

CTB



FINAL REPORT

INTERVENTION PAREF BE-2

SUPPORT PROGRAM FOR THE FORESTRY SECTOR IN RWANDA

DECEMBER 2016

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Acronyms

AMBABEL	Belgian Embassy
ATJ	Junior Technical Assistant
BTC	Belgian Technical Cooperation
CGF	Forest seed Centre
CPPR	Country Program Portfolio Review
DAO	Tender Document
DelCo	Co-management Delegate
DDG	Deputy Director General
DFMP	District Forest Management Plan
DFO	District Forest Officer
DFNC	Department of Forest and Nature Conservation
DG	Director General
DI	Director of Intervention
EA	Execution Agreement
EAVFO	School for Agriculture, Veterinary and Forestry
EDPRS II	Economic Development Poverty Reduction Strategy / 2013-2018
FMP	Forest Management Plan
FSSP	Forestry Sector Strategic Plan
GIS	Geographic Information System
GoR	Government of Rwanda
HQ	Head Quarter
ISAE	Institute of Agriculture and Animal Husbandry
ISAR	Institute for Agricultural Science in Rwanda
LFW	Logical Frame work
MDF	Management Development Foundation
M&E	Monitoring et evaluation
MINIRENA	Ministry of Natural Resources
MoU	Memorandum of Understanding
MTR	Mid Term Review
NUR	National University of Rwanda
NFSP	National Forest Sector Program
NFP	National Forest Policy
NFMP	National Forestry Management Plan
PAFP	Support Program for Vocational Training
PAREF.be1	Support Program for the Forestry Sector in Rwanda Phase 1 (2008-2011), Belgian Funded
PAREF.be2	Support Program for the Forestry Sector in Rwanda Phase 2 (2012-2015), Belgian Funded
PAREF.NI	Reforestation support Program Phase 1 (2008-2013) Dutch Funded
PMU	Project Management Unit
PO	Program Officer
PS	Permanent Secretary
RAB	Rwanda Agricultural Board
REDD+	Reduced Emissions from Deforestation and Forest Degradation

RNRA	Rwanda Natural Resources Authority
SC (M)	Steering Committee (Meeting)
SEW	Sustainable Energy through Woodlots and Agro forestry in the Albertine Rift
SIEP	Permanent system for information and evaluation of the forestry Sector
SFMP	Simple Forest Management Plan
SMP	Supply Master Plan for the provision of fuel wood for Kigali
SPAT 2	Market Oriented advisory services and quality seeds
SPIU	Single Project Implementation Unit
TA	Technical assistance
T&C	Training and Communication
ToR	Terms of Reference
WISDOM	System for the analysis of supply and demand of wood energy

Intervention form

Intervention name	Support program to the Forest Sector in Rwanda
Intervention Code	RWA0907011
Location	Rwanda, Kigali.
Initial Budget	6.000.000 €
Partner Institution	MINIRENA / RNRA/ FNCD
Date intervention start/Opening steering committee	06-12-2010
End date Specific Agreement	05-12-2016
Target groups	All forestry sector actors, especially the forest officers (central and district), the trainers from different training institutions and private field operators of the intervention zones (6 districts, 3 in North and 3 in East).
Impact	The implementation of the national forest policy contributes to poverty alleviation, economic growth and environment protection
Outcome	The bases of a system of sustainable management of the forest resources of Rwanda are established
Outputs	<p>Output 1: The availability of trained professional foresters is increased and technical capabilities of stakeholders in the forestry sector are strengthened"</p> <p>Output 2: The institutional capacities to implement the national forest policy are reinforced from the central level to the decentralized level"</p> <p>Output 3: Forest resources in the pilot districts (3 in the Northern Province and 3 in the Eastern Province) are increased and diversified and their management is improved"</p>
Total budget of the intervention ¹	6.878.184 €
Period covered by the report	September 2011 to June 2016

¹ There were 878,184 euro added to the project budget coming from the closing balance of PAREF Be1
The project also managed additional **981,965 euros** from PAREC Study Fund requested to finance the National Forest Inventory of Rwanda (€764,000) and the National Forest Management Plan development (€217,965.81))

Global appreciation

Describe your global appreciation of the intervention (max 200 words):

All main activities foreseen have been successfully achieved, from capacity building and institutional tools development to the forest plantation establishment and designs of forest management plans.

The main findings of the National Forest Inventory, Supply/demand analysis tool and Forest Management designed provided very useful information supporting decision making as well as change and adaptation of the partner's vision in management of forests.

The key remaining constraint of the intervention is the issue of sustainability, for two main reasons: (1) the tools developed by the project (DFMP, FMES) are not yet fully owned and mastered and still request a continuous technical support in coming years for their adequate implementation at District and central levels, (2) implementation of DFMPs request fund mobilization, not yet assured.

Score your global appreciation of the intervention²:

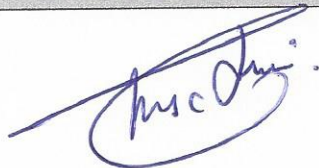
Satisfactory

National execution official

BTC execution official



Jean Damascene UWIZEYE,
Director of Intervention (DI)



Vincent NSABUWERA
Project Co-Manager (DELCO)

² Very satisfactory - Satisfactory - Non satisfactory, in spite of some positive elements - Non satisfactory

PART 1: Results achieved and lessons learned

1 Assessing the intervention strategy

1.1 Context

1.1.1 General context

During the first year of the project (second half of 2012) the second phase of Economic Development and Poverty Reduction Strategy (EDPRS II) was developed. Because the document is closely linked to the National Strategy for the Forestry Sector, the project team through the Special Working Groups was able to contribute to EDPRS II. Furthermore, through this participation, the major elements of the first draft of the Forest and Nature Conservation Strategic Plan developed in July 2012 were included in EDPRS II.

Another major development was the establishment of FONERWA (Rwanda environment and climate change fund) to be managed under the authority of REMA. This initiative has become a well-developed program. In 2015 the first Forestry project in Gatsibo District was approved to be financed by FONERWA and is currently under implementation.

Also in 2012 a new Forest Law was developed and approved by Parliament in 2013. In 2014, Ministerial decrees for the Forest law were drafted and are still in the process of being validated. As outlined in the Forest Law, the Forest Policy should be revised; a Forest Strategy and a National Forest Management Plan were also recommended to be developed.

DFNC with support from the project organised a retreat on the sustainability of interventions in the sector in general and for the project in particular. The result was a note on sustainability, outlining strategies for a major revision of project implementation (including a budget neutral extension of 1 year) geared towards more sustainability of project activities and the development of a NFMP and the development of a multi donor Forestry Sector Support Program. The recommendations from the "note" were agreed upon by MTR, CPPR and SC.

In 2015 the project accelerated its support to the development of crucial management tools for RNRA/DFNC, thus implementing the strategy geared towards more sustainability developed during 2014. A study funded by PAREC and managed by the project to revise the NFP and FSSP and to develop the NFMP started in October 2015. This study is conducted by DFS and deliverables are expected beginning 2017. This exercise is under full control of the RNRA/DFNC and forms an integral part of the implementation plans of RNRA/DFNC.

During the first half of 2016 the NFI and 6 DFMPs/SFMPs (version 1 of June 2016) were finalised and validated by all parties. In July and August 2016, a one week training session was organized in every District, allowing better understanding by key local stakeholders. During these sessions, Excel files allowing easy adaptation of forest stand planning and annual detail planning have been developed. However, after completion of the NFMP, some adjustment of these 6 DFMPs will be necessary in order to ensure the integration of these excel files and the linkage between DFMP and NFMP targets and modalities. Also some general contents from current version 1 of these 6 DFMPs should be shifted to the new NFMP, allowing simplification and readability of DFMPs.

MINIRENA initiated in 2014 the ENR Results-Based M&E System, in order to establish for all main departments (Forestry, Water, Mining, and Environment) adequate tools for the regular monitoring and reporting of main key indicators. This initiative re-enforce the relevance of the FMES that will constitute the core tool for the M&E of the forestry department, to be integrated /linked to the ENR RBM. FMES has been developed under DHIS2 software, evenly chosen as the basic software for the ENR RBM system.



1.1.2 Institutional context

In 2013, during the X-mas holidays, RNRA/DFNC moved to another building, leaving the project behind and therefore not physically anchored in DFNC which had a negative impact on the coordination and communication of the intervention. The MTR reiterated this problem, and recommended the project staff to be located at the same geographical location as the DFNC as soon as possible. In April 2014 the project was relocated to the same building as MINIRENA, RNRA and DFNC, which had a positive impact on the coordination and communication of the intervention.

During 2015 the SPIU for RNRA was created. The project has actively supported the SPIU in both making available staff and in operational cost contribution (during the budget revision of 1st October 2015 a new budget line was created under Régie to support the SPIU). For all administrative and financial issues, the project has been working fully under the SPIU. Technical matters were handled under DFNC.

Though the partner institution has finished its recruitment process (in 2011 the DFNC counted only 6 staff, while currently DFNC count more than 20 staff plus at least 10 staff in SPIU), most of the new staff still lacked experience as a real forestry background was missing with most of them. The project started the implementation of capacity building in 2013, however the absorption capacity of DFNC was not very optimal, as DFNC staff was often lacking time to participate as they had a lot of other work to do. This has somehow impeded on the expected support for the implementation of the projects' capacity building program.

The districts cooperation with the program has been good, and the DFOs and other District staff were fully involved with the project implementation in terms of sensitization of farmers and reforestation activities. In view of the limited amount of money going to the District staff for these activities and the fact that working without Execution agreements seemed to work well, the project decided to cancel EAs for districts and make payment centrally when needed. This considerably reduced the workload of TA staff in managing these EAs. Based on the decision to make payment to Districts centrally, MoUs developed between RNRA and the Districts were fully implemented. Newly established plantations have been handed-over directly after planting to Districts, responsible for their management. RNRA supported dedication of earmarked budget to each District in order to ensure maintenance activities of these new plantations. However, still some Districts demonstrated a better commitment than others (Rulindo and Gakenke have been exemplary).

1.1.3 Management context: execution modalities

From the beginning the project faced a major problem of staff recruitment. Based on a decision from the Steering Committee, the recruitment of 21 staff was outsourced to RUMA. The process started in September 2011 and stopped suddenly due to very long process and improper exams in May 2012. At that time only 10 staff were recruited (8 Drivers/Guards, Procurement Officer and Accountant). The total delay in getting staff was more than 6 months. The project in close collaboration with RNRA Corporate Services re-launched the recruitment process in August 2012. The process was completed by 1st December 2012.

The BTC delegate to the project management (Co-Manager) arrived in September 2011, with a contract for 1 year. Because his performance was not in line with expectations, he left the project and his position was taken over by the Training ITA as from June 2012. The ITA occupied this position up to June 2013. With the mobilisation of 2 Junior TAs as from September 2012 the ITA Training/Co-manager received some very needed support, but not enough to cater for the absence of a Full-time Co-Manager.

In September 2012 the SC decided to transfer the power of budget manager from PS MINIRENA to the DG RNRA. The PS remained the Chair of the Steering Committee.

According to the project document (TFF), there were 10 Execution Agreements (three of which were already put into action during PAREF Be-1) that the project had to put in place and about 30 open tenders (two of these would be above 900,000 euros) equivalent of 70% of the project budget. Therefore the year 2012 was focused on preparing open tenders and Execution Agreements, to be launched in Q1 2013.

From January to May 2013, the project had but only one ITA staff, who performed both the role of Technical assistant as well as Co-Manager. This was impacting the speed of implementation of project interventions due to lack of time. In June 2013 the Co-Manager PAREF NI-1 joined the project, which allowed for an improvement in project intervention activities as the ITA could now focus more on technical support to the interventions.

One of the major problems faced by the project was that the Director of Intervention, seconded by DFNC, did not have the capacities and experience needed to carry out his function properly. This resulted in an increased workload for the ITA and insufficient decision making process, often resulting in frequent involvement of the new DDG of DFNC in project management. The DI was replaced by the DFNC planning officer in December 2013, who performed well his duties and responsibilities by taking the project to the successful results projectup to its end

The project faced long delays in the approval of DAOs and long tendering procedures, especially for Training module development, management plan development and forest inventory. These activities constituted about one third of the budget which resulted in a low project disbursement rate. Also due to these delays, the operators for reforestation activities were late contracted, resulting in a delay in nursery activities. Though some of the operators performed very well (in the North), two operators in the east performed below standards, resulting in 20-30% less hectares planted.

After the long delays and long tendering procedures in, February 2014 two contracts were signed for the development of CAVM-NUR training modules and training implementation. In September the 1.2-Million-euro contract for the revision of 6 DFMPs and development of training modules was signed. Because the contract for DFMP revision and NFI study were double the cost foreseen, the project requested the PAREC study fund to finance the 764,000 euro NFI, which was approved in 2014. The contract for NFI was approved by MINIJUST the same year and signed in March 2015.

Due to timely intervention from DFNC and Project side, the execution rate for public sites plantation was 85% (situation of provisional reception of sites by the end of 2014) and for Private sites 124 %. Due to these activities the Execution Rate at the end of 2014 was estimated to be 59% (based on the project initial budget). As the project received the balance of PAREF BE-1 project (878,184 Euro), the ER as per new budget was 51% by the end of December 2014. This was an improvement of 29% (2013 ER recalculated as per new budget at 22%).

In 2015 the project requested PAREC to finance the 189,910 euro for the "Development of NFMP" under régie. PAREC approved the financing and in October 2015 a contract was signed with a consulting company (DFS). The year 2015 saw a lot of progress in the NFI as the consultant finished the inventory and Permanent Sample Plots established.

The contract for NFMP development (under PAREC funds) did not progress according to plan. The development of the inception report took more than two months and was not optimal. The hired consultant lacked certain skills to do an optimum job. The project, BTC, DFNC and RNRA held a meeting in December 2015 and decided that corrective measurements and more involvement of DFNC are needed. In March 2016, the team leader has been replaced and an addendum to the initial contract has been signed, extending the consultancy until end of December 2016. Despite efforts made by partner, project staff and consultant, progress is not yet as expected and status of deliverables in December 2016 was still not satisfactory. It was decided to split again the deliverables and let the team leader hired in March 2016 to concentrate on NFP and FSSP, while the 3rd deliverable, NFMP will be contracted to another consultant to yet to be decided by DFS.

The contract for the development of DFMPs and SFMPs progressed well in 2015 but with delays. A recommendation was given by the consultants in their interim report to mitigate these delays, which required a budget neutral addendum. The addendum was finalised and by June 2016 all plans were developed and validated.

In 2015, the planting activities (result 3) were finalised. Based on the final reception of plantations in the 3rd quarter of 2015 and final check in March 2016, the project planted 2,430 ha on public land and 1,850 ha on private land. This is well over the target of 4,000 ha. The average survival rate of the seedlings planted in March 2016 was more than 95% for all Districts.

The project faced problems with closing operator contracts (plantations) due to non-payment of VAT and

in one case the non-payment of plantation workers. An action plan, approved by the SCM was put in place to meet the operators and RRA in order to resolve the issue of VAT not paid by the contractors. For VAT issue, the collaboration between RNRA and RRA has been successful and finally VAT was reimbursed to the project though it was already late to reinvest that VAT which accrued the final balance of the project. Regarding the no-payment of plantation workers (mainly by OPEDSA in Gicumbi District and by MIG in Bugesera District), remaining claims could not be solved by the project itself because it was relating to specific agreements between the contractor and man-power themselves. So these claims have been transferred to the prosecution officials. District officials have been already informed of the closing of the project and follow up steps to pending issues of unpaid man-power by contractors have been discussed jointly with the Ministry in charge of Labor.

1.1.4 Harmo context

From 2015 the synergy with PAREF NI-2 reduced considerably as the EKN decided to have separate SCMs, which did not improve collaboration, though individual collaboration between TAs remained good.

The initiative of the new Head of Department of DFNC (2014) to have regular meetings with all forestry projects under DFNC was not followed properly and very few meetings were held. The project TA staff were also never invited for senior management and planning meetings of RNRA. The ITA has been exceptionally invited to SMM in November 2016 in order to present main findings of NFI and Supply/demand of woody biomass analysis. The 22nd SCM (May 2016) advised the SPIU coordinator to take up the organization of these regular meetings.

The cooperation initiated with SPAT2 to implement the farmer field school approach for agroforestry has been successful, and the FFS approach in agroforestry is now recommended in DFMP and NFMP newly designed. Collaboration with PAFP allowed the training of DFNC/CAVM trainers on TVET methods and tools. Main training modules were developed following TVET standard, allowing further integration in forestry curricula of education school.

While the project intervention was well-aligned with the Rwanda-Belgian cooperation policies and strategies, there was still a clear lack of harmonization of interventions across the forestry sub-sector. This seemed primarily related to the limited functioning of the forestry sub-sector working group. With the appointment of a National Coordinator supporting the SSWG and the fact that BTC had become the co-chair in 2015, an improvement in 2016 seemed to be possible. However few meetings were held and still the most important meetings on NFP, FSSP and NFMP will be organized once these deliverables will be ready with the adequate quality.

Very often forestry projects seemed to work in the same area and field without knowing it. Results of various projects were and are not sufficiently shared –other than through personal contacts –and there was/is little synergy between projects, rather a geographic division of tasks. In order to improve harmonization, the donor community should get its act together and improve project coordination. Another possibility is to organize project exchange meetings (RFF= Rwandan Forestry Forum) once every 6 months, organized alternately by different projects.

1.2 Important changes in intervention strategy

As recommended by the 13th Steering Committee (Decision 3), a new overall action plan and budget of PAREF.be2 was prepared in collaboration with the DFNC during a 2 day's workshop in June 2012. The results of the workshop were:

- A comparative table with former and updated action plan, budget of PAREF.be2 and justifications of changes;
- The updated overall action plan and budget, with detailed activity indicators;
- A revised log frame (shown in Annex 8)

For this exercise, the transfer of the budget balance of PAREF.be1 was taken into account. So, the new amount of the overall budget of PAREF.Be2 reaches 6.878.184 euros.

One of the major orientations taken regarding training and applied research activities was to consider ISAE as a key partner for a long term vision on the capacity building process in the forestry sector. As a result, the capacity strengthening strategy would thus be based on the close collaboration between DFNC and ISAE, in order to ensure (1) training of trainers and extensionists, (2) delivering the training modules to the field actors and (3) applied research for the development (especially in agroforestry, sylviculture and charcoal production by using modern kilns). ISAE would be supported by national and international thematic experts in order to reinforce their trainers/lecturers capacity.

The second major change in the intervention strategy was the focus on sustainability of the projects' outputs. The DFNC/PMU/BTC had a retreat on 9-10 October 2013 with key players in the sector to discuss the sustainability key issues. The retreat resulted in the formulation of a Note on sustainability of the PAREF Be-2 intervention. In this note, answers and recommendations were formulated regarding the key sustainability issues.

Based on the answers and recommendations, the PMU developed a draft sustainability action plan, including a roadmap to develop the National Forest Management Plan (NFMP) through the setting up of a thematic working group with 7 subgroups.

During the end of 2013, the project organised a special Steering Committee Meeting (SCM 16 in June 2013) on sustainability issues, which resulted in the presentation of the sustainability key issues for PAREF Be-2 and Forestry Sector. In order to increase the validity of these recommendations, the project requested the Mid Term Review mission of the project to pay special attention to the sustainability issue.

The MTR took place from 11 to 20 November and resulted in a draft report with 15 recommendations, some in line with the content of the sustainability action plan, some nuancing them. Based on these recommendations and as an input for the CPPR of 12 December 2013 and SCM 16 on sustainability, the PMU/BTC developed a so-called re-focus process document for PAREF BE-2.

