A	A
Health Barame	A	B	A	B
Agriculture PRISM	A	B	A	B
Urbanization UEDI	A	B	A	B
Public Finance management	A	A	A	B

Health – Results Based Financing

Relevance: The RBF mechanism scores high for relevance. The intervention focuses on national priorities and indicators used in the Health Sector Strategic Plan IV, but are also in line with Belgian priorities. The grant is managed by the Single Project Implementation Unit while the technical implementation responsibility lies with the Maternal, Child and Community

¹ The performance grid is given in Annex 1 of the template of the Intervention Results Report.

Health (MCCH) Division of the Rwanda Biomedical Centre (the implementing agency for the Health Sector)

Effectiveness: All outcome and output targets were surpassed. The main advantage of RBF is the ability to direct funding to critical gaps in the capacity to improve health outcomes and allow the MCCH division to direct funding to strategic initiatives for the maximum results. Data quality and use in planning and programme implementation improved.

Efficiency: Budget execution for the reporting period was excellent. As RBF works through government systems, it reduces the potential funding that could be lost in transaction cost through third parties. Rather, it supports government systems and does not create parallel systems. Improved data quality and use, along with targeted research translates into efficient use of government and Belgian resources.

Sustainability: Through the RBF model funding is available to strengthen the health systems, where insufficient support is undermining the efforts of the government. RBF is investing in critical areas that could represent a bottleneck to achieve high performance across all MCCH indicators and beyond. In this context, it provides more managerial freedom and a more dynamic dialogue between the MCCH division and Enabel. As these investments are totally aligned with the needs of the government, they are not lost at the end of the portfolio period. Rather, they provide a strong basis on which to build on to strengthen the sustainability of the entire health sector.

Health - Barame project

Relevance: the program is aligned with national and Belgian priorities. The strategies and the operational plans of the districts and MCCH that are financed by the project are focusing on their priorities and identified gaps.

Effectiveness: most of the outcomes and output indicators have improved in all districts thanks to the comprehensiveness of the project, that includes the service side with the capacity building, the supply chain, the equipment, the infrastructure, the governance, and the demand side. However, the focus districts did not progress equally.

Efficiency: the budget execution is at more than 80% for the total and expected to be at 100% for the fiscal year with visible outcomes and output results.

Sustainability: the close collaboration with Rwandan institutions and partners ownership in the implementation process contributes to sustain the results, especially when direct grants are channelled through national public finance management structures and systems, such as IFMIS. While progress has been recorded in most indicator and districts, progress is uneven and sometimes remains below national average, suggesting additional support would still be required.

Agriculture

Relevance: Agriculture intervention is fully aligned with national strategies and policies and contributes to economic development; raises incomes, creates jobs, improves livelihoods, contributes to commercial balance (limits imports, raises exports), and deals with priority issues in the poultry and pig value chains. The project intervention is further connected to overall policy established by the Rwandan government in an effort to transform agriculture from a subsistence sector to a commercial, knowledge-based and value-creating sector, as described in Vision 2030, PSTA4, NST1 and LMP, all aimed at reducing poverty, achieving food and nutritional security, increasing economic growth of poultry and chicken value chains, enhancing adoption of appropriate technology, increasing exports, contributing to industrialization and employment.

Effectiveness: The project management and implementation strategies are effective; project reached 18,000 targeted value chains actors for having access to quality extension services. It has successfully contributed to the improvement of livelihoods, created employment opportunities particularly for youth and women, and contributed to poverty reduction and fighting against malnutrition in the targeted areas. However, challenges remain on better

capturing profitability and tackling the challenges on animal feed costs. Also, further structuring of the value chain actors, strengthening links / linking-up SHF producer groups with the market. Also, PRISM intervention has contributed to the reduction of stunting, but with 33% children under the age of 5 showing stunted growth, additional efforts are still necessary.

Efficiency: A relatively small project team was moving ahead satisfactorily through grant agreements at a satisfactory cost with no incidents of overspending or underspending of the budget. Various approaches utilized, and effective coordination of stakeholders have produced the expected results and allowed a synergy between implementing partners. Flexibility in grant modalities, and with minimum reporting requirements also saved the project management time.

Sustainability: Project is implemented through Rwandan institutions – involving RAB and MINAGRI as implementing partners – contributing to sustainability and ownership. Activities have been undertaken to organise and structure pig and poultry value chains training a large number of SHF producers and supporting the development of national level associations (RPIA, RPFA, RCVD). However these efforts need further consolidation to allow long term sustainability, integrating beneficiaries in a sustainable way in the market, assuring a living income and decent jobs. There is a good indication of replicability of project approaches in other areas, for example a model of private vets will be extended to additional new districts, while private vets get additional room to provide service and contribute to sector development. However, Agriculture is a vulnerable sector, due to global market volatility and climate change. Project started integrating climate smart agriculture approach in development of value chains to increase the resiliency of the communities to the adverse effects of climate change.

Urbanisation - UEDI

Relevance: The project has remained consistent with national and local policies and priorities and still in line with expectations and needs of beneficiaries. The project has tirelessly worked with ministries, line agencies and districts to work towards achieving NST1 (economic transformation and vision 2050) objectives. For instance, contributing to a) 1,500,000 (214,000 annually) decent and productive jobs. b) accelerate sustainable urbanization from 18.4% (2016/17) to 35% by 2035. In close partnership with LODA, MINIMFRA, RHA, NIRDA, BRD, RSB, districts and others the project adheres to local policies and priorities. Project partners take much control of the implemented activities. The activities are integrated in district performance contracts –Imihigo-, a reliable tool to recalibrate performance at central and district level. This enables district and partners to be more committed and accountable for their activities. Regular meetings are held with partners to follow up the implemented activities and take corrective measures going forward. Project beneficiaries needs and expectations are heard. During the kick-off of the project in baseline evaluations direct and indirect beneficiaries were consulted to listen to their views and feedback regarding what they expect from the project.

Effectiveness: The Project results are for the most part on the way to be fully attained and contribute to the achievement of the expected outcomes. In regard to outcome intervention one, “sustainable and resilient urban development is enhanced in district of Rubavu, Musanze and Rwamagana”.

The Project is still on track to achieving most outputs, outcomes and goals by December 2023, with the exception for the 2 infrastructures, the markets Musanze and Rwamagana that will be completed by the end of the portfolio. However there is still information missing on impact and some of the indicators to still be captured by the end of the project.

Efficiency: The resources of the Portfolio have been effectively converted into results within the fixed deadline, demonstrating sound economic management.

Achievement of all results: All the intended results have been achieved as planned. This indicates that the allocated resources were effectively utilized to meet the desired outcomes and targets of the Country Portfolio.

Completion of planned activities: The planned activities within the implementation were successfully carried out. This suggests that the resources were appropriately allocated and utilized to execute the necessary tasks and actions outlined in the project plan.

Increased budget allocation: During the implementation, the budget for activities was increased by transferring funds from general means and attracting new external funding sources. This proactive approach allowed for additional financial resources to be secured, ensuring that the necessary activities could be adequately funded and executed.

Flexibility in approach: Throughout the implementation process, a flexible approach was maintained. This flexibility enabled the project team to effectively respond to unexpected challenges, surprises, or changes that are inherent to any project. By adapting and adjusting strategies and plans as needed, the resources were optimally utilized to overcome obstacles and ensure progress towards the desired outcomes.

In summary, the resources within the Portfolio have been economically converted into results within the fixed deadline. The achievement of all planned results, successful completion of activities, increased budget allocation, and the application of a flexible approach have all contributed to the efficient utilization of resources and the successful delivery of the project objectives.

Sustainability: Ensuring the long-term preservation and reproducibility of the benefits generated by the Portfolio requires careful consideration of sustainability factors. The following elements demonstrate the efforts made to promote sustainability within the portfolio:

Participatory approach and collaboration with institutions: The inclusion of a participatory approach within the portfolio and close collaboration with relevant institutions are crucial elements for achieving sustainability. By involving stakeholders in the decision-making process and actively engaging with institutions, the portfolio ensures that the benefits generated are aligned with local needs and priorities. This collaborative approach enhances ownership and creates a foundation for long-term sustainability.

Importance of follow-up projects: While the Portfolio has made significant progress, it is acknowledged that sustaining the benefits beyond the implementation period requires additional measures. Recognizing this, it is recommended that a follow-up project be implemented to consolidate and build upon the achievements made thus far. A longer-term project duration, exceeding the initial five-year period, would allow for the establishment of sustainable practices and the consolidation of progress.

By emphasizing a participatory approach and close collaboration with institutions, the Portfolio has taken important steps towards ensuring sustainability. However, the need for a follow-up project that extends beyond the current implementation period is recognized as essential for building long-term sustainability. This extended timeframe would allow for the solidification of sustainable practices and the continued realization of benefits in the future.

