

REPUBLIC OF RWANDA



Ministry of Local Government

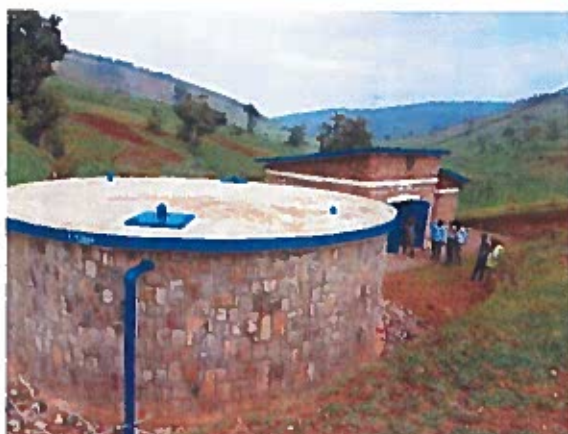


FINAL REPORT 2016-2020

RWANDA DECENTRALIZATION SUPPORT PROGRAM

**SUPPORT TO DISTRICT DEVELOPMENT PLANS (DDP) RWA
1309011**

JULY 2020



Pictures: some LCF and infrastructure projects supported

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Acronyms

AP&B	Action-plan and budget
BTC	Belgian Development Agency, now Enabel
CB	Capacity Building
CD	Capacity Development
CoK	City of Kigali
DDPs	District development plans
DFID	UK's Department for International Development
DG	Directorate General
DIP	Decentralization Implementation Policy
ECD	Enhancing the Capacities of Districts
EDPRS 2	The 2nd Economic Development and Poverty Reduction Strategy
Enabel	Belgian Development Agency
ETR	End-Term Review
FY	Financial Year
G&D	Governance and Decentralization
GIZ	German Corporation for International Cooperation GmbH
GoR	Government of Rwanda
IFMIS	National Integrated Financial Management Information & System
IP	Implementing Partner
JADF	Joint Action Development Forum
KM	Knowledge Management
KS	Knowledge Sharing
LED	Local Economic Development
LGs	Local Governments
LODA	Local Administrative Entities Development Agency
LTO	Long-Term Outcome
M&E	Monitoring and Evaluation
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MSC	Most Significant Change
MTEF	Medium Term Expenditure Framework
MTR	Mid-term Review
NST	National Strategy for Transformation
O&M	Operation and Maintenance
OC	Outcome
PCU	Program Coordination Unit
PFM	Public Finance Management
PPP	Public-Private Partnerships
PS	Permanent Secretary
PSF	Private Sector Federation
RALGA	Rwanda Association of Local Government Authorities
RDB	Rwanda Development Board
RDSP	Rwanda Decentralization Support Program
RGB	Rwanda Governance Board
RWF	Rwandan Francs

SC	Steering Committee
SPIU	Single Project Implementation Unit
SSP	Sector Strategic Plan
STO	Short-term outcome
SWG	Sector Working Group
TA/NTA	Technical Assistant/National Technical Assistant
TC	Technical Committee
TFF	Technical and Financial File
ToT	Training of Trainers
ToR	Terms of Reference
TWG	Technical Working Group

Intervention form

Intervention name	RWANDA DECENTRALISATION SUPPORT PROGRAM (RDSP) SUPPORT TO District DEVELOPMENT PLANS (DDP)
Intervention Code	RWA1309011
Location	MINALOC-RWANDA
Budget	€11.150.000
Partner Institution	– Ministry of Local Governments (MINALOC) – Local Administrative Entities Development Agency (LODA)
Start date specific agreement	30-06-2015
Opening Steering Committee	10-10-2015
End date of execution period	30-06-2020
End date Specific Agreement	30-12-2020
Target groups	MINALOC, LODA, Local Governments (Districts), Private companies, cooperatives
Impact	To sustainably enhance the capacity of Local Governments to deliver services and to support an enabling environment for LED in respect of best governance practices
Long-term outcome	Districts' capacity to develop a sustainable environment for LED is enhanced
Short term Outcomes	O6: LED infrastructure implemented in 30 Districts and the city of Kigali O7: Innovative economic partnership projects are implemented through LCF in 8 pilot Districts to enhance pro-poor LED O8: LODA external Grants to support DDP's implementation is executed in compliance with PFM regulatory framework
End Term Review	Conducted in February 2020, report finalized in June 2020

Global appreciation

As shown by indicator values, RDSP was successful in achieving its long-term Outcomes, short term Outcomes and Outputs.

Regarding the enhancement of Districts' capacity to develop a sustainable environment for LED is enhanced (RDSP LTO2), RDSP contributed through the following key achievements:

- 97 LED infrastructure projects were supported under RDSP, all are completed and operational (see section 11). Harmonized monitoring, reporting and auditing mechanisms for LED infrastructure with other development partners support eased LODA's work and enhanced strategic coordination;
- LCF largely achieved its targets and exceeded targets in job creation, stimulating new products, increasing production and sales capacity and enhanced technical and management capacity of funded projects. The results show that despite the challenges observed in project implementation, LCF was successful. LCF follow-up evaluation of Dec 2019 indicates that 97% of the target were met. To sustain this positive momentum LODA mobilized funds from GIZ to rollout LCF in 9 new districts.

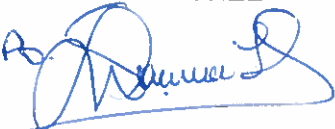


The main challenges encountered that negatively affected RDSP's overall performance are the following:

- Complicated initial design which made revisions necessary and partly constrained further evolutions (e.g. LCF could not be implemented as a revolving fund);
- Infrastructure funding limited to two initial years instead of the whole duration of RDSP (this limited the positive impact of capacity development efforts on RDSP-supported infrastructure);
- Planning and budgeting initially not aligned to the National planning and Budgeting cycle;
- Control culture in grants management with a strong focus on compliance and reporting sometimes competing with results achievement and strategic implementation;
- M&E at beneficiary level limited to LCF: although RDSP's M&E framework was well developed and implemented, more developed system enabling to understand well the changes happening at end beneficiary level would have made RDSP more results oriented.

On LCF, it is worthy to note that despite the delays in fund disbursements, non-compliance with LCF guidelines of some funded companies, and measures put in place by the government to stop the spread of COVID-19 that affected the project implementation schedule, LCF was managed and implemented successfully.

Challenges were always addressed through collaboration and partnership. At the last RDSP Steering Committee, the Chair and the Co-Chair jointly appreciated this aspect of RDSP and the program's culture of listening to each other and learning by doing together.

Our global appreciation of the intervention: **B**

Relevance	B
Effectiveness	B+
Efficiency	B
Impact	B
Sustainability	B
<p>We slightly diverge from ETR appreciation on:</p> <ul style="list-style-type: none"> - Effectiveness: indicator values show very good performance vs. targets with 84% of targets met or exceeded and almost all remaining targets met at > 75%. - Efficiency: in our view the ETR analysis of this criterion did not take into account the overall efficiency of RDSP but focused mostly on LCF. 	
<p>National Execution Official</p> <p>Innocent UWITONZE</p>  <p>RDSP Director of Intervention</p>	<p>Enabel Execution Official</p> <p>Laurent MESSIAEN</p> <p>Po </p> <p>RDSP Co-Manager</p> <div data-bbox="1077 929 1460 1097"> <p>Enabel </p> <p>Jack TUTUBA</p> <p>Advisor to the Resident Representative</p> </div>

PART 1 : Results achieved and lessons learned

1 Assessing the intervention strategy

1.1 Context

As the first Belgium-supported intervention in the Decentralisation sector, RDSP was not building on already existing collaborations. It was designed for a part to explore areas and possibilities for Belgium-Rwanda cooperation in the sector with 8 result areas, working with 4 central level partners and 8 pilot Districts using a diversity of modalities.

