

REPUBLIC OF RWANDA



MINISTRY OF LOCAL
GOVERNMENT



RESULTS REPORT

2017-2018

RWANDA DECENTRALIZATION SUPPORT PROGRAM (RDSP)

Component 2: Support to District Development Plans/DDP

RWA1309011



A banana farmer working in an LCF supported company.
Gisagara

September 2018

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Acronyms

ASAP	As soon as possible
BDC	Business Development Centres
BTC	Belgian Development Agency
CB	Capacity Building
CD	Capacity Development
CDCs	Community Development Committees
Cf.	Confer
DCB	District Capacity Building
DCBPs	District Capacity Building Plans
DDPs	District development plans
DEL CO	Enabel Co-Manager of the Program
DG	Directorate General
DIP	Decentralization Implementation Policy
DPSC	Decentralization Program Steering Committee
DSWG	Decentralization Sector Working Group
ECD	Enhancing the Capacities of Districts
EDPRS 2	The 2nd Economic Development and Poverty Reduction Strategy
EKN	Embassy of the Kingdom of the Netherlands
Enabel	Belgian Development Agency
ETR	End-of-Term Review
GMO	Gender Monitoring Office
GoR	Government of Rwanda
HR	Human Resources
HRM	Human Resources Management
IFMIS	National Integrated Financial Management Information & System
IP	Implementing Partner
JSR	Joint Sector Reviews
KfW	German Development Bank
LCF	Local Competitiveness Facility
LED	Local Economic Development
LGs	Local Governments
LODA	Local Administrative Entities Development Agency
M&E	Monitoring and Evaluation
M/F	Male/Female
MIFOTRA	Ministry of Public service
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MTEF	Medium Term Expenditure Framework (sometimes also called MTBF : Medium Term Budget Framework)
MTR	Mid-term Review

O&M	Operation and Maintenance
PCU	Program Coordination Unit
PFM	Public Finance Management
PIM	Program Implementation Manual
PPP	Public-Private Partnerships
PS	Permanent Secretary
PSF	Private Sector Federation
RALGA	Rwanda Association of Local Government Authorities
RDSP	Rwanda Decentralization Support Program
RGB	Rwanda Governance Board
RWA	Rwanda
RWF	Rwandan Francs
SPIU	Single Project Implementation Unit
SSP	Sector Strategic Program
SWG	sector Working Group
TT	Thematic Themes
TA/NTA	Technical Assistant/National Technical Assistant
TFF	Technical and Financial File
ToT	Training of Trainers
ToR	Terms of Reference




1 Intervention at a glance (max. 2 pages)

1.1 Intervention form

Intervention title	RDSP Rwanda Decentralization Support Program – Support to District Development Plans/DDP
Intervention code	RWA1309011
Location	MINALOC-RWANDA
Total budget	11,150,000 EURO
Partner Institution	Ministry of Local Government (MINALOC) Local Administrative Entities Development Agency (LODA) Districts
Start date Specific Agreement	June 30, 2015
Date intervention start /Opening steering committee	October 13, 2015
Planned end date of execution period	March 12, 2020
End date Specific Agreement	December 12, 2020
Target groups	LODA, Districts and Local Multi-stakeholders (Private companies, cooperatives, CSO, etc.)
Impact	To sustainably enhance the capacity of LGs to deliver services and to develop an enabling environment for LED in respect of best governance practices
Long Term Outcome	Districts' capacity to develop a sustainable environment for LED is enhanced
Short Term Outcomes	6. LED infrastructure implemented in 30 Districts and the City of Kigali 7. Innovative economic partnership projects are implemented through LCF in 4 pilot Districts to enhance pro-poor LED 8. LODA external Grants to support DDP's implementation is executed in compliance with PFM regulatory framework
Year covered by the report	Fiscal Year 2017-2018 (July 2017-June 2018)
Mid Term Review	Conducted in October/November 2018 by Particip/MDF

1.2 Budget execution

Outcome	Budget (EUR)	Expenditures					Balance	Disb. rate end of FY 17/18
		FY 14/15	FY 15/16	FY 16/17	FY 17/18	Total		
	11.150.000	2.176.940	3.323.060	3.361.084	467.857	9.328.941	1.821.059	84%
OC 6	8.351.000	2.176.940	3.323.060	2.766.547	0	8.266.547	84.453	99%
OC 7	2.730.000	0	0	585.959	430.331	1.016.290	1.713.710	37%
OC 8	69.000	0	0	8.578	37.526	46.104	22.896	67%

1.3 Self-assessment performance

1.3.1 Relevance

	Performance
Relevance	A

DDP consists of 3 short term outcomes, of which the first (OC6: Support to District Local Economic Development (LED) infrastructure in 30 Districts and City of Kigali, through LODA) was already finalized by the start of 2017-2018, in line with the intended intervention logic.

As in the previous years, the DDP part of RDSP remains in line with Rwanda national policies and priorities. Outcome 7 regarding LCF regarding Public Finance Management (PFM) remains embedded in National and local policies and priorities as it focusses on creating an access to finance solution as well as financial education and business mind-set development at local level which are among other factors creating an enabling environment for private sector development. In this momentum, the private sector will be the backbone of local economic development by creating extra revenues for local decentralized entities through taxes, creating new jobs for youth and women and reducing poverty.

The program contributes to:

- Vision 2020,
- EDPRS II and the National Strategy for Transformation (NST1),
- The Decentralization policy,
- The Governance and Decentralization Sector Strategic Plan (SSP) new version (2018-2024),
- The National strategy for community development and local economic development,
- The District Development Strategies (DDS) and District LED Strategies.

This high score on relevance is also confirmed by the mid-term review of the first call of LCF, in which an external consultancy firm awarded the Relevance of LCF with an A score, and the RDSP's overall Mid-Term Review which lauds the efforts of RDSP in supporting LED in Rwanda, to which not only OC7 but also OC6 and OC8 contribute.

1.3.2 Effectiveness

	Performance
Effectiveness	A

While the –now closed- outcome 6 has proven to be effective (see infra); the two remaining outcomes are showing very positive signs in this regard; yet constant steering, especially regarding LCF is happening in order to remain as effective as possible, which also shows in the A score awarded to LCF Effectiveness in their midterm review.

Regarding OC7 (LCF), the objective of 2017/2018 FY was to implement the first call for project proposals in 4 pilot districts. 36 projects were supported through this first call, consisting of 99 companies; the first call is to be concluded in Q1 of FY 2018-2019 and its impact evaluated intensively afterwards.

- The project implementation involved the disbursement of grant funds to beneficiaries' projects which was executed at 96%, the monitoring of funds utilization at project level which was done on regular basis LCF secretariat at LODA and district levels as well as provision of capacity building support in selected areas including financial management, business management, marketing and partnership management.
- All output targets (see below) have been reached and several indicators have been clearly exceeded.

- The external intermediary evaluation of LCF's Call 1 assessed that LCF largely achieved its targets at the mid-term, that the supported companies achieved or exceeded targets and that the LCF mechanism is relevant, efficient, effective, had impacts and is sustainable.
- The use of the Most Significant Change (MSC) method to qualitatively assess LCF results availed stories of change which greatly illustrate the multi-dimensional nature of positive changes brought to LCF beneficiaries' lives. Further explanation of this can be found in the newsletter article attached.
- During the year 2017-2018, a second call for proposal was launched in 4 pilot districts, the activities carried out included the organization of awareness campaign which was fully implemented, the evaluation of proposals in 3 stages (expression of interest, full proposal and due diligence) which was also implemented.
- Other accompanying activities implemented as planned include the mid-term evaluation of LCF call 1 projects, the study of LCF as revolving fund and peer-learning activities.

Outcome 8 has proven to be effective in achieving the intended results as evident by the monitoring of its indicators, yet it has to be noted that due to staff turnover within PCU (the RDSP ITA was replaced by the end of FY 17-18) some activities were not performed as initially planned.

Yet overall, for all three outcomes of DDP, the intended results (outcomes and outputs) have been achieved or even exceeded as shown in the graph below.

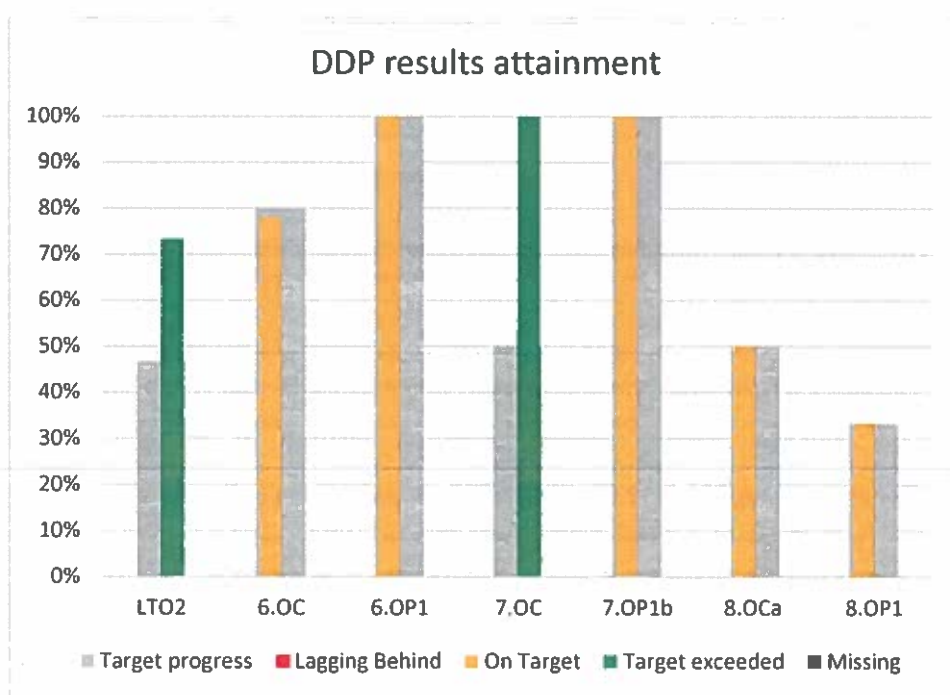


Figure 1: DDP results achievement as compared to targets for 2017-2018

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[Handwritten signature]

1.3.3 Efficiency

	Performance
Efficiency	B

DDP has been executed efficiently as confirmed by the mid-term reviews of both the program and of LCF, even though several challenges were noted during FY2017-2018. Outcome 8 of the program contributed to improvement of the efficiency of the activities under outcome 6. Joint recommendations made on improving the management of investment projects by Districts and LODA's supervision of the same. Action-plan developed and jointly agreed with LODA.