Considering that the SC and the project identified certain challenges in obtaining sustainable outputs in available time and budget, considering similar observations and proposed solutions by the MTR, a change in the intervention approach (project re-orientation) in order to attain sustainable outputs at the end of PAREF Be2 was deemed necessary.

Based on the note on sustainability recommendations the Project developed:

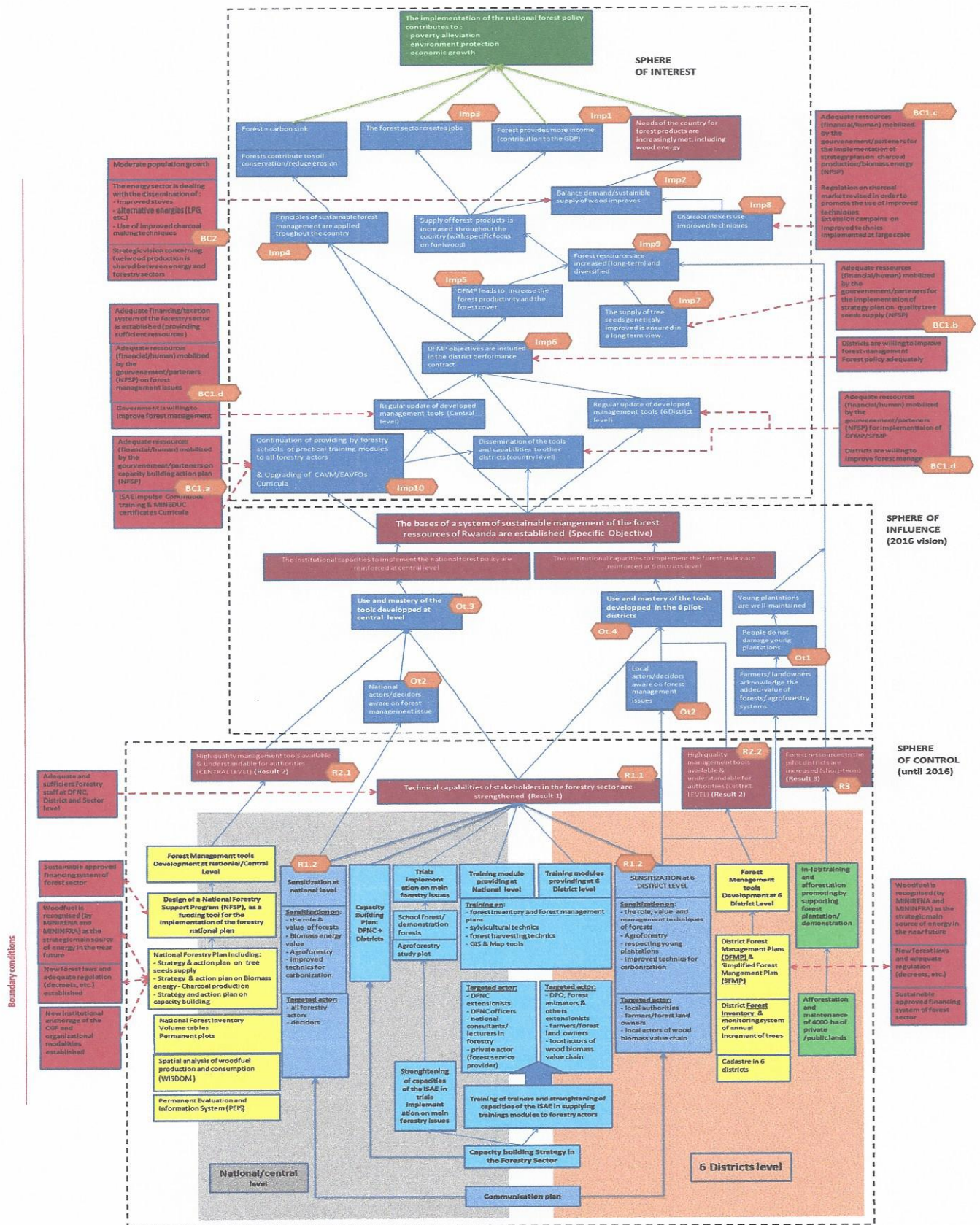
1. A budget revision and project extension planning (up to December 2016) geared towards more sustainability;
2. Re-focused and scaled down some activities of the project in order to create more likelihood of sustainability were needed;
3. Implement a roadmap towards development of the National Forest Support Program with Institutional TA support (extra TA) and
4. Facilitate the development of a future multi donor forestry Sector Support Program (2017-2022)

The roadmap towards development of the National Forest Management Plan, revision of strategic plan and forest policy and the National Forest Support Program with Institutional TA support (extra ITA) started in October 2015.

During 2013 a major revision took place during the so-called "Theory of Change" workshop. During the workshop the Logical Frame Works' Indicators were fundamentally changed in order to make them in line with Rwanda Forestry Indicators and the FMES developed by the project.

The Figure1 below shows the result of the workshop. The adapted and approved Logical Frame work is shown in Annex 8.

Figure1: The Theory of Change for PAREF BE-2 adapted in 2013.



2 Results achieved

2.1 Monitoring matrix

Monitoring area		Results / Indicators	Indicator	Baseline Value (2011)	End Target (2016)	End Value obtained	Comments
IMPACT: The implementation of the NFP contributes to poverty alleviation, economic growth and environment protection							
1	Forests Provide more income	Percentage of contribution of the forest sector to GDP (average)	6.40 %	ND	ND	2007 BEST 5%; 2009 Wisdom study 3.5%; 2011 Baseline study LTS 10.6%	
2	Balance demand/sustainable supply of wood improves	Balance between potential sustainable production (Mean annual increment) and real consumption	-780 000	ND	-2 900 000	Expressed in ODT = Oven Dry Ton. Baseline = 2009 (Wisdom). End value = 2015. BAU	
3	The forest sector creates jobs	Number of people (professionally involved in the forestry sector)	100 000	ND	ND	Baseline study LTS. For current data, national survey to be conducted	
4	Principles of sustainable forest management are applied throughout the country	Area of public forest truly managed under Sustainable Forest Management Plan	0	ND	0	Many plan still in process of design or just at starting time of implementation in 2016.	
5	Sustainable forest management leads to increased wood productivity and total forest cover	Rate success of DFMP implementation at national level	0	ND	0	2016 (National Forest Inventory)	
		Mean Annual Increment of forest in M³/ha/year (South, West and North)	12	ND	12	Baseline 2009 (Forest Cover Mapping C-GIS)	
		Mean Annual Increment of forest in M³/ha/year (East)	6	ND	6	2015 value from Supplydem and projection module	
		Total forest cover (non-protected forest plantation) = TIF	285 000	287 000	265 000	Baseline 2009 from Wisdom 2015 data from 2015 National Forest Inventory (equivalent to 25 tree/ha)	
	Tree cover in agroforestry land		5.2 %	ND	4.5 %		
6	DFMP objectives are included in the district performance contracts	Nbr of DFMP revised following the principles of the sustainable forest management and in adequation with the National Forestry Plan	0	6	6	Foreseen in implementation phase in 2017-2018	
7	The supply of tree seeds genetically improved is ensured in a long term view	Nbr of District Performance contract where the main objectives & indicators of DFMP are effectively integrated & budgeted	NA	ND	0	Activity removed from project intervention	
8	Use of improved charcoal making techniques at national level reduces wood demand	Level of completion of indicators fixed in the National Action Plan for the supply of quality tree seeds	0	1	0	Activity removed from project intervention. Study foreseen in context of PAREC	
		Average of the effective carbonisation rate obtained by charcoal makers in the main productive region of the country. % (kg of dry charcoal/kg of dry wood)	12	ND	12	Activity removed from project intervention	
9	Forest resources are increased (long-term) and diversified	% of charcoal producers using adequately improved technologies	?	ND	?	Activity removed from project intervention. Accurate data to be provided based on a national survey	
10	Continuation of providing by forestry schools of practical training modules to all forestry actors & Upgrading of CAVME/AVFOs Curricula	Increase of forest resources for wood production. Nbr of ha of no protected plantation	285 000	287 000	265 000	2012 (Forest Cover Mapping C-GIS). Wisdom Study	
		Nbr of equivalent ha of tree in agroforestry area (equivalent tree density of 1600 pl/ha)	81 000	83 000	83 440		
		Index of diversification of forest species (Shannon Index) in plantation and agroforestry areas	NA	ND	NA		
		Nbr of forest actors mastering their tasks through "Practical training modules" delivering	ND	ND	ND	Data to be get through national survey	
		CAVM - 3 EAVFOs forestry/agroforestry curricula updated (up to 5 curricula)	0	5	4		
		CAVM - 3 EAVFOs forestry curricula integrating a great part of practical training	0	4	4		

Results / Indicators		Baseline Value (2011)	End Target (2016)	End Value obtained	Comments	
Nr	Monitoring area	Indicator				
OUTCOME: The bases of a system of sustainable management of the forest resources of Rwanda are established and needs of the country for forest products are increasingly met						
1a	Damage of young plantation by population	Average surviving rate of plantation after 1 year is more than 70%	30-60%	>70%	95%	M&E report on forest plantation activities (2013_2015)
1b		% of roadside plantation sites, terraces planted where one MoU has been signed with concerned local farmer and authorities, on the preservation and use of planted trees	0%	100%	83%	
2	Local - National actors/decisors aware on forest management issues	Average score of awareness of forest sector actors/decisors on forest management issues	FM 47% AF 70%	FM 70% AF 85%	FM 55% AF 83%	Comparais on entry test/exist test after sensibilization on Forest Management (FM) an on Agroforetry (AF)
3a	Use and mastery of tools developed in the 6 pilot-districts (district level)	District Forest Management Plans (DFMP) in 6 pilot Districts are established(50%), mastered (10%) and used (40 %)	0%	80%	55%	DFMPs are developed, partly mastered but not yet used
3b		Simplified Forest Management Plans (SFMP) in 6 pilot Districts are established(50%), mastered (10%) and used (40 %)	0%	80%	55%	SFMPs are developed, partly mastered but not yet used
3c		District Forest Inventory is established (80%) and used (20%)	0%	90%	90%	Established and start to be used for NFMP/DFMP design
4a	Use and mastery of tools developed in the 6 pilot-districts (Central Level)	WISDOM is updated (50%), mastered (20%) and used (30 %)	0%	80%	75%	Updated with Supply/demand module, partially mastered and used
4b		FMES is established (35%), mastered (25%) and used (40 %) at central level	0%	80%	65%	Established, mastered, but not used adequately (lack of data collection)
4c		National Forest Management Plan is developed (50%), mastered (25%) and used (25 %) at central level	0%	75%	0%	Deliverable postponed in 2017
4d		National Forestry Support Program is developed at central level	0%	75%	0%	Deliverable postponed in 2017
4e	National Forest Inventory & volume tables are established (50%), mastered (15%) and used (35 %) at central level	Permanent plots for growth monitoring are established (50%), mastered (25%) and used (25 %) at central level	0%	100%	50%	Established but not yet used, Foreseen in 2017-2018
4f				0%	80%	80%

Results / Indicators		Baseline Value (2011)	End Target (2016)	End Value obtained	Comments	
Nr	Monitoring area	Indicator				
OUTPUT 1: The availability of trained professional foresters is increased and Technical capabilities of stakeholders in the forestry sector are strengthened						
1.1	Total number of training modules developed/provided		0	21	18	37 (cf summary training report) + 3 on FMES + 1 Tot DFMP + 6 DFMP
1.2	Total number of training workshops delivered		0	36	47	
1.3	Total number of trainers trained		0	35	51	
1.4	Total number of participants in training workshops		0	486	623	Around 300 trained persons in different subjects, 15% ♀ & 85 % ♂
1.5	Average progress of participants. Comparison of score in % of skill before and after training session) for all training sessions		49%	>75%	81%	Summary report of training activities 2013-2016
1.6	% of trained people using and applying new skills for all training		0	>60%	80%	
1.7	One GIS laboratory established in CAVM for students training and practical work		0	1	1	
1.8	FMP of CAVM school forests established (E) and implemented(I)		0%	100%(E/I)	100%(E)	
1.9	Number of demonstration forests installed		0	3	0	Activity canceled due to hihg risk of no sustainability(lack of institutional arrangement, lack of maen and comliment from CAVM)
1.10	Capacity buidling plan for DFNC & District/sector forest officers developed (E) and being implemented (I)		0	100%(E/I)	30 % (I)	Formal capacity buidling plan not developpe, but training program implemented based on priority and maens of the project, involving District and DFNC officers
1.11	% of completion of activities planned in the PAREF.be2 communication/ sensitization plan		0	100%	100%	

OUTPUT 2: The institutional capacities to implement the national forest policy are reinforced from the central level to the decentralized level						
2.1	Wisdom updated: 3 pt	0pt	3pt	3pt		Deliverables expected beginning 2017 (ongoing DFS consultancy under PAREC)
2.2	NFMP feasible and containing all needed information for district implementation: 8 pt	0pt	8pt	0pt		Deliverables canceled from the assignment given to DFS (ongoing NFP/NFMP consultancy under PAREC)
2.3	High quality management tools available & understandable for authorities (CENTRAL LEVEL)	0pt	4pt	0pt		
2.4	National Forestry Support Program elaborated (NSFP) : 4 pt	0pt	6pt	6pt		
2.5	National forest inventory & volume tables established: 6 pt	0pt	3pt	3pt		
2.6	Permanent Sample plots established: 3pt	0pt	3pt	3pt		
2.7	FMEs: Part of the 22 main indicators of forestry sector for which a sub-indicator and data collection & calculation system is set-up (with developed procedures & template /forms) : 3 pt	0pt	3pt	3pt		
2.8	Part of District where fines data are collected and integrated in system : 3pt	0pt	3pt	1.5pt		
2.9	Number of SFMPs adequately established : 6 pt	0pt	6pt	6pt		
2.10	Number of DFMPs revised and containing all needed information for district implementation: 2pt/District x 6 District	0pt	12pt	12pt		
2.1	District forest inventory and volume tables : 1 pt/district x 6 District	0pt	6pt	6pt		
2.1	Number of Districts where Permanent plots on forest/tree productivity monitoring are established: 1 pt/district x 6 District	0	6pt	6pt		
2.1	Updated cadastre of forest land in 6 districts available 1 pt/district x 6 District	0	6pt	6pt		
2.1	An adequately established communication plan in the forestry sector is developed	0	1	0.5		Actively done, but plan not sufficiently ambitious
2.2	Communication activity plan with project support in the forestry sector is well implemented	0	80%	50%		
2.2	Regular consultation meetings organized at central and decentralized level, gathering the actors of the forestry sector	0	6	27		2 * 6 DFMP District meetings, 1 NFI national meeting, 3 DFMP national technical meeting, 1 final event/lesson learned meeting, 1 SMM NFI meeting, 1 national Training approach workshop, 1 retreat FM/BE, 1 retreat sustainability, 4 retreats NFP/FSSP, 2 Supply/demand meeting
2.2	DFNC operational capacities are strengthened (% mobility means and equipments in place)	0	100%	100%		

Monitoring area		Indicator	Baseline Value	End Target	End Value obtained	Comments
OUTPUT 3: Forest resources in the pilot districts (3 in the Northern Province and 3 in the Eastern Province) are increased and diversified						
3.1	Forest resources in the 6 pilot-districts are increased (short-term)	2000 ha of public land planted (afforestation on bare land) or replanted (rehabilitation of woodlands) with a survival rate higher than 80%;	0	2,000 ha	2,102 ha	105 % achievement, M&E report on forest plantation activities (2013, 2015)
3.2		2000 ha of diversified (agro-)forestry on private land carried out, taking into account the needs of women (women headed households) and men.	0	2,000 ha	2,440 ha	122% achievement, M&E report on forest plantation activities (2013, 2015)
3.3		300 ha planted in Gishwati forest	0	300 ha	300 ha	The audit found 588 ha with an average number of 1587 trees per ha (99% survival). As several funds were mixed it is not sure how much ha was established under the EA
3.4		7.5 km of boundaries planted in Gishwati forest[2]	0	7.5 km	0	Survival rate of indigenous species close to zero (technical audit report)

2.2 Analysis of results

2.2.1 To what extent will the intervention contribute to the impact³ (potential impact)?

The potential impact, in terms of achievement of the Overall Objective of “National Forest Policy implementation contributing to poverty alleviation and environmental protection” is difficult to measure at this time. Though the project has produced quite a number of physical outputs. (FMES, National Forest Inventory, District Forest inventories, District and Simplified Forest Management plans, Updated Forest Cadaster in 6 Districts, Plantations (on public as well as on Private land and capacity building, training and module/manual development).

Therefore, though the project will have delivered on most of the final outputs in terms of development and/or establishment by November 2016, the real impact of these developed tools will have to be tested and implemented (mastering and use of the tools) after the closure of the project. They will only start having an impact from that time onwards, and also there is still a time to wait (at least 10-20 years) before real harvesting and supply of wood sustainably produced through management plan, as main part of forests are not productive and have to be converted and re-planted

In addition, the project is only working directly on the improvement of the supply of woody biomass, that will takes time to shown visible impact, but not on the demand side. Or the demand side has an immediate negative visible impact: due to the current gap between sustainable supply and demand (only 45% of the demand can be satisfy with sustainable biomass), the covering of the gap is done through increasing over-exploitation of the remaining stock, leading to a pernicious cycle of stock and productivity decrease. So in one word, if there is no serious measures put in place to reduce drastically the demand of woody biomass, all efforts made to ensure sustainable and efficient forest management will be jeopardize.

We should however not forget that the project has had some significant side impacts regarding some of its activities. The project initiated an update of the forestry cadaster in its six target Districts, developed a method for measuring survival rated of plantations with operators and developed clear guidelines for DFMPs and SFMPs. The outputs of the projects have during the last 2 years been adopted by the Department and are as we speak been implemented in other Districts.

Another important impact is the implementation of GIS in the department. Due to the project the department has created a database for all new developed plantations, which is a prerequisite for proper forest management.

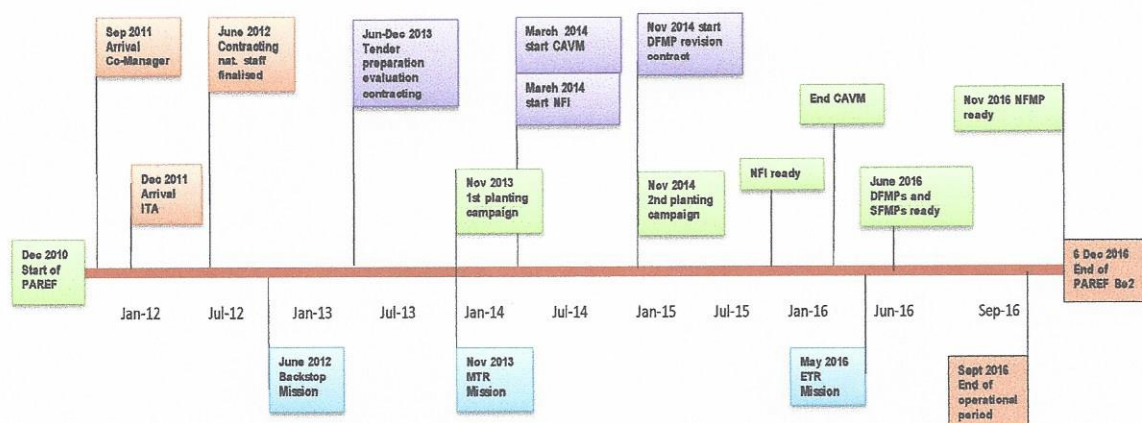
In order to have a first idea of the projects' training impact, a training impact evaluation was carried out by the project. In total more than 300 actors at ministry, district or sector level, teaching at University, at secondary school, being part of an NGO or private company working in the forestry sector have been trained. At the end of the project, 30% of the questioned participants said that they have received job opportunities thanks to the new competencies acquired.