Institutionally, the program was hosted in MINALOC SPIU and implemented under co-management arrangement between MINALOC and the Belgian Development Agency (BTC until December 2018 and Enabel since January 2019). On annual basis, an action plan was developed by every implementation partner (IP) or outcome implementer (OI) and approved by the Steering Committee. A related Grant Agreement was thereafter signed for implementation. However, RDSP planning, and budgeting were initially not aligned with the national planning and budgeting cycle and this generated many challenges before being corrected. To track progress towards achievements of targeted results, a monitoring and evaluation system was put in place whereby, on a monthly, quarterly and annually basis, the IPs produced reports assessed and approved by the PCU. In addition, a RDSP baseline, mid-term and end term evaluation were also performed. For LCF specifically, a full-fledged specific M&E framework was developed and a baseline report produced for each call, with also external mid-term, final and follow-up evaluation performed for Call 1, and an external final evaluation completed for LCF as a whole (including Call 2).

RDSP took early initiatives in organising exchanges of information with GIZ, the Netherlands Embassy, KfW and other DPs supporting LODA in relation to harmonizing their respective support. With the Netherlands Embassy and KfW, RDSP operated under an MoU signed between the Government of Rwanda and development partners in order to streamline support for Districts infrastructure development. Joint planning, monitoring, reporting and auditing was ensured and joint coordination took place with LODA on implementation of recommendations from the three joint audit missions that took place. This enabled harmonised strategic planning and coordination between LODA and the three partners.

LCF was executed through a complex execution modality involving a large number of stakeholders and different decision-making committees. This modality created a strong synergy and enabled access to a wide range of expertise relevant to SMEs and cooperative development. On the other hand, the complexity of LCF execution modalities caused delays in decision-making (i.e. decision of launching LCF call 2 and implementing recommendations from the compliance audit of LCF call 2 projects). It also created a complex monitoring and reporting process as well as delays in funds transfers as the funds replenishments took time and administrative transactions while assured safeguard of LCF fund use. In terms of LCF

sustainability, GIZ expressed interest and has recently pledged 2.5 million euros for next call for proposals to be implemented in two years starting from 2020/2021 financial year.

1.2 Important changes in intervention strategy

The formulation of the program took more than 2 years and there was an important time lapse between design and start-up phases. This is led to the need to review the result structure at the beginning of implementation. The new result chain incorporated new intermediary levels in the results chain and clarified all results expected from RDSP. This was done in a participatory way and led to common understanding and ownership of RDSP. LCF was redesigned based on a needs assessment and a specific monitoring framework and baseline were developed for LCF.

In 2016 an unexpected budget cut occurred which removed 20% of RDSP's budget, affecting all outcome areas and leading to readjustments.

Also, the needs assessment on LCF led to a redesign of RDSP Outcome 7, with the following strategic changes compared to the initial design:

- Very substantial downsizing of the grants' amounts
- Many more grants than initially anticipated
- More capacity development support for supported partnerships
- Reduction of pilot Districts from 8 to 4
- Stronger emphasis on M&E and knowledge management around LCF.

In addition, a study of LCF as a revolving was undertaken by a consultant and among recommendations LCF would be implemented in a combination of different funding modality other than grants only (after the RDSP-supported pilot phase).

2 Results achieved

2.1 Monitoring matrix

Data presented in the matrix below are from two main sources: (1) Program Monitoring and Evaluation system for systematic data collection at output level; (2) commissioned studies (by Enabel, by the PCU or IPs). Collected data were validated and approved through the following process: (i) The Technical Committee of the program (comprised of key technical staff of the program at PCU, IPs and Enabel) technically validated the indicator values after a thorough analysis; (ii) The Program Steering Committee discussed and approved the final values for further reporting.

Results / indicators	Baseline Value	End Target	End Value obtained
IMPACT: To sustainably enhance the capacity of LGs to deliver services and to develop an enabling environment for LED in respect of best governance practice			
II: % of citizens expressing satisfaction with the quality and timeliness of service delivery at the local level	75.9%	85%	71.3%

Results / indicators	Baseline Value	End Target	End Value obtained
Long Term Outcome: Districts' capacity to develop a sustainable environment for LED is enhanced			
LTO2: % multi-stakeholders satisfied with the quality and inclusiveness of LED processes in 8 pilot Districts	55.56%	85.06%	65%
Short Term Outcome OC 6: LED infrastructure implemented in 30 Districts and the city of Kigali			
6.OC: % of RDSP-supported projects that are operational or completed	0%	100%	100%
OUTPUT 6: RDSP funding is delivered to the beneficiary Districts and City of Kigali			
6.OP1: % of RDSP funding that was delivered to the beneficiary Districts and city of Kigali	0%	100%	100%
Short Term Outcome OC 7: Innovative economic partnership projects are implemented through LCF in 4 pilot Districts to enhance pro-poor LED			
7.OCa : # of people additionally employed in companies supported by LCF	0%	100%	245%
7.OCb :# of companies which developed or manage at least one additional step in the value chain	0%	100%	235%
7.OCc: # of new products, services, processes or capabilities developed in LCF funded projects	0%	100%	136%
OUTPUT 7:			
7.OP1a: # of economic partnership projects funded	0%	100%	171%
7.OP1b: # of companies involved in supported partnerships	0%	100%	413%
Short Term Outcome OC 8: LODA external Grant to support DDP's implementation is executed in compliance with PFM regulatory framework			
8.OCa : The external joint audit annually commissioned by Belgium, EKN, KfW is unqualified	0%	100%	100%
8.OCb: % of recommendations of LODA external audits that are fully implemented within 12 months following the publication of the audit reports	0%	70%	79%
OUTPUT 8.1: LODA supported on enhancing oversight of audit recommendations and District compliance with guidelines			
8.OP1: Number of technical advices provided to LODA in view of enhanced oversight	0%	100%	100%
OUTPUT 8.2: An analysis of 4 Pilot Districts' weaknesses in PFM vs existing improved measures is performed and shared to guide LCF management			
8.OP2: Number of information sharing sessions on Districts weaknesses in PFM vs. existing improvement measures	0	100%	50%

2.2 Analysis of results

2.2.1 To what extent did RDSP-DDP contribute to the program impact?

RDSP-DDP contributed much to the program impact which is *"to sustainably enhance the capacity of Local Governments to deliver services and to support an enabling environment for LED in respect of best governance practices"*.

This was achieved through the following key achievements:

- 97 LED infrastructure projects were supported under RDSP, all are completed and operational (see section 11). Harmonized monitoring, reporting and auditing mechanisms for LED infrastructure with other development partners support eased LODA's work and enhanced strategic coordination;
- LCF largely achieved its targets and exceeded targets in job creation, stimulating new products, increasing production and sales capacity and enhanced technical and management capacity of funded projects. The results show that despite the challenges observed in project implementation, LCF was successful. LCF follow-up evaluation of Dec 2019 indicates that 97% of the target were met. To sustain this positive momentum LODA mobilized funds from GIZ to rollout LCF in 9 new districts.

2.2.2 To what extent have the Outcomes been achieved?

To a full extent:

- All support to LED infrastructure projects was provided and used, all projects are completed and operational (see section 11);
- In addition, further infrastructure development was supported towards the ending of RDSP, through final reallocations of unspent funds. Specifically, support to infrastructure development in line with the new Belgium-Rwanda urbanisation intervention was initiated under RDSP, and 102 hand-washing stations located at markets and bus stations were supported in 12 Districts with a focus on both LED and COVID prevention;
- LCF was fully implemented and went far beyond several of its targets. In both Call 1 and Call 2 the program met or exceeded 16 out of 27 performance indicator targets.
- LODA external Grants to support DDP's implementation were executed in compliance with the PFM regulatory framework

Reaching to this level of course required identification and joint analysis of challenges encountered, devising of alternative approaches, approval of reorientations by senior management, implementation of adapted approaches and close follow up of their effectiveness.