Table 1 – Key recommendations from the Joint Monitoring Mission of District LED infrastructure performed in November 2017

- *Districts and LODA to improve the project approach including enhanced project initiation, design, multi-year planning and budgeting, monitoring.*
- *Districts to enforce the practice of carrying out adequate feasibility studies for new significant or complex works*
- *LODA to redefine its Monitoring and Evaluation strategy & guidelines and to finalise and operationalise related procedures and tools;*
- *LODA to monitor District contract management as well as implementation of OAG recommendations through compliance visits and reports.*
- *Financial reporting and monitoring of projects to be strengthened at both District level and by LODA.*
- *Increasing usage of MEIS program and analyse the possibility to link MEIS to IFMIS.*
- *Districts to allocate sufficient budget for maintenance of existing infrastructures*

The RDSP Steering Committee discussed efficiency of audit processes, noting that implementing partners have high transaction costs in receiving different audit missions (from the Government and development partners), and made the following recommendations:

- *IPs to provide global institutional audit recommendations implementation plan to PCU*
- *PCU and IPs to discuss a possible reduction of the number of audits (e.g. through joint audits)*

The first of these recommendations was deemed as a starting point for a reduction of the number of audits. However, the practice of establishing a global institutional audit recommendations implementation plan is not well established in partner institutions and only limited success was recorded in this area.

Budget execution has been a point for attention under LCF (Outcome 7) in the previous year, and several systems for monitoring LCF execution (both operational and financial) have been put in place; this in addition to the existing monitoring methods, which have been improved and better implemented in FY17-18 as compared to previous years.

1.3.4 Potential sustainability

	Performance
Potential sustainability	B

Due to high score on previous categories such as Relevance and Effectiveness, RDSP is generally positive regarding the potential sustainability of DDP; strengthened knowledge management efforts, ensuring of ownership by LODA and districts and early outset of planning for the closing have been seen over FY17-18 in order to improve this sustainability. The activities performed under outcome 8 are believed to be conducive for this sustainability, not just by improving audit recommendation and financial compliance of

IPs but especially the development of a detailed action plan regarding an enhanced management of district infrastructure projects that were supported through Outcome 6.

As for LCF, A number of factors strongly suggest that the results achieved at the beneficiary level will continue beyond the funding period even.




- **Business partnership sustainability:** A strong foundation for business partnerships a relatively new phenomenon in Rwanda has foundation has been laid although much still remains to be done to buttress it and bring about a change in the dominant single proprietorship business mind set.
- **Economic sustainability:** Most of the businesses produce for the local market where sufficient demand for their products exist and is likely to grow with the impressively high economic growth that Rwanda has been able to record over the past two decades.
- **Enabling regulatory and legal environment:** The on-going 'Made in Rwanda' campaign is also a timely effort by the Government. Promotion of private sector as an engine of growth via a diverse set of efforts by the Government and development partners provides further support. Finally, commitment by Government to allocate resources to the program clearly demonstrates ownership of both the process and outcomes.
- **Capacity sustainability:** Capacity building that has been provided to both the beneficiaries and the Business Development and Employment Units (BDEUs) at the District are also critical.

Above this, RDSP aims for Implementing Partners (LODA in this case) to maintain strong ownership, using a participatory approach. Yet, true sustainability of the LCF pilot program, and possible scaling up after evaluation of the pilot, can never be assured through action of RDSP alone; and in the LCF midterm review its sustainability was rated B. Nonetheless, Knowledge Management efforts have been put in place and efforts started towards sustainability strategy: a concept and roadmap for it was approved by RDSP's Steering Committee in June 2018, for implementation in 2018-2019, and Partners started to develop respective approaches to sustain progress made under RDSP, make an optimal use of the availed expertise and the conducive climate that has been created, and minimize the detrimental effect of RDSP's ending.

1.4 Conclusions

1. RDSP's governance and management structures are well established and functional. RDSP planning, and budgeting processes are now aligned with those of the Government, which greatly facilitates their coherence with implementing partners' institutional action-plans and budgets. Financial management of activities implemented by implementing partners and co-managed with Minaloc are on-budget and integrated in IFMIS. Implementing Partners are committed, technical assistance functions well and is appreciated by IPs. Positive and effective collaboration and partnership relationships are experienced throughout the program, which supports results-orientation and joint problem solving when needed;
2. RDSP-DDP's performance as assessed through different channels is satisfactory:
 - As noted above, regular M&E shows very good results performance in 2017-2018;
 - The program's external mid-term review conducted in October 2017 gave a B rating to RDSP on a scale ranging from A to D (MTR executive summary in Annex 4.8.);
 - The external intermediary evaluation of the Local Competitiveness Facility (LCF) Call 1 came up with a very positive performance assessment;

- The audit of the joint support of KfW, Netherlands Embassy and Enabel for District LED infrastructure investments noted that all relevant Donor conditions were complied with and made only five recommendations (2 of a medium priority and three of a low priority).
3. Way forward: in 2018-2019, RDSP will continue achieving results, increase knowledge management and knowledge-sharing initiatives, and support LODA to further develop and implement an exit and sustainability strategy to sustain progress, avoid loss of expertise & momentum, and minimize the detrimental effect of exit. These efforts will mostly revolve around LCF, even if RDSP will also ensure to share lessons learned regarding support to infrastructure investments with Enabel, MINALOC and LODA in the context of preparations for an upcoming Belgium-supported intervention on Urban Economic Development.

National execution official	Enabel execution official
<p data-bbox="295 824 566 855">Innocent UWITONZE</p>  <p data-bbox="295 1048 678 1079">RDSP Director of intervention</p>	<p data-bbox="837 824 1093 855">Laurent MESSIAEN</p>  <p data-bbox="837 1048 1077 1079">RDSP Co-manager</p> 

2 Results Monitoring

2.1 Evolution of the context

2.1.1 General context

Rwanda Decentralization Support Program (RDSP) is a 4.5 years duration project funded by Belgian Government through its development agency (Enabel). Primary beneficiaries of the project include LODA, MINALOC, RGB, RALGA and all Districts as well as companies (both formal and informal) supported by LCF. For the DDP part of the program, RGB and RALGA are not very much involved.

On 16 November 2017, Belgium's federal Parliament approved the 'Enabel' Law. This Law transforms the former implementing agency of the Belgian governmental cooperation (BTC) into a coordinating and implementing agency for the Belgian development policy: Enabel.

The National Strategy for Transformation (NST1) 2018-2024 has been elaborated to replace The Economic Development and Poverty Reduction Strategy (EDPRS2, 2013-2018). It has been developed as implementation instrument of the remainder of Vision 2020 and will also cover the first four years of a new 30-year Vision for the period up to 2050, known as Vision 2050 and also embraces the Sustainable Development Goals (SDGs).

The NST 1 is built on 3 pillars:

- The Economic Transformation Pillar: The Overarching objective of the Economic Transformation pillar is to: Accelerate inclusive economic growth and development founded on the Private Sector, knowledge and Rwanda's Natural Resources.
- The Social Transformation Pillar: the overarching goal for the Social Transformation Pillar is to Develop Rwandans into a capable and skilled people with quality standards of living and a stable and secure society.
- The Transformational Governance Pillar: The overarching goal for the Transformational Governance Pillar is to consolidate Good Governance and Justice as building blocks for equitable and sustainable National Development.
- The Governance and Decentralization Sector Strategic Plan for 2018-2024 was elaborated alongside the NST 1 to guide the sector in contributing to relevant NST pillars. RDSP supported the development of Governance and Decentralization Sector Strategic Plan for 2018-2024.

2.1.2 Institutional context

In terms of Institutional anchorage, the Ministry of Local Government (MINALOC) is central in coordinating Governance and Decentralization sector and the Rwanda Decentralization Support Program (RDSP) works under the MINALOC.

The Organigram of RDSP has 4 categories of staff (International Technical Assistants, National Technical Advisors, MINALOC-SPIU staff (contacted by MINALOC but funded by Enabel) and Junior Experts. Additionally, the Intervention funds the salaries of staff working on the program activities in Implementing Partners.

At Minaloc, a new RDSP Program Manager started in October 2017 replacing the previous incumbent who went in retirement and a SPIU coordinator was selected in June 2018, to start in early August 2018.

At LODA in 2017-2018 a LCF fund manager was hired under RDSP funding, and two LODA Business Development Specialists funded under RDSP resigned. These changes influenced RDSP performance, and both the implementing partners and the PCU took measures to mitigate negative impact when necessary.

2.1.3 Management context: execution modalities

For the now closed outcome 6, the modality used with LODA was National Execution (NEX) where fund of BTC contributed to the basket fund of LED in LODA together with National Budget, Netherlands Embassy, KfW. LODA used this fund putting together to finance LED projects in all Districts and City of Kigali.

For LCF, a Grant agreement was signed on 15/06/2017 and transfer of the foreseen first instalment to LODA under the grant agreement took place for funding 35 projects having signed contracts. LCF design includes all necessary templates for planning, M&E and reporting and funds requests, from supported projects to Districts, from Districts to LODA and from LODA to RDSP.

The outcome 8 is self-managed by Enabel.

The planning process for Outcome 6 LED infrastructure projects is conducted by LODA within the national planning process, starting in October with the first call for Budget preparation coming from MINECOFIN and ends with National budget approval by the National Assembly. The Fiscal year starts in July and ends in June.

Besides this, other RDSP planning process closely followed the National Planning and Budgeting process, starting in October with the first call of Budget preparation coming from MINECOFIN and ending with National budget approval by the National Assembly. The Fiscal year starts in July and ends in June and Enabel aligned with the national reporting period (July-June).

The RDSP reporting process follows the National report processes, with Monthly financial reports and Quarterly Progress reports submitted to MINECOFIN through MINALOC. In addition to this, quarterly MONOP reports and Annual results reports are submitted to Enabel.