Public Financial Management (PFM)

Relevance: The relevance of the PFM intervention is **scored A** because it is aligned and anchored in the national policies/strategy such as the National Strategy for Transformation (NST-1) and the PFM Sector Strategic Plan covering the period 2018-2024 as well as in the Belgian strategy and support Rwanda's socio-economic transformation through effective and accountable public finance management. MINECOFIN has confirmed the PFM sector to be a unique crosscutting sector and enabler to ensure success of other sectors of the economy, so in this respect the intervention is very relevant for the beneficiaries. The use of a basket fund as implementing modality has reduced transaction costs and allowed for efficient policy dialogue.

Effectiveness: All the initial disbursements were made on time. An internal reallocation allowed to meet the beneficiary's additional requests for funds that will be disbursed before end 2023. All the Enabel's PFM three results areas (IFMIS and PFM ICTS, PFM Systems and Subnational resource mobilization) and annual targets remained on track and responding to the needs of the targeted beneficiaries and the outcomes are still expected to be achieved as planned. Thus, effectiveness of PFM intervention is **scored A**.

Efficiency: Overall, the Rwanda Public Expenditure and Financial Accountability Assessment (PEFA 2022) confirmed good progress made by the GoR in PFM sector. The implementation of PFM intervention through the country PFM structures and system such as IFMIS and e-

procurement as well as the strong quarterly monitoring and evaluation framework assures timely achievement of planned results.

Sustainability: The central government PEFA 2022 indicated that the commitment to the continuity and sustainability of PFM reforms is demonstrated at the highest political level, example is the quest to fight corruption and enhance transparency across the public sector. A framework for coordination between the Government of Rwanda and its development partners for PFM reforms is in place through the revised Memorandum of Understanding dated 5th November 2021. Going forward, the Rwandan Ministry of Finance and Economic Planning (MINECOFIN) has already confirmed the PFM sector to be among its top key priority for the future NST2 to achieve vision 2050 targets. PEFA has further confirmed the need for continued reforms including a focus on areas such as climate and gender budgeting. Government has requested current basket fund DPs, Belgium and Germany, to continue with the PFM basket fund, with a prospect of other DPs joining this modality, although this not yet confirmed. As a result, PFM as a transversal theme is included in the next Country portfolio but for the time being and until continued funding of the sector is fully confirmed the sustainability of the PFM intervention is **scored B**.

1.3.2. Assessment of Country Portfolio performance

	Relevance	Effectiveness	Efficiency	Sustainable
Country Portfolio	A	B	A	B

The assessment is based on the assessments of the different interventions, which rank high or high or high in most of their dimensions. Effectiveness is ranked B due to the need to ascertain and confirm the social and economic impact of the interventions, some limitations on the contributions to gender. Sustainability is also ranked good, in line with the expected/proposed continuation and consolidation of the sector interventions in the proposed new portfolio.

1.3.3. Priority themes

1.3.3.1. Gender

The gender transversal theme has been effectively integrated within the portfolio, incorporating several elements to promote gender equality and empowerment, with **necessary improvements** previously identified (MTR, previous annual report). This will include the development of a more formalised gender strategy for all sectors in the new portfolio, working also in support national authorities and specifically the Gender Monitoring Office. A new dedicated gender expert already contracted and funded under the consultancy fund for that purpose.

Health. The health portfolio is fully in line with the ‘She Decides’ priorities. The entry points are (i) universal access to Family Planning (including for adolescents) (ii) equitable access to quality Maternal, Neonatal and Child Care, (iii) the development of a life-cycle Sexual and Reproductive Health model including SGBV, teen-age pregnancies and drug & substance abuse, using a comprehensive approach with a particular attention to social reintegration. Civil society organizations support stronger awareness raising and involvement of men in, but also the reinforcement of the patients’ voice in the health system.

Urbanisation. The portfolio has implemented initiatives to ensure equal participation and representation of women in decision-making processes and project activities. This includes engaging women in the planning, implementation, and evaluation stages of infrastructure projects, allowing their voices and perspectives to be heard. Furthermore, the portfolio has

prioritized the inclusion of gender-sensitive indicators and targets, ensuring that the specific needs and priorities of women are considered and addressed. By integrating these elements, the intervention strives to create an inclusive and equitable environment, where women can actively participate, contribute, and benefit from the portfolio's initiatives. The gender transversal theme within the project included a specific focus on women and teenage mothers in the TVET workplace learning programs. Targeted interventions were designed to provide them with opportunities for skills development and economic empowerment. The TVET workplace learning programs actively sought to engage and support women and teenage mothers, ensuring their inclusion and participation in vocational training. In order to prepare them for workplace integration, around 210 WPL trainees of the 4th batch have been trained on Adolescent Sexual and Reproductive Health (ASRH) where topics like gender-based violence (GBV), drug abuse and many others were addressed. ASRH sessions help trainees, especially females to have self-confidence and to display professional attitudes and behavior during the internship and employment period. By tailoring the programs to their specific needs, the portfolio aimed to break down barriers, empower these individuals, and enhance their employability.

Agriculture. As previously noted, while having included gender disaggregation and gender targets, the issue of Gender is not considered to having dealt with in a satisfactory enough way in the agricultural interventions, which should go beyond setting quotas and measuring proportions of beneficiaries and look into structural gender barriers in the target sectors. This will be addressed with the support of the new gender focal point and in the context of a formalized gender strategy in the new portfolio.

PFM. Not explicitly targeted in the current intervention, gender budgeting has been recommended in the recent PEFA 2022 report and will be one of the focal areas of support in the new portfolio.

1.3.3.2. Private sector

Private sector development is included as specific objectives under the agriculture and urbanisation interventions and have been complemented by the Decent Work portfolio (which is the subject of a separate report). Mainstreaming has mainly taken in in that context.

Agriculture/PRISM is targeting both SHFs and medium and large-scale SMEs, supporting the transition of SHF farmers from traditional to market-oriented farming systems, linking them up with medium and larger-scale SMEs using the contract farming / productive alliance approach. In this approach, small and medium (SME) enterprises ensure the role of lead firms and innovators in the poultry and pig value chains.

During the reporting period, in understanding the role of the project intervention to private sector development, the agriculture PRISM project carried out an outcome assessment to the supported 80 private value chain actors, the results of which show that production, sales, income, and quality have been considerably improved. For example, exports have increased from 5000 to 20,000 Kgs of chicken products on the sampled companies. While the other statistics to show the change and give conclusion will be obtained from the planned impact assessment of project.

The Evaluation of the integration of decent work in the development of agro-value chains undertaken by the Federal Public Service Foreign Affairs, Foreign Trade and Development Cooperation, included a critical remark on the access to finance tools used under PRISM: *“using loans with large grant elements that benefit only a small number of businesses, without thinking about mechanisms to replenish or make the funds more sustainable”*. While potentially accurate, the access to finance instruments used and notably the lack of replenishment/revolving elements were -in spite of the project team aspirations- forced by the constraints of the legal Belgian framework and notably the need to ensure all disbursements take place withing within the -limited from business and financial point of view- life time of the portfolio.

Under the **urbanisation intervention**, support to private sector has taken place especially in the Made in Rwanda (MIR) construction sector with a geographic priority focus on the districts of Rubavu, Musanze and Rwamagana. As result of support given to the companies in MIR sector, more than 2400 off farm jobs were created with a 40% of women. More than 3000 temporary jobs were created through the infrastructure construction of the project and other jobs still to be quantified were created through the WPL activities.

The Social protection portfolio started a specific research project with IPAR and HIVA on **Promoting Decent Work in Micro, Small and Medium sized Enterprises**, this research will support the PSD components to better streamline decent work in their respective programs.

1.3.3.3. Accountability

One of the specific objectives of the PFM intervention (Result 2) includes **increased compliance with PFM systems and International Accounting & Auditing Standards**. The result 2 focused on the strengthening of internal audit function and external oversight (Office of Auditor General and Parliament) on government spending as well as the implementation of accrual-based International Public Sector Accounting Standards (IPSAS) blueprint (2018-2024).

For this fiscal year 2022/2023, the reported Government expenditures were audited at 95% from 91.1% audited last fiscal year and 53% of audited institutions got unqualified opinions on compliance with laws and regulations to realize Value for Money. This shows a positive trend in the overall level of accountability and transparency over the reporting period. (OAG, 2023)

1.4. Synergies and complementarities

1.4.1. Synergy and strategic consistency of the Portfolio

In this matter, the MTR indicated: *“The overall approach of the various interventions and related sectors is coherent. (...) At the portfolio level, however, there are few links between sectors and more synergies could have been sought between sectoral interventions.(...) However, this situation raises the question of how far coherence should be sought at the level of a development partner’s portfolio. Indeed, it appears preferable and more in accordance with alignment principles to seek coherence beyond Enabel’s own portfolio taking a global view of national development efforts and how Enabel helps ensure national strategies are implemented satisfactorily.”*

While subscribing to the findings of the MTR, and indicating that synergies between portfolio interventions are permanently explored (e.g. including cross-cutting themes of the health programs - ASRH, GBV and drug abuse- in the student trainings undertaken by urbanisation program), most efforts for increased coherence and synergies has been devoted to the design of the new portfolio.