2.2.3 To what extent have outputs of outcomes been achieved?

Output indicators were met at a high level as shown in the table below.

Indicator status vs. end targets	Nr
End targets met or exceeded	35
End targets met at > 75%	6
End targets met at < 75%	1
Cancelled	1
Total	43

Many LCF targets were exceeded, namely 16 out of 27 targets for both Calls of LCF.

For more information, please refer to RDSP annual reports and to LCF's final external evaluation report.

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

Thanks to the revised results structure of RDSP and to the additional detailed LCF results matrix, Outputs contribution to achieving the outcomes was much clarified, and it was effective. Under each output different activities were implemented by LODA as per its annual action-plans and budgets approved by the RDSP Steering Committee.

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

LODA's mandate and RDSP alignment to national policies & priorities such as NST1, Decentralisation policy, Environment, Gender policy, Local Economic Development and Community Development Strategy, DDS, District LED strategy were among the most influencing factors. The flexibility inbuilt within RDSP program and its alignment with LODA mandate was another influencing factor. The guidance from the RDSP Steering Committee and the close collaboration between LODA and RDSP/PCU on the planning and implementation of activities was very appreciated.

Interventions under RDSP required the close partnership and collaboration of other actors, at central and local levels. This intervention framework of RDSP OC 7 has been in harmony with the already existing frameworks from partner institutions which in the end, influenced the close working relationship. LODA closely partnered with MINALOC (PCU team), Districts, and other decentralised private and civil society entities in Districts with regard to policies, strategies and programs oriented towards LED.

Other major positive factors that influenced RDSP-DDP performance are the following:

- Responsiveness to the needs of end beneficiaries
- Adequate staffing (number, skills) – as improved during program implementation
- Embeddedness, close collaboration, problem-solving culture
- Effective steering structures (SC, TC)
- Well-developed M&E framework feeding learning & steering, especially for LCF.

These factors combined enabled RDSP-DDP to face reality checks and adapt in order to reach objectives and remain relevant, being a key focus area for all partners.

The main challenges encountered that negatively affected RDSP's overall performance were the following:

- Complicated initial design which made revisions necessary and partly constrained further evolutions (e.g. LCF could not be implemented as a revolving fund);
- Infrastructure funding limited to two initial years instead of the whole duration of RDSP (this limited the positive impact of capacity development efforts on RDSP-supported infrastructure);
- 20% budget cut faced in 2016
- Planning and budgeting initially not aligned to the National planning and Budgeting cycle;
- Control culture in grants management with a strong focus on compliance and reporting sometimes competing with results achievement and strategic implementation;
- M&E at beneficiary level limited to LCF: although RDSP's M&E framework was well developed and implemented, more developed system enabling to understand well the changes happening at end beneficiary level would have made RDSP more results oriented.
- The outbreak of COVID-19 also had adverse effects on LCF funded projects, due to the lockdown that was imposed in order to curb the spread of Corona Virus, many activities were put on hold which resulted to delays in project implementation.

2.2.6 Assess the unexpected results, both negative and positive ones

In the beginning we were all sceptical about the partnership requirement under LCF and feared it might not work, now we know that actually partnership between companies' works really well and some companies have even merged for easy joint-venture and are becoming stronger businesses.

On the negative side, under LCF four partnerships from Gisagara district were disqualified due to the fact that funds were going to be allocated to members of the same family or to close relatives in same partnerships, this was not only against LCF guidelines but it was unethical. Another unexpected negative result was the unanticipated defaulting of funds by some LCF funded companies, even though this was on a small scale, it disrupted the implementation of the project since a lot of efforts were diverted in fund recovery processes. The cancelled projects

due to compliance issues and fund mismanagement included four projects in Gakenke, 3 in Rutsiro and 1 from Nyagatare district.

Also, there was a relatively high turn-over rate at implementing partners and at Local Government level. One reason for this is improved capacity of staff thanks to the professional experience gained under RDSP and/or trainings received: trained staff go find a new job elsewhere and partners and Districts had to recruit and/or train new staff.

2.2.7 Assess the Integration of Transversal Themes (gender) in the intervention strategy

Gender is the main transversal theme that was mainstreamed in RDSP intervention. Since the planning phase of the program activities, gender dimension was taken into consideration. Basically, for each activity, there was an indication on how gender dimension should be considered. During implementation, both men and women were part of the activities and monitoring, evaluation and reporting also considered gender especially with regard to disaggregated data. Based on gender desegregation data which informed IPs to know how the intervention is impacting both men and women, it was realised that there was need for strong gender gaps mitigation approach and gender analysis before and during implementation of activities.

LCF awareness campaigns were strategized in a way that both men and women had clear information on the funding information and conditions. Women led businesses could gain bonus point in the selection process and gender in the workplace training were organized for all companies and coaching was also provided to all LCF funded companies. A capacity building package is now available with LCF secretariat based on training offered by RWAMREC. All these undertaking will help LODA and districts to mitigate the issue of gender gap in next LCF phases. For environment related compliance, the guidelines were able to accommodate important consideration aimed at mitigating environmental issues in the LCF projects.

2.2.8 To what extent have M&E, backstopping activities and/or audits contributed to the attainment of results? How were recommendations dealt with?

M&E generally contributed to results attainment. LCF as a pilot benefitted from a strong M&E dimension, with three specific evaluations carried out plus two “Most Significant Changes” exercises as well as internal lessons learned workshops and additional studies on how to further adapts LCF and imbed it in LODA. The joint monitoring missions of Districts LED infrastructure led to strategic dialogue between DPs and of DPs jointly with LODA. This made coordinated adjustments possible to DP support to LODA in view of addressing identified challenges.

Consultancies helped to (re)define RDSP’s and LCF results structure, to establish baselines values, to monitor indicator values, to evaluate LCF results and to support knowledge

management and knowledge sharing (local framework contracts), BTC/Enabel backstopping was limited and mostly took place at the beginning of RDSP.

The MTR and the ETR were implemented more with a controlling culture than in view of joint learning for enhanced results. Several of their recommendations were not implemented (see lessons learned section).

The findings and recommendations from audits commissioned by Enabel/PCU also contributed to the successful implementation of activities, in line with PFM regulations. Internal financial controls performed by the PCU finance team and audits performed in the framework of RDSP did contribute to enhance IP management capacity. This was helpful in ensuring compliance with financial management laws and regulations, and making required adjustments as to manage the program in accordance to the required procedures.

3 Sustainability

3.1.1 What is the economic and financial viability of the results of the intervention? What are potential risks? What measures were taken?

The supported infrastructure projects are likely to be sustainable for a long period. LODA took measures to support Districts in enhancing maintenance of local infrastructure and, although maintenance remains a weaker area, improvements were made.

Under LCF, the sustainability of supported partnerships and companies was very high. Based on a follow-up study undertaken one year after the first call for proposals, 87% of partnerships formed under LCF were there to stay. Salary levels were maintained or further increased in 91.3% of the companies and there was a clear trend of companies hiring more permanent employees and formalizing contracts which is a good indicator of businesses' ability to sustain a strong employee base and to further continue their growth. The expertise developed under LCF has already been sustained at all levels; first at LODA has retained LCF staff and the transfer of knowledge from NTAs is another step towards continued capacity building of LCF future beneficiaries. LODA was able to develop LED related policy documents, training materials/manuals, reporting templates (i.e. LCF Operational Manual, capacity building materials etc.) and LCF module under MEIS is available for monitoring and reporting of future LCF calls and more information on LCF website. LCF as a mechanism will be sustained with funds from GIZ to rollout LCF in 9 new districts, starting towards October 2020. LODA will continue to access, update these relevant materials to keep them current and be used for future purposes. The capacity provided to LODA and BDEU staff shall facilitate them to continue to be a stepping-stone in terms of training, planning, implementation and reporting on LCF.