2.1.4 Harmo context

RDSP-DDP directly works with different Development Partners (DPs), mainly Netherlands Embassy, KfW and GIZ in the area of Governance, Decentralization and LED. The most important activity this regards is the joint annual monitoring of Districts LED infrastructure supported by LODA. An audit was conducted jointly and a joint monitoring field mission was organised in November 2017 to evaluate of a sample of projects funded by LODA and to follow up on the implementation of recommendations provided in the previous year. 34 projects were visited in 10 Districts. More than 40 recommendations were made to LODA and Districts. The joint report was jointly discussed with LODA, which committed to undertake agreed improvement actions.

Other activities carried out under RDSP in 2017-2018 which directly involved other Development partners included support to the recently concluded Governance and Decentralization SSP, the impact assessment of 16 years of Decentralization policy, a field visit of the LED Technical Working Group on local economic development, and technical assistance for the development of a new National LED Strategy.

Through support to sector coordination (Outcome 4), RDSP also contributes to conducive conditions for the alignment and harmonisation of all Donor-supported interventions in the sector. Besides this, collaboration with other development partners through technical working group and ad hoc meetings contributed to harmonisation of planned activities.

Besides this, RDSP is managed through a comprehensive coordination framework which involves a large number of actors:

RDSP Steering committee: took the lead in shaping LCF intervention and providing guidance on activity plans, budgets and other strategic decisions. The steering committee brings together other IP of RDSP and all interventions are harmonized in way to avoid duplication of efforts and effective use of resources. Some activities we jointly planned like field visit LCF beneficiaries where stakeholders take stock of achievements on the ground and provide their advice.

Technical committee and synergy between LCF intervention and other RDSP outcomes: LCF has benefited from other RDSP outcomes like the 'Knowledge Management' of Outcome 5 which implemented the Most significant change evaluation to inform stakeholders on the key achievement realised through the story telling method.

Coordination with other interventions: LCF cooperated with APEFE (Association pour la Promotion de l'Education et de la Formation à l'Etranger) to provide industrial attachment for TVET student under an organised internship program. LCF intervention was also identified as potential associate with other development actors including EXCHANGE (Belgian nonprofit for exchange between Belgian and foreign entrepreneurs).

2.2 Performance Long Term outcome



2.2.1 Progress of indicators

Indicators	Baseline value	Value year 16-17	Value year 17-18	Target year 17-18	End Target
LONG-TERM OUTCOME 2: Districts' capacity to develop a sustainable environment for LED is enhanced					
% multi-stakeholders satisfied with the quality and inclusiveness of LED processes in 8 pilot Districts	55,6%	/	62,5%	60%	65%

2.2.2 Analysis of progress made

The indicator for this outcome has been monitored for the first time since the baseline during a mid-term monitoring study by an external firm, this was part of a larger monitoring study of several RDSP indicators (both ECD and DDP) that was financed through Outcome 5 of RDSP ECD.

This indicator provides an insight in the extent to which the concerned multi stakeholders themselves feel about their involvement in a number of selected LED-processes in their respective districts. It provides the multi-stakeholders with the opportunity to voice their satisfaction or concerns with the LED-processes affecting their lives, and may also provide information regarding challenges and areas of improvement. By inclusiveness of the selected LED-processes we mean that these processes accommodate the respective interests and perspectives of the multi-stakeholders (private sector, LG's and CSO's), and that all segments of the population (women, youth, vulnerable persons, etc.) and other LED stakeholders are equally involved. Involvement implies both direct and indirect participation through representatives, councils, interest groups, JADF, etc. In order to measure this 'inclusiveness' as objectively as possible, respondents were requested to indicate their satisfaction with the overall participation of the process.

According to the firm that performed the monitoring study: "LED being a new concept, during interviews respondents revealed that the concept was not well understood by different stakeholders. That is why in the last two years, more efforts was to emphasize and explain what LED is, how different it is from PPP, etc., LODA and RALGA have intervened to help people understand how to engage different stakeholders in LED related activities. Capacity building has taken too much time but of course at the same time implementing LED related projects because they even contribute significantly to the achievement of performance contract (Imihigo). At least now guidelines are there for the demarcation of LED projects like investment policy by RDB and PPP."

2.2.3 Potential Impact

This long-term outcome has been redefined during a RBM exercise in 2016, still holds its relevance within the results logic. The impact intended by the Rwanda Decentralization Support Program is to ***"sustainably enhance the capacity of LGs to deliver services and to develop an enabling environment for LED in respect of best governance practice"***.

The long-term outcome of the DDP program, to ***"Enhance districts' capacity to develop a sustainable environment for LED"*** is a necessary and logical step in obtaining this impact, and a complement to the Long-Term Outcome of the ECD part of the program (***"Districts' capacity to deliver quality services, including on Local Economic Development, is efficiently and effectively enhanced"***)

Since the progress of this outcome is positive (targets surpassed by 2.5%), the outlook of reaching intended impact is positive as well.



2.3 Performance Short Term Outcomes



2.3.1 Progress of indicators

Indicators	Baseline value	Target year 16-17	Mid-Term Target 17-18	Target year 18-19	End Target
Outcome 6: LED infrastructure implemented in 30 Districts and the city of Kigali					
6.OC: % of RDSP-supported projects that are operational or completed	0%	Target: 60% Effective value: 78%	Target: 80% Effective value: 78%	Target: 100% Effective value:	Target: 100% Effective value
OUTPUT 6.1: LED infrastructure projects funded					
6.OP1: % of RDSP funding that was delivered to the beneficiary Districts and city of Kigali	0%	Target: 100% Effective value: 100%	Target: 100% Effective value: 100%		
Outcome 7: Innovative economic partnership projects are implemented through LCF in 8 pilot Districts to enhance pro-poor LED					
Number of people additionally employed in companies supported by LCF	0	/	Target: 560 Effective value: 1369	Target: 1120	Target: 1120
Number of companies which developed or manage at least one additional step in the value chain	0	/	Target: 16 Effective value: 40	Target: 33	Target: 33
Number of new products, services, processes or capabilities developed in LCF funded projects	0	/	Target: 4 Effective value: 45	Target: 8	Target: 8
OUTPUT 7.1: Support to LCF projects provided in 4 pilot Districts					
7.OP1a: Number of economic partnership projects funded	0	/	Target: 24 Effective value: 35	Target: 24	Target: 24
7.OP1b: Number of companies involved in supported partnerships	0	/	Target: 48 Effective value: 99	Target: 24	Target: 24

Outcome 8: LODA external Grants to support DDP's implementation is executed in compliance with PFM regulatory framework					
The external joint audit annually commissioned by Belgium, EKN, KfW is unqualified	0	Target: 1 Effective value: 1	Target: 2 (cumul.) Effective value: 2	Target: 2 (cumul.)	Target: 2 (cumul.)
% of recommendations of LODA external audits that are fully implemented within 12 months following the publication of the audit reports	0	/	Target: 50% Effective value: 37%	Target: 70%	Target: 70%
OUTPUT 8.1: LODA supported on enhancing oversight of audit recommendations and District compliance with guidelines					
8.OP1: Number of technical advices provided to LODA in view of enhanced oversight	0	Target: 2 Effective value: 2	Target: 4 (cumul.) Effective value: 4	Target: 6 (cumul.)	Target: 6 (cumul.)
OUTPUT 8.2: An analysis of 8 pilot Districts' weaknesses in PFM vs. existing improvement measures is performed and shared to guide LCF management					
8.OP2: Number of information sharing sessions on Districts weaknesses in PFM vs. existing improvement measures	0	/	Target: 1 Effective value: 1	Target: 2 (cumul.)	Target: 2 (cumul.)

2.3.2 Progress of main activities

Progress of <u>main</u> activities ¹	Progress:			
	A	B	C	D
1 Contract signing and grant disbursement for LCF call 1		x		
2 Capacity building for LCF beneficiaries and BDEU staff		x		
3 Organize FMM and follow up		X		

2.3.3 Analysis of progress made

Outcome 6: There has been no progress made under outcome 6, since this part of the program had been closed the previous fiscal year and no activities were planned for 2017-2018. Yet, through outcome 8 (see below) a joint² audit of the investment projects supported through this outcome in the past took place

Outcome 7:

- The number of people additionally employed in companies supported by LCF has been higher than initially targeted. Employment creation is a key LED objective which LCF project is keen on

¹ A: The activities are ahead of schedule

B: The activities are on schedule

C: The activities are delayed, corrective measures are required.

D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

² Joint with KfW and The Netherlands

helping to realize especially for the poor. This has been monitored in more detailed by categorizing jobs by type temporary and permanent, by gender of the employees, and by economic status of the employees, i.e., Ubudehe categories. In all these indicators, the targets have been surpassed by more than 40 percent

N°	Indicator	Unit of Measure	Baseline Value	Final Target Value	MTR Value	Actual MTR Value	Actual Value less Target Value
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)=(7)- (6) in %
Indi. 9A	Total number of employees in all the businesses together	# staff in all LCF funded businesses	1866	2390	2041	3262	60%
Indi. 9B	# of male employees in all the businesses	# of male staff in all the businesses	1010	1195	1072	2135	99%
Indi. 9C	# of female employees in all the businesses	# of women staff in all the businesses	856	1195	969	1127	16%
Indi. 9D	# of temporary employees in all the businesses	# temporary staff in all the businesses	1479	1894	1617	2317	43%
Indi. 9E	# of permanent employees in all the businesses	# permanent staff in all the businesses	387	496	423	945	123%
Indi. 9F	# of employees in ubudehe 1 or 2 in all the businesses	# of temporary and permanent staff in ubudehe 1 & 2 in all businesses	1387	1776	1517	2145	41%

- The number of companies which developed at least one additional value chain has also been higher than targeted. Value chain integration and development is a key objective in the LCF because this is one way in which pro-poor development objectives can be realized including job creation and better income generation. An upward movement along the value chain—exploitation of forward linkages—is therefore a desirable result of the LCF support to businesses many of which are engaged in agro-processing.
- Finally, 45 out of the 83 LCF supported businesses reported that they now sell new products services compared to before the support. The creation of new products and services in LCF pilot districts is an indicator of local economic development, new products created are generally based on local primary products (raw material) which are transformed into final products through an industrial process. This is an indication of how local economies can be boosted by building on local potentialities. New products will open new markets, new jobs and new opportunities for the development of local economies.