Although not directly within the Portfolio, and as recommended by the Special Evaluation of Decent Work on Value Chains, synergies will be established with the Social Protection intervention also implemented in Rwanda and its expert project team in internalising and integrating elements of the Decent Work agenda in the different interventions.

1.4.2. Synergy and complementarity with third-party projects

Health. KWIGIRA project. This EU funded project, which builds on the actions funded by Belgium and partnerships with ARES (Académie de Recherche et de l’Enseignement Supérieur) via ULB (Université Libre de Bruxelles), started its implementation in 2022. Its main objective is to enhance business environment and attractiveness of Rwanda for pharmaceutical investments and to improve access to quality vaccines, medicines and health technologies in Africa.

As such the project is complementary of the health portfolio interventions. This complementarity will be perceived only on the medium term at health outcomes/impact level and it is making from the outset a very positive contribution to Belgium Rwanda Government cooperation and partnerships, as it replied to the significant gaps exposed by the COVID19 pandemic in Africa and builds on existing portfolio partnerships with the Ministry of Health and other Rwandan partners, such as the University of Rwanda, but also Team Belgium actors such as the Institute of Tropical Medicine and Belgian Universities.

The Kwigira project work is also a good example of Team Europe Initiatives, with other EU Member States (Germany, France, Sweden, Denmark) and companies (Biontech) and USAID actively working in the support to the sector.

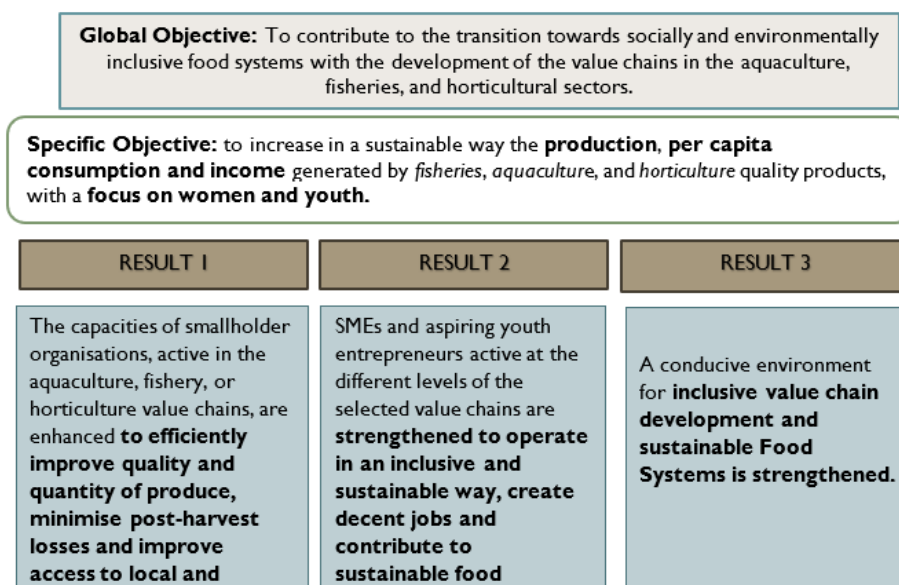
Agriculture: Kwihaza project

In March 2023, Kwihaza Project was officially launched jointly by the Ministry of Agriculture and Animal Resources (MINAGRI), the Delegation of the European Union, the Luxembourg Development Cooperation Agency (LuxDev) and the Belgian Embassy and Enabel.

This 4-year program (2023-2026) will develop the value chains in the aquaculture, fisheries, and horticulture sectors. It is funded by the European Union and Luxembourg for EUR 10 million and EUR 5.5 million respectively.



The Kwihaza project aims to promote the consumption of healthy and sustainably produced local food and increasing households' income and contribute to sustainable food systems in Rwanda with the following intervention logic.



The project is complementary with the bilateral agriculture program, with which it shares approaches, objectives and results (e.g. increase producers income, access to animal feed,

regulatory capacities, value chain development and access to finance). The program amplifies the impact and results that exist in the agriculture intervention and future portfolio.

Forestry & Agroforestry

Also, in complement to the portfolio interventions, Enabel is implementing 3 interlinked projects aiming at transforming Eastern Province through adaptation to climate change and evidence-based programming. These interventions are aligned with the United Nations 2030 Agenda for Sustainable Development (SDGs 5,13 and 15). Important contributions to SDGs 1,2,3,5 and 10 will also be made.

Transforming Eastern Province through Adaptation (TREPA Project). This project is funded by the Green Climate Fund funded and implemented in partnership with Ministry of Environment, Rwanda Forestry Authority (RFA), International Union for Conservation of Nature (IUCN), ICRAF, World Vision Rwanda and Cordaid. The overall objective is to increase the pace and scale of agroforestry-based restoration of degraded agricultural land and sustainable use of biomass energy, with associated improvements of land health, livelihoods and poverty reduction.

It is expected that forest and landscape restoration activities will positively affect the agriculture interventions through regulation of the hydrological cycle and increased groundwater resource availability.

Reducing vulnerability to climate change through enhanced community-based biodiversity conservation in the Eastern Province of Rwanda (COMBIO Project)

COMBIO is a SIDA funded project aiming at climate change mitigation and adaptation of ecosystems and population in the Eastern Province of Rwanda through enhanced community-based biodiversity restoration and conservation of protected and productive landscapes, while contributing to the green economy development. The project is being implemented in partnership with the Ministry of Environment, Rwanda Forestry Authority and IUCN.

It is foreseen that this project will complement Enabel's portfolios especially in decent work creation through Biodiversity Conservation-Based Local Value Chains Development as well as future agriculture interventions in e.g. beekeeping.

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. (DeSIRA Agroforestry Research Project).

Designed to increase the pace and scale of agroforestry-based restoration of degraded agricultural land and sustainable use of biomass energy, with associated improvements of land health, livelihoods and poverty reduction, this project is funded by EU and being implemented in partnership with the Ministry of Environment, IUCN and ICRAF.

Under this project, Enabel has also funded the design of 2 prototypes of Improved Cooking Stoves (ICS) with high efficiency and very low Greenhouse Gase Emissions. This contributes to Health outcomes by reducing indoor air pollution. The target is to disseminate ICS to 100,000 rural poor households in the eastern Province of Rwanda by 2027.



Photo: Mobile Improved Cooking stoves prototypes designed under DeSIRA project (Left: Mobile ICS ; Right: Fixed ICS).

1.4.3. Other synergies and complementarities

Health Baramé

GIZ: To enhance partnership and synergy for effectiveness and efficiency, Baramé project collaborated with GIZ to increase the community knowledge on GBV and to improve the services provided to GBV victims while applying the human centered approach.

Rwanda heart foundation: to integrate the early detection of congenital heart disease in the mentorship program.

Urbanisation. A new complementary grant to LODA under the Urbanisation program is under preparation with funding from the **Brussel Région Capital** to be implemented in Musanze. The grant will have a budget of 1,4M€ to implement climate resilient infrastructures.

KWIGIRA Project

GIZ: To strengthen partnerships and synergies for effectiveness and efficiency, The KWIGIRA Program is collaborating with GIZ to support Rwanda FDA's digital transformation and to enhance laboratory infrastructures for teaching practical skills in the M.Sc. in Biotechnology.

EU Twinning under MAV+: To improve the number of people trained by the EU funded intervention and to increase their knowledge and/or skills (disaggregated by sex and age).

ARES (Académie de Recherche et de l'Enseignement Supérieur) via ULB (Université Libre de Bruxelles): to develop the curriculum and implement the MSc and PhD programs in Biotechnology.

SCIENSANO: To train and build competencies of Rwanda FDA staff in quality assurance techniques for vaccines and for pharmaceuticals.

Kwihaza project

In the implementation of the interventions on aquaculture, the project aims to collaborate with other development partners intending to support the sector (USAID, Feed the Future initiative Orora Wihaze and Kugahara W...Amasoko, as well as Koica Intervention don't remember the name, Gatsby UK, and FAO). A Memorandum of Understanding has been signed between Enabel and the Hungarian University of Agriculture and Life Sciences, including support to the feed, seed segments, technical training and introduction of climate-smart technologies.