Though LCF did not have a formal sustainability plan at the start of the project, the mid-term evaluation has shown sustainability mechanism have been embedded within the project

mechanism. The development of the sustainability note by the technical team has also assisted in ensuring that sustainability efforts are brought into light.

Thanks to LCF success and appreciation, MINALOC embedded in national policy and strategy the LCF to become a national LED initiative which guarantees continuity.

It is important to note that there will be a relative gap in financing activities in a way RDSP did but LODA will put to maximal use the limited resources available to avoid detrimental effects of RDSP exit. LODA has continued leveraging efforts from other partnerships and national budget, to continue funding LCF.

Sustainability risks of LCF might be caused by internal conflicts between LCF beneficiary companies (Main applicant and partners), impact of COVID prevention measures on the local economies, lack of funding of LCF future calls for national rollout and limited capacity to manage LCF both at district and LODA level.

LODA has retained and continues to build capacity of the LCF staff, the current team is sufficient to be based on in managing next LCF phases. There is also GoR staff involved to ensure knowledge transfer. However, with potential rollout of LCF in other districts more staff will have to be recruited. Training on conflict resolution will continue to be provided to LCF beneficiaries in order to avoid internal conflicts.

3.1.2 What is the level of ownership of the intervention by target groups and will it continue after the end of external support? What are potential risks? What measures were taken?

During the implementation of RDSP, management, staff of IPs and other the beneficiaries from Central and local levels, demonstrated a high level of ownership. RDSP's successful implementation resulted in a large part from the commitment of stakeholders to deliver on demand driven planned interventions aligned to national priorities.

The local government structures were involved in the planning and implementation of both LED infrastructures (where they are in charge) the LCF projects (where they are in support). The LODA managed basket fund for LED infrastructure development is fully imbedded within the national planning and budgeting cycle and heavily supported by the government, besides support from development partners. It is also supported by the web-based Monitoring and Evaluation information system hosted at LODA.

For LCF, operational procedures and templates in place for monitoring and reporting, besides the already built institutional capacity at LODA and at supported districts where BDEU teams have been trained and given capacity to coordinate and manage the project to ensure achieved results are sustained. More important is the partnership created not only between informal and formal business enterprises but has also been beneficial because it has created cohesion among LCF beneficiaries. Business have moved up at least one step of the value chain. This is good indicator that the firms would easily sustain themselves after LCF funding comes to an end.

The firms were noted to have increased the turnover and all LCF projects are in production and getting revenues to be able to finance some production required operations and this will help the projects to sustain their present level of production.

Therefore, as far as LCF is concerned, the ownership creation started from first steps in calls for proposals, throughout the selection of projects to support with main contributions from local administration (sectors, districts) to central level. These structures were involved into the value chains, provided guidance in their areas of expertise and when gaps were identified, these were filled in a participatory manner.

A potential sustainability risk is that only BDEU staff in 4 LCF pilot districts were trained to manage LCF, other BDEU staff should also be trained to manage LCF especially in districts where LCF call 3 will be operating. In addition, for LCF investments to generate anticipated returns a lot of recurrent costs (accompanying measures) are necessary (capacity building to projects, close monitoring for proper funds use, support in data collection and reporting and studies to know evolutions).

3.1.3 What was the level of policy support provided and the degree of interaction between intervention and policy level? What are potential risks? What measures were taken?

RDSP interventions were supported at policy level since they are fully aligned to the national priorities and programs. RDSP was fully embedded in the Decentralisation Sector Strategic objectives as it is meant to support decentralisation process in Rwanda. More specifically, the RDSP intervention framework was aligned with already existing frameworks from partner institutions and organisations. Through several policy recommendations from policy dialogues following different research and assessment findings, the program outputs have informed policy decision making process and this helped to lay the foundation for future actions. This gives an assurance that Policy makers shall continue to strive to sustain what was established, as it falls under their mandates about promotion of decentralisation in general, LED and Service Delivery in particular.

On its part, LCF is part of the current National LED policy and as mentioned in LED policy and strategy. LCF was promoted in different contexts, in relation to LED policy and strategy development, to VUP implementation processes, and to PPP and investment policies. LCF has been exemplary in implementing LED strategy.

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

RDSP Intervention greatly contributed to institutional and management capacity of partner institutions. This was achieved through supporting the development of partners' strategic documents (policies, strategies, plans, ...), technical assistance, skills and knowledge transfer

to counterparts in partner institutions since RDSP supported activities were implemented in close collaboration. Institutional strengthening under RDSP was aligned with the overall planning and budgeting processes, and demand-driven. Management tools and systems were developed by partners with RDSP support. These include LODA's MEIS and IT equipment.

RDSP also came with a full team of experts and advisors i.e. ITA, JTA and 4 NTAs together with PCU and a team at LODA. This greatly contributed to institutional and management capacity of LODA, but also contributed to the enhancement of LODA analytical and advocacy capacity about LED related matters.

The following documents and tools will remain in the memory of LODA and will positively contribute to the future performance of the institution.

- LCF trainings on various topics e.g. business plan, Human resource management, Procurement, Financial management etc. in Kinyarwanda & English
- LCF website, LCF module developed under the existing MEIS to select companies and manage LCF
- Updated LODA's LCF Operational Manual
- Training materials for LCF funded companies on certification of standards by RSB, these documents and tools, coupled with the provided trainings, will serve as guidance and enforcement to the performance of LODA and the achievement of its mandate with much ease.
- LODA LED division: in addition to infrastructure, the division gained local business development and entrepreneurship promotion expertise as soft part of LED

A key potential sustainability risks consists in staff turnover as a result of RDSP exit, which may lead to loss of expertise and knowledge on LCF management. The rollout of LCF Call 3 in 9 new districts after exit of RDSP, this will ease retention of staff, institutional memory and expertise on LCF management while LODA keeps mobilizing more funds for LCF rollout in additional districts.

4 Learning

4.1 Lessons Learned

From the implementation of RDSP, the following lessons were learnt:

1. Lessons learned on managing critical incidents, building trust and working in partnership

The planned approach to intervention design combined with a Doctor-patient approach whereby much of the design in the hands of external experts generates the following negative effects:

- Strong power imbalance between the (external) 'experts' and the 'locals';
- Overvaluing the initial, basic linear thinking about change;

- Pre-determination of strategy through budget allocation;
- Blindness on unforeseen dimensions of the 'problem' (we don't know that we don't know);

This does not make justice to what change is about and de-values implementers and their capacity to bring about change. It also paves the way for a challenging start as budget begins to flow based on assumptions and limited common ground between the design and reality: key assumptions are soon proven wrong and critical incidents occur. These easily lead to mistrust, a controlling attitude from the coordination team or DP, and "US vs. THEM" thinking which is very counterproductive in terms of results orientation.