An overview of the main results for the call 1 beneficiaries can be found in the figure below:

LCF - Intermediate results

Impact of the Local Competitiveness Facility after 8 months of implementation

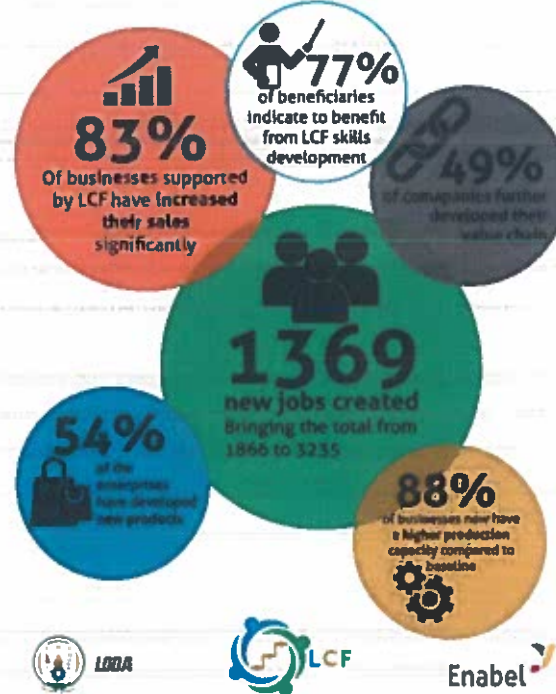


Figure 2: LCF call one results after 8 months of implementation

Outcome 8:

- (NEX) Field Monitoring Mission and joint audit with KfW and Netherlands Embassy:
- Extensive field mission jointly performed with broad monitoring scope
- Joint recommendations made on improving the management of investment projects by Districts and LODA's supervision of the same. Action-plan developed and jointly agreed with LODA.
- All activities are integrated in the planning and budgeting system of LODA and the Districts (action plan and budget, IFMIS).
- (LCF) Development and effective use of LODA's MEIS for LCF management from projects selection to final report. This involves both LODA and Districts.
- (LCF) LCF management by the 4 pilot Districts, whose PFM performance was assessed through a consultancy which identified weaknesses and proposed a common action-plan;
- Participation to the TWG on PFM.

2.4 Transversal Themes

Please note that the underlying text discusses the Transversal themes for Outcome 7, regarding LCF only, since Outcome 6 had no activities during FY17-18 and Outcome 8 is a highly technical outcome.

2.4.1 Gender

2.4.1.1 According to you and your implementing partner, what are the main gender gaps in the areas / outcomes covered by your intervention ?

The DDP programme has not been gender sensitive in regards of both infrastructure and PFM (i.e. Outcome 6 and 8), yet was very aware of gender in regards of LCF. LCF awareness campaigns were strategized in a way both men and women have clear information on the funding information and conditions. However, there is still significant gaps in terms number of women-led businesses and consequently the number of direct beneficiaries from call 1 and potential winners from call 2 who are women remain low compared to men. From call 1 only 10 partnerships out of 37 (27%) are led by men.

In addition, the disaggregated data in term of new job creation thanks to LCF indicate that only 1127 out of 3262 (34.5%) are women. These indicate that we still have gender gaps within LCF which explains the ongoing capacity building on gender for both LCF secretariat and LCF beneficiaries which will enable to improve the gender analysis and mainstreaming.

2.4.1.2 How does your intervention take gender into account?

From our awareness of the gender gaps across LCF intervention, we understand that a proper gender analysis will be undertaken from the selection of project and during project implementation. A gender mainstream tool will be applied across all stages. A capacity building package is now available with LCF secretariat based on training offered by RWAMREC. All these undertaking will help LODA and districts to mitigate the issue of gender gap.

2.4.1.3 Has your intervention been through a gender budget scan or through any other method to mainstream gender?

An overall gender assessment of RDSP, including the DDP outcomes was performed at the end of FY2017-2018, financed by outcome 5 of RDSP ECD. Results of this assessment are expected soon. For LCF, the only gender mainstreaming method for call 1 projects was the data desegregation based on gender which inform the implementing agency to know how the intervention is impacting both men and women, it was realised that there is need for strong gender gaps mitigation approach and gender analysis including capacity need assessment was conducted by RWAMREC. The consultant has recommended to improve the gender scan across the whole LCF process and implantation stages, they also avail new tools for gender analysis which will lead to proper gender mitigation in upcoming activities of LCF.

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

At central level, a gender capacity building activity for the RDSP technical committee was planned for the beginning of FY2018-2018. The LCF secretariat at LODA received extra training on gender: a training for trainers was offered to LCF secretariat which will train LCF beneficiaries at district level. Training module is available which includes the gender analysis and gender mainstreaming tools.

2.4.1.5 Do you collaborate, are you in contact with a gender-friendly actor in Rwanda?

LODA and district are partners of both MIGEPROF and GMO as government agencies in charge of gender. In addition, Enabel entered into contract with RWAMREC and RAD consult which are responsible for gender capacity building on gender related matter.

2.4.1.6 What are your challenges to take gender into consideration in your intervention?

RDSP at PCU side rates itself still too 'gender blind' which is the main reason a gender assessment was initiated through the Enabel framework contract with RAD consult.

For LCF specifically, LODA and districts are now in rather good position to mitigate any gender related gap based on available capacity and tools.

2.4.1.7 What is/are your proposal(s) to address those challenges?

The results of the gender assessment of the program are expected at the beginning of FY2018-2019, these results will include a detailed action plan.

2.4.2 Environment

LODA is always aware of environment patterns in any local development project including LCF. We have in place environmental screening tools and we have staff trained on environment impact assessment which will sufficiently reduce any environment issue across our intervention. LODA will also remain compliant with National enrolment policy and strategy and will always cooperate with national environment institutions for any environment related issue.

2.5 Risk management

See RDSP Risk Matrix (ECD+DDP) in annex (excel)



3 Steering and Learning

3.1 Strategic re-orientations

Not relevant for Outcome 6

On Outcome 7:

LCF second call proposal started in March 2018, the implementation of selected projects will happen in FY 2018/2019. LCF operational manual and LCF M&E Manual mainly guide the implementation mechanism of LCF. Both guiding documents are not static; they can be updated based on new dynamics with the program management. At the end of FY 2017/2018 LCF secretariat had registered a number of elements, which need to be revised/updated, the knowledge management including lessons, learnt workshops organised by LCF secretariat have documented some re-orientation of LCF in terms of implementation mechanism. In addition, a study of LCF as a revolving was undertaken by a consultant and among recommendations LCF would be implemented on a different funding modality other than grants. This option would be tested during the pilot phase.

On Outcome 8, no large strategic re-orientation took place, even if the scope of work under this outcome was reduced to the “must haves” instead of the “nice to have” initially intended due to staffing constraints.

3.2 Recommendations

The table below lists recommendations from RDSP's Mid-Term review relevant to the DDP part of RDSP that were approved by the Steering Committee, and their status

Recommendations under project control	SC position	Status
* Districts to be supported in developing viable projects in support of LED through capacity building for improved feasibility studies and effective monitoring of projects	Partially accepted	Planned (LODA)
* LCF: Document and review experiences of first call.	Accepted	Done (LODA/Enabel)
* LCF Undertake comprehensive review of SME product cluster/ entrepreneurship and access to finance initiatives for local private sector development with PSF / MINICOM. Assist with policy/strategy development.	Accepted	Access to finance initiatives were mapped in the Study on LCF as revolving fund. The review of SME product cluster is under MINICOM's mandate
* Review market strategies & financial business cases of LCF first call funded projects, developing a knowledge product for dissemination	Accepted	Partially done (Intermediary evaluation Call 1 and study on LCF as revolving fund)
* LCF: Ensure a clearer articulation of LED for Window 1 and CED for Window 2, aligned to MINICOM SME development & private sector development approach	Accepted	Partially done (Call 2)

Recommendations under project control	SC position	Status
* Experiences from RALGA work on participatory strategies should be integrated within the general approach to LED development in districts (by LODA) rather than continue as standalone RALGA activities	Accepted	Under discussion
* Knowledge management to target especially LED (including LCF) and the RGB coaching program;	Accepted	On-going
* Qualitative M&E (and component 5) should be given priority over conduct of baseline data survey.	Partially accepted	Qualitative methods (Most significant change) piloted
* Future emphasis on environment and decent work is recommended when monitoring future LED and LCF activities.	Accepted	Partially done: decent work is monitored under LCF while capacity to deal with environment is limited
Recommendations not under project control	SC position	
* LED strategies should identify which products have greatest potential for (i) Community economic development (ii) LED (more closely aligned to private sector development).	Partially accepted	Not yet addressed
* The forum for co-ordination of LED approaches requires substantive strengthening. It is recommended to establish a new TWG – that is co-chaired by MINALOC and MINICOM with participation of PSF, RDB and other relevant ministries and stakeholders.	Partially accepted	Attempts to ensure participation of MINICOM and RDB in existing coordination structures and to involve them in National LED conference (November 2018)

Other recommendations:

Recommendations	Actor	Deadline
Implementation of the lessons learnt during project selection of projects and their implementation	LODA & Districts	From FYI 2018-2019
Implementation of revolving funding modality (call 3)	LODA, ENABEL, DISTRICTS	N.A. There will be no 3 rd call under RDSP

3.3 Lessons Learned

3.3.1 LCF

The LCF Secretariat organized sessions with the different LCF management stakeholders to draw lessons from the implementation of LCF's first call for projects. Below is a summary of key lessons learned. For a full list of Lessons Learned during LCF implementation: see annex 4.7.