Wehubit. Funded by Belgium and partly the UE and implemented by the Brussels office, supports public and non-profit innovation projects as a vehicle for accelerating inclusive and sustainable development, reducing inequalities and empowering people in Enabel's partner countries. In Rwanda three projects have benefited from project funding: 1. under [Decentralised decision room - Planning decision support system](#), a grant to the Ministry of Infrastructure, the Ministry of Infrastructure (Mininfra), supported the upgrading of decision

rooms and developing an Urban Dynamic Map (UDM) in 5 cities: Muhanga, Bugesera, Rwamagana, Musanze, and Rubavu. The program is directly complementary of the Urbanisation program. 2. The [Scratch 2050 project](#)



intended to specifically equip ICT and STEM teachers from all secondary schools in Kayanza district with the competences needed to initiate and facilitate after-school Scratch (a simplified user friendly coding software) coding clubs for secondary school learners, and to integrate it into ICT and STEM lesson plans. 3. *Digital Content Enhanced STEM Education*. The University of Rwanda has established mini mobile multimedia systems and related infrastructure, managed by technical/instructional designers, in six campus running STEM academic programmes. 90 academic staff teaching in STEM programs will be capacitated in instructional design and online pedagogy to create e-learning material. 600 students selected from STEM Programs will be trained on EdTech solutions and sensitised on the availability of interactive digital contents for their modules. Finally a Closing event/workshop of Wehubit took place in Kigali in September for all grantees and projects, and included a 1/2 day session to create synergies with Rwandan digital partners (photo/news cut of the event above), some of which in portfolio interventions, helping raise Belgium's "digital profile" in the country.

RESICODI. Funded by the EU and implemented by and implemented by the Brussels office (with a Rwandan based team reporting to them), the Overall Objective of the Action is to mitigate the impact of the COVID-19 pandemic in the Eastern, Southern Africa and Indian Ocean Region, including some activities in Rwanda. Specific objectives include 1) Digital solutions to foster quality and continuation of education services are improved, ii) Digital solutions to foster quality and continuation of TVET and education services are improved, iii) Digital solutions to foster quality and efficiency of health services are strengthened. Now on its closing phase, the project helped step up pertinent support the country during the pandemic and has synergies health and with the TVET trainings provided through the portfolio.

1.5. Risk management

Health Barame

Risks	Mitigations
Weak data records and interpretation for some indicators for timely and effective evidence- based decision-making	Strengthen the use of the existing system and capacitate the users
Insufficient planning & tendering capacity at district level to tailor their plan according to specific needs	Collaborate with National institutions to train and coach district's procurement, planning and financial staff Encourage using existing framework contracts
Not (fully) functionality of some of the built infrastructure to address problems of accessibility (lack of staff, equipment, and commodities)	Continue to advocate for staffing, equipment, and commodities
Limited collaboration of faith-based health facilities for interventions related to modern family planning and to SRH to adolescents	Target public and private health facilities. Ensure renovated health posts provide FP services and work with catholic NGO (Caritas) to provide orientation to the SPH to receive FP services
Financial sustainability of the mentorship	Develop policy brief and share with the

program. Maintenance of equipment when program ends.	government lessons learnt and best practices. Support and encourage the development & upgrade and the use of the digitalized equipment maintenance system (MEMMS)
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Agriculture

Risks	Mitigations
The geographical situation of Rwanda as a landlocked country and the structure of its agriculture sector (small and often sloping plots) combined with a negative cereal balance are leading to high cost of animal feed and affecting the profitability and bankability of the business plans of the pig and poultry value chains actors, particularly those producing eggs. Due to the unexpected global market disruption, shortages and prices of animal feed will continue to increase which may affect the business of value chains actors	The project is working with partners including RAB, MINAGRI and feed manufacturers to find alternative solutions, by i.a. joint acquisition of ingredients and investing in stocking capacity of soybean and maize ingredients and explore other solutions that could lower the price of feed in the long term. A grant is signed with MINAGRI to increase the capacity of National grain reserve, while a feasibility study of the animal feed industry, in order to understand how it functions and its challenges (storing capacity, cash flow limitations, other), will be carried out. It has been agreed with MINAGRI to collaborate on the development of a medium long term animal feed strategy
Slow absorption of access to finance funds. Budget risk was identified on Interest Rate Subsidy (IRS) grant for BRD that all grants' amounts will have not been committed at the end of 31st December 2023. The IRS became only operational in the 2nd quarter of 2022 and the startup phase (communication en training of partner IFs on its use) of the Facility took quite some time .	BRD has been granted an extension of IRS facility for additional 6 months (January to June 2024) to enable BRD to disburse all project-committed funds. Measures taken by implementing partners NIRDA and BRD to capacitate, disseminate intermediary financial actors and potential beneficiaries, continued monitoring of operations and absorption
Side selling by the cooperatives, beyond the OSC contracted buyers, that can reduce the amount of grain delivered to animal feed companies, impacting on the economic and financial autonomy of the company	OSC is trying to build confidence among adhering cooperatives and to deal – while taking into account market dynamics / conditions – to offer competitive prices and appealing paying conditions to members (quick payment to farmers) to reduce as much as possible side selling

Urbanization

Risks	Mitigations
Workload of districts staff don't allow them	Strengthen NTAs visit of the works to

to sufficiently assure the supervision of the works	support the districts.
Works finished at the end of the project not allowing good operation & ligation of the building	Bridge with next intervention and define exit strategy when needed
Difficulties in the placements of Trainees in the companies for the WPL	To increase work with private sector associations to promote WPL
To finalize GCE guidelines and not having them owned at political level.	To reinforce collaboration between MOE, Nirda and Minicom to envelop ownership.

Public Finance Management

Risks	Measures
Limited financial resources to finance the PFM-SSP and limited number of Development Partners (DPs) in the PFM basket fund	The Government in collaboration with Belgium co-chair have started the mobilization of other DPs to continue funding and/or join the Basket funding mechanisms
Limited availability and technical capacities within the development partner group for engagement in substantive policy dialogue on PFM reforms at strategic and thematic levels.	Continue/reinforce synergies with other partners included Team Europe for increased policy expertise.
Challenges/underperformance in design and implementation of the fiscal and financial decentralization policy	The fiscal and financial decentralization policy is tabled in the PFM policy dialogue to ensure performance of the sub sector

2. Budget monitoring

Cumulative Performance Vs Total Budget for the period up to 30 June 2023

	Total Budget	Actual 2019-2020	Actual 2020-2021	Actual 2021-2022	Actual 2022-2023	Total Actual	Remaining Balance
Health	45,000,000	8,195,280	7,889,528	10,488,291	12,838,869	39,411,969	5,588,031
Baramé	18,000,000	1,844,775	3,439,407	4,436,037	5,828,913	15,549,132	2,450,868
Result Based Financing	27,000,000	6,350,505	4,450,121	6,052,254	7,009,957	23,862,836	3,137,164
Agriculture	30,000,000	6,502,236	11,878,290	4,518,007	4,862,358	27,760,890	2,239,110
MDTF - PfoR	14,500,000	5,400,000	9,100,000	0	0	14,500,000	0
PRISM - Modern value chain	7,650,000	517,679	1,813,044	1,306,000	2,360,779	5,997,501	1,652,499
PRISM - SHF	7,850,000	584,557	965,246	3,212,007	2,501,579	7,263,389	586,611
Urbanisation	28,000,000	1,930,746	3,933,764	5,966,984	10,357,057	22,188,552	5,811,448
UEDI - Infra	20,301,370	1,275,000	2,809,328	3,620,566	8,177,770	15,882,664	4,418,706
UEDI - MiR	7,698,630	655,746	1,124,436	2,346,418	2,179,288	6,305,888	1,392,743
Expertise	8,449,000	935,098	1,672,781	1,784,194	1,685,035	6,077,108	2,371,892
Management & expertise	8,449,000	935,098	1,672,781	1,784,194	1,685,035	6,077,108	2,371,892
PFM	5,487,000	500,000	1,500,000	2,000,000	869,582	4,869,582	617,418
PFM basket	5,487,000	500,000	1,500,000	2,000,000	869,582	4,869,582	617,418
Study Fund	3,064,000	275,909	323,704	1,132,620	295,777	2,028,010	1,035,990
Studies and consultancies	3,064,000	275,909	323,704	1,132,620	295,777	2,028,010	1,035,990
Portfolio 2019-2024	120,000,000	18,339,268	27,198,067	25,890,096	30,908,679	102,336,110	17,663,890

Cumulative Performance Vs Financial Planning for the Financial Year 2022-2023

	Actual FY 22 23	Planning FY 22 23	Variation
Health	12,838,869	16,544,231	-3,705,361
Baramé	5,828,913	4,830,714	998,199
Result Based Financing	7,009,957	11,713,517	-4,703,560
Agriculture	4,862,358	4,466,974	395,384
MDTF - PfoR	0	0	0
PRISM - Modern value chain	2,360,779	2,438,828	-78,049
PRISM - SHF	2,501,579	2,028,146	473,433
Urbanisation	10,357,057	10,909,525	-552,468
UEDI - Infra	8,177,770	9,280,280	-1,102,510
UEDI - MiR	2,179,288	1,629,246	550,042
Expertise	1,685,035	1,523,645	161,389
Management & expertise	1,685,035	1,523,645	161,389
PFM	869,582	869,476	106
PFM basket	869,582	869,476	106
Study Fund	295,777	480,891	-185,113
Studies and consultancies	295,777	480,891	-185,113
Portfolio 2019-2024	30,908,679	34,794,742	-3,886,063

Comments on pending financial challenges and budget modifications

Urbanisation – UEDI

Project is on track: actual execution is on 79% and commitments are on 97% and are realistically feasible. Only challenge is that the 2 remaining infrastructure projects (markets of Rwamagana and Musanze) will be finishing Q2 2024. This extension was approved by the steering committee. Musanze market has to now go through an unexpected relaunching tender process after the contractor abandoned the site. That might bring some additional delays.