The figure below summarizes this:

Potential for a bad start

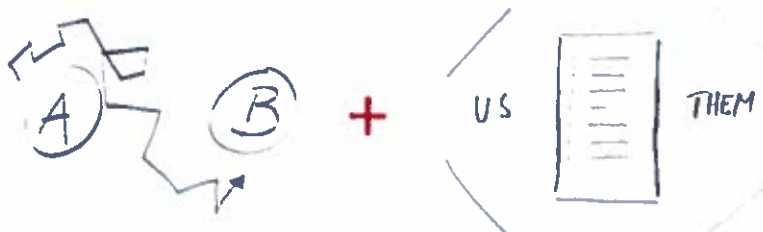


... and poor results

When managing critical incidents in a way that builds trust, then a sort of "common space" can be created as shown in the figure below;

Moving beyond initial difficulties

... by managing critical incidents, building trust & creating "common space"



= Room for collective learning, potential for better results

This "common space" or common culture was experienced in RDSP as being characterized by:

- Alignment of Enabel support to national strategies and partners plans & budgets
- Joint commitment to delivering
- Effective communication (a mix of formal and informal communication)
- Joint problem solving
- Joint steering (proper M&E system key to informing decision making)
- Ego management (Enabel in support, not in power)
- Readiness to adjust program activities without changing the overall program mission to accommodate agreed upon changes

2. Other lessons learned

- Tailor-made trainings and coaching were crucial in registering improved performance and success in capacity building of LCF beneficiaries;
- Establishment of local economic partnerships as a precondition for accessing LCF funding strengthened the small and micro-enterprises by expanding the markets for their products and reducing business risk. However, the requirement also led to some fragile partnerships which either collapsed or performed below their potential.
- The composition of the LCF committees was noted to enhance transparency and functionality of the projects but many different stakeholders from different institutions make it difficult to manage and inform all accurately.
- The publicity that precedes the invitation for call for proposals should be maintained as it leads to better and higher quality project proposal and this increased the ownership of the Districts for the LCF projects. Such a strategy would help to save program resources that are spent screening a large number of ineligible applications by prompting self-selection.
- Lesson learning workshops for exchanges of experiences between the participating Districts and the Projects have had a very positive influence on LCF's success.

4.2 Recommendations

1. General recommendations to program designers and implementers:

- For the effective and successful implementation, all the concerned stakeholders must be early involved in all stages of the program, including end beneficiaries, and from the design stage;
- Project Interventions have to be fully aligned with IP priorities and plans;
- The procedures for program management and reporting should be user-friendly (templates, concept notes, approval processes);
- Close collaboration and effective communication between all stakeholders must be clearly supported right from the initial stages; the PCU needs to carefully listen to IPs on the feedback from program implementation;
- M&E must be effectively ensured at each stage of implementation (including at end beneficiaries level) to keep track of the entire process and ensure smooth

implementation (physical verification of activities on the ground, early track of changes, value for money...)

- In view of results-based management, standard M&E should be enhanced by:
 - o Closeness with end beneficiaries to guide and monitor intervention
 - o Testing of assumptions/approaches while implementing (structured learning)
- Closeness with beneficiaries would also improve gender sensitiveness

Recommendations to Enabel representation, HQ and the Belgian Directorate for Cooperation Development:

- Intervention design documents should be simplified and provide room for evolution (flexibility is vital)
- Enabel's DNA provides high potential for results effectiveness, it should be promoted inside Enabel and to the outside (as the ground for Enabel's distinctive value proposal);
- Long term engagement should always be the rule (more than one intervention)
- MTR/ETR assignments should be redefined, to support learning rather than control
- Enabel RBM systems should be strengthened to feature:
 - o Better M&E at beneficiary level (relevance & progress)
 - o Systems for collective learning & RBM

2. Specific recommendations on LCF

Recommendations	Target audience
Involve the compliance team to conduct monitoring and evaluation at each stage of selection of LCF companies and due diligence.	LODA and the districts
To keep track of the entire process of reporting and ensure smooth implementation audit recommendations (Physical verification of own contribution of LCF funded companies)	LODA, Districts and the funded companies
To regularly update project documents in order to cope with unforeseen changes in project implementation	LODA
The approach for partnership of LCF funded projects through value chain needs to be maintained as it leads to greater and quick LED and growth of the selected value chain.	LODA

Part II. Synthesis of (operational) monitoring

1 Follow-up of decisions taken by the Steering Committee

During the course of RDSP Implementation (2015-2020), 13 sessions of steering committee were organized.

In each steering committee, the form of points to discuss has been on one hand to inform the steering committee on the progress of program implementation and on the other hand seek the approval of the members on actions requiring decision making.

As a results of the meetings, PCU was regular to update the next session on how far the previous recommendations were implemented , those remaining were carried forward and up to the 11th June 2020, the last steering committee; no action recommended by steering committees was pending implementation. All were included in the strategic engagements the program have had with different stakeholders, were included in action plans for the program and those of implementing partners and regular reports were shared to all concerned bodies.

The program management commends every participant in the 13 steering committees for the contribution made to make the program impactful.

2 Expenses

Export an overview of expenses (overall) coming from Financial software (UBW, etc) see finance

Row Labels	Actuals	Available	Sum of Total Budget
RWA1309011_A	10,962,863.94	14,317.06	10977181
RWA1309011_Z	158,404.57	14,414.43	172819
Grand Total	11,121,268.51	28,731.49	11150000

3 Disbursement rate of the intervention

Source of financing	Cumulated budget	Real cumulated expenses	Cumulated disbursement rate	Comments and remarks
ENABEL	22,000,000	21,894,636	99,52%	
RDSP_ECD	10,850,000	10,773,367.57	99%	
RDSP_DDP	11,150,000	11,121,268.51	99,74%	
MINALOC and IPs contribution (2016-2020)	139,897.87	108,588.66	77,62%	Counterpart budget given by Government of Rwanda
Other source	0	0	0	

4 Personnel of the intervention

Personnel (title and name)	Gender	Duration of recruitment (start and end dates)
National personnel put at disposal by the Partner:		
Janvier AHIMANISHYIZE/Former LCF Manager	M	June 2017 to September 2018
Emmanuel GUMISIRIZA/Former Business Development Specialist	M	January to July 2018
Alice ABABO/LCF Manager	F	January 2019 to June 2020
Tadeo TALEMWA, Business Development Specialist	M	September, 2018 to June 2020
Moses RUTAYISIRE, Business Development Specialist	M	September, 2018 to June 2020
National Technical Advisors (NTAs) provided by Enabel		
Norbert HABINSHUTI, NTA LED	M	March 2016 to September 2019
Jean Pierre HAKIZIMANA, NTA LED	M	March 2016 to January 2020
Julie UWAMWIZA, NTA LED	F	March 2016 to June 2020
Godfrey R. BOSSA, NTA LED	M	March 2016 to June 2020
International Technical Advisors (ITAs) and Junior Experts provided by Enabel		
Sofie GEERTS, ITA LED	F	September 2015 to June 2020
Elizabeth BULCKE, JTA LED	F	October 2016 to December 2018
Dennis GENNESSE, JTA LED	M	February 2019 to June 2020
LIESBETH BULCKE, JTA LED	F	March to September 2018

NDAHIRO Logan/Program Manager	M	01/04/20215 – 30/06/2017
KARANGWA Viateur /Program Manager	M	05/10/2017 – 31/08/2020
UWITONZE Innocent /MINALOC SPIU Coordinator	M	07/08/2018 – 31/01/2021
SEKAMONDO Francois/ SPIU Decentralization and Local Government Specialist	M	05/12/2016 – 31/01/2021
MUREKATETE Brigitte/Monitoring and Evaluation Specialist	F	01/04/2015 – 20/07/2019
SIBOMANA Evariste/Procurement Specialist	M	03/04/2017 – 02/12/2019
MUKANKUBITO Bernadette/Financial Management Specialist	F	01/04/2015 – 31/01/2021
BISAMAZA Sylvere/ Accountant	M	01/11/2016 – 31/10/2020
MUKANTABANA Beatrice /Procurement Officer	F	01/04/2015- 31/12/2016
MUREBWAYIRE Furaha Adeline /Administrative Assistant	F	01/04/2015 – 30/06/2020