Lessons learned under Outcome 7 (LCF)	Target audience
Contract negotiations LCF: <ul style="list-style-type: none"> - Make sure to provide a Kinyarwanda version - Simplify the contract - Train district staff to support applicants in understanding and fulfilling contractual requirements - BDEU staff to take responsibility in ensuring quality 	LODA, District (BDEU) staff
Guarantee requirement LCF <ul style="list-style-type: none"> - Early communication on guarantee requirement in application guidelines necessary - Early identification of projects which might have difficulties obtaining a guarantee 	LODA
Monitoring of LCF projects <ul style="list-style-type: none"> - Fund disbursements to be followed up immediately by inception meeting - Monitoring visits for delayed disbursements to detect and solve the issues 	
Lessons learned under Outcome 8	
Challenges in ensuring an effective joint dialogue of KfW, Netherlands Embassy and Enabel/RDSP with LODA on the results of joint monitoring missions and improvement actions to take. Measures taken: identified a lead donor (KfW), enhanced the format of the joint mission report document to include technical tables with issues, recommendations and proposed actions for LODA to take.	Respective project managers of KfW, Netherlands Embassy and RDSP

3.3.2 Outcome 8

Through the year, the Outcome 8 outcome implementer kept track of lessons learned, the key ones are listed below:

- Make sure to be realistic in ambitions, based on human resources
- Ensure thorough analysis of national systems prior to implementation
- To ensure that new interventions are on plan and on budget, they should start either in July or December rather than being disconnected from the national planning and budgeting cycle
- Put more emphasis on the local level where implementation takes place when designing a decentralization program




4 Annexes

4.1 Quality criteria

1. RELEVANCE: The degree to which the intervention is in line with local and national policies and priorities as well as with the expectations of the beneficiaries				
In order to calculate the total score for this quality criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D				
Assessment RELEVANCE: total score	A	B	C	D
X				
1.1 What is the present level of relevance of the intervention?				
X	A	Clearly still embedded in national policies and Belgian strategy, responds to aid effectiveness commitments, highly relevant to needs of target group.		
	B	Still fits well in national policies and Belgian strategy (without always being explicit), reasonably compatible with aid effectiveness commitments, relevant to target group's needs.		
	C	Some issues regarding consistency with national policies and Belgian strategy, aid effectiveness or relevance.		
	D	Contradictions with national policies and Belgian strategy, aid efficiency commitments; relevance to needs is questionable. Major adaptations needed.		
1.2 As presently designed, is the intervention logic still holding true?				
X	A	Clear and well-structured intervention logic; feasible and consistent vertical logic of objectives; adequate indicators; Risks and Assumptions clearly identified and managed; exit strategy in place (if applicable).		
	B	Adequate intervention logic although it might need some improvements regarding hierarchy of objectives, indicators, Risk and Assumptions.		
	C	Problems with intervention logic may affect performance of intervention and capacity to monitor and evaluate progress; improvements necessary.		
	D	Intervention logic is faulty and requires major revision for the intervention to have a chance of success.		

2. EFFICIENCY OF IMPLEMENTATION TO DATE: Degree to which the resources of the intervention (funds, expertise, time, etc.) have been converted into results in an economical way				
In order to calculate the total score for this quality criterion, proceed as follows: 'At least two 'A', no 'C' or 'D' = A; Two times 'B', no 'C' or 'D' = B; at least one 'C', no 'D' = C; at least one 'D' = D				
Assessment EFFICIENCY : total score	A	B	C	D
		X		
2.1 How well are inputs (financial, HR, goods & equipment) managed?				
	A	All inputs are available on time and within budget.		
X	B	Most inputs are available in reasonable time and do not require substantial budget adjustments. However there is room for improvement.		
	C	Availability and usage of inputs face problems, which need to be addressed; otherwise results may be at risk.		
	D	Availability and management of inputs have serious deficiencies, which threaten the achievement of results. Substantial change is needed.		

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

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

4. POTENTIAL SUSTAINABILITY: The degree of likelihood to maintain and reproduce the benefits of an intervention in the long run (beyond the implementation period of the intervention).				
In order to calculate the total score for this quality criterion, proceed as follows: At least 3 'A's, no 'C' or 'D' = A ; Maximum two 'C's, no 'D' = B; At least three 'C's, no 'D' = C ; At least one 'D' = D				
Assessment POTENTIAL	A	B	C	D
SUSTAINABILITY : total score		X		
4.1 Financial/economic viability?				
	A	Financial/economic sustainability is potentially very good: costs for services and maintenance are covered or affordable; external factors will not change that.		
X	B	Financial/economic sustainability is likely to be good, but problems might arise namely from changing external economic factors.		
	C	Problems need to be addressed regarding financial sustainability either in terms of institutional or target groups costs or changing economic context.		
	D	Financial/economic sustainability is very questionable unless major changes are made.		
4.2 What is the level of ownership of the intervention by target groups and will it continue after the end of external support?				
	A	The steering committee and other relevant local structures are strongly involved in all stages of implementation and are committed to continue producing and using results.		
X	B	Implementation is based in a good part on the steering committee and other relevant local structures, which are also somewhat involved in decision-making. Likelihood of sustainability is good, but there is room for improvement.		
	C	The intervention uses mainly ad-hoc arrangements and the steering committee and other relevant local structures to ensure sustainability. Continued results are not guaranteed. Corrective measures are needed.		
	D	The intervention depends completely on ad-hoc structures with no prospect of sustainability. Fundamental changes are needed to enable sustainability.		
4.3 What is the level of policy support provided and the degree of interaction between intervention and policy level?				
	A	Policy and institutions have been highly supportive of intervention and will continue to be so.		
X	B	Policy and policy enforcing institutions have been generally supportive, or at least have not hindered the intervention, and are likely to continue to be so.		
	C	Intervention sustainability is limited due to lack of policy support. Corrective measures are needed.		
	D	Policies have been and likely will be in contradiction with the intervention. Fundamental changes needed to make intervention sustainable.		
4.4 How well is the intervention contributing to institutional and management capacity?				
	A	Intervention is embedded in institutional structures and has contributed to improve the institutional and management capacity (even if this is not an explicit goal).		
X	B	Intervention management is well embedded in institutional structures and has somewhat contributed to capacity building. Additional expertise might be required. Improvements in order to guarantee sustainability are possible.		
	C	Intervention relies too much on ad-hoc structures instead of institutions; capacity building has not been sufficient to fully ensure sustainability. Corrective measures are needed.		
	D	Intervention is relying on ad hoc and capacity transfer to existing institutions, which could guarantee sustainability, is unlikely unless fundamental changes are undertaken.		




4.2 Decisions taken by the steering committee and follow-up

Note: for coherency purposes, the table below presents all decisions taken by the Steering Committee during the reporting period as both sub-interventions of RDSP (ECD and DDP) are managed as one.

Decision	Deadline	Status
7/1a: SC recommends for RGB/LODA and PCU finance staff to meet in order to resolve outstanding issues on financial planning and reporting.	12-11-17	Implemented
7/1b: SC decides that after budget revision, for expenditure to be eligible, all activities have to be correctly reflected in IFMIS or other institutional AP&B	31/12/2017	Implemented
7/1c: SC agrees with PCU proposals to train and work closely with RGB financial officer and IPs to make use of PCU assistance.	31/12/2017	Implemented
7/2: SC decides to extend the implementation period for different RGB activities	31/03/2018	Implemented
7/3a: SC recommends to present the summary of implementation of audit recommendations by all IPs during the following meetings.	Next steering Committees	Ongoing
7/3b: SC recommends to plan joint mission of PCU and LODA compliance team to districts in order to implement activity 2A.2.2	30/06/2018	Partly Implemented
7/4: SC decision: PCU to present roadmap and methods (proposed members) for producing and sharing RDSP Lesson's Learned and Success Stories	N.A.	Implemented
7/5: SC recommends to assess how LCF partnerships are working and to engage SC members in planned field visits.	Before Feb 2018	Implemented through a consultancy
7/6: SC decides to put on hold budget change for OC 7 (and corresponding AP&B) towards accompanying measures until consensus between MINALOC/LODA and BTC is reached	31/12/2017	Consensus reached
7/7: SC approves revised AP&B and new RGB AP&B	12-05-17	Implemented
7/8: SC recommends BTC representation/ PCU to communicate budget ceilings FY18-19 and possible transfer of OC1 capacity building funds	31/01/2017	Implemented
7/9a: SC recommends PCU and IPs to discuss closer coordination with internal auditor & compliance team and subject of possible reduction of number of audits (e.g. through joint audits or general audit)		Implemented
7/9b: SC recommends IPs to provide global institutional audit recommendations implementation plan to PCU	Q3	Not implemented yet
8/1 SC decides that the presentation of audit implementation plans is postponed to an ad hoc meeting.	31/03/2018	Implemented

Decision	Deadline	Status
8/2: SC recommends that audit implementation plans be well prepared by all IPs in close collaboration with PCU finance team, based on all final/approved audit reports. From there on, the audits implementation plans be regularly shared with PCU.	15/03/2018	Implemented
8/5: MTR recommendations beyond RDSP control will be presented to the TWG on LED. MINALOC will take lead in supporting enhanced coordination with MINICOM.	Next meeting of TWG on LED	Ongoing
8/6: SC decides that the RGB budget ceiling for FY 18/19 will amount € 1,000,000 (incl. management fees)	03-12-20	Implemented
8/7: SC decides that the remaining budget balance (€390,783) is divided between LODA & RALGA as follows: • € 80.000 to LODA, bringing the LODA O2 ceiling for FY 18/19 to € 242.289 (incl. management fees) • € 310.783 to RALGA, bringing the RALGA O3 ceiling for FY 18/19 to € 447.249 (incl. management fees)	03-12-20	Implemented
8/12: RALGA will submit: • an AP&B for 18/19/20 including a written note on implementation arrangements, by 31/3/18 • a summarized version to MINALOC for information and analysis purposes, by 28/2/18	31/3/18 and 28/2/18	Implemented
8/14: SC recommends that LODA and Enabel work closely together in launching the 2nd call. Joint agreement on communicating on the awareness campaign is essential.	Launch of 2nd call	Implemented
8/15: LODA will prepare two scenarios for budgeting the accompanying measures for a second call, considering the number of projects to be supported with and without Enabel contribution.	31/05/18	NA
8/16: SC recommends that an ad-hoc committee is established to review and validate the LCF 1st call intermediary evaluation report (Committee composition to be decided by LODA/MINALOC/Enabel).	31/03/18	Implemented
8/17: the SC will decide on the use of the Enabel funds earmarked for LCF grants (2nd call) by June 2018 based on the results of the intermediary evaluation.	30/06/18	Implemented
8/18: RGB to ensure 100% IFMIS integration for its 17/18 AP&B under RDSP	03-09-18	Implemented
8/19: SC approves the RDSP closing timeline		Implemented
8/20: SC approves the timeframe for activity implementation and extended timeframe for work contracts as a ceiling in terms of time and budget.		
8/21: SC approves budget changes as indicated in the power point presentation This budget change has no impact on 'régie vs. co-management modality.	23/02/2018	Implemented
E-Decision of 30/05/18: LODA activities (1) 'Capacity building of call 2 applicants LCF' for 90,000,000 Rwf and (2) final evaluation of LCF call 1 projects for 30,000,000 Rwf will be removed from the grant agreement RWA1309011/Grant Agreement 002 and be managed by the PCU - including procurement under Belgian Law. The amount for these activities will be removed from LODA's Action-Plan and Budget under this grant agreement	Immediate	Implemented