The timeline on the next page reflects main events in relation to the start and end-of-project and visualizes that activity implementation (in particular forest management activities) are mostly done after the end of the project. Moreover, it must be kept in mind that sector support processes, in particular in the forestry sector, take time; the impact of improved management activities can be measured only after increased tree growth results in higher harvesting rates (Permanent sample plots that are established will be measured in 2017-2018).

The major impact from project activities will come from the implementation of DFMPs and SFMPs, resulting in higher wood productivity and quality.

³ Terminology : Impact = General Objective ; Outcome = Specific Objective; Outputs = Expected Result

PAREF Be2 Timeline



2.2.2 To what extent has the outcome been achieved?

The major outcomes of the project are related to the tools to be developed, mastered and used for management will be only reached as far as development is concerned by November 2016.

At the moment the only outcome indicators that can be fully measured are the "1a: Average surviving rate of plantation after 1 year is more than 70%" and the "1b: Percentage of roadside plantation sites and terraces planted where one MoU has been signed with concerned local farmer and local authorities on the preservation and use of planted trees. The average surviving rate value, based on surveys of plantations in 2015 was about 94 %, well above the average target set Report on forest plantation activities (2013_2015).

The decision to free earmarked budget to the Districts by DFNC and MINECOFIN has certainly played a major role in these higher than predicted survival rates. Establishment of MoU for terrace and road side plantation, with adequate sensitization session targeting direct concerned groups, played also an important role in preservation of seedling after plantation in these more sensible areas.

The women played a very important role in the afforestation and reforestation activities (nurseries and plantations) during the period from 2013 to 2015. Gender segregated data collected shows that the number of female workers involved in the seedlings production was 52% and in plantation 49%. In total 48% of labourers hired were male and 52% female.

The percentage of roadside plantation site and terraces planted with a Memorandum of Understanding between farmer groups and District are at about 83% (Report on forest plantation activities (2013_2015)). The strategy of establishing these MoUs will ensure the protection/guarding and maintenance of planted trees by landowners. To ensure the sustainability of this strategy, provision of incentives to MoU farmer Committees (integration of well defined benefit sharing system) and training to farmers is needed in the coming years. The major reason that not all MoUs were signed (target was 100%), is due to the non-payment of hired labour by the operator in Gicumbi District. The farmers to date have refused to sign as they are not paid.

The tools for central and district level like FMES, DFMPs, SFMPs, Inventories, NFMP, NFI, etc. will be established and/or developed by the end of the project. However, the use and mastery of these tools will be shown after the end of the project in 2017 and beyond. The implementation of the tools will be the ultimate test on sustainability of the projects' outputs.

This is well reflected in the monitoring matrix where indicators 3 (a, b, c) and 4 (a, b, c, d, e, f) reach an end value between 50 and 80%, indicating development of the tools, but very little mastering and use of the tool.

2.2.3 To what extent have outputs been achieved?

Output 1: The availability of trained professional foresters is increased and Technical

capabilities of stakeholders in the forestry sector are strengthened

The Activities A01-02 to A01-06 were reformulated as A01-07 to A01-012 in the FIT, based on the Mini DTF developed in April 2013 and approved during SCM 14 in August 2013. The table below shows the overall progress per activity.

The activities (A01-01) extension support, (A01-07) production of training and extension material, (A01-08) ITA support were successfully implemented as per planning. The Capacity Building Plan under Activity A01-09 was developed. The project implemented the part of the CBP that was planned under the different project activities related to training.

(A01-11) Training of Trainers from CAVM and EAVFO on pedagogy was finalised in 2014. Activity (A01-010) was carried via consultancy contracts, and 18 modules were successfully developed and implemented.

Though the initial idea was to give CAVM Busogo full implementation responsibility through an Execution Agreement, the existing red tape and the major reorganization of the University of Rwanda, did prevent CAVM to timely organize and implement the training. The project decided to reduce the amount of the EA for activities that CAVM could carry out on their own management without delays. The major training session organization was carried out centrally by the project TA and consultants.

During the period 2013-2015, the PAREF Be2 training activities were conducted based on the training plan developed in 2013. Lecturers at URCAM, Teachers at EAVFOs, Foresters at RNRA, Farmers field school

No.	Activity Description	Progress
A01-01	Reinforce the Extension Unit of DFNC in order to ensure the coordination, technical support and follow-up of all project's activities in training and extension	Implemented
A01-07	Ensure translation and edition of reports, training manuals, technical leaflet, etc and all training/extension supports produced	Implemented
A01-08	Ensure expert technical support and training in day work on the field activities of extension, reforestation, agro forestry and forest management	ATI support ensured up to November 2016
A01-09	Develop and validate with key stakeholders (workshops) a comprehensive strategy for capacity building in the forestry sector in Rwanda: objective, target actors, priority thematic, methodological approach and general roadmap defining the role of different actors	Capacity plan developed
A01-010	Ensure training of trainers and extensionist, (2) provide training modules to field operators and to executives of administration (DFNC) on priority themes, and (3) implement applied research to improve management technics (agro forestry, silvicultural treatments)	Implemented
A01-011	Train trainers from ISAE and EAVFO on pedagogy of training (skills-based approach) and train extensionists on techniques of technology transfer to field workers	Implemented
A01-012	Elaborate and implement a Capacity Building/Training Plan for the DFNC (central level, district DFO and sector animator)	Activity cancelled

facilitators, and Technicians in private companies including NGOs have been trained on Plantation establishment, forest management, forest harvesting, forest inventory, forest map and forest inventory data management, Agroforestry, and fruit tree management.

In total 51 trainers received T.o.T. training and trained more than 300 persons in different subjects (15% ♀ during 47 training workshops were held. Detailed information can be found in the Summary report of training activities 2013-2016. However there are many more people in the sector that need the developed training, which the project could not cater for. For example technicians from 24 Districts and their respective Sectors, Teachers of 10 EAVFO (TSS) located in different Districts of the country and Lecturers of Kitabi College of Conservation Environment Management.

(A01-12). Elaboration and implementation of a Capacity Building/Training Plan for the DFNC had

already serious delays from the start. In 2014 it became evident that although the plan was developed, PSCBS would not provide needed support for implementation. Without the budget needed to implement the plan the project activity could not be implemented. During the budget revision of March 2015 it was decided to abandon the activity altogether.

Output 2: The institutional capacities to implement the national forest policy are reinforced from the central level to the decentralized level

Under activity A02-01, the project initiated 2 priority studies. One was the Brasero system study (improved cooking stove) and two the development of an agroforestry approach for Rwanda. Both the studies were finalised in 2014 (See Brasero report and Agroforestry Approach Workshop report)

Most of the decision making tools for the sustainable and decentralized management of forest resources under activity A02-02 Support are developed.

1. FMES first 3 modules were finalised by April 2015, and the system was tested and data collection training started by the end of 2015 and continued in 2016. FMES administrator and Data collection supervisors have been trained (DHIS2/LINUX) to ensure the adequate system management. However the FMES is still facing one main constraint: data collection is not yet adequately ensured and requests a strong effort from the department in order to enforce and institutionalise the data collection as well at field level than at central level. In addition some improvement are still needed, such as integration of sub-indicators for climate change/carbon sequestration issue and import/export excel files adaptation to the new upgraded DHIS2 version

2. In February 2016 the Forest Cadaster update for the 6 project district was finalised. All data were handed over to RNRA and served as input for the DFMP (District Forest Management Plan) revision/development. Table below shows the number of stands and ha of public forest cadastered (State and District owned), in comparison with the estimated total forest cover of the 6 intervention Districts.

Total 6 PAREB.be2 Districts						
Forest strata	Area class	total ha	nbr stand	ha/stand	%area	%stand
State Forests	0,25-2 ha	679	739	0,92	1,1%	1,8%
	2-10ha	2 725	608	4,48	4,6%	1,5%
	>10ha	9 643	270	35,71	16,2%	0,7%
	Total	13 047	1 617	8,07	21,9%	4,0%
District Forests	0,25-2 ha	340	396	0,86	0,6%	1,0%
	2-10ha	497	126	3,95	0,8%	0,3%
	>10ha	740	28	26,42	1,2%	0,1%
	Total	1 577	550	2,87	2,7%	1,4%
Private forests	0,25-2 ha	31 144	35 667	0,87	52,3%	89,2%
	>2ha	13 728	2 141	6,41	23,1%	5,4%
	Total	44 872	37 807	1,19	75,4%	94,6%
Total forest	0,25-2 ha	32 163	36 802	0,87	54,1%	92,1%
	>2ha	27 332	3 173	8,62	45,9%	7,9%
	Total	59 496	39 974	1,49	100,0%	100,0%

3. The National Forest Inventory was finalised in 2016 (See Technical Reports NFI consultants). Permanent Sample Plots were established throughout the country and volume tables for pine and eucalyptus spp developed.

Main findings of this NFI exercise are:

- remaining stock/ha is dramaticaly low (50 m3/ha), especilay in small private forest lands (18 m3/ha)
- forests are old, not well stocked, over-exploited (harvetesd in average every 2-4 years) and so present a very low productivity, especilay in small private forest lands. Conversion of main part of forest into productive forest under sustainbale management could laed to a significant increase of supply of woody biomass
- Only State forest still present significant stock that can support the developement of a wood industry sector

- Shrubland and savana are seriously degraded and do not contribute significantly to the supply of woody biomass
- Trees in crop/agroforestry area contribute significantly to the supply of woody biomass. Agroforestry constitute and areas where a serious increase of the supply can be expected

Table...: Main results of 2015 NFI

		Tree Density N (Tr/ha)	Volume V (m3/ha)	Productivity (m3/ha/year)
TIF – Not protected plantation	NFI	145	50	8,66
	Ideal standard	400-600	100-300	16,00
TOFs- Not protected shrubland/sa vanna	NFI	58	9,86	0,77
	Ideal standard	100-300	30-80	1,50
TOFO- Agroforestry and crop lands	NFI	25	7,05	0,79
	Ideal standard	50-100	15-30	2,00

An excel tools allowing the easy computation of the volume of a tree based on measurement of its DBH and Height has been developed and disseminated, integrating all newly developed and already existing volume equations.

4. Under the DFMP revision, the detailed inventory for the six Districts and PSPs establishment (Permanent Sample Plots) was completed in 2015. Furthermore volume tables and guidelines for DFMP revision and SFMP development were developed by Q4 2015. The 6 DFMPs and 6 SFMPs were developed and validated by the end of Q2 2016. (see Technical Reports 1-19, DFMP revision consultants)

5. The WISDOM update was made in 2013, while new NFI results have been delivered only in 2016. A new update of the Wisdom following strict Wisdom methodology was not possible for following reasons: (1) Wisdom tools is an GIS tools linked with complex and not user-friendly excel tables, (2) requesting additional support from the expert who developed Wisdom database, (3) and present many lacks in term of calculation for projection. (This is why the project ITA developed in collaboration with MINIFRA and MINIRENA team a new analysis module under Excel, allowing easy calculation and production of projection scenario (according main parameters to be set) on total woody biomass supply and demand, from 2015 to 2026.

Activity A02-03 support to the implementation of the communication plan of DFNC and A02-04 Reinforcement of operational capacities of DFNC continued during the whole of the project period and ended in September 2016 with a major closing ceremony in Kigali on the projects' achievements.

Under Activity A02-05 the project was supposed to strengthen the capacities of CGF/RAB to supply tree seeds of good quality and improved genetic origin. This support was also given under PAREF Be-1, but was unsuccessful, thus the inclusion of this activity in PAREF Be-2. An Execution Agreement was made with RAB, which did not produce the expected results. During SCM 16 It was decided to cancel the Agreement.

The project supported DFNC in organizing a workshop on the future of CGF, with help from ICRAF Kenya. The workshop advised the department to follow a Uganda style CGF set-up and bring the CGF under DFNC. This was accomplished in 2015. In the same year a new Director and additional staff was hired and the project reserved 48,000 euro under a new activity budget line (A02-08) for immediate support up to the new fiscal year 2016-17.

The CGF name was changed in Tree Seed Unit. During Q4 2015 and first half of 2016, the Huye

premises were improved (eg cold storage room, nursery and generator). A proposed study trip to Tanzania was cancelled as the staff did not get travel permission. The project also gave support to the cleaning of the Arboretum and to buy needed labo equipment.

The project furthermore developed a ToR for an international seed strategy specialist, to be financed under the PAREC study fund. The request to MINECOFIN was send in June 2016 and tender preparation by RNRA is under process.

Because the contract for NFMP (Activity A02-06) development was not progressing according to plan in 2015 (The development of the inception report took more than two months was not up to required standards), the project, BTC, DFNC and RNRA held a meeting in December 2015 and decided that corrective measurements and more involvement of DFNC and ITA inputs were needed.

The project staff developed new strategic outlines to enable the consultant to come up with new proposals. A contract addendum was made and implementation with a new team laeder re-started in May 2016, with 3 deliverables (NFP Policy, FSSP Strategic Plan and NFMP) expected by November 2016. Many retraets have been organized by the consultant with a task force of MINIRENA/RNRA to support participative elaboration of these policy driving documents. Current status of progress in December 2016 is as follow: NFP 95%, FSSP 60% and NFMP 10%. Main raeson if this delay id due to: (1) the difficulty to get input, contribution, comment and available time from the key persons of DFNC/RNRA/MINIRENA due to their overloaded agenda, and (2) insufficient deep analysis, input and comment consideration from the consultant.

The table below shows progress per activity

No.	Activity Description	Progress
A02-01	Support specific priority studies (Brasero system and Agro forestry approach in Rwanda) in order to support the sustainable management of forest products	Finalised in 2014
A02-02	Support the development of decision making tools for the sustainable and decentralized management of forest resources	Developed
A02-03	Support the implementation of the Communication Plan of the forestry sector	Supported
A02-04	Reinforce the operational capacities of DFNC (central level, District DFO and Sector Animator) for the implementation of the National Forest Policy	Reinforced
A02-05	Strengthen the capacities of CGF/RAB to supply tree seeds of good quality and improved genetic origin	Cancelled
A02-06	Development of a National Forestry Support Program	Still ongoing under PAREC
A02-07	Support programme workshops meetings	Meetings and workshops organized
A02-08	Support to the tree seed unit	Implemented after institutional change

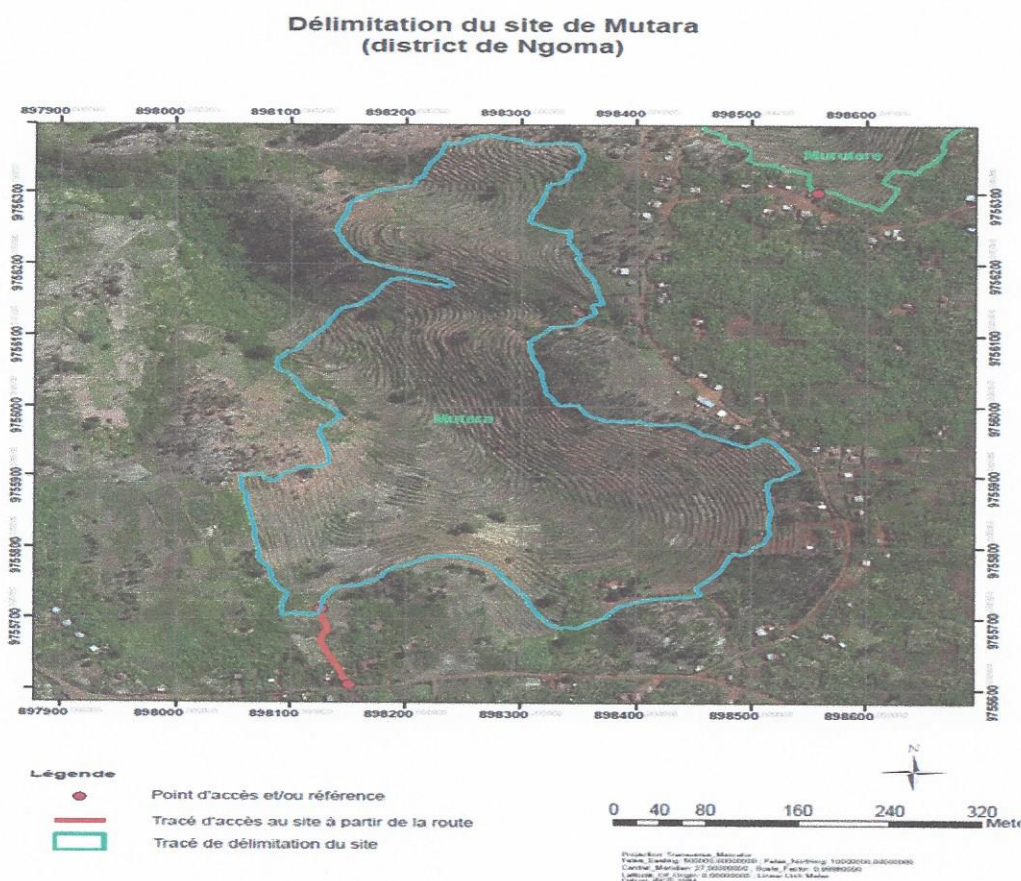
Output 3: Forest resources in the pilot districts (3 in the Northern Province and 3 in the Eastern Province) are increased and diversified

The planting activities (result 3) were finalised in 2015 with a result of 4,542 ha, based on the final reception of plantations in the 3rd quarter of 2015. For all six Districts, handing over papers have been signed 2016. (to be updated in Q3/4).

District	Results S1 (2013-14)		Results S2 (2014-15)		Total Project (Ha)	
	Public	Private	Public	Private	Public	Private
Gakenke	205	351	259	25	464	376
Rulindo	111	1,182	168	0	279	1,182
Gicumbi	176	668	85	0	262	668
Bugesera	218	86	170	0	388	86
Ngoma	199	128	144	0	343	128
Kirehe	167	0	199	0	366	0
Total per	1,076	2,415	1,025	25	2,102	2,440
Total Project	3,491		1,050		4,542	
% realised					105%	122%

In collaboration with the Districts, based on plantation objectives of each district, public sites as well as private sites were identified and mapped using GPS to record the sites boundaries. The data recorded on-site with the GPS were sent to the project GIS officer, responsible for data processing and the calculation of the site area in order to estimate the number of seedlings for production.

Below is an example of map site identified and produced:



Public sites identified included full afforestation and reforestation sites, road and rivers sites, lakes and marshland sites whereas private sites were radical and progressive terraces. The qualitative and quantitative data of each site were recorded on identification templates.

Following species have been planted in total for the 6 Districts

Species	%	
Acacia melanoxylon	0,21%	
Alnus acuminata	7,79%	
Callitris robusta	25,22%	
Casualina equisetifolia	2,07%	
Cedrela serrata	0,01%	
Eucalyptus camaldulensis	7,44%	25,28%
Eucalyptus maideni	9,40%	
Eucalyptus microcorys	8,44%	
Grevillea robusta	34,32%	
Jacaranda mimosifolia	0,87%	
Senna spectabilis	4,22%	

The main species for public forest stands are Eucalyptus spp (for better stands where maximum productivity is targeted) and Callitris (for dry and rocky area with risk or termites, mainly in Kirehe and Ngoma), while main species for agroforestry and road/lakes side plantation are Grevillea, Alnus and Senna

The manual on "Essences ligneuses recommandées dans les plantations" elaborated in PAREF.be1 has been published and disseminated, providing guidance to choose the best species according to local condition and main objective of production (biomass energy).