5 Public procurement of the intervention

S/N	Tender reference n°	Title of the tender	Type of the tender (goods, consultancy services, work)	Proc. Method (ICB, NCB, SS, RT, RFQ)	Estimated budget	Contract amount	Source of funding	Name of the contractor/supplier/consultant	Contract period (starting date & end date)	Tender Status	Remarks
1	RWA829 (LOT 2)	Evaluation of LCF proposals and due diligence Lot 2&4	Consultancy service	B/Negotiated procedure without prior publication (NPWP)	150,000.00	77,840.05	RDSP Enabel	ICON	27/01/2017 - 26/07/2017	closed	Well done
2	RWA829 (LOT 3)	Capacity building for LCF beneficiaries Lot 1&3	Consultancy service	B/Negotiated procedure without prior publication (NPWP)	(150000 for Lot 1,2,3&4)	52,424.00	RDSP Enabel	Solution seekers	23/10/2017 - 22/10/2018	closed	Well done
3	RWA825	Evaluation of LCF proposals from 4 pilot districts and conduct due diligence (2nd call)	Consultancy service	B/Negotiated procedure without prior publication (NPWP)	85,000.00	88,140.00	RDSP Enabel	ICON	29/05/2018 - 26/11/2018	closed	Well done
4	RWA861	Services tender to conduct capacity building of LCF beneficiaries' micro, medium and small enterprises/Cooperatives (Framework contract)	Consultancy service	B/Negotiated procedure without prior publication (NPWP)	95,929.40	95,929.40	RDSP Enabel	SOLUTION SEEKERS	18/09/2018 - 18/03/2020	closed	Well done
5	RWA 864	Services tender to conduct impact assessment evaluation of LCF (Service order 1)	Consultancy service	SS	24,888.00	24,888.00	RDSP Enabel	ATHENA INFONOMICS & VANGUARD ECONOMICS LTD	01/11/2018-09/01/2019	closed	Well done

6	RWA 864	Services tender to conduct impact assessment evaluation of LCF (LCF 1 call)	Consultancy service	B/Negotiated procedure without prior publication (NPWP)	14,398.00	14,398.00	RDSP Enabel	ATHENA INFONOMICS & VANGUARD ECONOMICS LTD	26/08/2019 27/02/2020	closed	Well done
7	RWA929	Performing LCF and Term Evaluation of call 2	Consultancy service	SS	41,514.00	41,514.00	RDSP Enabel	ATHENA INFONOMICS & VANGUARD ECONOMICS LTD	20/05/2020 02/12/2020	closed	Well done
8	No 102 S RDSP 2017-2018	Consultancy service to perform the District LED Investment Projects analysis	Consultancy service	SS	2,150.60	2,150.60	RDSP Enabel	kwizera/MOORE STEPHENS	01/03/2019 05/03/2019	closed	Well done
9	40S RDSP-2018-2019	The services contract for the synergy between LCF and financial services and asset transfers (Under social protection/NUF)	Consultancy service	SIMPLIFIED	20,000.00	22,013.25	RDSP Enabel	GreenWise Consult	13/09/2019 30/09/2019	closed	Well done
10	00-000001/C/icb/2019/2020/RUB	Consultancy contract for conducting the feasibility study, preliminary and detailed designs and preparation of tender documents for Enabel Urbanization Program Quick Win Infrastructure in Rubavu	Consultancy service	QCBS	59,404.88	46,510.86	RDSP Enabel	TAND M CONSTRUCTO N LTD	12/02/2020 22/09/2020	closed	Well done
11	RWA931	Supply and installation of furniture, electronic equipment and IT equipment, lot 2	Goods	B/Negotiated procedure without prior publication (NPWP)	13,100.00	13,100.00	RDSP Enabel	SECAM	01/02-07/02/2021	closed	Well done

12	RWA931	Supply and installation of furniture, electronic equipment and IT equipment, lot 1&4	Goods	B/Negotiated procedure without prior publication (NPWP)	46,258.00	46,258.00	RDSP Enabel	socomat	7/12/2020-27/04/2021	closed	Well done
13	RWA931	Supply and installation of furniture, electronic equipment and IT equipment, lot 3	Goods	B/Negotiated procedure without prior publication (NPWP)	37,724.30	37,724.30	RDSP Enabel	Computer Tradingin	01/03/2021 - 15/04/2021	closed	Well done
14	RWA931	Supply and installation of furniture, electronic equipment and IT equipment, lot 5	Goods	B/Negotiated procedure without prior publication (NPWP)	11,119.00	11,119.00	RDSP Enabel	ISHARI Company	07/12/2020 -13/012021	closed	Well done

Key:

ICB: International Competitive Bidding; NCB: National Competitive Bidding; SS: Single Sourcing; RT: Restricted Tendering; RFQ: Request for quotations

6 Public agreements

N°	Name of Public Institution	Agreement subject	Starting date	Ending date	Comments
1	LODA	RWA1309011/GRANT/002/A01 To finance LCF projects selected : 1 049 068 EUR	15/06/2017	31/03/2020	Initial agreement
		RWA1309011/GRANT/002/A01 To finance LCF projects selected under call 2. 920, 010 EUR	15/06/2017	31/03/2020	Agreement Amendment
		RWA1309011/GRANT/002 LCF Accompanying measures: 111 420 EUR	01/07/2018	31/12/2019	Initial agreement
		RWA1309011/GRANT/002 Support the LCF's sustainability reinforcement: 150 114 EUR	01/07/2018	28/03/2020	Amendment 1
		RWA1309011/GRANT/002 Support the LCF's sustainability reinforcement (non new cost)	01/07/2018	30/06/2020	Amendment 2

7 Equipment

N°	Equipment type	Remarks
1	4 Tablets, NTAs	Enabel representation/UEDI
2	Clavier QWERTY (USB), 820006542(MG44A1), RWA1308911CL10, 002G/RDSP/2015-2016	Enabel/UEDI
3	Clavier QWERTY (USB), cherry, RWA1308911 CL07, 002G/RDSP/2015-2016	In LODA
4	Clavier QWERTY (USB), cherry, RWA1308911 CL06, 002G/RDSP/2015-2016	Enabel/representation
5	Docking, Dell, RWA1308911 DK07, 002/RDSP/2015-2016	Enabel/representation
6	Docking, Dell, RWA1308911 DK20, 002G/RDSP/2015-2016	Enabel/representation
7	Docking, LENOVO, FD20F82751, RWA1308911 DK21, 15 G/RDSP/2017-2018	Enabel/representation
8	Docking, LENOVO, RWA1308911 DK18	Enabel/representation
9	Ecran, Philips, RWA1308911 SCR03, 002/RDSP/2015-2016	Enabel/UEDI
10	Ecran, Philips, RWA1308911 SCR06, 002G/RDSP/2015-2016	Enabel/UEDI
11	Ecran, Philips, RWA1308911 SCR07, 002/RDSP/2015-2016	Enabel/UEDI
12	Ecran, Philips, RWA1308911 SCR08	Enabel/representation
13	Extention disque, 500GB, BTC-RDSP/008/2015, 001G/RDSP/2015-2016	In LODA
14	Fant. Electrical floor, BTC-RDSP/013/2015, Numéro du marché (monop): 026G/RDSP/2015-2016	In LODA

15	Fordeverest 4x4 station wagon; 020G/RDSP/2015-2016	MININTRA
16	Laptop E5550, Dell. 536k462, RWA/1308911 NB08, 002G/RDSP/2015-2016	Enabel/UEDI
17	Laptop E5550, Dell. RWA/1308911 NB05, 002G/RDSP/2015-2016	LODA
18	Laptop E5550, Dell. RWA/1308911 NB06, 002G/RDSP/2015-2016	MINALOC
19	Laptop E5550, DELL. RWA/1308911 NB07, 002G/RDSP/2015-2016	Enabel/representation
20	Laptop LENOVO, LENOVO ThinkPad, RWA/1308911 NB18	Enabel/representation
21	Laptops LENOVO Thinkpad, CTB-BTC 92609302 (P50s), RWA/13089011 NB21, 15G RDSP/2017-2018	Enabel/UEDI
22	Laptops LENOVO Thinkpad, LENOVO, CTB-BTC 92609298 (L560), RWA/1308911 NB20, 15 G/RDSP/2017-2018	Enabel/representation
27	Printer HP, imprimante, NTAs, 002G/RDSP/2015-2016	LODA
28	Toyota Hilux IT 710 RE: TOYOTA LAND CRUISER HARDTOP, serial number: JTEEB71J607027996, Numéro du marché (monop): 027G/RDSP/2015-2016	Enabel-PRISM
29	Toyota Hilux IT 711 RE: TOYOTA LAND CRUISER HARDTOP, serial number: JTEEB71J607027982, Numéro du marché (monop): 027G/RDSP/2015-2016	Enabel-UEDI