Decision	Deadline	Status
(bringing its amount to 111,410 EUR), and transferred from the budget line for this grant agreement to another budget line self-managed by Enabel.		
9/1: SC decides to include updates on audit recommendations implementation plans as an agenda item for future SC meetings.	Next SC	Ongoing
9/2: SC decides that a presentation on Coaching Program lessons learned, good practices and MTR will be made by RGB at the next steering committee meeting	Next SC	Planned
9/3: SC decides that PCU will inform SC on the evolution of IP budget execution rate since the beginning of RDSP.	Next SC	Planned
9/5: SC approves a no cost extension of LODA FY 17/18 activities n° 2.A.1.2; 2.A.2.5; 2.A.2.6; 2.A.3.3; 2.A.3.4; 2.C.1.1 and 2.C.1.2 to FY 18/19	30/06/2019	Implemented
9/6: SC approves a no cost extension of RALGA FY 17/18 activities n° 3.A.1.1.2; 3.A.1.1.3; 3.A.1.2.1; and 3.B.1.3.1 until 30/09/2018.	30/09/2018	Implemented
9/7: SC recommends that MINALOC takes the lead in sharing knowledge generated from RALGA's high level dialogues with relevant institutions in a view to support related policy development.	31/12/2018	On-going
9/8: SC decides that Enabel RDSP funds will top-up the Government budget (amounting to 600.000 rwf) to fund LCF Call 2 projects as recommended by the LCF investment committee.	31/7/2018	Implemented
9/9: SC recommends that LODA and MINALOC follow up with MINECOFIN on approval for LCF funds under Government budget in FY 17/18 (150,000,000 Rwf) to be used in FY 18/19. In case of no approval, LODA should secure this commitment by including this budget in its AP&B for FY 18/19 at December 2018 budget revision.	31/7/2018	On-going
9/10: SC recommends that LCF secretariat identifies existing financial literacy initiatives and explores possibilities for collaboration in view of financial literacy of individual beneficiaries under LCF.	31/12/18	On-going
9/11: SC approves the proposed principles and way forward for the future of LCF. LODA will submit a technical proposal to Chair and Co-Chair, including adequate action-plan, time frame, and budget. Envisaged evaluations will be rationalized. A mandate is given to SC chair & co-chair to approve the technical proposal.	30/09/2018 (decision)	On-going
9/12: SC approves the RALGA AP&B for FY 18/19 and FY 19/20 with the remark that activities 2.A.2.1; 2.A.2.2; 2.A.3.1; 2.A.3.2; 3A1.1; 3A.1.2; 3A.1.4; 3B.1.1 and 3B.1.4 require an approved concept note.	ASAP	Implemented
9/13: SC recommends to RALGA to engage all relevant actors on division of labor and coordination in preparing concept note for activity 3B.1.4 (Gender desk)	ASAP	On-going

Decision	Deadline	Status
<p>9/14: SC approves the following budget changes under RDSP Outcome 7:</p> <ul style="list-style-type: none"> • € 133.500 are transferred from co-managed budget line A0203 to new self-managed budget line A0202; • € 111.410 are transferred from co-managed budget line A0203 to new self-managed budget line A0204. <p>The net impact of these changes is a transfer of € 245.000 from 'co-management' to 'régie' (Enabel self-management).</p>	Immediate	Implemented
9/15: SC recommends Enabel to check with MINECOFIN on implications of new Enabel grant agreements rules.	Immediate	On-going
9/16: SC approves the proposed approach and roadmap for RDSP exit strategy. IPs are requested to prepare exit/sustainability plans as proposed.	15/08/2018	On-going
9/17: SC approves RDSP PIM V2.0, subject to inputs from IPs by 15/07/2018, and requests PCU to share RDSP PIM V2.0 with Implementing partners	Immediate	Implemented
9/18: SC recommends that all IPs share their AP&B 18/19 with RDB - capacity building in order to align CB plans	Immediate	Implemented
9/19: SC recommends that a meeting be organized between Enabel and other signatories of the joint MOU with LODA (Belgian Embassy, NL, KfW, LODA) in the context of the handover between the outgoing and the incoming RDSP ITA on Contracts and Finance	31/07/2018	Partly implemented

4.3 Updated Logical framework

The RDSP logical framework remains as it was last year.

4.4 MoRe Results at a glance

Logical framework's results or indicators modified in last 12 months?	No
Baseline Report registered on PIT?	Yes
Planning MTR (registration of report)	RDSP MTR took place in October 2017
Planning ETR (registration of report)	-
Backstopping missions since 01/01/2012	YES: 4

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

Budget vs Actuals (Year to Month) of RWA1309011									
Project Title: Financial Support to the District Development Plans and fiscal decentralization through the Rwanda Local Development Support Fund									
Budget Version: G01									
Currency: EUR									
YIM: Report includes all closed transactions until the end date of the chosen closing									
Year to month: 30/06/2018									
	Status	Fin Mode	Amount	Start to 2017	Expenses 2018	Total	Balance	% Exec	
A THE DISTRICTS CAPACITY TO DEVELOP A SUSTAINABLE			11 160 000,00	9 166 800,10	162 362,78	8 326 962,86	1 821 047,12	84%	
01 Enhanced access to basic services, farm and off-farm			8 351 000,00	8 266 547,00	0,00	8 266 547,00	84 453,00	99%	
01 Support to Capital Development Investments as prioritized			COGES	8 266 547,00	0,00	8 266 547,00	84 453,00	99%	
02 Working costs LODA			COGES	0,00	0,00	0,00	0,00	7%	
02 Innovative economic partnerships are implemented			2 730 000,00	853 939,08	162 362,78	1 016 301,86	1 713 698,14	37%	
01 implementing economic partnerships			COGES	2 350 000,00	833 766,07	116 781,47	1 300 462,46	42%	
02 LCF Capacity Building of LCF beneficiaries			REGIE	368 590,00	20 183,01	46 581,31	301 825,88	18%	
03 GA LCF for accompanying measures			Deleted	COGES	0,00	0,00	0,00	7%	
04 GA LCF for accompanying measures			REGIE	111 410,00	0,00	0,00	111 410,00	0%	
03 LODA Support Programme and the DDPs are			89 000,00	46 104,02	0,00	46 104,02	22 695,98	67%	
01 Joint annual value for Money Audit			REGIE	89 000,00	46 104,02	0,00	22 695,98	67%	
99 Conversion rate adjustment			0,00	0,00	0,00	0,00	0,00	7%	
99 Conversion rate adjustment			REGIE	0,00	0,00	0,00	0,00	7%	
99 Conversion rate adjustment			COGES	0,00	0,00	0,00	0,00	7%	
			REGIE	549 000,00	66 287,03	46 581,31	112 868,34	436 131,66	21%
			COGEST	10 601 000,00	9 100 303,07	116 781,47	9 216 084,54	1 384 916,46	87%
			TOTAL	11 150 000,00	9 166 800,10	162 362,78	8 326 962,86	1 821 047,12	84%

4.6 Communication resources

For the DDP part of the programme, communication products that focus on the impact for the beneficiaries has largely focused on LCF, as such an explanation video of LCF, showing beneficiaries and government stakeholders: (<https://www.youtube.com/watch?v=DFIdouFS-yo>) was developed in October 2017 (funded by Outcome 5 of RDSP ECD) and is being shown at the district offices of all 4 pilot districts. Furthermore, a booklet with most significant change stories of LCF has started production during this fiscal year and is expected to be finalized soon.

Next to this, according to Enabel's communication plan, newsletter articles were made throughout the year. The article that focusses on LCF (written in June 2018) has been pasted below:

Governmental Cooperation



Local competitiveness facility showing positive mid-term results for private sector development in Rwanda



Through the **Local Competitiveness Facility (LCF)**, Enabel supports private sector development in Rwanda. By providing matched grant fund opportunities, and business skills training and coaching, LCF aims to overcome some of the main barriers for business growth in the country: access to finance and lack of technical and managerial skills.

Funded by the Rwanda Decentralization Support Programme of Enabel and the Government of Rwanda and implemented by the Local Administrative Entities Development Agency (LODA) and 4 pilot Districts: Gakenke, Gisagara, Nyagatare, Rutsiro, the Local Competitiveness Facility is an enterprise challenge fund for which the 1st call was launched in November 2017.

Partnerships between enterprises can apply for a grant, submitting a proposal for a common project. In the 1st call for proposals, 36 projects have been selected from an initial amount of 500 proposals. Because of this partnership requirement, LCF is supporting a total of 99 enterprises in the agro-processing, tourism, handicrafts and ICT sectors for a total of 1 million euros in grants. Currently, a 2nd call for project proposals is ongoing: out of 254 initial project proposals, 59 projects are still in the running to get the grant. It is expected that the final selected projects will start receive funding as from September 2018.

Financial support combined with skills development

The objectives of LCF are to create value-chain development for pro-poor businesses, and thereby supporting the local economic development of the district. As many of these enterprises are very small and managed by individuals with limited entrepreneurial skills, LCF combines financial support in the form of grants with business skills development, financial management training and coaching and marketing support in order to increase the capacities of the enterprises to run and expand their business. Half-way into the project implementation, 77% of the beneficiaries indicate that they benefit from these training and coaching sessions, and that it will support the professionalization of their business.