The main challenge we were facing was the poor genetic quality of seeds provided by the Tree Seed Center, in some cases with a very low rate of germination and/or with a low growth rate, and in some another cases with a mixt of different species or hybrid of varieties (for Eucalyptus). This problem has been partially covered by the replacement of bad seedlings by new good one, but not in totality. Other challenge met in Kirehe and Ngoma was relating wild fires during the dry season. To mitigate these risk, firewall have been established by Districts, but this solution just limit the fire progression while the full cleaning of invasive shrubs such as lantana should be ensured (but are costly) to totally removed the risk.

Activity A03-03 was focusing on support to establishment and implementation/respect of MoUs to be signed by local communities and District on modalities of participatory management of tree planted in agroforestry terraces and on road/river/lakes side plantation. MoU have been established with the support of contracted forest operators in charge of planting, based on sensitization sessions and social Organizational support ensured by the project team.

The PAREF.Be2 Social Organization specialist surveyed all MoUs in the 6 Districts. In total 318 MoU have been established in the 6 Districts (223 for 636 ha of road side plantations, 85 for tree planting on 2325 ha of terraces and 10 for 39 ha of river side plantations), but 87 of them have not been signed by land owner (in Gakenke, due to the no-payment of man-power by the operator OPEDSA). In addition, some plantation established in road side in Gicumbi in 2015 did not get MoU, due to the same problem of non-payment of man-power by OPEDSA.

The Execution Agreement for Gishwati (which was signed and implemented before TA arrival) was implemented under a subcontract with the RDF. As it was not clear what had been established and how funds were exactly used, the project launched a technical and financial audit for the EA. The technical

part of the audit found 588 ha plantations, with an average number of 1587 trees per ha (99% survival). As several funds were mixed, it is not sure how much of these ha was established under the EA. The survival rate of the 7.5 km boundary planting with indigenous species was close to zero, due to a lack of knowledge on how to plant these species.

In financial terms, an amount of RWF 457,888 was unaccounted for and refunded by the RDF.

2.2.4 To what extent did outputs contribute to the achievement of the outcome

Output 3 "Forest resources are increased and diversified" is contributing more directly to the impact: needs of the country for forest products are increasingly met. But the extent of this contribution will depend on achievement of the other output 1 (capacity building and sensitization) and 2 (management tools) and their contribution to the outcome on mastering and use/implementation of developed sustainable management tools and techniques.

Output 2 has delivered the tools needed to sustainably manage the forest resources developed and thus established a system of sustainable management.

Output 1 on capacity building (training) and sensitization increased the general awareness and skill of significant number of key actors at central and district levels.

However many tools (such as DFMP and FMES) have been developed and delivered in 2015-2016, not providing time to support DFNC and District in their deep use and implementation. Or these tools need to be tested and improved, and request specific technical support of district and DFNC officers for at least 2-5 year for their full embedding in the central and district services.

2.2.5 Assess the most important influencing factors. What were major issues encountered? How were they addressed by the intervention?⁴

Main Issues	Main solution
Huge delay in staff recruitment process due to lack of the service provider in charge (RUMA)	Recruitment ensured by RNRA with ITA support To compensate delay: Extension of the implementing period until June 2016 Lesson learned: never again delegate the staff recruitment to an external entity
Delays in tender process and not fully satisfactory treatment/evaluation and contracting process (ITA/DELCO not member of the RNRA or SPIU tender committee)	Intermediary but not fully satisfactory solution: ITA invited in some steps of tender evaluation, but as advisor, not as full member. Lesson learned: ensure for future project that ITA/Delco can be member of the tender committee and can interact more consistently in order to ensure a better management of tendering and contracting processes
Low staffing of the direct partners (DFNC and District), leading to low ownership and low level of capacity transfer, and delays in processes of approval of ToRs, Reports, field activity implementation, etc.;	RNRA/DFNC staff significantly increase in quantity: 6 persons in 2011, more than 20 persons (DFNC) + SPIU staff in 2016. National TA provided in each District of intervention to support local authorities Important part of the project has been focusing on capacity building: (1) through training of trainers and development and delivering of training modules on main issues of forestry, (2) through important investment in on-job training by ensuring participation of key person from DFNC/District in development of tools, design and approval of ToRs, technical and approval meeting on DFMP/FMES/Supply-demand

⁴ Only mention elements that aren't included 1.1 (Context), if any.

	tools, etc, (3) organization of thematic workshop
Collaboration DFNC/Project team not sufficient (first year of the project -2011-2012)	- Project has been integrated in the RNRA/DFNC premises and afterward in the RNRA SPIU
Risk of no preservation of planted tree by local population (see challenge of PAREF.be1)	<ul style="list-style-type: none"> - Establishment of MoU for road side and terrace tree plantation with huge sensitization campaign - earmarked budget from Minicofin to District to ensure maintenance of planted forest stands - Improvement of forest operator contract template: payment based on number of truly planted seedling, based on installment calculated in real progress, penalties - Reception of forest stand by real mapping on the field and reliable sampling system, providing accurate estimation, made by a team composed by representative of DFNC, District, Operator and project
Poor quality of tree seed	<ul style="list-style-type: none"> - replacement of bad seedling by new good one (done partially) - for next project: ensure importation of high quality tree seed and/or selection of seeds in well-known seed stands
No implementation of data collection (for FMES) at District level	<ul style="list-style-type: none"> - ensure "institutionalization" of the FMES by RNRA, should become mandatory/priority for DFO and DFNC officers in charge - continued technical support and system upgrade adaptation to context change
High risk of no sustainability of developed tools such as DFMP/SFMP and FMES	<ul style="list-style-type: none"> - Sustainability action plan designed and approved after the MTR - 1 year extension of PAREF.be2 in order to ensure better finalization of DFMP/FMES and ensure better training/support of users - Through other projects (such as UICN FLR, PAREF.NI & PAGREF) and/or through new interventions (such as FMBE), ensure use and implementation of developed tools (NFI, DFMP/ SFMP, FMES, etc..)
No payment of VAT by some of services providers, and difficulties/delays in VAT reimbursement	<ul style="list-style-type: none"> - Support from RNRA to take active measures with RRA in order to recall and force payment of VAT by concerned services providers; - Meetings held with RRA in order to identify mains solutions, and close and intensive following up
Non-payment of manpower by some of service providers (OPEDSA, MIG) in charge of afforestation activities	<ul style="list-style-type: none"> - Before last payment installments, checking with the support of district authorities of the status of man-power payment. Ok must be given by District before final payment of the service provider - However the project did not pay the service provider for activity unsuccessfully achieved in the field. This leads to conflictual situation between the services provider and the man-power he recruited. These problems cannot be solved by the project: claimers must prosecute the service provider to the court according to legal framework.
Low capacity/un-adapted system of CAVM in term of financial and administrative management of agreement	<ul style="list-style-type: none"> - intensive support given to CAVM by project team for activity/budget coordination and financial management - by addendum to the initial agreement, important reduction of the part of the budget to be managed directly by CAVM, shifted to direct management by PAREF.be2 team.

2.2.6 Assess the Integration of Transversal Themes in the intervention strategy

Gender

As the gender approach was not very clear in the TFF, several actions were taken by the project. The lack of a comprehensive approach was also mentioned by the MTR evaluation team, which noted that there was generally a lack of disaggregation of data in actual project implementation to indicate the impacts experienced by women in the project. In particular, there was limited identification of women and poverty-related impacts.

The SC in its Decision 2.13/16th SCM expressed agreement with the MTR recommendation to provide gender-segregated reporting, in line with the PAREF Be 1 Gender study (Rapport Final de l'Etude sur le Genre et la Foresterie au Rwanda du 1.11.2010), and investigate whether women are properly compensated for their labour. The project integrated the gender segregated reporting in its plantation intervention strategy.

The data collected was also in the projects monitoring system (in the monitoring of our project activities, as number male/female in afforestation works, etc..) but also integrated in the main indicators of the RNRA FMES system designed by the project. The table on the next page shows an example of the gender segregated reporting

A gender backstopping mission from BTC HQ to develop a clear gender approach was fielded and an extensive report produced (Integrate gender in the DFMPs & take the gender dimension into account during their implementation, December 2014)

Based on the recommendations, the project launched a tender (won by FATE consultancy) to:

- Organize an awareness-sensitization and guideline design Workshop (December 2015);
- Develop a guideline for integration of gender in design & implementation of District and Simplified Forest Management Plans (Guidelines for Gender Integration in DFMPs SFMPs May 2016);
- Contribute in the 6 DFMP-SFMP (for 6 Parefb.be 2 districts) to the identification and redaction of specific chapter and action/measures relating to gender aspects (Gender Integration in DFMPs SFMPs Mid Term Report, February 2016)

Operator/District	Activities	Number of workers			Person days		
		Male	Female	Total	Male	Female	Total
FSC Ltd_Rulindo	Seedlings production	1.112	1.349	2.461	10.884	12.742	23.626
	Plantation	1.693	1.801	3.494	18.170	19.841	38.011
	Total	2.805	3.150	5.955	29.054	32.583	61.637
MIG Ltd_Bugesera	Seedlings production	53	71	124	12.688	9.378	22.066
	Plantation	1.302	1.466	2.768	20.424	22.760	43.184
	Total	1.355	1.537	2.892	33.112	32.138	65.250
OPEDSA_Gakenke	Seedlings production	1.120	888	2.008	7.451	5.432	12.883
	Plantation	4.283	3.303	7.586	20.738	14.909	35.647
	Total	5.403	4.191	9.594	28.189	20.341	48.530
OPEDSA_Gicumbi	Seedlings production	970	751	1.721	7.867	7.822	15.689
	Plantation	4.763	4.255	9.018	62.915	59.900	122.815
	Total	5.733	5.006	10.739	70.782	67.722	138.504
ECOPEF_Ngoma	Seedlings production	247	390	637	15.082	13.744	28.826
	Plantation	1.003	1.354	2.357	38.203	46.568	84.771
	Total	1.250	1.744	2.994	53.285	60.312	113.597
ECOPEF_Kirehe	Seedlings production	380	731	1.111	15.996	17.389	33.385
	Plantation	1.072	1.388	2.460	34.279	44.389	78.668
	Total	1.452	2.119	3.571	50.275	61.778	112.053
Total	Seedlings production	3.882	4.180	8.062	69.968	66.507	136.475
	%	48%	52%		51%	49%	
	Plantation	14.116	13.567	27.683	194.729	208.367	403.096
	%	51%	49%		48%	52%	
	Grand Total	17.998	17.747	35.745	264.697	274.874	539.571
	%	50%	50%		49%	51%	

Table 2.2.6: Gender segregated reporting on the projects 2 planting seasons

Environment

The positive effect of the reforestation efforts to the environment is obvious and results from the following elements:

- Increase in forest cover, thus contributing to Vision 2020 and EDPRS II;
- Contribution to the reduction of emissions of carbon dioxide;
- Contribution to erosion control in the areas of steep relief in the 6 project Districts

The project has also positively contributed to climate change mitigation through its tree planting in the six districts where it was implemented. There was also some potential adaptive benefit particularly on hill sides where plantations can reduce soil erosion in time, thereby limiting landslides and floods. Most of the districts have a hilly topography with steep slopes which have to be protected from erosion by PAREF project.

The role and importance of the forestry sub-sector in the energy sector strategic plan, and in strategies for Green Growth and Climate resilience is very undervalued, though. While it is generally recognized that forest carbon sequestration makes Rwanda a net carbon sink (Green Growth and Carbon Resilience, GoR, 2005), it is insufficiently clear how forestry could contribute to increased climate resilience and low carbon development.

The National Strategy for Climate Change and Low Carbon Development (October 2011) highlights agro-forestry as one of the 'big wins' in terms of climate resilience and adaptation. The existing indigenous agro forestry practice essentially requires increased productivity and management.

The project participated in several workshops for the FAO sponsored MRV REDD+ project and the Safe Energy for all (SE4All) initiative from MININFRA and contributed considerably to the reporting.

HIV

A BTC specialist on HIV, SRHR and the rights of the child visited the project in May 2014. During a field visit to the project area District Rulindo a test training/discussion was held with workers. The results were incorporated in the projects' sensitization sessions messages.

2.2.7 To what extent has M&E, backstopping activities and/or audits contributed to the attainment of results?

A one week planned BTC backstopping mission of PAREF.BE2 was undertaken from 2 to 9 June 2012, in Kigali by Y. Couvreur, BTC HQ advisor. The backstopping purpose was to:

- Identify the main constraints of the program and the risks analysis of PAREF.be2,
- Provide recommendations to improve the achievement of the program objective during the remaining period of the program.

Further backstopping missions on Gender and HIV/SRHR have been described above.

The M&E have significantly contributed to the quality of the plantations established by the project and helped in the development of tools used in the FMES developed by the project.

The recommendations of the different external audits and CdC visits to the project have been followed up as much as possible and were reported upon in the MONOP.

3 Sustainability

During 2014 the project engaged in internal discussion and planning with all partners on sustainability issues, to address the key issues reported in 2013, hampering potential sustainability and thus the projects impact. Regarding the key issues hampering potential sustainability that were identified in 2014 the project has made the following progress:

1. **Low plantation survival rates.** MINECOFIN has provided earmarked budget to the District for fiscal year 2015/16 for plantation maintenance and protection. This is a positive step towards plantation sustainability; The plantation survival rates of the project are good to very good.
2. **Unsustainable use of District Forest Management Plans.** Though the revision of the DFMPs (for all 6 Districts) has been done, delays due to outdated forest cover maps (Eastern Districts, up to 40% less cover than foreseen), long approval procedures of needed consultancy contract addendum and late availability of cadaster up date has prevented the implementation of pilot DFMPs/SFMPs. Even if 1 week training session has been provided to each district, the appropriate implementation of developed DFMP/SFMP request from one side a specific technical support at least during 2-3 years, and from other side an important mobilization of funds.
3. **Lack of a shared (national) vision on forestry and biomass energy.** In the context of the design of the woody biomass supply/demand analysis tools, MININFRA has been working on the demand part while MINIRENA has been working on the supply part. Main results of scenario analysis have been shared in MINIRENA and in MININFRA meetings (June to December 2016), providing important overview on main issues and factor of change and solutions. These finding are feeding the ongoing process of revision of the BEST (Biomass Strategy) undertaken by MININFRA with the support of the BTC study fund. The Co-chair of the SWG biomass energy and forestry is now in the hands of BTC Resident Representative. This should improve the chance of a more shared vision.
4. **Lack of sustainable supply of certified quality tree seeds.** The seed center has become a seed unit under DFNC. A Director has been appointed and several staff recruited. A request to hire an international seed strategy expert to PAREC has been launched, and approval is awaited. In the mean while the DFNC has recruited a seed geneticist to support the seed unit.

The project in its revision of October 2015 allocated an operational budget for the unit, so it can function up to the new fiscal year 2016/17 budget can be obtained.

5. **Unsustainable training and education in forestry sector.** Through CAVM, the project has implemented a wide range of training courses and developed curricula, training modules, and manual to be integrated into the mainstream forestry education system. More than 50 trainers have been trained to ensure training session delivering. 20 of them are lecturers from CAVM/EAVFO, and will use these training materials to improve practical education of young students. Even if these efforts have been significant, a specific program/project working directly with MINEDUC/WDA is very requested in order to establish a sustainable enabling environment, allowing the capacity development of lecturers (long term education, PHD, etc), the development of the research, the improvement of salary scale for lecturers and logistical mean (especially in EAVFO), etc.

6. **Which PAREF approach to support use of improved charcoal-making techniques.** During the CPPR of 2014, a 5 million euro grant from the energy portfolio was allocated to the forestry sector. During November/December 2015 a formulation mission for the new intervention called FMBE was fielded. The first draft of the TFF (which will include charcoal initiatives) was developed in January 2016. This is in this sense that the project (under PAREC) has implemented a Charcoal Value Chain study in 2016, which must serve as input for the new project and for BEST review. Unfortunately due to budget cut decided by the Belgian Government, the FMBE budget has been reduced to 3 M euros with the removal of the component on charcoal value chain support. ; Through the ongoing BEST review, clear orientation and pragmatic recommendation on charcoal value chain are expected. MININFRA will be supported in mobilization of funds and partners for implementation of all requested measures

7. **How to sustain project outputs and results beyond 2016?** The sustainability of developed tools concerns mainly DFMPs/SFMPs and FMES.

The sustainability (implementation) of DFMPs/SFMPs depend firstly on budget availability/fund mobilization for their implementation and secondly request continuous technical support for 2-3 next years. This is why among activity of the coming FMBE, one is to provide support for both fund mobilization and technical guidance in the 3 northern PAREFBe2 districts. Also, the FMBE foresee the piloting of new proposed approaches for agroforestry development through FFS, for participatory management of road side plantations, and for establishment of private Forest Management Unit through Forest Owners Association. In addition the ATI, who has been extended until March 2017 (under BTC study fund) for lesson learned and sustainability consolidation, is already working in close collaboration with other partners (PAREF.NL2, PAGREF, IUCN/FLR, FAO/FLR) in order to disseminate and ensure transfer of tools and knowledge on DFMP/SFMP design and implementation.

Regarding FMES, some support activities have been foreseen in the coming FMBE. However the success if this new system will depend on the real data collection that will be conducted in the field, requesting strong effort and commitment from RNRA/DFNC and District officers in charge. NFI and Woody biomass Supply/Demand module are already seriously considered by both MINIRENA and MININFRA, and are feeding the ongoing processes of FSSP/NFMP design and BEST review.

3.1 Economic and financial viability

Though most of the intervention results have been accomplished, the economic and financial viability of these intervention results will depend on the following:

- The DFMP foresee the main investment in the 10 next coming years (around 200.000.000 Rwf/year/District, so 5 to 10 times more than current government budget) to ensure forest conversion, agroforestry development and transition to efficient management of small private forests. Progressively public investments should be replaced by private investments.
- DFMPs foresee the long term concession of public forest to private operators/investors: so when public forest will be conceded, investment will be done by private investors. So the government budget will have to focus on the support of agroforestry through FFS, on the support of management of small private forests and on the general M&E
- So the critical point is to ensure the fund mobilization for the implementation of the DFMPs: FMBE project foresee the support for the 3 northern districts. RNRA have to ensure the support of the 3 eastern districts in fund mobilization and DFMP implementation;
- Synergy and integration of DFMP tools and approaches in the context of forest projects implemented by other partners should be ensured

- Demonstration of success and appropriate reporting and M&E (through FMES) should help by their evidence the mobilization of government budget.

3.2 Ownership

In general the ownership of the intervention results is good. However the proof of the pudding will be visible in the coming years:

- Will the Government of Rwanda make available budget and human resources to sustainably manage the forest resources and thus reduce the gap between supply and demand;
- Will developed DFMP guidelines be supported/enforced by new appropriate regulation and policy tools
- Will the project developed MoUs for management of roadsides etc. by Farmers be implemented and will a proper benefit sharing be put in place;
- Will small private owners agreed and be committed and improved forest management
- Will the FFS system be extended to other agroforestry areas:
- Will the developed curricula with supporting training material find its way in the mainstream education system of Rwanda?

The "ifs" mentioned above also embody the potential risks for the ownership level in the coming years. The project has done its utmost to create proper ownership in the form of facilitating the budget availability for public plantations, development MoU signing between districts and farmer groups, sensitization session in all sectors and initiating with CAVM the incorporation of curricula into the education system of Rwanda.

3.3 Policy Support

The process of DFMP design and implementation (based on public forest cadastre and on Forest Inventories at National and District levels) and the analysis of woody biomass supply/demand scenario initialized changes in the vision and approaches in forest management in the forestry department. During the process, guidelines for DFMP design and implementation have been developed progressively, based on successive technical meeting addressing one issue after one.

Based on these changes, the department has been progressively convinced of the necessity of designing a FSSP and NFMP in order to provide clear orientation and instruction for all DFMPs to be developed in Rwanda. This is why the project has been supporting the consultancy conducted by DFS (under the study fund) on the NFP revision and on FSSP/NFMP design. Deliverables was expected end of December 2016, but due to some delay, they are now expected end of March 2017.