8 Original logical framework from TFF

	Logical of the intervention	Indicators	Sources of verification	Hypotheses
GO	Global objective To sustainably enhance the capacity of districts to deliver services and to support an enabling environment for LED in respect of best governance practice	% of citizens expressing satisfaction with the quality and timeliness of service delivery at the local level % of entrepreneurs and cooperatives who are satisfied with the business environment for LED	Key Performance Indicators (KPI) in Sector Performance Reports Key Performance Indicators (KPI) in Sector Performance Reports	LED investments are targeted at all citizens and hence will be reflected in their views on the satisfaction with service delivery Investments in LG and private sector capacity building and LED lead to higher levels of satisfaction in service delivery among the general community and in the private sector.
SO	Specific objectives The LGs capacity to develop a sustainable enabling environment for LED is enhanced through increasing non-earmarked resources and improved governance	Percentage increase of the expenditures at District level over which Local Governments have discretionary powers (KPI) LED: Nr of temporary (construction phase) and number of sustainable employment opportunities created (on and off farm)	DSSP KPI. Annual analysis of OSR, non-earmarked and unconditional block grants - District annual budget reports (available from MINECOFIN) Annual reports from LODA (job creation is included in feasibility studies for all projects)	LODA investments result in enhanced OSR. GoR continue to increase support to un-earmarked grants Investment in local infrastructure results in economic development through growth in local jobs, goods and services
R 6	Enhanced access to basic services, farm and off-farm economic activities and a sustainable local revenue base is facilitated through well-managed LED investments as defined in Rwanda's Decentralisation Strategy	% increase in the number of Projects of Public-Private Partnership model in Local Government Nr of short-term and long term jobs directly attributed to the Belgian	(Sector KPI which should be measured by MINALOC) Short term actuals from site reports Long term - estimated in feasibility	Belgian supported investments in capital projects result in direct job creation and enhanced OSRs GoR continue to support to un-

Logical of the intervention	Indicators	Sources of verification	Hypotheses
	<p>supported DDP investments</p> <p>% change in local revenue by individual source year on year (annual indicator aligned to FDS).</p> <p>% increase in GoR contribution to LODA non-discretionary funds</p> <p><i>Service delivery indicators should be selected and reviewed on an annual basis as the depend on the areas of investments selected through the DDPs (see section 3.5.2.4)</i></p>	<p>studies</p> <p>LG Budget Reports</p> <p>LODA budget reports</p> <p>RDSP annual reports/ Economic sector reports e.g. Infrastructure, Agriculture, Tourism, Trade etc</p>	<p>earmarked grants</p>
<p>R7</p> <p>Innovative economic partnerships are implemented through a Local Competitiveness Facility in 8 pilot districts</p>	<p>Nr. of economic partnerships established in the pre-defined high potential sectors or value chains</p> <p>Degree of satisfaction of the innovative approach by local stakeholders</p> <p>Replication use of Local Competitiveness Facility modalities by MINALOC and DP</p>	<p>RDSP annual report</p> <p>Satisfactory surveys, RDSP annual reports, capitalization reports</p> <p>Capitalization / lessons learned (R5) studies, annual reports RDSP</p>	<p>LCF leverages partnerships between large, medium and SMMEs or co-operatives, to meet pro-poor development objectives, promote competitive and inclusive value and supply chains in strategic economic sectors with high potential in the respective district local economies</p>

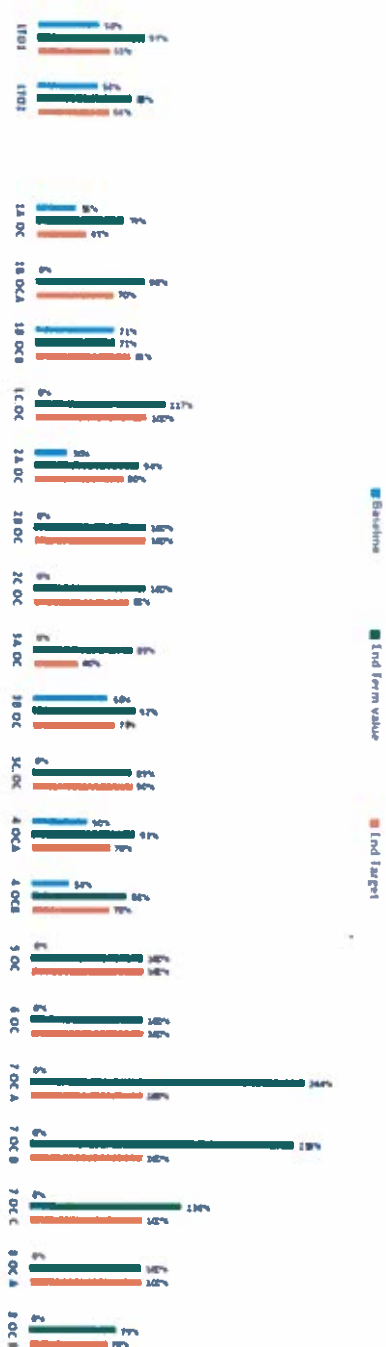
Logical of the intervention	Indicators	Sources of verification	Hypotheses
<p>R8</p> <p>LODA LD Coordination Program and the DDPs are implemented in compliance with Rwanda's PFM and Procurement regulatory framework</p>	<p>The external audit commissioned joint by the LODA LD Coordination Program partners (Belgium, EKN, KfW) is unqualified</p> <p>% recommendations of the above mentioned external audit are implemented in full within 6 months of the publication of the annual audit report</p> <p>% of District LGs with unqualified annual external audit reports as reported by the OAG</p> <p>% Local Governments having quarterly reports approved on time in line with regulations (PEFA indicator on the quality and timeliness of in-year budget reports or similar verifiable information provided by LODA)</p>	<p>Jointly Commissioned Independent External Audit Report</p> <p>Work Plan resulting from the Independent External Audit Report</p> <p>Annual OAG audit reports</p> <p>LODA M&E records</p>	<p>LGs demonstrate continuous commitment towards improved financial control, reporting and auditing. (It is expected that a least one district can achieve a clean audit in the initial years of the RDSP and further progression thereafter)</p>