LCF beneficiaries in Gakenke discussing the future strategy of their business during training session

LCF - Intermediate results

Impact of the Local Competitiveness Facility after 8 months of implementation



1st positive results registered

8 months into the project implementation of the first 36 projects, very positive results have been reported: 49% of the businesses have further developed their specific value-chains and 54% of the enterprises developed new products. Compared to the start of the project, when 1.866 people were working in the 99 companies, LCF supported enterprises increased employment with 1.369 jobs, giving both temporary and permanent employment opportunities to a total of 3.235 people in rural, low-income areas. Furthermore, a large majority of the companies indicate that through LCF support they were able to increase both their sales (83%) and production (88%) capacity.

(Read further on the next page)

Governmental Cooperation

Quantitative monitoring combined with qualitative methods

As the project aims at creating change in the lives of the poor, quantitative monitoring of the business performance is accompanied by the 'Most Significant Change' technique, which gathers 'stories of change' from project beneficiaries. Both management of the enterprises and employees were asked to tell the changes they have seen occurring in the past 8 months in their enterprises as well as in their personal lives. Analyzing these 'stories of change' shows that most changes took place with regard to salaries, technical skills, and social conditions of the beneficiaries.



Due to LCF, supported shoemakers can increase their investment in qualitative locally produced shoes, and offer a good and affordable "Made in Rwanda" product to the local market

Two Stories:



CECILE, cleaner in one of the LCF supported businesses in Rutsiro.

'I am working as cleaner in the lodges. I have been in the company since Dec 2017.

Before the project I was a casual worker, it was difficult to me to meet my needs even those basic ones such as soap and lotion. Thanks to the project I receive a monthly salary. I no longer request everything from my parents for I can meet my needs. I have managed to make savings. I have managed to buy two goats and I have saved some money on my account.

When you are poor as a girl, anyone may take advantage of the situation to tempt you. But now no one can deceive me because whatever he can offer

me, I may afford it myself. I am supporting my mother now by contributing to the education of my two brothers. One is in college and the other one is in secondary school. I provide them with some school materials'.

MERCIANNE, business owner in Nyagatare District.

'I am the owner and a manager of this company which dries fruits since the 23rd of January, 2013. By that time, I was cultivating pineapples for my family and selling some to neighbors.

Some time, the production was increased and began to rot. Then, I thought that there is a possibility to add-value to pineapples. I started the drying processing. I hired and trained 6 employees and then RDB trained another 18 employees. Apart from pineapples, we started drying also banana fruits and tomatoes for conservation. Nevertheless, drying by solar rays was taking too long and exposed production to spoil. Our production was negatively affected, and we couldn't satisfy the market. It was clear that we needed more means and equipment to meet the quality standards and market requirements.

LCF supported us with appropriate drying machines which have the capacity of drying about 120 kg of fruits within 18-20 hours. This new equipment allowed us to produce products that meet the standards of quality and products that keep their natural taste. Later on, our company was awarded an "organic certificate" and "S mark" from RBS.

In addition, apart from materials, LCF provided training to 14 employees to use machines that dry tons of fruits at once so that we can satisfy the markets.

The most significant change is that LCF support increased significantly the capacity of production in terms of quantity and quality. Our products got the "S trading Mark", because of modern equipment and training provided by LCF.

Our products are exported and we are building the economy of the country.'



"Due to LCF support, a farmer is able to 'S mark' and now these export our products, so we are building the economy of our country."

Mercianne

For more information on LCF, contact Sofie Geerts on sofie.geerts@enabel.be

4.7 Lessons learned

Below are lessons learned from LCF implementation that were drawn collectively by LODA, Districts and Enabel at a lessons learned workshop.

• CONTRACTING (WITH BENEFICIARIES)

LESSONS LEARNED / CHALLENGES	PROPOSED ACTIONS TO TAKE IN NEXT CALL
<p>Causes of delay during contract negotiations</p> <ul style="list-style-type: none"> - Initial shared contact was in English; the contract in both languages came late and moreover there has been an issue with the translation of the text from English into Kinyarwanda - Understaffing of BDEU means there was no time to assist all applicants to make the annexes (applicants to be supported one by one) <ul style="list-style-type: none"> - Not all applicants have a computer, so some need to use NTA or BDEU staff's computer to make the annexes, hindering NTA or BDEU staff in working - Applicants do not have planning and budgeting skills: annexes deemed too complicated for them to complete, alot of CB and support has been needed to complete the annexes - Contract negotiation sheets have been drafted in order to help the negotiation however they were not/only partly used. What was the reason for this? - Timely checks and corrections of the annexes of the contract is necessary in order to avoid delays - During implementation and monitoring several issues with contracts have been revealed in different Districts, surpassingly due to insufficient checks during contract negotiations: <ul style="list-style-type: none"> ▪ Wrong structure of the contract sections, including some contracts missing some sections ▪ Contracts missing some annexes or annexes note properly packaged (eg. Missing of log frame annexe (Gakenke); Missing of payment instalments (Nyagatare)) ▪ Wrong beneficiary bank accounts in the contracts, It was realised during monitoring that some beneficiaries provided wrong bank accounts during contract drafting which resulted in transferring grant funds to the other banks accounts rather than the ones opened specially for LCF grants with joint signatory regime of all partners. 	<ul style="list-style-type: none"> • Contract in Kinyarwanda to be ready and available in time + translations need to be correctly aligned • Contract to be simplified, e.g. general and specific conditions to be split • Additional district staff/people (e.g. BDAs/BDFs) to be trained/provided to support applicants completing the templates • Developing a new method replacing the contract negotiation sheets, which encompasses all details to be discussed, but which will be effectively used by all parties. • BDEU staff needs to take responsibility of thoroughly checking the contracts before final version is including: <ul style="list-style-type: none"> ○ statement of bank accounts (supported by proof of bank account) ○ installments and amounts mentioned are correct compared to what IC has agreed upon? ○ Instalments and amounts are clearly mentioned in the contract and annex 2 (budget)? ○ all annexes included, understandable and complete?




- **GUARANTEE**

LESSONS LEARNED / CHALLENGES	PROPOSED ACTIONS TO TAKE IN NEXT CALL
<p>Districts in which projects managed to obtain a guarantee before contract signature:</p> <ul style="list-style-type: none"> - Rutsiro: All projects obtained a guarantee from insurance company SAHAM (although clarification needed on their validity) - Gisagara: no projects obtained a guarantee - Gakenke: no projects obtained a guarantee - Nyagatare: one project obtained a guarantee from insurance company SAHAM. 	<ul style="list-style-type: none"> • Early communication on guarantee requirement is essential in the application guidelines (Including insurance cost) • Early identification of projects which might have difficulties obtaining a guarantee themselves is essential in order not to waste valuable time •
<p>Reasons guarantees could not be obtained:</p> <ul style="list-style-type: none"> - Projects were not aware of guarantee requirement at the time of application - Projects requested to deposit a check beforehand, which they cannot do (collateral to be given which projects don't have) - It was unclear from the beginning which form the guarantee could take in order to be feasible (performance guarantee vs. advance payment guarantee) - Guarantees cannot be given for a grant, as laws of Rwanda don't provide for guarantees for grants - LCF is a new concept/grant. Insurance companies/banks are not acquainted with LCF nor with guarantees for grants. - It has to be noted that beneficiaries had not budgeted for insurance cost 	<ul style="list-style-type: none"> • Avoid bringing in new requirements for beneficiaries during the evaluation and application process. This causes confusion and anger with the beneficiaries
<p>Solution of advance payment guarantee negotiated by LODA</p> <ul style="list-style-type: none"> - Advance payment guarantee has been negotiated by LODA management after it became clear that many projects could not deliver on this requirement by themselves. • This has resulted in all projects receiving a guarantee 	<ul style="list-style-type: none"> • Timely start negotiations as LODA management with companies, as beneficiaries do not have the required skills to successfully negotiation on those matters. • LODA and BDEU to conduct meetings with insurance companies and banks beforehand to convince them to offer guarantees (so that they are ready once LCF beneficiaries need them)




- **BASELINE**

LESSONS LEARNED / CHALLENGES	PROPOSED ACTIONS TO TAKE IN NEXT CALL
<ul style="list-style-type: none"> - Not all questions have been interpreted the same way by different people gathering data - Some data are flawed due to the lack of capacity and knowledge of the beneficiaries (i.e. turnover / profit) - Interviews with beneficiaries which were prepared for the questions have been done more easily - Some beneficiaries are reluctant to give correct amounts for salaries - Testing of the questions beforehand helped to improve questions and clarify ambiguities - Take into account the differences in management structure between cooperatives and companies in order to get clear data on management - Make sure a clear monitoring framework is in place, and align questions with it - Some data cannot be produced 'on the spot': eg. a lot of companies had no idea about their profit/loss of 2016 - Design of baseline survey should be done very carefully to allow for sound statistical procedures, to be used for possible scaling up. (since this is a pilot project) 	<ul style="list-style-type: none"> • make sure the questions are short and clear to everyone, provide extra information, like examples, when risk of misunderstanding exists • Testing of the questions beforehand helps to improve questions and clarify ambiguities • When data are clearly unknown by the business, rather than trying to find the correct answer, leave the data open. This might also be valuable information for analysis • Organize a general session for beneficiaries, in order for them to be prepared to the questions and organize one-on-one sessions afterwards to actually collect data • Prepare a non-disclosure letter, which makes clear that the data will only be used for monitoring and evaluation purposes • Share all the collected information with the beneficiaries so that they also have data about their business available • Test the questions with more than 1 company so that more issues with questions and answers can become clear • Design questions with later statistical analysis in mind. • Hold workshop of how to translate each indicator into data <u>before</u> the surveying