Furthermore the project has been involved in the Sector Working Groups on Forestry and Energy in MINIRENA; as well in the Biomass Technical Working Group in MININFRA Still the ATI is supporting this last TWG in the process of BEST review

3.4 Institutional and management capacity

How well has the intervention contributed to institutional and management capacity? What are potential risks? What measures were taken?

As described above the project contributed to the establishment of management tools as well at national level than at district level. Main tools are following:

- DFMPs and SFMPs, and related guidelines;- National Forest Inventory
- Woody biomass supply/demand analysis tools and WISDOM study
- Forestry sector Monitoring and Evaluation System (FMES)

Based on lessons learned and findings of document and tools mentioned above, following processes are on-going (consultancies under BTC study fund, with technical support of ATI):

- National Forestry Policy review (90% achieved);
- Forestry Sector Strategic Plan design (expected end March 2017);
- National Forest Management Plan design (expected end March 2017);
- Biomass Strategy (BEST) review (expected end 2017).

In 2015 the RNRA SPIU has been established: the project has been integrated in the SPIU and provided support for some salary (accountant, RAF) and for office management (partitioning, etc...)

The training of trainers and the training of DFNC/District officers contributed evenly to the development of management capacity

An important part of capacity building has been reached through the on-job day to day training and retreats specifically organized in the context of development of management tools mentioned here above.

4 Learning

4.1 Lessons Learned

	Lessons learned	Target audience
01.	The NFI results and Supply/demand analysis, show a high Supply/demand gap and a very low remaining stock and increasing over-exploitation. This will result in a very dramatic gap from 2020 onwards. One part of the answer must come from the Energy sector where immediate action at large scale must be taken in order to reduce drastically the demand of woody biomass for cooking energy.	MINIRENA MININFRA MINALOC
02.	If nothing is done from the demand part of woody biomass, it will be impossible to develop and ensure a sustainable management of forest resources, leading to forest degradation and very negative impact for environment, socio –economic situation in the rural areas.	MINIRENA MININFRA MINALOC
03	According to NFI results and Supply/demand analysis, agroforestry development and introduction country wide is one of the key possibilities to increase the biomass supply and progressively ensure a sustainable balance between supply/demand Trees in crop/agroforestry contribute to 33% of sustainable supply of Woody Biomass. Current tree density in crop/agroforestry area is 25 t/ha, with a possibility to increase it until 50-80 t/ha	RNRA/DFNC/NGOs
04	Around 65 % of forests are owned by a very high number of small private individuals, where forests are old, not productive, overcut and very low stocked. These land-owners don't have the skills nor the financial capacity to reconvert their forests.	RNRA/DFNC
05	In public forests (around 28%) the situation is better than in the private forests (mainly in western & southern province). This provides an opportunity for private companies to invest and develop a professional forestry sector linked with industry (sawmill & poles production, woody pellet production with sawmill residue and branches).	RNRA/DFNC
06	Though the PAREF Be-2 capacity building did have a sizable impact, it is just a beginning. There is not sufficient capacity in charge of forest resources management in terms of number and skilled staff at central level as well as at district level that is needed to implement sustainable forest management.	RNRA/DFNC
07	Due to the high effort to be made in forest conversion and agroforestry development, implementation of DFMP for the 6 District requests an approximate budget of 200 M RWF per year and per District for the 10 coming years (after this period major part of investment will be ensured by private sector). DFMP will not be implemented in the proper way if the DFNC/District budget is not increased substantially (government, donors, fund investment)	RNRA/DFNC/Donors
08	Because the neglect of the Huye Seed Centre in terms of investment and maintenance of quality seed stands in the country during the last 10 years, the production of high quality seed from Rwanda even with increased investment (which is taken place as we speak, IUCN, PAREF Be-2), will take years to bring it back to its old level. In short term view, importation of high quality tree seed is requested to complement local production	RNRA/DFNC
09	MoUs between farmers and district/sector officials for road/river/lake side plantation establishment, maintenance and use have proven to be very useful. Benefit sharing rules must be integrated in the existing MoU and these MoUs should be disseminated and enforced in every district	DFNC/Districts/Sectors
10	Capacity of CAVM and EAVFOs though improved through PAREF Be-2 support is not yet sufficient in terms of availability of high skilled staff, easier administrative procedures and a lack of means, etc...). These actors are crucial in the provision of well trained technicians and in support of forestry development.	MINEDUC/MINIRENA

11	Shrub land and Savanna represent 35% of the total production area but contribute only for 6% of the total national wood stock and 3% of national Sustainable Supply of woody biomass. These areas are very degraded, over-exploited, and present a very low productivity (0.7 m3/ha/year, instead 8-14 m3/ha/year for TIF in same area). Shrub and savanna are shifting quickly to crops/ settlement (-25% from 2009 to 2015) with a very high negative impact on forest cover.	
12	Though the forest cadaster in the PAREF Districts has been updated and is being updated in other Districts, the number of conflict cases (in public as well as in private forest areas), remains a constraint to be solved, so good implementation of management plans can be ensured	RNRA
13	Using existing FFS groups to disseminate and support agroforestry has been providing very good result and has many advantages: the use of only one extension system (FFS) for crops and trees promotion through agroforestry technics. By this way farmers will receive a unique and coherent message/technics mixing crops and trees interests.	RAB/ RNRA
14	The public tendering, without a financial ceiling for proposals, has resulted in contracts well over the budgets reserved for certain activities. For the inventory and management plan development even more than 1 million Euros.	RPPA
15	The TFF was lacking a clear sustainability and exit strategy	BTC
16	It should be avoided that operators for planting are hired based on their proposed budgets which are too low to do proper implementation. The project had major problems with one of the operators which was presenting a too low financial offer	RPPA/RRA
17	The cadaster update took much more time and budget due to the fact that more sites on public land are found, than mentioned in the old DFMPs. For the six Districts more than 1.5 year was needed. The exercise ended in February 2016. It would have been better to have it carried out under the contract of DFMP revision as was originally foreseen	BTC/RNRA
18	Some components of DFMP still need more precise orientation from National Forest Management Plan (NFMP) in process of design. For instance for agroforestry we need to know what is the national target set at national level in order to fix definitely the target at District level. The current version of DFMP is still heavy and not so easy to use. The reason is that each of them are containing method/approach/ definition/general rule & modalities that should be part of the NFMP, especially its foreseen annex regarding "guidelines for DFMP design and implementation". Once NFMP is finalized (March 2017), current DFMPs will be updated in order to: <ul style="list-style-type: none"> • Adjust District Targets with National Targets • Remove heavy content that will be integrated into the NFMP and its annexed guidelines 	

Recommendations

	Recommendations	Source	Target Audience
01	In order to prevent a critical supply/demand gap of woody biomass it is essential to: - shift from traditional charcoal production to a mix of LPG,-woody pellets,- green charcoal, - to ensure full penetration of high performant ICS both in rural and urban areas In a mid/long term view, the woody biomass demand should be reduced below the maximum ceiling of 3,5-4 Modt per year, corresponding to the maximum expectable from the supply side according to current forest cover, improved productivity and agroforestry development target	PAREF Be2	Cabinet/ PM
02	For agroforestry development it is crucial to have a common MINAGRI and MINIRENA vision to be disseminated through FFS approach. Use of ICS to save wood could be an element of the set of agroforestry technics to be disseminate to every farmers and/or household	PAREF Be2	MINAGRI RAB-DFNC
03	An important focus is needed to support small private owners to reconvert their forest and introduce the use of sustainable forest management technics. This effort needs an urgent substantial investment for the coming 5 years by government/donors/climate change fund etc.	PAREF Be2	MINALOC DFNC
04	Provide the opportunity for private companies to invest and develop a professional forestry sector by allowing leasing (long term concession) of public forests on a large scale. Western and Southern District should be priority.	PAREF Be2	RNRA DFNC
05	The DFMP/SFMP design process should be speeded up throughout Rwanda, in order to support/start the implementation of leasing public forests to investors that will ensure proper conversion/management under the control of DFO/DFNC.	PAREF Be2	MINIRENA RNRA DFNC
06	For public forest in Western and Southern Provinces (only area where well stocked forest exist), main objective of management should be the production of timber/industrial wood (maximum additional value), using residue and secondary raw material for production of high efficient wood energy product such as woody pellets and green charcoal. In Northern, Kigali and Eastern Provinces, main objective of management of public forests should be the production of wood energy, in order to support the reduction of the gap between supply and demand.	PAREF Be2	MINIRENA RNRA DFNC
07	In order to implement sustainable forest management, there should be a 4-5 person team (well trained) in each District, coordinated by DFNC. An alternative could be the development of long term framework contracts with a private national companies in charge of this technical support based on annual need from Districts.	PAREF Be2	MINIRENA MINALOC
08	Importing of high quality tree seed/clones must be organized in collaboration with private sector as soon as possible to ensure the provision of high quality seedlings for all forest reconversion (150-180.000 ha at least) in the coming 5-10 years.	PAREF Be2	RNRA DFNC
09	MoUs for lake/road side plantations should include proper benefit sharing arrangements and final use of tree/branches. Key orientations must be given at national level (NFMP) keeping some flexibility to District to adapt to the context.	PAREF Be2	MINIRENA RNRA MINELOC
10	URGENT measures should be taken for shrub land and savanna: • Mapping with distinction of good/degraded area	PAREF Be2	MINIRENA RNRA

	<ul style="list-style-type: none"> • Cadastre for Ownership clarification • Protection of shrub-land still in good condition • Conversion of degraded public area into productive public plantation (native species can be used) • Establishment of sylvo-pastoral system in private shrub lands 		MINELOC
11	For development of DFMP of other Districts, but also to ease regular update of newly developed DFMP, the automatic Excel files that have been developed (and currently used by PAREF.NL and PAGREF for other DFMP in process of design) should be converted in a more user friendly and robust interface/software, specifically customized, allowing an easy use by national forester in charge	PAREF Be2	MINIRENA RNRA MINELOC
12	Still some new approaches have not yet been implemented and tested (such as for FOA establishment in private land). So these new approaches need to be piloted and improved based on field results. This piloting should be part of new interventions.	PAREF Be2	MINIRENA RNRA MINELOC
13	A significant increase of CAVM/EAVFOs capacity needs a specific project/program support in collaboration with MINEDUC.	PAREF Be2	MINIDUC NUR
14	In order to increase ownership of the implementation of DFMP/SFMP (sustainable forest management), key indicators from the management plans are integrated in the IMIHIGO and MINALOC support is ensured at the same time.	PAREF Be2	MINIRENA MINALOC
15	The training of trainers from DFNC through developed modules has been successful, but must be continued in order to cover other domains (forest economy, policy/strategy issues, Forest industry, etc.) and to increase training time and practical exercises for key modules like nursery techniques, silviculture and agroforestry.	CAVM PAREF Be2	MINIDUC NUR
16	The Forest cover inventory of 2012 which was based on 2008 ortho - photos is outdated (especially in the Eastern Districts) and should be redone.	DFS PAREF Be2	DFNC
17	In order to benefit from the District and Forest inventory staff from DFMP revision and NFI a permanent inventory team should be constituted to regularly measure the permanent sample plots and carry out detailed inventories in other Districts for the revision of DFMPs	PAREF Be2	RNRA/DFNC

5 Follow-up of decisions by the SC Meetings

N°	Decision	Follow-up of decision		Status	Actions needed to implement the decision (if any)				Follow-up of actions	
		Progress			Action(s)	Organization in charge	Resp.	Deadline	Progress	Status
1	Decision 7/15th SCM: The SC approves the BTC proposal to close the CGF agreement, taking a loss of 7 209 569 RWf. In order to close PAREF Be-1 financially and administratively and to transfer the remaining balance of PAREF Be-1 to PAREF Be-2 as was approved by Decision 14/14th SCM.		Implemented							Completed
2	Decision 8/15th SCM: The SC approves the payment of Mr. NSHIMURUMWI Japhet, (ex-guard PAREF Be-1) of RWf 685 968 from PAREF Be-2 budget.		Implemented							Completed
3	Decision 9/15th SCM: The SC approves that no new execution agreement will be signed with CGF/RAB in the framework of PAREF Be-2 execution period.		Implemented		See that a decision about the recommendations in the report is made	MINIRENA	DDG	15-1-2014	Decision taken. The Seed center will be a unit under DFNC	Completed
4	Decision 10/15th SCM: The SC requests the project to develop a detailed strategic action plan (including institutional analysis) for the supply of the quality tree seeds and the genetic improvement of forests in Rwanda with involvement of RAB. For this study the project can use a maximum of 24,000 euro of the forecasted budget for CGF. Decision 11/15th SCM: The SC proposes to have the detailed strategic plan (decision 10) developed before the end of 2013 and present a first outline during the special SCM on sustainability to be held on 26 September 2013.	A stakeholders workshop has been organized (12-14/11/2013) and a report with recommendations has been produced in collaboration with ICRAF Kenya. The main recommendation is to move the seed center under DFNC. Developing the action plan can only happen when decision will be made on the report's recommendations.	Implemented							Completed
5	Decision 12/15th SCM: The balance of the budget forecasted (360,000 €) for the support of CGF, will be re-allocated to another budget line at the moment of the next budget revision (expected for the next SC in December 2013), based on priorities and needs.	Reallocation is foreseen in the revised budget linked to the project extension proposal	Implemented		Get budget revision approved by SC	Project	Co-Manager	8-5-2014	Budget revision approved and balance of EA reallocated	Completed
6	Decision 13/15th SCM: BTC and MINIRENA will execute the Gistwari audit (including operational audit) in line with execution agreement before end October 2013.	To be executed after project audit in March 2014	Implemented		Establish TOR for the audit	Project	RAF	15-6-2014	Include the EA for ORINFOR	Completed
7	Decision 14/15th SCM: The SC approves the recruitment of a Junior mapping/GIS for PAREF Be-2 as proposed in Annex 7 of the aide memoire.	Awaiting decision DFNC/RNRA	Implemented		Procure the audit	Project	RAF	30-7-2014	Done	Completed
					Execute the audit	Project	RAF	31/12/2015	Audit done, draft report ready	Completed
					Validate report	All	RAF/MAF	1-5-2015	Awaiting response from MINIRENA	Completed
7	Decision 14/15th SCM: The SC approves the recruitment of a Junior mapping/GIS for PAREF Be-2 as proposed in Annex 7 of the aide memoire.	Awaiting decision DFNC/RNRA	Implemented		Junior will be selected from a trained pool from lands/RNRA in Nov 2013		DDG	1-11-2013	Awaiting decision DFNC/RNRA	Completed
					Approval of Salary Scale	DFNC	DDG	6-1-2014		Completed
					Recruitment	DFNC	DDG	7-1-2014		Completed

N°		Follow-up of decision		Actions needed to implement the decision (if any)					Follow-up of actions		Status
Decision		Progress	Status	Action(s)	Organization in charge	Resp.	Deadline	Progress			
Decision 15/15th SCM: The SC approves the establishment of an Execution Agreement between PAREF Be-2/DFNC and the NUR/C-GIS of Butare in order to ensure the implementation of activities (including capacity building) demanding senior expertise for RNRPA, ISAE and PAREF Be-2 as proposed in Annex 7 of the aide memoire.		EA and budget developed. Signing not yet due to major institutional changes in the NUR.	Repeated	EA to be signed		Co-manager	6-5-2014 11-1-2014 1-1-2015	EA has to be revised, as NUR cannot open a specific account. Revision project done but NUR deals EA cancelled, training and support to CAVMA already in place		Completed Completed Cancelled	
Decision 16/15th SCM: The SC approves the communication plan (with proposed budget of RWf 156 million) drawn up in the framework of PAREF Be-2/DFNC as presented in Annex 8 of the Aide Memoire.			Implemented							Completed	
Decision 17/15th SCM: The SC approves establishment of a financing agreement between BTC/MINIREMA/RNRA with URU/ANRA for the implementation of soap operas in the context the execution of the communication plan not exceeding 35,000,000 RWf.		Financing Agreement developed and signed	Implemented					FA signed, implementation ongoing		Completed	
Decision 18/15th SCM: The SC officially approves the transfer of role of "Project Chief Authorizing Officer" from PS MINIREMA to DG RNRA and requests MINIREMA and BTC to give signatory rights for the Project.			Implemented							Completed	
Decision 19/15th SCM: PS MINIREMA will remain the chair of the SC			Implemented							Completed	
Decision 20/15th SCM: The SC decides to meet again on 26 September 2013 for a special meeting about sustainability of the project and more widely of the forest sector. The department and the project are to come up with discussion note and a proposed action plan on sustainability		SCM on sustainability held on 18 December 2013	Implemented							Completed	
Decision 21/16th SCM: The SC approves the proposal of the PMU to reduce the number of training modules to be developed with ISAE from 18 to 14 (modules needed for forest management), focus training on field level staff needed to roll out the DFMPs and SFMPs and reduce the number of trainees in line with pilot districts.		Contract for modules on forest economy and wood technology cancelled	Implemented							Completed	
Decision 22/16th SCM: The SC approves the principle of the recruitment of a national expert under optimal modality (to be decided) to improve/facilitate training coordination with all parties.		The National will not be recruited as an ADJ training and communication has arrived.	Implemented	Choose the optimal modality		Co-manager	5-1-2014			Completed	
Decision 23/16th SCM: The SC agrees with the MTR recommendation to give higher priority to forest management activities in general and to Simplified Forest Management Plan preparation in particular and to rather concentrate resources for DFMP preparation than to increase forest surface covered at all cost.		An intermediate budget revision has been approved by DG and ResRep to put enough funds in A02-02 to start with DFMP revision immediately. DFMP contracts have been negotiated, but tender committee did not approve negotiation minutes	Implemented	Get DFMP contract signed	Project	Co-Manager	15-5-2014			Completed	
Decision 24/16th SCM: The SC approves the proposal of the PMU to go from a systematic approach towards a pilot approach in the development of Forest Management Plans in line with point 7 of PAREF Be-2 Re-focus process.		Pilot approach incorporated in the DFMP revision process and consultant methodology	Implemented	see decision 17						Completed	