PFM. Until end of the fiscal year 2022/23, Enabel PFM Intervention has made four disbursements equivalent to 4,850,000 EUR to MINECOFIN which is equivalent to 100% based on initial financing agreement signed in 2019. An additional budget request to cover part of the identified financial gaps in the sector was approved through an addendum No 1 to the initial grant agreement equivalent to five hundred eighty-seven thousand Euros (€ 587,000).

3. Adaptations made to the Country Portfolio

Following the meeting between the Embassy, Minecofin and Enabel in August 2023, savings made on expertise budget of the current portfolio 2019-2024 were discussed, the savings resulted from early departure of some staff. The following and proposals were made and approved. They include;

- Reallocation of five hundred thousand Euro (€500,000) from expertise budget to the construct of Rwamagana Market urbanization intervention.
- Finance some studies with available savings on the expertise to support timely operationalization of the new program such include the Agricultural value chain assessment in bee keeping.

During the fiscal year 2022/23, the PFM grant was increased (€587,000), at MINECOFIN request to continue implementing sector priorities, reallocated from the Study Fund and regie budget lines for external reviews and audits.

4. Lessons learned

4.1. Lessons learned of an institutional, strategic or organisational order

The Mid-Term Review of the current portfolio 2019-2024 in Rwanda identified the following lessons at portfolio level for which we indicate how these have been integrated.

- Direct management (“Régie”) by Enabel is efficient but needs to be undertaken in a spirit of joint management. Efforts are continuously undertaken to involve partners in processes to ensure ownership.
- Implementation through direct funding of local institutions through grants is effective and efficient. We confirm the suitability of implementation modalities under the portfolio.
- Basket funds are an efficient influence leveraging strategy. Together with our Government partners, we are sensitising other partners to join the PFM basket fund as part of our work as co-chairs of the PFM sector groups as well as other partners, e.g. Team Europe.
- Time is needed to consolidate socio-organizational aspects of an intervention. Mindful of this recommendation it has been proposed to continue work in the same sectors in the new portfolio. Lessons learned per sector mentioned below have also been integrated in the new design.

4.2. Health

- Combination of program implementation modalities had a positive impact to overcome some challenges and management of emergencies.
- Top-down and bottom-up learning experience sharing between central et decentralized levels contributed to adjust initial plans.
- Regular quality improvement meetings and documentation of interventions led to improved quality of health care services at health facilities.
- Addressing national challenges in the RMNCAH response requires a reinforced evidence-based approach, addressing root causes and joint planning across the continuum of care and between sectors to address socio economic determinants.
- Investing in Adolescent sexual and reproductive health including gender-based violence and drug abuse and teenage pregnancy is very relevant to ensure the country's future.
- Decreasing teenage pregnancies promoting ARSH services is a complex issue, requiring proximity and acceptability of services, through a multisectoral approach, and a focus on most vulnerable groups.
- Effective demand creation of health services requires overcoming socio-cultural barriers by collaborating closely with local leaders and other gate keepers, in particular for sensitive issues including FP, ARSH and GBV.
- Insufficiency of medical personnel leads to overload of health care providers, associated with subsequent consequences including loss of lives, poor infection control among others.
- Extra efforts needed to be made at the level of maintenance of existing equipment to avoid the high number of non-working equipment's. The relatively small market, with limited numbers of local suppliers, donor procured materials, leading to differentiation of brands and types of material, further complicate the development of long-term maintenance plans and sufficient stocks at hand.

4.3 Agriculture

- The access to finance/IRS facility was initially programmed for an operational period of 2 years, but start-up phase took quite some time. Consideration of time constraints for new financial product awareness and adoption must be considered when designing new financial actions.
- Increased sourcing of local maize and soybean to produce animal feed – even if yields are increasing and production is extending - won't assure affordable animal feed, as the already existing gap in the cereal balance is constantly widening with population growth. Affordable animal feed ingredients can only be assured through a series of measures of which imports from neighbouring countries are an essential element. Only a joint effort of key stakeholders can bring a solution to this problem.
- Having said this, the pig and poultry have considerable resilience and are resisting rather well to the considerable increases in feed prices. While growth during the past fiscal year was estimated at 3,85% for pig production, the estimated growth in poultry sector was more modest at a level 1%. These estimated growth rates are corresponding to what we observe in the field: due to inelastic demand curve egg production is highly sensitive to the cost of animal feed. As animal feed costs rise producers, particularly small egg producers, seem to retreat from business.

- A further lesson learnt and to be considered as a recommendation for the future agriculture portfolio is the need for improved data collection by our main partners, MINAGRA and RAB, particularly collection of impact and outcome data – data on the evolution of productivity, production, cost and income, overall growth data of the sector.
- While technical trainings through L-FFS groups were very successful, it has become evident that overall success of smallholder professionalisation can be considerably enhanced by additional BDS training to improve economic and financial skills;
- The occurrence of floods and landslides confirms the pertinence of choice of integrating climate smart agriculture in the development of value chains of priority, so as to increase the resiliency of the communities to the adverse effects of climate change. However, there was no concrete specific environment or climate change actions have put in place so far.

Strategic orientations and recommendations

The following elements are considered strategic orientations / recommendations and have been used in the formulation of the new agriculture portfolio.

- Support the development of an affordable animal feed strategy. The portfolio's agriculture sector intervention will contribute to the development of an animal feed strategy. Especially joint sourcing and stocking will need combined efforts of all stakeholders involved in pig, poultry and aquaculture sector and considerable means. An animal feed strategy should pave the way for this joint action.
- PRISM I has contributed considerably to the technical and economic strengthening of value chains actors at all levels of the pig and poultry value chains. Economic strengthening was concentrated on a smaller beneficiary group. Smallholder farmers have been organised in around 300 L-FFS producer groups. To consolidate their functioning and integration in the market, the next program will have to work on improving the structuring of these actors, organising them in larger units, facilitating aggregation of input delivery and production, using different approaches: organising them in larger producer groups / cooperatives or even services companies or linking them up to larger value chains actors e.g. processors through productive alliances.
- Links between local level organisations, such as LFFS or cooperatives, and national organisation like Rwanda Pig Farmers Association (RPFA), Rwanda Poultry Industry Association (RPIA) appear weak. National level organisation / platforms will need to provide tangible services organising access to inputs, providing market information, technical assistance and financial services in collaboration with IFs. RPFA and RPIA will need to increasingly assure the availability of these services at district level
- Economic data collecting, mapping / structuring of beneficiary groups / definition of beneficiary categories / development of beneficiary specific support tools / gross margin and cost-benefit analysis per category - beneficiary group / quantification of investments to be initiated / improved.
- Defining more clearly different types of producers: small, medium, large but also their market orientation (DRC, Kigali...) or their varied livelihood strategies (many pig or poultry farmers develop a wide set of additional activities, including other types of livestock production (goats, sheep, cattle....) could help better adjust the support provided and increase its coherence.

- Only a small portion of LFFS members master economic/financial calculations well at this stage of the project implementation. Building capacities in cost-benefit analysis will need more attention to empower beneficiaries and develop their entrepreneurial capacities.
- PRISM I supported the development of processing capacity and value addition of pig and poultry products. Consolidation of these efforts will be continued, extending availability of quality meat products, using producer groups inclusive business models.

4.4. Urbanisation

- Regular meetings held by LODA, Enabel, UEDi and districts on infrastructure projects have proven to be key in resolving challenges and pending issues.
- Districts need to have clear planification of the missions on site to better organize their availability. Staffs are overwhelmed and not always available when requested.
- Districts and partners need to commit to do Umuganda/public works on infrastructure/roads maintenance.
- Collective efforts of private holders in modern market a case of Musanze handcraft center could be reliable lasting solution to maintaining, operationalizing markets.
- Community engagement in project is a gateway to nurture ownership and sustainability of project activities.
- Workplace learning is an adequate tool to increase job creation.

4.5 PFM

The following are lessons learned and recorded under PFM sector during the reporting period:

- Changing the agenda of the PFM Coordination Forum and focusing on qualitative discussions on impacts of PFM reforms has brought significant improvements and encouraged other DPs and civil society organization not directly supporting PFM, such as Swiss Cooperation and Transparency International Rwanda, to contribute substantially to the high-level sector policy dialogue.
- The PFM sector co-chair position of Enabel in the last 4 years and its hands-on experience with the use of national systems (through the national execution and grants) facilitated discussions with other DPs while mobilizing them to join the sector.