- **Request + payment for 1st instalment**

LESSONS LEARNED / CHALLENGES	PROPOSED ACTIONS TO TAKE IN NEXT CALL
<p>Payment LODA → Districts</p> <ul style="list-style-type: none"> - District LCF Secretariat should timely request funds to LODA LCF Secretariat as soon as contracts are signed and guarantee has been secured 	<ul style="list-style-type: none"> • Open and direct lines of communication between the District and LODA LCF Secretariat are crucial for the efficient and rapid disbursement of funds
<p>Payment Districts → beneficiaries</p> <ul style="list-style-type: none"> - The request for 1st instalment was linked to the contract signature in order to reduce the administrative burden - Payments have been heavily delayed due to guarantee issue for majority of the projects, only in Rutsiro payments have been made after signature of the contracts - LODA has disbursed money to Districts from the moment guarantee issue has been cleared, there have however been delays in the payouts from Districts to beneficiaries - Delays in payment incurred important implementation issues for beneficiaries, especially for those in agro-processing who are dependent on harvesting season to be able to proceed their activities - We experienced lack of clarity on the funds disbursement instalment for some contracts which required preparation of disbursement instalment as addendum. 	<ul style="list-style-type: none"> • Issue concerning delayed payment linked to guarantee issue should be avoided through actions mentioned under “guarantee” section of this report • District LCF Secretariat should be more actively following up the disbursement of the funds to the beneficiaries • Issues with fund disbursement affecting the implementation activities of the beneficiaries should be identified early and should be managed on a case-by-case basis • Clear communication within LODA between different units/departments • Clear contracts with correct budget information (as per minutes LCF IC meeting) to avoid delays

- **Monitoring of projects + information on MEIS**

LESSONS LEARNED / CHALLENGES	PROPOSED ACTIONS TO TAKE IN NEXT CALL
<ul style="list-style-type: none"> - After fund disbursement, monitoring activities started gradually and not immediately. This has caused some implementation issues with projects where funds were not used properly due to misinterpretation of the requirements or - Monitoring visit of LODA has revealed several implementation and contractual issues that have been discussed with the District - Some Districts have developed a monitoring tool for own use, as to keep monthly information on each project up to date. This should be shared and seen as best practice. 	<ul style="list-style-type: none"> • Fund disbursements should immediately be followed up (or even take place before funds are disbursed?) by inception meetings attended by the partnership and the District LCF Secretariat in order to fully clarify the rules • When fund disbursement has been delayed, monitoring visits should clearly indicate the issues the implementing project is detecting and how these can be solved.




- **Monitoring through MEIS**

LESSONS LEARNED / CHALLENGES	PROPOSED ACTIONS TO TAKE IN NEXT CALL
<ul style="list-style-type: none"> - Due to the absence of scanners in District offices, there has been a long delay in the uploading of contracts on MEIS - Financial information on fund disbursement to projects has not been updated timely by District LCF Secretariat - Uploading of quarterly reports and checking through checklist on MEIS has overall been done correctly. 	<ul style="list-style-type: none"> • Districts should effectively use their management fees to make sure that scans can be easily made and that upload to MEIS can be done timely • In order to secure a correct follow-up on all management levels, it is crucial that information on fund disbursement is correctly filled by the relevant actors in order to avoid confusion

- **Capacity building activities**

LESSONS LEARNED / CHALLENGES	PROPOSED ACTIONS TO TAKE IN NEXT CALL
<ul style="list-style-type: none"> - Introductory CB trainings on procurement and financial management should be given possible right after fund disbursement in order to make sure that correct procedures are followed - After training, beneficiaries seem to understand the importance of procurement activities and are implementing the process in their activities - Capacity building from consultants should have started during this phase, however, due to procurement delays this has not been possible. Activities will start after 2nd fund disbursement 	<ul style="list-style-type: none"> • Plan introductory CB timely in order to make sure correct procedures are followed. • Follow-up closely with the beneficiaries whether they are correctly implementing procurement activities they have been trained on • Timely start implementing procurement activities for consultants for CB: CB on certain topics (e.g. procurement) to be done before funds are paid out

PROJECT CODE	RVA1108911 & RVA1109011
PROJECT NAME	RDSP
YEAR OF REFERENCE	2018
QUARTER OF REFERENCE	Q1 (September 2018)

Risk/ Issue Event	2018			2019 (Q1 (September))			Status	
	Likelihood	Impact	Magnitude	Action(s)	Resp.	Deadline		Progress
RISQ GENERAL								
Logframe not harmonised with the decentralisation policy and strategic Plans	Low risk	Low risk	Low risk					
Baseline data for most indicators in the logframe not available: the program find difficult to know its starting point and its contribution to the decentralisation Policy strategic Plans.	Low risk	Low risk	Low risk					
Changing priorities challenge programme coherence (New result, addendums, etc)	Low risk	Low risk	Low risk					
Limited result of capacity building activities due to inappropriate or poor quality service provision and poor management of capacity building cycle (e.g. needs assessment, definition of CB activities, objectives and methodology, implementing CB activities, monitoring, evaluation, etc.)	Medium risk	Medium risk	Medium risk					
	Medium risk	Medium risk	Medium risk					
	Medium risk	Medium risk	Medium risk			Jun/19	CB funds under RGB are now limited to coaching programme; other CB is more specific (related to LED) and with a better likelihood to achieve results - even if CB approaches and methods require continuous improvements	On-going
	Medium risk	Medium risk	Medium risk	Increase support to RGB in a view to make the coaching programme results-oriented and effective	TA to RGB, JTA RBM, Co-manager			
Underachievement of program results and objective due to a somewhat unclear RDSP result chain combined with a focus on activity outputs rather than outcomes, thus an unclear understanding of the activities' contribution to the RDSP result chain	Medium risk	Medium risk	Medium risk	Result planning template introduced for 2017-2018, also used for 18/19. Training and on the job support on RBM at planning retreats of 01/2018 and 06/18 (RBM coach); Use of gender experts under RR framework contract for analysis of RDSP performance in gender mainstreaming. Risk remains medium despite quality of dialogue with IPg on results-orientation, because RBM approach can only partly be implemented (conflicting frameworks + limited results orientation of RDSP design)	PISES, JTA RBM	Jul/18	Risk remains medium despite quality of dialogue with IPg on results-orientation, because RBM approach can only partly be implemented (conflicting frameworks + limited results orientation of RDSP design)	on-going
Funding cut for any reason	Medium risk	Medium risk	Medium risk	Implement changes in closer collaboration with BTC, MINALOC and IPg	co-manager			
Project Agreement								
				Provide training and on the job support to IPg in realistic planning and budgeting (planning retreat Jan. 2018), monitor IP implementation through their monthly reports and report to MINALOC on the same at monthly programme management meetings	PII, JTA CPA	monthly	Topic addressed at January and June technical committee retreats	on-going
Delayed transfers to IPg (lose-lose partnership)				IPg do not abide by the CA conditions, thus information gap on use of funds				
				Refused request for funds due to ineligibility of expenditure				

Delayed transfers to Ips (see-see partnership)	PCU unable to perform timely on-site supervision visits at Ips	Medium risk	Medium risk	Medium risk	Role of RDSP project managers in Ips clarified in annex to grant agreement. Project managers appointed in each IP.	Co-manager	Sep/17	ToR agreed upon with Ips and attached to GA amendments. Budget for project manager awarded for RALGA and RCB; discussions on-going with LODA	Done
	Activities implemented are not the same as those approved, undocumented and unapproved shifts	Mismatch between available Ips HR for RDSP and Ips scope of work for implementing RDSP supported activities - project managers and their respective team - leads to delays in implementing, reporting, managing, etc. and communication and partnership issues.							
MONITORING									
Delays in RDSP implementation	Unrealistic planning	Medium risk	Medium risk	Medium risk	see row 32				
	No realistic information on Ips planning								
Outcome 7: LCF									
LCF design and management modalities not adapted, No appetite for LCF in districts	Low risk	Low risk	Low risk	Low risk	same as column 1				Dec-18
	Medium risk	Medium risk	Medium risk	Medium risk					
Delays in LCF implementation due to challenges in LCF management.	Medium risk	Medium risk	Medium risk	Medium risk	same as column 1				
	High risk	High risk	High risk	High risk					
Misuse of LCF support by LCF beneficiaries	Medium risk	Medium risk	Medium risk	Medium risk	same as column 1				
Transfer to LCF beneficiaries delayed or blocked due to poor implementation by beneficiaries as well as delays and low quality in reporting on use of funds	Medium risk	Medium risk	Medium risk	Medium risk	same as column 1				
Poor and late information on LCF projects due to complicated reporting pathways (from cooperatives to districts, Districts to NTA, NTA to LODA and LODA to RDSP).	High risk	High risk	High risk	High risk	Regular field visits by NTAs				
	Medium risk	Medium risk	Medium risk	Medium risk					
No adequate information on the success or not of LCF pilot due to not having designed and implemented adequate 'pilot management' measures (risk identified in Q2 2017)	Medium risk	Medium risk	Medium risk	Medium risk	same as column 1				

<p>Complex RDSF modalities (Own-management, co-management, grant agreement, national execution, competitiveness funds management) generates confusion in responsibilities, low ownership and low employees motivation and accountability.</p>		Medium	Medium	Medium Risk		CFA	Sep/17		
<p>Reporting Q4 GA do not allow proper exhaustive or incorrect costs are understated, cash planning is biased, budget monitoring is inconclusive...</p>	<p>The RDSF reports are delayed or non exhaustive or incorrect: costs are understated, cash planning is biased, budget monitoring is inconclusive...</p>	Medium	Medium	Medium Risk	<p>Topic brought forward in bilateral meetings with J28 and at level of SC level (09/12/2017); SC decision: all activities have to be correctly reflected in IFMIS or other institutional AP/BA to be eligible</p> <p>Clear identification of activities and budget lines in IFMIS Planning and budgeting tool or in P&B partner's project management system</p>	CFA	Sep/17		
<p>Inaccurate reporting, no possibility to provide financial analysis and liability to control due to lost documents</p>	<p>Not or bad Storage space Lack of back up and lack of common server No filing system</p>	Low	Medium	Low Risk		FMS	Sep/17		Completed
<p>Inefficient Budget management</p>	<p>No scanned documents Communication gaps between operational planning and finance. No budget revision made No budget follow-up made to RDSF management</p>	Low	Medium	Low Risk	<p>Monthly budget follow up are provided to Management</p>	CFA	monthly	done	Completed
PURCHASER AND PUBLIC PROJECTS DEPT									
<p>Unsatisfactory: goods and services purchased or not in compliance with the TOR and the requests.</p>	<p>Inadequate application of internal procedures for procurement. Inadequate level of competition due to not enough bidders or bidders do not enough provide quality proposals Non respect the contract conditions by the bidders and the received services are inadequate</p>	Medium	Medium	Medium Risk	<p>clarification of co-managed proc process with MINADOC was done, to be re-done in January 2018 with introduction of e-procurement</p>	CFA + P&B			Completed