N°	Decision	Follow-up of decision			Actions needed to implement the decision (if any)				Follow-up of actions	
		Progress	Status	Action(s)	Organization in charge	Resp.	Deadline	Progress	Status	
19	Decision 2.5/16th SCM: The SC agrees with the MTR recommendation to include the preparation of a Management Agreement (including benefit-sharing mechanisms) as well as support to FNGs or User Groups for roadside plantation management to be integrated during the SFMP development process and MoU establishment.	This process is linked to the recruitment of a social organization specialist (see dec 2.6/16th SCM)	Implemented	Action in 2014		AT/De/Co	30/6/2014		Completed	
20	Decision 2.6/16th SCM: The SC approves the proposal to recruit national technical assistants or social organization under the optimal modality (to be decided) to support the enhancement of ownership of the forested sites (especially for the roadside plantation and services) by putting in place MoUs with concerned farmers and their association in to the DIMP/SEMP.		Implemented	Choose the optimal modality		Co-Manager	5-1-2014	Optimal modality selection to take place under Real mode Co-Manager	Completed	
				Establish job description based on DIMP/SEMP description		ITA	15/6/2014	Revise TOR in January	Completed	
21	Decision 2.7/16th SCM: The SC agrees with the MTR recommendation to develop mechanisms to support district forest actors in gaining access to FONERVA or other funding, but this should be carried out by the SC.		To be implemented	Recruit the expert		Co-Manager	30/4/2015	Contract signed as per 1st July 2015	Completed	
22	Decision 2.8/16th SCM: The SC agrees that PAFER Be-2 activities regarding improvement of charcoal development and use (experimentation (charcoal test lab, improved kilns etc.) can be reduced. This is justified as charcoal development is part of the PAFER N12 objectives.	Proposal to transfer the budget for this activity to A-02-02 sent to RIRRA	Implemented	Action in 2014		DDG			On Track	
23	Decision 2.9/16th SCM: The SC agrees with the MTR recommendation to limit plantation activities for the second campaign (2014/15) to (re-) planting in the context of approved management agreements and plans only. This is likely to result in savings which could be re-allocated to forest management activities.	Status to be checked after final reception of sites in May	Repealed	Establish planting program for season 2014/2015 Prepare addendum operators Sign addendum with operators by DG		ITA	15/6/2014		Cancelled	
24	Decision 2.10/16th SCM: The SC agrees with the proposal of the PMU, to finalize the current season 2013/14 and maintain (harvest in) and protect these established plantations during the season 2014/15. (The original objective of 3,200 ha, 80% public land and 20% agroforestry on private farmland will not be met this season, due to climatic circumstances, bad seed quality and bad operator performance). The possibility of adding new hectares will be considered on a case-by-case basis.	Status to be checked after final reception of sites in April	Implemented	Action in 2014		DDG/De/Co	4-1-2014	Take out, technical issue	Completed	
25	Decision 2.10b/16th SCM: The SC requests a detailed presentation of the reasons for diminishing the target of the project (1 forest cover increase (apart from the sustainability issue) and a presentation on possible ways to still get closer to the target without compromising with sustainability (E.g. examine the possibility to move an operator from one district to another...)		Implemented	Action in 2014		AT/De/Co	28/2/2014	Take out, technical issue	Completed	
26	Decision 2.11a/16th SCM: The SC notes the MTR recommendation to promote use of the existing network of small nurseries in the ongoing review of the national tree seeds production and supply system, and increase reliance on private nurseries for seedling procurement in an eventual follow-up program to PAFER Be 2. This is expected to contribute more to local ownership, employment and income than the current set-up.		Implemented	Action in 2014		DDG		Take out, technical issue	Completed	
27	Decision 2.11b/16th SCM: The recommendation should be presented to the Ministers of Agriculture and Natural Resources alongside the recently concluded assessment of the tree seed issue.		Implemented	Action in 2014		DDG	31/3/2014	Take out, technical issue	Completed	
28	Decision 2.12/16th SCM: The SC agrees with the principle of the MTR recommendation to give explicit attention to climate change and climate change funding in two planned activities, namely (1) result 3.6 - the afforestation and boundary plantation work in Gishwati Forest (potential for REDD+ funding) and (2) result 2.1 - the National Forest Inventory; a new forest inventory should include carbon biomass estimates in order to serve as a tool for eventual development of carbon market forestry projects. The SC requests the project to see if it is possible to include this recommendation into the consultancy 'National Forest Inventory' which is to start in Q1 2014.	(2) included in DFS contract during negotiations. Cost increase is about 140,000 euros	Implemented						Completed	

N°	Decision	Follow-up of decision	Status	Actions needed to implement the decision (if any)	Organization in charge	Resp.	Deadline	Follow-up of actions	Status	
		Progress		Action(s)				Progress		
29	Decision 2.13/16th SCM: The SC agrees with the MTR recommendation to provide gender-segregated reporting, in line with the PAREF Be 1 Gender study, and investigate whether women are properly compensated for their labor.		On Track	Action in 2014 HIV mission BTC expert Gender Mission Expert	BTC	DJ/De/Co	28/11/2014	Request to operator send to provide required data for annual inclusion Done	Completed	
					BTC			Done, but reports waited Gender expert to include gender in DEMOP vision approved Gender expert selected contract signed	Completed	
										Completed
30	Decision 2.14/16th SCM: The SC agrees with the MTR recommendation to house PAREF Be 2 project team inside the partner institution (DPNC). A process to put all departments of MINIRENA under one roof is in progress.	There is not enough space in the new building and it is highly likely that the project has to stay where it is, in REMERA. See SCM 17 under AOB. The DG assured that with the coming sanitation each subsector/department will receive the space it	Implemented	Project moved by 1st of April 2014		DDG	31/3/2014	Space is still limited and open. Air quality miserable. Partitioning delayed since May, Air conditioning not installed. Situation has deteriorated only lands HOD and his secretary received partitioning reducing the number of windows for the rest of the people	Completed	
			Late					Q2 2015		On Track
31	Decision 2.15/16th SCM: The SC takes note of the MTR recommendation to recruit one additional International Technical Assistant for institutional strengthening for at least one year and approves the proposed Terms of Reference. The SC recommends that DG and DDG to discuss the TOR for this ITA in a specific meeting that will be organized in January 2014 and make a final recommendation to the	TOR have been developed	Implemented	Discuss optimal modality for recruitment	DPNC	DDG	31/1/2014	Not yet decided	Completed	
32	Decision 2.16/16th SCM: The SC agrees in principle with the MTR recommendation to meet as required by the program, take a stronger lead and continue to delegate some of that leadership to a PMIC as recently identified, with more day-to-day interest and proximity to the intervention.		Implemented	Organize a retreat to decide	DPNC	HoD/DI	1-11-2014	Organize a retreat to decide	Completed	
		A SCM with a topic on how to improve efficiency should be organised	Late	Organize a SCM before end June 2014	Project	DJ/De/Co	19/6/2014	Put topic on next agenda SCM for 7-11 July 2014	Late	
33	Decision 2.17/16th SCM: The SC agrees with PMU proposal to reserve time during the next SCM in February on the topic of efficiency in project implementation. The SC requires a preparatory meeting between RNRA and PMU on this topic, before it is presented to the next SCM.		Late	Organize a first meeting to discuss the approach	Project	Co-Manager	19/6/2014	Efficiency removed from SCM agenda Implement coaching to improve efficiency and communication	Late	
				Design an action plan	Project	Co-Manager	BTC/RNRA	1-10-2014		On Track
				Implement the action plan	Project	Co-Manager				Completed
				Report findings to SCM	Project	Co-Manager				Late
34	Decision 2.18/16th SCM: The SC agrees with the MTR recommendation to explore possibilities of a possible budget-neutral project extension of one year (in line with CPPR decision of 22 December 2013). BTC/DPNC to take lead. PMU must prepare a request for extension of one year, to be transmitted by MINIRENA to Belgian Embassy. This request should come with the revised budget and approved in the SCM of February 2014.	First framework for revision discussed, simulations developed and discussed with all parties	Implemented	Prepare action plan and budget revision	Project	Co-manager	5-1-2014	Justification prepared and forwarded to Brussels. Extension approved	Completed	
				Extension of contracts to be done after approval of extension request by DSD	BTC	Res-Rep				Completed
35	Decision 2.19/16th SCM: Based on Decision 2.17, the SC approves in principle to extend the actual ITE positions (De/Co and ITA) by one year.		Implemented	Approve plan in SCM 17	Project	Co-manager	5-7-2014	Approved	Completed	
			Implemented	Prepare extension request	Project/BTC	Co-manager/DP	5-7-2014	Plan approved in SCM 17 and send to Ambassador for follow-up	Completed	
			Extension approved		Project/BTC	Co-manager	1-12-2014	Approved	Completed	

N°	Decision	Follow-up of decision		Status	Action(s) needed to implement the decision (if any)	Organisation in charge	Responsible	Deadline	Follow-up of action	Status
		Programs								
35	Decision 2.20/16th SCM: The SC agrees with the MTR recommendation to sustain PARF Be 2 outcomes and achieve a lasting impact by foreseeing follow-up funding for forest sector in Rwanda. In line with CPFR decision of 12 December 2013.			Implemented	Action in 2014		DFNC		This is not a decision for project, to be removed	Completed
37	Decision 2.21/16th SCM: The SC agrees on the principle of analysing the possibility to develop a long term multi donor sector support program (indicatively 2015-2020) to reinforce the forestry sector on institutional, organizational and individual level and request the PMU to support the development of the proposed P14 Project. Identification Note as proposed by CPFR.			On Track	Action in 2014		PO/Co-manager	30/8/2014	See 2.15/16th SCM. Contract, which includes the development of a sector support program for NIMP consistency services signed	On Track
38	Decision 2.22/16th SCM: The SC agrees in principle with the MTR recommendation for Belgium to take the lead, on behalf of the donor community, as co-chair of a Forestry Sub-sector Working Group, in order to increase work division, enhance complementarity and synergy in particular with the SEW, PARF NL and the African Development Bank and possibly Swedish projects, and contribute more effectively to overall Forest Sector Support.			Implemented	Action in 2014		AMBABEL	28/2/2014	Not for project, to be removed	Completed
39	Decision 3.1/16th SCM: The Steering Committee approves the sustainability draft action plan presented, subject to decisions 2.10a-b and 2.15. The Road Map for NIMP elaboration and formation of ITAG/subgroups (supported by ITA) will be discussed in the same meeting discussing the additional ITA for institutional support. The SC requests the PMU to finalize the action plan with a corresponding budget revision and to submit it for approval by the SC in February.			Implemented	Action in 2014		De/Co/AT	26/2/2014	Budget for ITA approved in SCM 17 of 7th May 2014	Completed
40	Decision 3.2/16th SCM: The Steering Committee requests the Belgian Government and BTC to facilitate the implementation of the proposed Sustainability Action Plan/road map.			Implemented	Action in 2014		BTC		Not for project, to be removed	Completed
41	Decision 1/17th SCM: The SC approves the justification for the extension by one year, without budget increase for PARF BE-2.			Implemented	Send justification and request to DGD via Mineurena, Minecola and Ambabel		DDG		Justification in the pipeline	Completed
42	Decision 1/17th SCM: The SC approves the Action Plan and Revised Budget for April 2014-June 2015.			Implemented	Include revised budget in the FIT after PV SCM alignment		De/Co		Awaiting PV approval by DG	Completed
43	Decision 1/17th SCM: The SC approves the extension of the operational period of the project (including ITAG) until December 2015.			Implemented	No action required					Completed
44	Decision 1/17th SCM: The SC approves the use of the new follow up tool for SC decisions.			Implemented	Update Decisions in new format		De/Co/DI	30/5/2014	Update done, to be approved by DG	Completed
45	Decision N°9/18 SCM: The Steering Committee, in line with budget revision of SCM 17 approves the increase in T&C National Specialists' salary from 844,979 RWF to 1,102,442 RWF.			Implemented	Change salary scale		De/Co/RAF	8-1-2014	Done	Completed
46	Decision N°9/18th SCM: The SC asked the Project Management Unit of PARF NL2 to consult with PARF Be2 to formulate lessons learnt while supporting private land owners in agroforestry promotion.			Implemented					Workshop implemented, report due shortly	Completed
47	Decision N°10/18th SCM: DFNC should reinstate regular exchange meetings between its projects.			To be implemented				1-10-2015	With the new SPU coordinator and forestry manager these meetings will restart in Q4	Late
48	Decision N°11/18th SCM: A comparative analysis of the pros and cons of the approaches of the 2 PARF, for the revision of DMAP, will be presented to the next SCM (PARF BE-2 will take the lead).			Implemented					Not needed as PARF NL adopted same system as PARF BE-2	Completed
49	Decision N°1, SCM 19: The SC approves the proposed budget revision for PARF Be-2 March 2015, as outlined in the document 'Budget Revision for PARF Be-2, 26 March 2015, attached to these minutes.			Implemented					Approved revision inserted in FIT and financial planning for 2015 adjusted	Completed
50	Decision N°2, SCM 19: the project will make TOR for the charcoal value chain study, listing all studies already done and identifying gaps to be filled. These TOR should then be discussed by a smaller technical committee and final approval should be required from chair and co-chair.			On Track	To be implemented in Q2		De/Co/AT	Jun-15	Draft TOR developed. Discussions with study fund via MINIFRA. Consistency services acquired, awaiting approval letter MINIFRA	Completed
							PO/Co-manager	aug-15	Charcoal study tender finalised, ISS selected and implemented under	On Track

N°	Decision	Follow-up of decision		Status	Action needed to implement the decision (if any)				Follow-up of actions		Status
		Progress			Action(s)	Organisation in charge	Resp.	Deadline	Progress		
51	Decision N°3, SCM 19: The Steering Committee (SC) approves the proposed changes and additional activities to fund a number of specific studies to support the development of NFM and to fund a national coordinator for the TTFs and SWGs coordination during 22 months under PAREF Be-2 as outlined in the document "Budget Revision for PAREF Be-2, 26 March 2015, attached to this minutes."		On Track	To be implemented in Q2			DE/Co/ATI	aug-15	NFM started with arrival of consultant		On Track
52	Decision 2, SCM 20: The SC recommended the PMU to make a detailed report on lessons learned for plantation operations by December 2015.	presented	On Track	Done		PMU	DE/Co/DI	Jan-15	To be presented in next SCM 21st January 2016		Completed
53	Decision 5, SCM 20: The SC requested PAREF Be-2 to prepare ToRs for the studies on carbonization rate and Forest worker skills by 6th November for PAREF Be-2 EU funding.	Developed	On track	To be done in January 2016		PMU	ATI/DE/Co	Jan-15	ToRs developed and send for approval to HoD		Completed
54	Decision 1, SCM 21: The SC recommends MINIREMA to send to MINECOFIN a request for funding the two studies (carbonization rate and Forest worker skills), together with the developed ToR, through the PAREC study fund, under Co-Management modality.		Implemented			PMU	DE/Co	apr-15	Letter signed and in June 2016		Completed
55	Decision 2, SCM 21: The SC agrees to include in TOR for final evaluation the development of a detailed situational analysis and sustainability plan for the DFMPs. Before finalization however, the TOR should be shared with project partners.		Implemented			PMU	DE/Co/RR	apr-05	Incorporated in TOR		Completed
56	Decision 3, SCM 21: SC approves the proposed Closing Plan 2015/16 for PAREF Be-2		Implemented	No action needed							Completed
57	Decision 4, SCM 21: The SC approves the proposed action plan to finalize outstanding payments and for handling of outstanding VAT and Casual Labour payments as per above		Implemented	No action needed							Completed
58	Decision 5, SCM 21: The SC approves the proposed draft handing over proposals		Implemented	Finalise HO plan		PMU	DE/Co	Q3 2016			On track
59	Decision 6, SCM 21: The SCM approves the principle of the extension of the above staff, including ITA and national TA. The exact duration of the extension will be discussed in a subsequent meeting, to be organized within one month and no later than 22 nd of March.		Implemented			PMU	SCM	Q2 2016	To be discussed based on operation plan and budget revision in SCM 22		On track
60	Decision 7, SCM 21: The SCM asks the project to prepare an operational plan and revised budget to extend ITA and National coordinator. The exact duration of the extension will be discussed in a subsequent meeting, to be organized within one month and no later than 22 nd of March.		Implemented			PMU	DE/Co	Q2 2016	Operational plan and revision done		Completed
61	Decision 8, SCM 21: The SCM agrees with the projects' proposal that the training and module development will be taken care of by the projects' ITA. Impact on the workload and relating eventual need of contract extension will be referred accordingly to the above decision n° 5.		Implemented	No action needed							Completed
62	Decision 9, SCM 21: RNRA will revise the TOR of the study (it will not be in charge any longer but in co-management) and inform MINECOFIN of the changes. The budget may be revised as a consequence of the changes.		Implemented	No action needed							Completed
63	Decision 1, SCM 22: The SC approves the proposed Extension of the operational period up to the end of November 2016.		Implemented	No action needed							Completed
64	Decision 2, SCM 22: The SC approves the proposed Budget Revision for May-November 2016		Implemented	No action needed							Completed
65	Decision 3, SCM 22: The SC would like to see a joint review of the SPU organizational Assessment Report and the final draft Project Audit report.		On track	Report send when PA report ready		BTC	RR	Q3 2016			On track

6 Expenses and disbursement rate of the intervention

The following table shows the cumulative budget of the program and overall disbursement rate:

Source of financing	Cumulated budget	Real cumulated expenses	Cumulated disbursement rate	Comments and remarks
Direct Belgian Contribution	€ 6, 878, 184.91	6.763,861,26	98 %	At the closing of the project, the remaining balance amounts to €114.323,65 equivalent to 2%., mainly due to VAT that was reimbursed too late to be reinvested (cfr balance on Result1 above).
Contribution of the Partner Country	€ 1,000,000	In Kind	NA	The partner contribution consisted of provision of office space; indirect technical assistance of staff at central and local governance levels, etc.
Other source	NA	NA	NA	NA

At the Year- to Date (YTD) of 31/03/ 2017, the PAREF Be2 expenditures versus budget stand at 98%. The table below provides financial updates per project results:

Description/ Budget Line	Initial budget Plan-2010	Last revised budget (23rd SC- 20/10/2016)	YTD Expenditures 31/03/2017	Balance on 31/03/2017	Budget execution rate
Result 1 (A-01)	1.474.583	1.472.035	1.414.053	57.982	96%
Result 2 (A-02)	1.735.790	2.260.486	2.259.340	1.146	100%
Result 3 (A-03)	1.166.625	1.261.832	1.212.267	49.565	96%
Total Result areas	4.376.998	4.994.352	4.885.660	108.693	98%
Budget reserve (X)	74.237	-	-	-	
General Resources (Z)	1.548.765	1.883.832	1.860.572	23.261	99%
Totals	6.000.000	6.878.185	6.746.232	131.953	98%

⁵ The total budget increased from 6000.000 to 6878.185 euro due to additional Project funding of 878.185 euro transferred from PAREF Be1 (EoL of 06/01/2014)

7 Personnel of the intervention

Personnel (names)	Gender (M/F)	Job Title	Duration of recruitment (start and end dates)
1. National personnel put at disposal by the Partner Country:			
MUTUYEYEZU Alphonse	M	Director of Intervention	01/07/2012 to 31/12/2013
UWIZEYE Jean Damascene	M	Director of Intervention	01/01/2014 to 30/11/2016
MUTABAZI SAFARI	M	RAF (Responsible for Administration & Finance)	01/12/2012 to 30/09/201
SIBOMANA Gad	M	M&E Officer	01/12/2012 to 30/09/2016
MURWANASHYAKA Muniru	M	Training & Communication Officer	01/03/2013 to 30/09/2016
HABUMUGISHA Emmanuel	M	NFTA (National Forest Technical Assistant)	25/03/2013 to 31/08/2015
HANGANIMANA Paul	M	NFTA (National Forest Technical Assistant)	25/03/2013 to 31/08/2015
MANIRIHO Jean Pierre	M	NFTA (National Forest Technical Assistant)	25/03/2013 to 30/06/2015
BAZIRAMWABO Jean Claude	M	NFTA (National Forest Technical Assistant)	25/03/2013 to 31/08/2015
NDUWAYO Dieudonnee	M	NFTA (National Forest Technical Assistant)	25/03/2013 to 31/08/2015

IMANIRAREBA Ephrem	M	NFTA (National Forest Technical Assistant)	25/03/2013 to 31/01/2014
UMUSHASHI Gentile	F	Procurement Officer	01/06/2012 to 26/02/2014
NYIRAMUTARAMBIRWA Clementine	F	Accountant	01/06/2012 to 30/11/2016
NDIKUBWIMANA Philbert	M	Secretary	01/12/2012 to 30/11/2016
NGARAMBE Justin	M	Driver	01/06/2012 to 30/11/2016
MUDAHERANWA Antoine	M	Driver	01/06/2012 to 31/07/2016
MPAKANIYE IDI	M	Driver	01/02/2013 to 30/06/2016
HITIMANA Aloys	M	Driver	01/02/2013 to 30/09/2016
NTAKIRUTIMANA Emmanuel	M	Driver	01/09/2013 to 30/11/2016
MUNYAMBANZA Mathieu	M	Messenger	01/06/2012 to 30/11/2016
HABIMANA Innocent	M	Guard	01/06/2012 to 31/07/2014
HABUMUNSI Simeon	M	Guard	01/06/2012 to 31/07/2014
2. Support personnel, locally recruited by BTC:			
KASUMBA Edward	M	National Forest Coordinator	01/10/2015 to 30/11/2016
3. Training personnel, locally recruited:			
4. International Personnel (outside BTC):			

International experts (BTC):				
Antonio CARILLIO	M	Co-Manager (DELCO)	01/09/2011- 30/08/2012	
Johan NIEUWENHUIS	M	Co-Manager (DELCO)	16/02/2013- 30/06/2016	
Jacques PEETERS	M	ITA- Forests Expert	01/12/2011-30/11/2016	

8 Public procurement

Insert public procurement table.