4.6 Strategic learning questions

In last year's portfolio report, and building on the recommendations of the Mid Term Review, a few "strategic" areas were noted, and for which the following progress can be recorded:

Sustainability of interventions. As explained last year, the recommendations on sustainability are strongly linked with the question for continuity. Considering that the portfolio 2019-2024 implied a shift in focus and sectors, the actual portfolio is a first five year cycle, focusing on the ambitioned results and objectives, while the ambitioned changes require a longer continued support. As a consequence, and building on Ministerial guidance and at the Rwandan partner's request, the proposed FY 2024-2029 **new proposed bilateral program**

will continue support in the same sectors, while taking into account new priorities on the two sides of the partnership and lessons learned from the interventions, MTR etc.

To **develop a more formalised gender strategy**, while building on the lesson learned of ownership and the added value of working through national authorities, Enabel has reached out to the Gender Monitoring Office, and a dedicated gender expert has been recruited for that purpose together with a consultant working on the Strategy.

Final strategic lessons and some recommendations will be integrated as a result of the **Evaluation of Decent Work in Added value chains**, including increased synergies with the Social Protection Portfolio.

5. Strategic reorientation and recommendations for Portfolio implementation

With the portfolio entering its last year of implementation, the focus will be on ensuring full implementation, full use of resources, closure and strategic learning to inform national decisions and feed-in to the start-up and implementation of the next portfolio through i.a:

- Finalisation of the Gender Strategy for new portfolio
- End Term Review with a strategic learning orientation contributing to i.a. the start up phase of the new portfolio, governance and dialogue structures, implementing modalities, aid efficiency; partnerships etc.
- Impact studies, capitalisation products on the different interventions to capture the impact, results and lessons learned from the interventions and portfolio.
- Communication/dissemination of results

Annex 1. Results Framework of the Country Portfolio

Expected Change	Indicators (verification source)	Baseline/Target
HEALTH		
General Objective: Delivery of Sexual and Reproductive Health services including FP services as well as access of Households to Health Care increase	Proportion of women of reproductive age (aged 15-49 years) who have their need for family planning satisfied with modern methods (SDG-indicator as per instruction) Source RDHS Average time to walk to a nearby health facility (RSSB)	30.9 % > 45 % 56,5 min / 50 min
Specific Objective 1: To ensure that all women, new-born, children, adolescents and men have universal access to quality integrated RMNCAH (Reproductive, Maternal, New-born, Child and Adolescent Health) and/or FP/ASRH (Family Planning and Adolescent Sexual Reproductive Health) services	Facility deliveries – percentage of births that took place at health facility – facility based information (HMIS) mCPR : utilization rate of modern Contraceptives – facility based (HMIS)	92 % > 95 % 47 % > 57 %
Specific objective 2: To ensure accessible, evidence-based, improved and innovative health services (with a special attention to sexual and reproductive health services) with increased citizens participation and engagement in development	Percentage of woman with at least four Antenatal Care (ANC) visits during their pregnancy (HMIS) Percentage of new-born with at least one Postnatal Care (PNC) visit within the first 24 hours of birth (HMIS) Citizen level satisfaction rate with services (CRC)	HMIS data per district available, increase baseline 10 % per district (Karongi + 15 %) HMIS data per district available, target increase of 10 % in low performing districts, 5 % in better performing 77,4 > 80 %
AGRICULTURE		
General Objective : Revenues for farmers' households and other private actors in the agricultural value chains increases in a sustainable manner	Rural households living below poverty line (gender disaggregated) (EICV) Annual income growth for smallholder farmers (CGE model) (EICV)	43,3 % > 21,6 % (PSTA 4 targets) Keep at 3,7 % annual growth

Specific Objective 1: Support through the MDTF the implementation of PSTA4 to promote the commercialization of agricultural value chains	Percentage of agricultural production growth measured by production volumes and fixed 2014 prices Share of agriculture land under Sustainable Land Management practices Export value (USD million) (BNR export statistics)	Annual increase of 10 % year 56 % > 83 % 378 > 537
Specific Objective 2: Develop inclusive and sustainable pig and poultry, and the related animal feed value chains in which all actors run a profitable business	Yield ton/ha soybean (FAO statistics) Production of meat products (metric tons)/eggs (thousands) by SHF (MINAGRI statistics) % of pigs produced in framework of contracts between producers and buyers	0,472 > 1,5 Pork: 19.000 > 25.000; chicken: 5.081 > 9.000; Eggs: 83.370 > 120.000. 12% > 20 %
Specific Objective 3: Attract private investment to develop a modern value chain to produce high quality products to substitute import as well as to export	Reduction of imports and increase of exports poultry, pork and animal feed products (BNR statistics) Value of investment (domestic and foreign) attracted in the poultry and pig and animal feeds value chains; Metric Tonnes of meat /eggs (thousands) produced by industrial or specialized commercial systems	Baseline 2017 reduce imports 30 %, increase exports 20 % Additional 10 M USD investments in value chains attracted; Pork meat: 76 > 2.000; Chicken: 10.634 > 14.000; Eggs: 160.000 > 220.000
URBANISATION		
General Objective: The urban infrastructure for inclusive and sustainable economic development is functional and expands further	Number of off farm jobs created (NISR, EICV, national labour surveys) Evolution of the urban poverty condition in comparison with the district poverty rate (NISR and MINECOFIN data)	2017 baseline (New data expected in 2019) 155.994 > 214.000 Rwamagana: 30% > 26 % ; Musanze: 28.6% > 24 %; Rubavu: 35.5% > 31 %
Specific Objective 1: Sustainable and resilient urban development is enhanced in the districts of Rubavu, Musanze and Rwamagana	Percentage of users satisfaction of the infrastructures built (satisfaction surveys) Percentage of citizens satisfied with their participation in decision making at Local Government levels	At least 80 % satisfaction Rubavu: 70.81%; Musanze: 64.48% Rwamagana: 78.76% Target: 10 % increase in each district
Specific Objective 2: Inclusive economic development is enhanced, especially in the	Increased employability through supported enterprises, through support to MiR and through	6.000 new jobs created in support enterprises

Made in Rwanda (MIR) construction sector with a geographic priority focus on the districts of Rubavu, Musanze and Rwamagana.	Workplace learning of TVET alumni SMEs officially registered (disaggregated for the construction sector)	Rubavu: 8,708; Musanze 8,794 Rwamagana: 5,905 - Target of 5% annual growth
PFM		
General Objective: To support Rwanda's socio-economic transformation through effective and accountable transformation	% of non-budget agencies using IFMIS for financing reporting in the previous quarter	8% (460/5464) > 100 % (5464/5464)
Specific Objective: Increase the effectiveness and sustainability of Public Finance Management systems at central and local government level	% of public entities with an unqualified audit opinion	Financial Statements 50 % > 80 % Compliance with laws 30 % > 50 % % of recommendations issued by OAG implemented 60 % > 80 %
STUDY FUND		
Specific Objective: to strengthen - through studies, consultancies and the mobilisation of expertise - the institutional and organisational capacity of public and non-governmental organisations in Rwanda linked to the priority sectors of the bilateral cooperation: health, agriculture, urbanisation and the transversal themes: gender, private sector development and accountability.	Number of studies, consultancies and expertise evaluated positively by the beneficiaries, segregated per sector and per type of beneficiary (public and non-governmental)	Target of minimum 1 study, consultancy or mobilisation per sector and per transversal team

Annex 2. Detailed district results of Health BARAMÉ

1. ANC first visit within first trimester

Progress Indicator	Districts	2019-2020	2020-2021	2021-2022	2022-2023	Target
Antenatal Care (ANC) 1 st visit in first trimester %	Gakenke	61	70	71	55	70
	Gisagara	55	67	76	78	70
	Karongi	32	36	39	43	45
	Nyamasheke	45	55	55	61	60
	Nyarugenge	35	44	43	58	60
	Rulindo	55	59	55	65	70
	Rusizi	46	52	53	58	70
	National	41	50	51	53	60

2. ANC at least 4 visits during pregnancy (%)

Progress Indicator	Districts	2019-2020	2020-2021	2021-2022	2022-2023	Target
ANC at least 4 visits (%)	Gakenke	36	55	60	50	60
	Gisagara	38	57	63	69	60
	Karongi	23	26	29	33	40
	Nyamasheke	37	40	49	58	50
	Nyarugenge	36	39	42	48	50
	Rulindo	42	45	50	55	60
	Rusizi	35	38	46	52	50
	National	34	41	45	49	51

3. Delivery at health facility/Expected number of delivery

Progress Indicator	Districts	2019-2020	2020-2021	2021-2022	2022-2023	Target
Health facility delivery %	Gakenke	72	97	103	89	>95
	Gisagara	91	86	84	98	90
	Karongi	80	81	87	100	90
	Nyamasheke	83	77	80	88	90
	Nyarugenge	142	133	154	169	100
	Rulindo	85	79	86	81	90
	Rusizi	90	87	93	99	90
	National	88	87	93	94	>90