Nr Tender in partner Institution Register	Nr Tender in BTC Register	Tender type	Tender title	Estimated Cost RWF	Estimated Cost EUR	Source of funds	Financing mode	Budget line(s) activity	Data Type	Tendering Method	RS	Status	Amount in RWF	Amount in EUR	Successful Bidder
	RWA618	Services	FMES (Forest Monitoring and evaluation System)		85.986	BE	CM	A202	Planned	R/I/OT	No				
						BE	CM		Actual	R/I/OT	No	Closed		85.986	Sher Consult
	RWA 724	Services	District Forest Management plans		372.600	BE	CM	A0202	Planned	R/I/OT	No				DFS
					1.400.383	BE	CM		Actual	R/NOT	No	Closed	1.400.382	DFS
	RWA 715 (lot 2)	Services	Consultancy: support to ISAE to (1) implement training modules in sylviculture and exploitation techniques, and to (2) implement trials on "control forest"			BE	CM	A104	Planned	R/NOT	No			143.442	
					124.130	BE	CM		Actual	R/NOT	No	Closed	124.130	UNIQUE
	RWA 715 (lot 1)	Services	Consultancy: (1) support to ISAE and			BE	CM	A104	Planned	R/I/OT	No		74.279

			EAVFO to implement training modules in Agroforestry, and (2) study and trials in agroforestry		64.750	BE	CM		Actual	R/OT	No	Closed		67.221	Agriconsulting Europe
04/NCs/RNR A/PAREF Be.2/2013		Services	Assurance 3 veh et 6 motos cogest	3.443.389		BE	CM	Z304	Planned	R/NOT	No				
				3.443.389		BE	CM		Actual	R/NOT	No	Closed		6.492	Radiant Insurance Company
			Afforestation Kihere	220.707.916		BE	CM	A301	Planned	R/NOT	No				
						BE	CM	A301	Actual	R/NOT	No	Closed	220.707.916	275.885	ECOPEF
			Afforestation Ngoma	263.319.405		BE	CM	A301	Planned	R/NOT	No				
						BE	CM	A301	Actual	R/NOT	No	Closed	220.000.553	275.001	ECOPEF
			Afforestation Gakenke	140.354.801		BE	CM	A301	Planned	R/NOT	No				
						BE	CM	A301	Actual	R/NOT	No	Closed	117.595.425	146.994	OPEDSA
701./003/W/RNRA/PARE F Be2/2013,	RWA 701	Services	Afforestation Gicumbi	228.018.091		BE	CM	A301	Planned	R/NOT	No				
						BE	CM	A301	Actual	R/NOT	No	Closed	190.071.629	237.590	OPEDSA
			Afforestation Bugesera	98.172.500		BE	CM	A301	Planned	R/NOT	No				
						BE	CM	A301	Actual	R/NOT	No	Closed	122.715.621	153.395	MIG
			Afforestation Rulindo	235.036.328		BE	CM	A301	Planned	R/NOT	No				
						BE	CM	A301	Actual	R/NOT	No	Closed	196.388.592	245.486	FSC
	RWA 701	Works	Vehicle maintenance	on purchase order		BE	CM		Actual	R/NOT	No	Closed			ATECAR
			AUDIT GISHWATI			BE	R		PL	B/RfQ		Closed			
									Actual						
	No number	Services	Expert/consultancy Gender		8.500	BE	R	A206	Planned	B/RfQ	No			8.500	FATE Consulting
									Actual			Closed			
	No number	Services	Training of FMES administrator on DHIS and on Linux		12.000	BE	R	A202	Planned	B/PNAP	No				
									Actual			Cancelled			
	No number	Services	Inventory of 86 sample		6.000	BE	R	A202	Planned	B/PNAP	No				

		plots for NFI						Closed	6,418	EMS
No number	Goods	Forest Equipment CAVM	8,500	BE	R	Z205	Actual Planned	Cancelled		
RWA 725	Services	National Forest Inventory	442,000 763,916	BE BE	CM CM	PAREC	Planned Actual	No No		DFS
RWA 765	Services	NFMP development	189,910	BE	R	PAREC	R/IOT	Execution	189,910	DFS
RWA 784	Services	Charcoal Value chain study	84,860	BE	R	PAREC	R/IOT	Closed	84,860	

9 Public agreements

Description										Awarding						Comments
Number of the Agreement	Execution modality	Budget code Activity	Name of partner institution	Status institution	Object of the Agreement	Type	Tendering Methods	Status	Data type	BTC NO Agreement signature Date	Payment modality	Entering into force (date)	End date	Total amount (€)	Total amount (FRW)	
N° 001 /S/ MINICOM/ MAF/PAREF 11/2011	CM	A0203	ORINFOR	Autonomous Public Institution	Production of spots audio, visual, news elements, programs on TV, Radio, docs	AE			Planned		Variable installment	5-5-2011	1-5-2013		41.193.000	The audit report has been produced, though the opinion was qualified as the expenditures continued after the end of the EA all expenditures were well documented. A balance of 355,580 FRW has to be transferred to the project account. PS MINIRENA has sent a letter to ORINFOR requesting the return of the balance.
N° 001 /CTB /RNRA /MINIRENA /2011	CM			Central Ministry							Variable installment					
		A0301	RNRA/DFNC		Rehabilitation of Gishwati Forest	AE			Planned		Variable installment	8-11-2011	4-11-2013	€ 150.000	120.000.000	The audit report gave a qualified opinion, due to lack of proper detailed justification of workers payments, BTC requested MINIRENA to repay 18.000.000 FRW. Negotiations ongoing.
2013/01/PAREF RNAG097011/ RNRA/MINIRENA	CM	A01010	CAVM (ISAE)	Autonomous Public Institution	The enhancement of capacity of CAVM (ISAE) in Practical training and applied research in the Forest and agroforestry sector	AE		closed	Actual		Variable installment	8-11-2011		€ 150.000	299.456.800	Reporting has been done for the first year an addendum for year 2 has been signed with more payments to be done via the project. The EA will be closed in Q1 2015
2013/01/PAREF RNAG097011/ RNRA/MINIRENA	CM			Autonomous Public Institution				Execution	Actual			17/5/2013	17/5/2015	€ 374.321	299.456.800	EA to be closed and of December 2015
N° 2013/08/PAREF RNAG097011/ RNRA/MINIRENA	CM	A0201	IRST	Autonomous Public Institution	Execute a study on the Basero stone	AE			Planned		Reimbursement			€ 3.330	2.664.000	1st installment paid by PAREF, but Final bill surpasses the EA amount and is not accepted. No new bill as been send by IRST till to date
N° 2013/08/PAREF RNAG097011/ RNRA/MINIRENA	CM			Autonomous Public Institution				Terminated	Actual					€ 3.330	2.664.000	
N° 2013/08/PAREF RNAG097011/ RNRA/MINIRENA	CM	A01010	C-GIS	Autonomous Public Institution	GIS capacity development of DFC/RNRA and of GID lab of ISAE	AE			Planned		Reimbursement			€ 23.265	18.612.000	
N° 2013/02/PAREF RNAG097011/	CM							Cancelled	Actual							
N° 2013/02/PAREF RNAG097011/	R	A0107	URUMANA		The Communication on key Agroforestry issues through Ururuna radio Soap Opera Broadcasts	AE			Planned		Variable installment			€ 45.000	36.000.000	
N° 2013/02/PAREF RNAG097011/	R					AE		closed	Actual		Variable installment	26/09/2013	30/09/2014	€ 45.000	36.000.000	Final report approved. Last payment done Jan15

10 Equipment

List equipment acquired during the intervention (The exhaustive list of equipment and materials acquired by the project is attached as Annex 16)

11 Original Logical Framework from TFF and revised log frames (2012) and Theory of Change (2013):

Objectives & Results	Indicators	Means of verification	Hypotheses
Global objective			
The implementation of the national forest Policy contributes to poverty alleviation, economic growth and environment protection	the increase of the income of the actors of the forestry sector the increase of the contribution of the forestry sector to the GDP the increase of the ratio "production/ consumption"	Household enquiries and project reports (money inflows and accounts of the Forest Management Groups supported by the program) National statistics Reports from the System of Information and Permanent Evaluation (SIEP)	
Specific objective			
The bases of a system of sustainable management of the forest resources of Rwanda are established and needs of the country for forest products are increasingly met	(1) Reliable disaggregated statistics on the forestry sector available and regularly updated (woodland areas, species, ownership, volumes, wood trade, forest economy); (2) Gender balanced participatory models and systems of sustainable forest management documented, tested and applied (including law, DFMP, etc.); (3) Increase of the areas of woodlands and increase of the tree cover on farmlands; (4) Improvement of correct matching tree species-site/uses and increase of the proportion of good genetic material planted.	(1) Reports, SIEP/GIS of NAFA; (2) Reports, field verifications; (3) Reports, aerial surveys, field surveys (forest inventories); (4) Reports, field surveys, reports of ISAR, reports and archives of NAFA and partners, field enquiries; (5) (Reports of) field surveys; (1-5) Reports of final and mid-term review of the program; reports on the implementation of the National Forestry Plan.	The ordinary budget allocates sufficient resources to NAFA in the years to come; Interventions of donors in the forestry sector are coordinated and tailored to the National Forestry Policy; Programs of promotion of improved stoves (energy sector) are intensified and coordinated with the interventions in the forestry sector.

Results	Indicators	Means of verification	Hypotheses
Result 1 : The availability of trained professional foresters is increased and technical capabilities of stakeholders in the forestry sector are strengthened	<p>(1) 8 professors and lecturers supported technically in ISAE-Busogo and between 10 and 20 teachers supported technically in the two forestry secondary schools;</p> <p>(2) Education improved for 70 A1 candidates each year, of which at least 15% are women, 30 A0 candidates each year and 70 A2 candidates each year of which 15% at least are women;</p> <p>(3) Training provided to around 30 officers of NAFA central, to 30 district foresters and 220 forestry animators of NAFA to perform their duties. Administrative and technical staff of 6 districts on sustainable decentralized contractual management of forest resources;</p> <p>(4) Staff of ISAR/CGF (1 researcher and 5 technicians) trained in the development of a tree breeding program and the production of seeds of high quality;</p> <p>(5) Technical or organizational training provided to between 12 and 50 nursery teams / plantation teams or FMGs involved in contracts of works of plantations on public land; loggers and charcoal makers (between 100 and 500) and their FMGs; timber processing industries (innovative wood processing); FMGs involved in sustainable contractual management of forest resources (between 12 and 35); FMGs implementing agro-forestry proposals (at least 25); 473 neighbourhood nursery teams. Note: the numbers of groups is not necessarily additive as some groups may be involved in different activities.</p> <p>(6) Among all FMGs trained, at least 12 are women's Groups / cooperatives.</p> <p>(7) Gender balances beneficiaries trained</p>	<p>(1-6) Reports of the program and partner institutions; reports on the training sessions/programs (including the evaluation of the trainings).</p>	<p>The recruitment procedures in the forestry sector evaluate properly the technical background of the candidates;</p> <p>The participation and investment of the beneficiaries in the training activities is high;</p> <p>Competent trained staff of the public institutions is kept in these institutions;</p> <p>The system of forest taxation is clearly defined in the new legislation and encourages private operators to take ownership of the techniques in which they have been trained.</p>

Results	Indicators	Means of verification	Hypotheses
<p>Result 2 : The institutional capacities to implement the national forest policy are reinforced from the central level to the decentralized level</p>	<p>(1) Legal framework of sustainable decentralized management of forest resources established and operational at central and decentralized level; taxation, funding, control, contractual forest management; (2) Reliable up-to-date decision making tools available and used by NAFa, in particular: System of Information and Permanent Evaluation (SIEP) and GIS, cadastre of public forest land, results of the new national forest inventory (including small woodlots and trees on farms), results of other studies (technology of wood processing, etc.); (3) 6 Districts Forest Management Plans (DFMP) revised, reliable and gender sensitive, Simple Plans of Operations available and implemented; (4) Package of communication tools produced on various forestry subjects and distributed at national and decentralized level; (5) Women sensitive educational modules on forestry subjects in use in at least 30 schools; (6) Regular consultation meetings organized at central and decentralized level, gathering the actors of the forestry sector; (7) Extension service operational in the pilot districts; (8) National network of seed stands confirmed, rehabilitated and used and groups of seed harvesters from these sites proficient and operational; (9) Comparative trials of provenances (national seed stands and foreign provenances) established; (10) Seed supply of improved genetic and physiologic</p>	<p>(2-5) Document / tool / material / system itself; (1) Text of by-laws, contracts of forest management of public woodlands, SIEP; (1-10) Reports of the program, of NAFa, of ISAR.</p>	<p>The concerned actors are mobilized and take an active part in the development of new tools for the forestry sector; A good collaboration and consultation framework exists between those actors and they accept to share the information requested to build the decision making tools; NAFa takes ownership of the tools developed; Soon enough seed origins of improved genetic quality are discovered that could be multiplied with no unnecessary delays and be used in afforestation / woodland rehabilitation actions; Premises are made available for the documentation center before the beginning of the phase.</p>

TFF – PAREF II (RWA 09 070 111) – Version 1.0 – 11/11/2010

Results	Indicators	Means of verification	Hypotheses
<p>Result 3:</p> <p>Forest resources in the pilot districts (3 in the Northern Province and 3 in the Eastern Province) are increased and diversified and their management is improved</p>	<p>(1) 6 District Forest Management Plans and Simple Forest Management Plans implemented on ~ 10300 ha of public woodlands of the pilot districts;</p> <p>(2) Between 12 and 35 Forest Management Groups / cooperatives formed to take on sustainable contractual management of forest resources;</p> <p>(3) 2000 ha of public land planted (afforestation on bare land) or replanted (rehabilitation of woodlands) with a survival rate higher than 80%;</p> <p>(4) 2000 ha of diversified (agro-)forestry on private land carried out, taking into account the needs of women (women headed households) and men;</p> <p>(5) At least 25 Forest Management Groups / cooperatives involved in agro-forestry activities based on proposals;</p> <p>(6) 473 neighbourhood nurseries established (capacity 7500 seedlings / nursery) involving women.</p>	<p>(1-5) Contracts districts – operators, contracts districts – the program;</p> <p>(2, 5) Statutes and reports of the FMGs;</p> <p>(2, 3, 4) Reports of the contractors;</p> <p>(1-6) Reports of the program and NAFa;</p> <p>(3, 4) Maps and archives of the program and NAFa, SIEP/SIG of NAFa, field surveys.</p>	<p>An efficient collaboration between district NAFa officers and district authorities;</p> <p>An effective involvement of district and sector NAFa officers in the activities supported by the program;</p> <p>Sufficient technical capacities of the district foresters;</p> <p>The speeding up of the various regular procedures to reduce delays that could jeopardize season-bound activities;</p> <p>The effective control over the staff at all levels (recruitment aspects, staff management aspects);</p> <p>The willingness of farmers to plant seedlings on their own land and to protect them without the presence of artificial incentives;</p> <p>Land tenure is properly monitored and regulated in line with the set up of a public forestry land register;</p> <p>The timely production of the essential technical tools (forest cadastre, updated reliable data</p>

Results	Indicators	Means of verification	Hypotheses
			<p>on forest resources, etc.);</p> <p>Linked to the previous topic, the timely improvement of the District Forest Management Plans and the possibility for NAFPA / the program to keep at all times a sufficient control over their implementation;</p> <p>Actors working in the forestry sector are ready to consult each other in networks or fora of joint action.</p>

Objectives & Results	Indicators	Means of verification	Assumptions
Global objective			
The implementation of the national forest Policy contributes to poverty alleviation, economic growth and environment protection	<ul style="list-style-type: none"> - the increase of the income of the actors of the forestry sector - the increase of the contribution of the forestry sector to the GDP - the increase of the ratio "production/consumption" 	<ul style="list-style-type: none"> - Household enquiries and project reports (money inflows and accounts of the Forest Management Groups supported by the program) - National statistics - Reports from the System of Information and Permanent Evaluation (SIEP) 	
Specific Objective			
The bases of a system of sustainable management of the forest resources of Rwanda are established and needs of the country for forest products are increasingly met	<ul style="list-style-type: none"> (1) Reliable disaggregated statistics on the forestry sector available and regularly updated (woodland areas, species, ownership, volumes, wood trade, forest economy); (2) Gender balanced participatory models and systems of sustainable forest management documented tested and applied (including law, DFMP, etc.); (3) Increase of the areas of woodlands and increase of the tree cover on farmlands; (4) Improvement of correct matching tree species-site/uses and increase of the proportion of good genetic material planted. 	<ul style="list-style-type: none"> (1) Reports, SIEP/GIS of DFNC; (2) Reports, field verifications; (3) Reports, aerial surveys, field surveys (forest inventories); (4) Reports, field surveys, reports of ISAR, reports and archives of DFNC and partners, field enquiries; (5) (Reports of) field surveys; (1-5) Reports of final and mid-term review of the program; reports on the implementation of the National Forestry Plan 	<ul style="list-style-type: none"> The ordinary budget allocates sufficient resources to DFNC in the years to come; Interventions of donors in the forestry sector are coordinated and tailored to the National Forestry Policy; Programs of promotion of improved stoves (energy sector) are intensified and coordinated with the interventions in the forestry sector
Results			
Result 1 : The availability of trained professional foresters is increased and technical capabilities of stakeholders in the forestry sector are strengthened	<ul style="list-style-type: none"> (1) 20 trainers/lecturers from ISAE, EAVFOs & NUR are trained to deliver 18 modules for 400 actors in the forestry sector. (2) Training provided to around 15 officers of DFNC central, to 30 district foresters and 220 sector forestry animators to perform their duties. Administrative and technical staff of 6 districts on sustainable decentralized contractual management of forest resources; (3) 30 lecturers (from ISAE/NUR/EAVFOs) and 30 trainers/extensionists from District and DFNC are trained on skills-based approach and on techniques of technology transfer to field workers (4) A DFNC/DFO/SFA capacity building plan is developed and 100 % of planned activities implemented (5) Training field trip organized for 120 ISAE students and internships supported for 40-60 students. (6) 3 extension booklets (1 in agroforestry, 1 in silviculture and 1 in forest harvesting) are developed and disseminated. (7) 8 lecturers/extensionists from 	<ul style="list-style-type: none"> Reports of the program and partner institutions; reports on the training sessions/programs (including the evaluation of the trainings). 	<ul style="list-style-type: none"> The recruitment procedures in the forestry sector evaluate properly the technical background of the candidates; The participation and investment of the beneficiaries in the training activities is high; Competent trained staff of the public institutions is kept in these institutions; The system of forest taxation is clearly defined in the new legislation and encourages private operators to take ownership of the techniques in which they have been trained.

	<p>ISAE/NUR/DFOs/EAVFOs and 86 field actors from districts are trained in agroforestry (including fruit trees management) techniques.</p> <p>(8) 10 schools plots in agroforestry are developed with peasants</p> <p>(9) 1 school forest in ISAE is established and used for practical exercises and training</p>		
<p>Result 2 :</p> <p>The institutional capacities to implement the national forest policy are reinforced from the central level to the decentralized level</p>	<p>1) Reliable up-to-date decision making tools available and used by DFNC, in particular: a base of a System of Information and Permanent Evaluation (SIEP) and GIS, cadaster of public forest land in 6 districts, forest inventories, 1 NFP, 6 DFMP, 6 SFMP with specific model of contracts and ToRs for FMGs, a SMP of wood energy for Kigali with an updated wisdom system.</p> <p>(2) an adequately established communication plan in the forestry sector is well implemented (100% of objectives reached)</p> <p>(3) a computerized archive system is available and accessible by actors in the sector</p> <p>(4) Package of communication tools produced on various forestry subjects and distributed at national and decentralized level;</p> <p>(5) Women sensitive educational modules on forestry subjects in use in at least 30 schools;</p> <p>(6) Regular consultation meetings organized at central and decentralized level, gathering the actors of the forestry sector;</p> <p>(7) National network of seed stands confirmed, rehabilitated and used and groups of seed harvesters from these sites proficient and operational;</p> <p>(8) Comparative trials of provenances (national seed stands and foreign provenances) established;</p> <p>(9) Seed supply of improved genetic and physiologic</p> <p>(10) Staff of ISAR/CGF (1 researcher and 4 technicians) trained in the development of a tree breeding program and the production of seeds of high quality;</p> <p>(11) DFNC operational capacities are strengthened (mobility means and equipment)</p>		
<p>Result 3:</p> <p>Forest resources in the pilot districts (3 in the Northern Province and 3 in the Eastern Province) are increased and diversified and their management is improved</p>	<p>(1) 6 District Forest Management Plans and 6 Simple Forest Management Plans (1 per district) implemented on ~ 10300 ha of public woodlands of the pilot districts;</p> <p>(2) 6 Forest Management Groups / cooperatives formed to take on sustainable contractual management of forest resources;</p> <p>(3) 2000 ha of public land planted (afforestation on bare land) or replanted (rehabilitation of woodlands) with a survival rate higher than 80%;</p> <p>(4) 2000 ha of diversified (agro-)forestry on private land carried out, taking into account the needs of women (women headed households) and men;</p>	<p>(1-5) Contracts districts – operators, contracts districts – the program;</p> <p>(2, 5) Statutes and reports of the FMGs;</p> <p>(2, 3, 4) Reports of the contractors;</p> <p>(1-7) Reports of the program and DFNC;</p> <p>(3, 4) Maps and archives of the program and DFNC, SIEP/SIG of DFNC, field surveys.</p>	<p>An efficient collaboration between district forest officers and district authorities;</p> <p>The approbation by central and local authorities (and in conformity with the new law of the principle of the "concession" of the public forest management to local population</p> <p>An effective involvement of district and sector forest animators in the</p>

	<p>(5) At least 25 Forest Management Groups / cooperatives involved in agro-forestry activities based on proposals;</p> <p>(6) 300 ha + 140 km of boundaries afforested in Gishwati forest</p>		<p>activities supported by the program;</p> <p>Sufficient technical capacities of the district foresters;</p> <p>The speeding up of the various regular procedures to reduce delays that could jeopardize season-bound activities;</p> <p>The effective control over the staff at all levels (recruitment aspects, staff management aspects);</p> <p>The willingness of farmers to plant seedlings on their own land and to protect them without the presence of artificial incentives;</p> <p>Land tenure is properly monitored and regulated in line with the set-up of a public forestry land register;</p> <p>The timely production of the essential technical tools (forest cadastre, updated reliable data</p>
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Logical Framework after theory of Change exercise (2014)

Nr	Indicator	Means of verification	Assumptions
Impact: The implementation of the national forest Policy contributes to poverty alleviation, economic growth and environment protection			
1	the increase of the income of the actors of the forestry sector	Household enquiries and project reports	
2	the increase of the contribution of the forestry sector to the GDP	National statistics	
3	the increase of the ratio production consumption	Reports from the FMES (SIEP)	
Outcome: The bases of a system of sustainable management of the forest resources of Rwanda are established			
1a	Average surviving rate of plantation after 1 year is more than 70%	Estimation of surviving rate at the end of the protection period + specific survey if needed	The ordinary budget allocates sufficient resources to DFNC in the years to come
1b	Percentage of roadside plantation site and terraces planted where one MoU has been signed with concerned local farmer and local authorities, on the preservation and use of planted trees	Assessment mission of the Social forester officer	Interventions of donors in the forestry sector are coordinated and tailored to the National Forestry Policy
2	Average score of awareness of forest sector actors/deciders on forest management issues	Questionnaire-Survey	Programs of promotion of improved stoves (energy sector) are intensified and coordinated with the interventions in the forestry sector
3a	District Forest Management Plans (DFMP) in 6 pilot Districts are established, mastered and used	Final revised DFMPs, Questionnaire-Survey	
3b	Simplified Forest Management Plans (SFMP) in 6 pilot Districts are established, mastered and used	Final SFMP's, Questionnaire-Survey	
3c	District Forest Inventory is established, mastered and used	District Forest Inventory Reports, Questionnaire-Survey	
4a	WISDOM is updated, mastered and used at central level	Update Wisdom, Questionnaire-Survey	
4b	FMES is established, mastered and used at central level	FMES reports, Questionnaire-Survey	Programs of promotion of improved stoves (energy sector) are intensified and coordinated with the interventions in the forestry sector
4c	National Forest Management Plan is developed, mastered and used at central level	NFMP document, Questionnaire-Survey	
4d	National Forestry Support Program is developed at central level	NFSP proposal, Questionnaire-Survey	
4e	Permanent plots for growth monitoring are established, mastered and used at central level	PSP reports, PSP measurement reports	Programs of promotion of improved stoves (energy sector) are intensified and coordinated with the interventions in the forestry sector
4f	National Forest Inventory & volume tables are established, mastered and used at central level	NFI inventory and volume tables report, Questionnaire-Survey	

Nr	Indicator	Means of verification	Assumptions
Output 1: The availability of trained professional foresters is increased and technical capabilities of stakeholders in the forestry sector are strengthened			
1.1	Total number of training modules developed/provided	Training reports & training support	<p>The recruitment procedures in the forestry sector evaluate properly the technical background of the candidates</p> <p>The participation and investment of the beneficiaries in the training activities is high</p> <p>Competent trained staff of the public institutions is kept in these institutions</p> <p>The system of forest taxation is clearly defined in the new legislation and encourages private operators to take ownership of the techniques in which they have been trained.</p>
1.2	Total number of training workshops delivered	Training reports & training support	
1.3	Total number of trainers trained	Training reports & training support	
1.4	Total number of participants in training workshops	Training reports & training support	
1.5	Average progress of participants. Comparison of score in % of pre & post skill evaluation (before and after training session) for all training sessions	Individual Skills Evaluation of participants	
1.6	% of trained people using and applying new skills for all training	Individual surveys targeting participants to module (questionnaire & interview)	
1.7	One GIS laboratory established in CAVM for students training and practical work	CAVM reports Evaluation mission	
1.8	FMP of CAVM school forests established (E) and implemented(I)	CAVM	
1.9	Number of demonstration forests installed	CAVM	
1.10	Capacity building plan for DFNC & District/sector forest officers developed (E) and being implemented (I)		
1.11	% of completion of activities planned in the PAREF.be2 communication/ sensitization plan	Communication Plan and Activity reports	

Nr	Indicator	Means of verification	Assumptions
Output 2: The institutional capacities to implement the national forest policy are reinforced from the central level to the decentralized level			
2.1	Wisdom updated: 3 pt.	Wisdom study	<p>The concerned actors are mobilized and take an active part in the development of new tools or the forestry sector;</p> <p>A good collaboration and consultation framework exists between those actors and they accept to share the information requested to build the decision-making tools;</p> <p>DFNC takes ownership of the tools developed;</p> <p>Soon enough seed origins of improved genetic quality are discovered that could be multiplied with no unnecessary delays and be used in afforestation / woodland rehabilitation actions;</p> <p>Premises are made available for the documentation center before the beginning of the phase</p>
2.2	NFP feasible and containing all needed information for district implementation: 8 pt.	NFP	
2.3	National Forestry Support Program elaborated (NSFP) : 4 pt.	NFSP	
2.4	National forest inventory & volume tables established: 6 pt.	NF Inventory & volume table	
2.6	Permanent plot established: 3pt	Activity report and field evaluation	
2.7	SIEP: Part of the 22 main indicators of forestry sector for which sub-indicators and data collection & calculation system is set-up (with developed procedures and template / forms) : 3 pt. Part of District where SIEP data are collected and integrated in system : 3pt	DFNC FMES system	
2.8		DFNC FMS system	
2.9	Number of SFMPs adequately established : 6 pt.	SFMP	
2.10	Number of DFMPs revised and containing all needed information for district implementation: 2pt/District x 6 District	DFMP	
2.11	District forest Inventory and volume tables : 1 pt. /district x 6 District	District Forest Inventory	
2.12	Number of Districts where Permanent plots on forest/tree productivity monitoring are established: 1 pt. /district x 6 District	Activity report and field evaluation mission	
2.13	Cadaster of forest land in 6 districts available	Updated Cadaster report for 6 Districts	
2.14	An adequately established communication plan in the forestry sector is developed	Communication plan	
2.15	Communication activity plan with project support in the forestry sector is well implemented	Reports on communication activities	
2.16	Regular consultation meetings organized at central and decentralized level, gathering the actors of the forestry sector	Meeting minutes	
2.17	DFNC operational capacities are strengthened (% mobility means and equipment in place)	Means and equipment lists delivered	

Nr	Indicator	Means of verification	Assumptions
Output 3: Forest resources in the pilot districts are increased and diversified and their management is improved			
3.1	2000 ha of public land planted (afforestation on bare land) or replanted (rehabilitation of woodlands) with a survival rate higher than 80% (Hectare)	M&E survey reports	<p>An efficient collaboration between district forest officers and district authorities;</p> <p>The approbation by central and local authorities (and in conformity with the new law of the principle of the "concession" of the public forest management to local population</p> <p>An effective involvement of district and sector forest animators in the activities supported by the program;</p> <p>Sufficient technical capacities of the district foresters;</p> <p>The speeding up of the various regular procedures to reduce delays that could jeopardize season-bound activities;</p> <p>The effective control over the staff at all levels (recruitment aspects, staff management aspects);</p> <p>The willingness of farmers to plant seedlings and to protect them without the presence of artificial incentives;</p> <p>Land tenure is properly monitored and with the setup of a public forestry land register;</p> <p>The timely production of the essential technical tools (forest cadaster, updated reliable data</p>
3.2	2000 ha of diversified (agro-)forestry on private land carried out, taking into account the needs of women (women headed households) and men (Hectare)	M&E survey reports	
3.3	300 ha planted in Gishwati forest	Audit Report Execution Agreement	
3.4	7.5 km of boundaries planted in Gishwati forest(km)	Audit Report Execution Agreement	

14 Budget Execution details (FIT extract)

Project Title : **PROJET D'APPUI A LA REFORESTATION DANS LES PROVINCES DE L'EST ET DU NORD - PAREF II**

Budget Version : **K1**

Currency : **EUR**

YtD : **Report includes all valid transactions, registered up to today**

Status	Fin Mode	Amount	Start to 2013	2014	2015	2016	Expenses 2017	T
A SPECIFIC OBJECTIVE: « THE BASES OF A		4.994.352,48	1.138.432,17	1.059.224,74	1.856.843,27	845.325,51	0,00	4,8
01 Result 1 : "The availability of trained		1.472.034,98	432.181,45	316.169,90	402.232,62	273.062,43	0,00	1,4
01 Establish a training unit and make it	COGES	75.965,47	13.608,68	19.589,23	24.095,34	18.146,73	0,00	
02 Establish a training unit and make it	REGIE	191.442,31	191.442,31				0,00	1
03 Strengthen the training of the future	COGES	0,00					0,00	
04 Strengthen the technical capabilities of the	COGES	0,00	0,00				0,00	
05 Strengthen the technical and organizational Deleted	COGES	0,00					0,00	
06 Elaborate and implement a capacity Deleted	REGIE	0,00					0,00	
07 Ensure traduction and edition of reports,	REGIE	132.197,23	20.060,67	41.216,60	11.709,00	47.474,88	0,00	1
08 A 102 bis- Ensure experts tech supp and	REGIE	586.528,84	123.998,75	148.383,52	148.525,21	131.306,54	0,00	5
09 A103 bis Dvlp and validate with key stakh	COGES	8.606,82	8.606,82				0,00	
10 A104bis- Ens training of trainers and exts-2	COGES	433.671,68	50.953,54	86.868,60	217.903,07	76.134,28	0,00	4
11 A105 bis- Train trainers from ISAE and	COGES	20.111,96		20.111,96			0,00	
12 A106 bis- Elaborate and implement a	COGES	23.510,67	23.510,67				0,00	
02 Result 2 : "The institutional capacities to		2.260.485,99	352.635,53	163.339,96	1.224.667,13	523.270,14	0,00	2,2
01 Support the establishment and application of	COGES	4.792,89	1.052,70	3.740,19			0,00	
02 Support the development of decision making	COGES	1.715.864,49	198.476,81	52.051,08	1.107.471,15	367.869,67	0,00	1,7
03 Support the implementation of the	COGES	75.687,87	70.595,13	5.523,72		-430,98	0,00	
04 Reinforce the operational capacities of NAFA	COGES	289.158,08	81.652,46	102.024,97	93.441,49	12.039,17	0,00	2
05 Strengthen the capacities of ISAR to supply	COGES	858,44	858,44				0,00	

YtD : **Report includes all valid transactions, registered up to today**

Status	Fin Mode	Amount	Start to 2013	2014	2015	2016	Expenses 2017	T
08 operation support for tree seed unit	REGIE	55.672,82			2.125,40	50.497,57	0,00	1
03 Result 3 : "Forest resources in the pilot		1.261.831,51	353.615,19	579.714,88	229.943,52	48.992,93	0,00	1,2
01 Support the implementation of the	COGES	1.246.447,98	351.530,06	573.318,59	224.962,27	47.072,08	0,00	1,1
02 Support the requests for reforestation actions	COGES	8.481,42	2.085,12	6.396,29	0,00	0,00	0,00	
03 Support the implementation of Mous signed	REGIE	6.902,11			4.981,25	1.920,86	0,00	
X BUDGET RESERVES (1.5%)		0,00					0,00	
01		0,00					0,00	
01 Budget reserves Co-management	COGES	0,00					0,00	
02 Budget reserves BTC management	REGIE	0,00					0,00	
Z GENERAL RESOURCES		1.883.832,43	890.223,63	429.380,69	318.186,40	226.280,12	230,02	1,8
01 Staff salaries		1.248.740,72	557.637,65	244.211,66	258.935,25	186.291,22	0,00	1,2
01 International Technical Assistant	REGIE	767.297,58	379.332,96	144.648,93	149.596,26	92.290,84	0,00	70
02 HR support to NAFA for the project Director	COGES	119.875,97	37.531,01	27.195,96	28.830,29	25.872,62	0,00	1
03 Finance and Administration team	COGES	199.949,74	88.516,87	35.524,89	39.792,61	37.115,23	0,00	20
04 Technical team	COGES	69.557,25	19.050,01	16.139,24	18.901,37	14.878,92	0,00	6
05 Other staff	COGES	92.060,18	33.206,80	20.702,64	21.814,72	16.133,62	0,00	5
02 Investments		166.126,74	137.122,86	11.687,69	8.158,07	9.158,14	0,00	16
01 Vehicles Regie	REGIE	34.180,03	34.180,03				0,00	3
02 Vehicles Co-management	COGES	81.280,92	81.278,07			4,85	0,00	8
03 Office equipment	COGES	21.666,75	21.666,75				0,00	2
04 Office improvements	COGES	0,00					0,00	0

Budget Version :

K1

Currency :

EUR

YtD :

Report includes all valid transactions, registered up to today

	Status	Fin Mode	Amount	Start to		Expenses			
				2013	2014	2015	2016	2017	
03 Operations			302.794,46	134.124,22	150.924,67	42.818,77	-21.930,44		239,02
01 Office rent		COGES	0,00						0,00
02 Maintenance services		COGES	6.345,91	2.474,02	870,20	2.084,97	16,72		0,00
03 One Vehicle operation costs Régie		REGIE	47.094,01	19.757,03	4.972,73	8.957,83	11.080,34		0,00
04 Four Vehicle operation costs Co-		COGES	122.500,98	26.450,31	38.861,55	41.596,79	15.679,61		0,00
05 Telecommunications, internet		COGES	35.246,66	11.169,76	8.334,17	8.956,85	6.557,79		0,00
06 Office supplies		COGES	22.986,52	12.268,43	4.994,74	3.990,44	718,96		0,00
07 Mission allowances		COGES	33.120,52	8.783,52	7.405,45	12.609,22	3.607,84		0,00
08 Public relation and external communication		COGES	0,00	0,00					0,00
09 Financial costs		COGES	1.277,76	555,10	147,08	208,61	195,61		6,76
10 VAT costs		COGES	0,00	50.858,43	83.364,59	-58.397,68	-82.293,02		0,00
11 VAT costs		REGIE	0,00	1.577,72	2.007,26	7.218,40	5.664,87		0,00
12 Financials costs		REGIE	140,15	229,90	-33,10	-23,26	-274,61		232,26
13 support to SPIU		REGIE	34.081,95			15.616,61	17.115,43		0,00
04 Audit and Monitoring Evaluation			166.100,04	61.338,90	22.347,35	8.274,31	52.761,20		0,00
01 Evaluation missions		REGIE	95.133,01	47.738,42	2.394,59		35.440,56		0,00
02 Audit		REGIE	43.835,16		13.650,00	5.185,16	12.550,00		0,00
03 Backstopping		REGIE	2.351,04	2.351,04					0,00
04 Technical support to Management		REGIE	24.780,83	11.249,44	6.302,76	3.089,15	4.770,64		0,00
99 Conversion rate adjustment			70,47		189,32				0,00

12 Complete Monitoring Matrix

See table in chapter 2.1

13 List of documents and knowledge sharing tools developed

1. Documentary movie of PAREF Be2
2. Leaflets of PAREF Be2
3. Final report of the PAREF Be2
4. Result Reports 2012, 2013 and 2014
5. Mid-term review report
6. End Term Review Final Report 2016
7. Manuals (Tree Plantation Establishment and Management, Forest Inventory Techniques, Fruit Tree Management and Tree Harvesting Techniques)
8. Power Point presentations used during different training sessions
9. Synthetic report on training + Report on evaluation of training sessions 2013-2015
10. Synthetic report on sensitization sessions 2013-2015
11. Educational movies on agroforestry
12. Educational movies on forest management
13. Power Point presentations used during the sensitizations sessions
14. Sketches on agroforestry
15. National forest inventory methodology and data including allometric equation (method and results) and Permanent plot establishment (including also NFI database and shapefiles)
16. Rwanda Supply Master plan for fuel wood and charcoal
17. Charcoal Study
18. Tools for wood supply/demand scenario analysis
19. District forest inventory methodology and data, including allometric equation (method and results) and Permanent plot establishment
20. Gender report from BTC gender specialist
21. Guidelines for the integration of gender in DFMPs
22. Guidelines for elaboration of DFMP/SFMP
23. Districts Forest Management Plans and Simplified Forest Management Plans
24. PAREF Be2 Capsules movies
25. FMES – Indicators development phase report and procedures
26. FMES- System design
27. FMES- User manuals
28. Model of the contract signed with Forest Operators
29. Synthetic report on plantation + Plantation Handing-over docs (with detail tables and map) + shapefiles of planted sites
30. Final report on the assessment of the implementation of MoUs established for the management of plantations on roadside and terraces in 6 Districts of project intervention zone.
31. Photo collection