4. % of delivery by caesarian section

Districts	2019-2020	2020-2021	2021-2022	2022-2023
Gakenke	17	20	22	24
Gisagara	16	17	20	20
Karongi	21	23	26	26
Nyamasheke	20	19	21	23
Nyarugenge	38	39	50	39
Rulindo	15	12	17	17
Rusizi	19	22	25	22
National	19	22	25	24

5. % of caesarian section complicated by infection

Progress Indicator	Districts	2019-2020	2020-2021	2021-2022	2022-2023	Target
Post caesarean sections complicated by infection (%)	Gakenke	2,0	2,9	1,8	2,2	<2
	Gisagara	4,6	3,2	2,5	1,9	<2
	Karongi	4,4	3,7	2,7	3,2	<2
	Nyamasheke	3,6	2,8	2,2	2,0	<2
	Nyarugenge	2,0	2,1	2,2	2,3	<2
	Rulindo	3,2	3,1	2,3	3,3	<2
	Rusizi	4,1	2,8	3,0	2,1	<2
	National	5,2	4,0	1,5	1,7	<2

6. Case Fatality Rate (%) for direct obstetrical complications

Progress Indicator	Districts	2019-2020	2020-2021	2021-2022	2022-2023	Target
Direct obstetrical complication case fatality rate (%)	Gakenke	0,3	0,7	0,1	0,8	<1
	Gisagara	0,2	0,4	0,4	0,0	<1
	Karongi	0,8	0,3	0,9	0,6	<1
	Nyamasheke	0,7	0,3	1,9	0,9	<1
	Nyarugenge	1,4	0,9	2,0	2,0	<1
	Rulindo	1,3	0,1	1,0	0,6	<1
	Rusizi	0,2	0,5	1,0	2,0	<1
	National	1,0	0,8	0,8	0,7	<1

7. Perinatal mortality per 1000 births per year and per district

Progress Indicator	Districts	2019-2020	2020-2021	2021-2022	2022-2023	Target
Perinatal mortality rate (per 1000 live births)	Gakenke	24.2	25.1	22.4	24,7	<20
	Gisagara	20.6	21.7	20.6	20,9	<20
	Karongi	29.6	22.9	25.7	23,6	<20
	Nyamasheke	20.8	21.3	23.2	21,6	<20
	Nyarugenge	24.5	22.1	21.2	20,6	<20
	Rulindo	20.7	18.8	22.3	18,6	<20
	Rusizi	21.3	13.7	14.0	19,7	<20
	National	24.7	24.6	23.1	16,6	<20

8. % of neonates born with birt asphixia

Progress Indicator	Districts	2019-2020	2020-2021	2021-2022	2022-2023	Target
Percentage of babies born with asphyxia (%)	Gakenke	4,9	4,7	5,1	4,5	<4
	Gisagara	6,1	5,0	4,3	3,2	<4
	Karongi	4,4	4,2	4,2	3,3	<4
	Nyamasheke	3,4	3,8	3,6	3,1	<3
	Nyarugenge	2,7	3,3	2,6	2,8	<3
	Rulindo	4,1	3,3	4,7	1,4	<3
	Rusizi	4,3	2,0	2,3	1,8	<3
	National	4,4	4,0	3,5	2,8	<3

9. Coverage (%) Post Natal Care within 24 hours per live births

Progress Indicator	Districts	2019-2020	2020-2021	2022-2023	2022-2023	Target
Post-natal care visit within 24 hours (Baby) per live births	Gakenke	92	95	95	98	>95
	Gisagara	97	96	98	98	>95
	Karongi	93	100	100	100	>95
	Nyamasheke	91	92	92	88	95
	Nyarugenge	63	66	67	69	80
	Rulindo	98	111	99	100	>95
	Rusizi	98	99	98	99	>95
	National	91	93	93	94	95

11. Coverage (%) Post Partum FP before discharge

Progress Indicator	Districts	2019-2020	2020-2021	2022-2023	2022-2023	Target
Postpartum family planning coverage %	Gakenke	51	34	35	43	60
	Gisagara	37	41	45	40	50
	Karongi	49	54	55	67	60
	Nyamasheke	37	38	42	51	50
	Nyarugenge	23	20	19	47	40
	Rulindo	69	65	68	77	70
	Rusizi	17	16	24	46	40
	National	53	56	59	67	70

12. Modern contraceptive prevalence rate women aged 15-49 (%)

Progress Indicator	Districts	2019-2020	2020-2021	2021-2022	2022-2023	Target
Modern Contraceptive Prevalence rate for women aged 15-49 %	Gakenke	58	58	65	64	65
	Gisagara	58	61	69	51	65
	Karongi	48	48	50	52	55
	Nyamasheke	44	50	59	52	55
	Nyarugenge	36	30	22	33	50
	Rulindo	59	59	62	65	65
	Rusizi	25	32	33	40	40
	National	51	53	54	54	60

13. % < 20 years attending ANC services 2021-2022 & 2021-2023

Progress Indicator	Districts	2019-2020	2020-2021	2021-2022	2022-2023
< 20 attending ANC services (new registrations) %	Gakenke	7,8%	7,9%	9,4%	8,7%
	Gisagara	6,3%	7,6%	8,7%	8,7%
	Karongi	6,5%	6,8%	6,4%	5,7%
	Nyamasheke	4,8%	6,1%	5,9%	4,4%
	Nyarugenge	5,2%	5,6%	5,5%	5,3%
	Rulindo	7,1%	9,3%	10,1%	9,5%
	Rusizi	4,8%	4,5%	4,6%	4,5%
	National	8,3%	8,5%	8,7%	7,9%

Annex 3. Summary of Lessons learned

Lessons learned	Target group
Health	
Combination of program implementation modalities had a positive impact to overcome some challenges and management of emergencies.	Intervention, Partner country (MoH, RBC and DPs, Enabel Included) involved in MNCHASRH Program
Top-down and bottom-up learning experience sharing between central et decentralized levels contributed to adjust initial plans for better results	Intervention, Country Portfolio, Representation, MoH, RBC, Districts
Regular quality improvement meetings and documentation of interventions led to improved quality of health care services at health facilities.	Intervention, Partner country (MoH, RBC, Districts and Health facilities
Addressing national challenges in the RMNCAH response requires a reinforced evidence-based approach, addressing root causes and joint planning across the continuum of care and between sectors to address socio economic determinants.	MoH, RBC and DPs, Enabel Included) involved in MNCHASRH Program
Investing in Adolescent sexual and reproductive health including gender-based violence and drug abuse and teenage pregnancy considered very relevant	MoH, RBC and DPs, Enabel Included) involved in MNCHASRH Program
Effective demand creation of health services requires overcoming socio-cultural barriers by collaborating closely with local leaders and other gate keepers, in particular for sensitive issues including FP, ARSH and GBV.	MoH, RBC and DPs, Enabel Included, involved in MNCHASRH Program
Extra efforts needed to be made at the level of maintenance of existing equipment to avoid the high number of non-working equipments. The relatively small market, with limited numbers of local suppliers, donor procured materials, leading to differentiation of brands and types of material, further complicate the development of long-term maintenance plans and sufficient stocks at hand.	

Agriculture	
Enabel's RAB Farmers Field School (FFS) model has proven to be an effective approach to increase in a sustainable way productivity of SHFs. Poultry and pig facilitators can increase production and income. However, only a small portion of LFFS members master economic/financial calculations at this stage of project implementation. There is need to enhance their capacities in cost-benefit analysis and pay more attention to empowering beneficiaries and develop their entrepreneurial skills to sustain their farm profit as well as create a sustainable market system.	RAB, Enabel through acquisition of expertise in small scale business development.
PRISM Project is implemented through Rwandan institutions – involving RAB, MINAGRI, BRD and NIRDA as implementing partners, contributing to sustainable strategic development of the value chains. Another lesson learned is lack of data/availability on the value chains, even the few available are not clearly disaggregated, there is need to support our main partners, MINAGRI and RAB to enhance data collection mechanism to avail macro-economic data to reflect the impact of small stocks on the sector.	MINAGRI, Enabel and RAB, and explore the possibility to involve the NISR.
In recent years, pig and poultry value chains have seen their growth hampered by further increasing of animal feeds prices, partly triggered by the war in Ukraine, partly due to its condition of landlocked country and its negative cereal balance, contributing to the continuous price increase process observed over the past eight years (2015 – 2022). Although MINAGRI and its partners continue to work together to increase stocking capacity of feed ingredients or any other solution that can lower the price of animal feed prices in long-term perspective. It is still in the early stages of development to bring a reliable solution to this problem.	MINAGRI and its development partners including Enabel.
Project's Access to Finance facility provides a reliable solution to the problem of insufficient investment while de-risking the value chain's projects. IRS facility was initially programmed for an operational period of 2 years, but start-up phase took quite some time to run due to integration of new loans into MFIs portfolio. BRD has been granted an extension for additional 6 months (January to June 2024) to enable them to disburse all project-committed funds.	The disbursement process will be monitored by Enabel and BRD to ensure full use of funds.
The BDS program provided a solution to support capacity building in business development services and helped the participating SMEs to be more efficient and run their enterprises profitably. As lesson learned, there is a need of inclusion of decent work aspect in the BDS program especially looking at quality of job created in the value chains. However availability of local expertise in decent work does not guarantees this.	Enabel to involve most expertized companies in decent work development.
Private vet model was established mainly to improve access, availability, and affordability of quality animal health services. The model scored a high degree of success due to its acceptance and satisfaction of SHFs. The model	VSF in collaboration with RAB and RCVD.

is a viable business, which allowed private vets to offering the new services e.g AI, surgeries that helped to increase their net profits by more than 25%. The model seems effective and is going to be extended to the additional new districts as well.	
PRISM Project is implemented through Rwandan institutions – involving RAB, MINAGRI, BRD and NIRDA as implementing partners – contributing to sustainability and ownership. Activities have been undertaken to organize and structure pig and poultry value chains and supporting the development of national level associations (RPIA, RPFA, RCVD).	Intervention partners, project team
MINAGRI and its partners including Enabel continue to work together to increase stocking capacity of feed ingredients or any other solution that can lower the price of animal feed prices in long-term perspective.	MINAGRI, Development Partners Group, project team
Project's private sector development model to strengthen the capacity of private sector actors in these value chains was developed based on the capacity needs assessment for the value chain. This helped sustain the impact of coaching services, ensure the participants SMEs are connected with the appropriate financial packages to increase the investment in the value chains (for example the IRS facility and access to technology supports).	Project team, private sector and financial partners
Urbanisation	
Districts need to have clear planification of the missions on site to better organize their availability. Staffs are overwhelmed and not always available when requested.	Project team and Loda
Community engagement in project is a gateway to nurture ownership and sustainability of project activities.	Project team, Loda, districts
Collective efforts of private holders in modern market a case of Musanze handcraft center could be reliable lasting solution to maintaining, operationalizing markets.	Project team, Districts BDEU team
PFM	
Changing the agenda of the PFM Coordination Forum and focusing on qualitative discussions on impacts of PFM reforms has indicated dramatic shift and encouraged other DPs and civil society organization not directly supporting PFM such as Swiss Cooperation and Transparency International Rwanda for the first time to contribute substantially to the high-level sector policy dialogue.	Enabel Rwanda (co-chairs Technical Working Group) Embassy of Belgium in Rwanda (co-chairs PFM Sector Working Group)
The PFM sector co-chair position of Enabel in the last 4 years and its hands-on experience with the use of national systems (through the national execution and grants) facilitated discussions with other DPs while mobilizing them to join the sector. Team Europe an additional argument for EU DPS	Enabel Rwanda (co-chairs Technical Working Group) Embassy of Belgium in Rwanda (co-chairs PFM Sector Working Group)

Annex 4. Table of Recommendations

Recommendations	Actor
Portfolio	
Sustainability of interventions. New proposed bilateral program to continue support in the same sectors, while taking into account new priorities on the two sides of the partnership and lessons learned from the interventions, MTR etc.	Enabel for development of new portfolio Validation by Enabel Board, DGD Signature SA Embassy-MINECOFIN
Develop a more formalised gender strategy for the new portfolio, included dedicated monitoring resources	Enabel Rwanda Consultant and gender expert recruited Draft strategy to be approved
Integrate lessons from Special Evaluation on Decent Work into current and new portfolio, establish additional synergies with Social Protection Portfolio	Enabel Rwanda Draft final report circulated
Monitor full use of resources, capturing results and impact, capitalisation and communication, evaluation and closure - Impact studies, capitalisation products on the different interventions to capture the impact, results and lessons learned from the interventions and portfolio. - Communication/dissemination of results - Conduct End Term Evaluation of Portfolio	Enabel Rwanda Interventions External evaluation team
Health	
All health program implementors to carry out end-line assessment, develop phase out and sustainability plan	RBC_Districts and NGOs
Continue advocating for increasing domestic resources for Family Planning program and for contraceptive commodities & supplies.	Ministry of Health/Rwanda Biomedical center
Evaluate mentorship program and used approaches to ensure its effectiveness across all health facilities.	Ministry of Health/Rwanda Biomedical center and Development
Ensure documentation, dissemination and capitalization of success stories and best practices	MoH, RBC and Districts
Continue to support MoH /RBC MNCHASRH program to	Enabel, Belgium

reach SDG3.1 target by 2030		
Agriculture		
Increase the leverage and experience of PRISM I in the agriculture sector through the participation / expert contributions in the ongoing development of the new Strategic Plan for Agriculture Transformation 5) : contribute to the integration of development priorities on small stock, aquaculture sector in the new strategy (animal feed, indicators related to small-stock, aquaculture and beekeeping sector)	Embassy of Belgium (Head of Cooperation)	
Urbanisation		
For the infrastructure projects and other activities in the districts, it is highly recommended to support new embedded staffs in the districts.	Implementation team	
PFM		
Continued co-chairing of the PFM Coordination Forum focusing on qualitative involving DPs (including Team Europe) and civil society organizations for robust support (mobilising other DPs to join) in a catalytic area both for current and new portfolio	Embassy of Belgium (Head of Cooperation)	
and civil society organization not directly supporting PFM such as Swiss Cooperation and Transparency International Rwanda for the first time to contribute substantially to the high-level sector policy dialogue.	Enabel Rwanda (co-chairs Technical Working Group) Embassy of Belgium in Rwanda (co-chairs PFM Sector Working Group)	
The PFM sector co-chair position of Enabel in the last 4 years and its hands-on experience with the use of national systems (through the national execution and grants) facilitated discussions with other DPs while mobilizing them to join the sector. Team Europe an additional argument for EU DPS	Enabel Rwanda (co-chairs Technical Working Group) Embassy of Belgium in Rwanda (co-chairs PFM Sector Working Group)	

Annex 4. Table of Recommendations

Recommendations	Actor	Deadline
Portfolio		
Sustainability of interventions. New proposed bilateral program to continue support in the same sectors, while taking into account new priorities on the two sides of the partnership and lessons learned from the interventions, MTR etc.	Enabel for development of new portfolio Validation by Enabel Board, DGD Signature SA Embassy-MINECOFIN	Q3 2023 Q4 2023
Develop a more formalised gender strategy for the new portfolio, included dedicated monitoring resources	Enabel Rwanda Consultant and gender expert recruited Draft strategy to be approved	Q3 2023 Q4 2023
Integrate lessons from Special Evaluation on Decent Work into current and new portfolio, establish additional synergies with Social Protection Portfolio	Enabel Rwanda Draft final report circulated	Q4 2023, Q1 2024
Monitor full use of resources, capturing results and impact, capitalisation and communication, evaluation and closure - Impact studies, capitalisation products on the different interventions to capture the	Enabel Rwanda Interventions	Q3 2023-Q2 2024 Q2 2024

impact, results and lessons learned from the interventions and portfolio. - Communication/dissemination of results - Conduct End Term Evaluation of Portfolio	External evaluation team	
Health		
All health program implementors to carry out end-line assessment, develop phase out and sustainability plan	RBC_Districts and NGOs	Q1 (Jan-Mar2024)
Continue advocating for increasing domestic resources for Family Planning program and for contraceptive commodities & supplies.	Ministry of Health/Rwanda Biomedical center	Q4 (Oct-Dec2023)
Evaluate mentorship program and used approaches to ensure its effectiveness across all health facilities.	Ministry of Health/Rwanda Biomedical center and Development partners	Q1 (Jan-Mar2024)
Ensure documentation, dissemination and capitalization of success stories and best practices	MoH, RBC and Districts	FY2023-24 and following years
Continue to support MoH /RBC MNCHASRH program to reach SDG3.1 target by 2030	Enabel, Belgium	Q1 5
Agriculture		
Increase the leverage and experience of PRISM I in the agriculture sector through the participation / expert contributions in the ongoing development of the new Strategic Plan for Agriculture Transformation 5) : contribute to the integration of development priorities on small stock, aquaculture sector in the new strategy (animal feed, indicators related to small-stock, aquaculture and beekeeping sector)	Embassy of Belgium (Head of Cooperation)	Asap as possible –already in 2023 Q4

Urbanisation		
For the infrastructure projects and other activities in the districts, it is highly recommended to support new embedded staffs in the districts.	Implementation team	To be integrated in the next urbanization portfolio Q3 2024
PFM		
Continued co-chairing of the PFM Coordination Forum focusing on qualitative involving DPs (including Team Europe) and civil society organizations for robust support (mobilising other DPs to join) in a catalytic area both for current and new portfolio	Embassy of Belgium (Head of Cooperation)	NA (only/when discussion arises in working group)