9 Complete monitoring matrix

STATUS OF RDSP RESULTS ATTAINMENT, OUTCOME LEVEL as of 15/06/20

RESULTS VALUE		End Term	
Code	Baseline	31/03/20	End Target
LTO1	LTO2	LTO3	LTO4
1A OC	Level of implementation of the service charter (8 pilot districts)	10%	81%
1B OC	% of media-aided/aided with the quality and mechanism of LED provision in 8 pilot districts	10%	61%
1C OC	Level of satisfaction of LG and other key stakeholders with LG CB processes (Final 1st outcome CB plan implementation and SLSE of CB plan) and coordination mechanism	10%	41%
1D OC	% of citizens satisfied with service provided by LG	71%	70%
1E OC	% of LG capacity to manage effectively and sustainably LED infrastructure interventions	11%	81%
1F OC	% of LG capacity to manage effectively and sustainably LED infrastructure interventions	11%	81%
1G OC	% of media-aided/aided with the quality and mechanism of LED provision in 8 pilot districts	10%	61%
1H OC	% of media-aided/aided with the quality and mechanism of LED provision in 8 pilot districts	10%	61%
1I OC	% of media-aided/aided with the quality and mechanism of LED provision in 8 pilot districts	10%	61%
1J OC	% of media-aided/aided with the quality and mechanism of LED provision in 8 pilot districts	10%	61%
1K OC	% of media-aided/aided with the quality and mechanism of LED provision in 8 pilot districts	10%	61%
1L OC	% of media-aided/aided with the quality and mechanism of LED provision in 8 pilot districts	10%	61%
1M OC	% of media-aided/aided with the quality and mechanism of LED provision in 8 pilot districts	10%	61%
1N OC	% of media-aided/aided with the quality and mechanism of LED provision in 8 pilot districts	10%	61%
1O OC	% of media-aided/aided with the quality and mechanism of LED provision in 8 pilot districts	10%	61%
1P OC	% of media-aided/aided with the quality and mechanism of LED provision in 8 pilot districts	10%	61%
1Q OC	% of media-aided/aided with the quality and mechanism of LED provision in 8 pilot districts	10%	61%
1R OC	% of media-aided/aided with the quality and mechanism of LED provision in 8 pilot districts	10%	61%
1S OC	% of media-aided/aided with the quality and mechanism of LED provision in 8 pilot districts	10%	61%
1T OC	% of media-aided/aided with the quality and mechanism of LED provision in 8 pilot districts	10%	61%
1U OC	% of media-aided/aided with the quality and mechanism of LED provision in 8 pilot districts	10%	61%
1V OC	% of media-aided/aided with the quality and mechanism of LED provision in 8 pilot districts	10%	61%
1W OC	% of media-aided/aided with the quality and mechanism of LED provision in 8 pilot districts	10%	61%
1X OC	% of media-aided/aided with the quality and mechanism of LED provision in 8 pilot districts	10%	61%
1Y OC	% of media-aided/aided with the quality and mechanism of LED provision in 8 pilot districts	10%	61%
1Z OC	% of media-aided/aided with the quality and mechanism of LED provision in 8 pilot districts	10%	61%

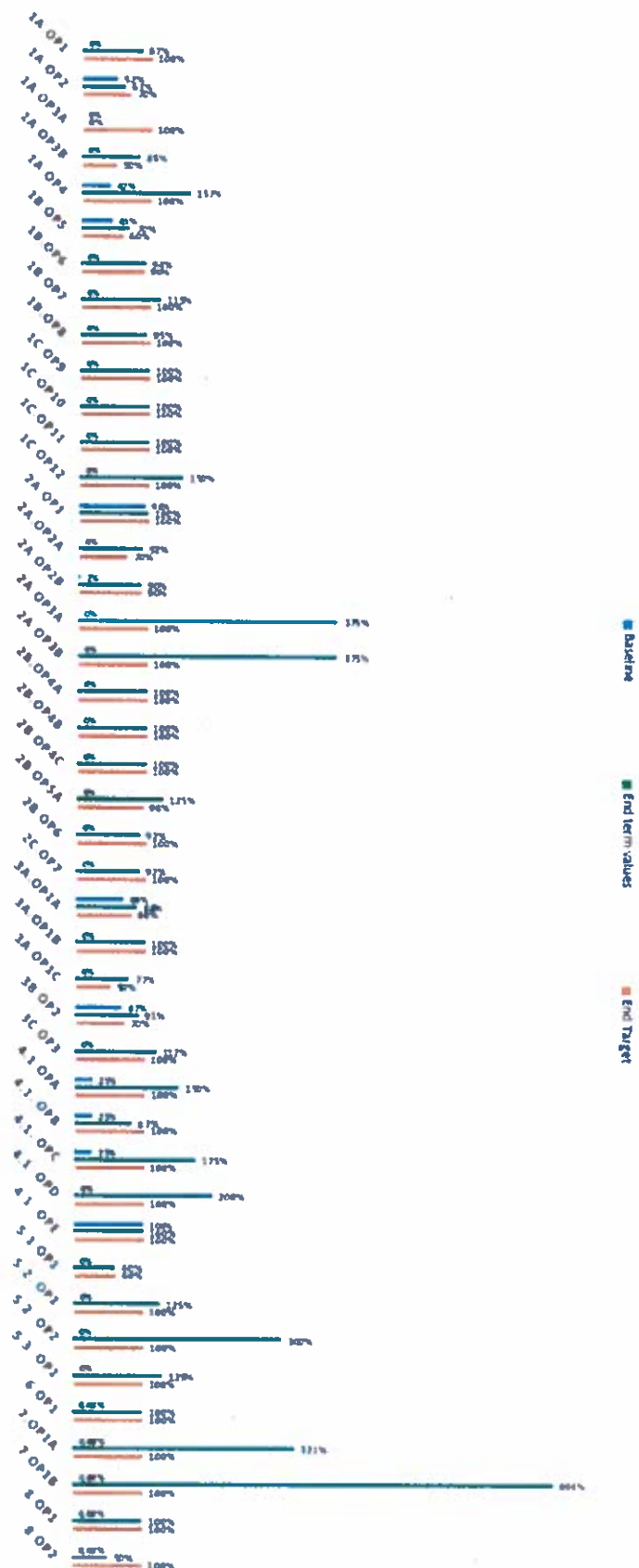
STATUS OF RDSP RESULTS ATTAINMENT, OUTCOME LEVEL, FY 2017-2018



STATISTICS OF RDS RESULTS ATTAINMENT - OUTPUTS LEVEL, as of 12/06/20

BASELINE					TARGETS AND ACHIEVEMENTS IN %					TARGETS AND ACHIEVEMENTS				
CODE	Baseline	End Item	End	Target	CODE	Baseline	End Item	End	Target	CODE	Baseline	End Item	End	Target
1A.0P1	0%	100%	0%	100%	1A.0P1	0%	100%	0%	100%	1A.0P1	0%	100%	0%	100%
1A.0P2	0%	100%	0%	100%	1A.0P2	0%	100%	0%	100%	1A.0P2	0%	100%	0%	100%
1A.0P3	0%	100%	0%	100%	1A.0P3	0%	100%	0%	100%	1A.0P3	0%	100%	0%	100%
1A.0P4	0%	100%	0%	100%	1A.0P4	0%	100%	0%	100%	1A.0P4	0%	100%	0%	100%
1A.0P5	0%	100%	0%	100%	1A.0P5	0%	100%	0%	100%	1A.0P5	0%	100%	0%	100%
1B.0P1	0%	100%	0%	100%	1B.0P1	0%	100%	0%	100%	1B.0P1	0%	100%	0%	100%
1B.0P2	0%	100%	0%	100%	1B.0P2	0%	100%	0%	100%	1B.0P2	0%	100%	0%	100%
1B.0P3	0%	100%	0%	100%	1B.0P3	0%	100%	0%	100%	1B.0P3	0%	100%	0%	100%
1B.0P4	0%	100%	0%	100%	1B.0P4	0%	100%	0%	100%	1B.0P4	0%	100%	0%	100%
1B.0P5	0%	100%	0%	100%	1B.0P5	0%	100%	0%	100%	1B.0P5	0%	100%	0%	100%
1C.0P1	0%	100%	0%	100%	1C.0P1	0%	100%	0%	100%	1C.0P1	0%	100%	0%	100%
1C.0P2	0%	100%	0%	100%	1C.0P2	0%	100%	0%	100%	1C.0P2	0%	100%	0%	100%
1C.0P3	0%	100%	0%	100%	1C.0P3	0%	100%	0%	100%	1C.0P3	0%	100%	0%	100%
1C.0P4	0%	100%	0%	100%	1C.0P4	0%	100%	0%	100%	1C.0P4	0%	100%	0%	100%
1C.0P5	0%	100%	0%	100%	1C.0P5	0%	100%	0%	100%	1C.0P5	0%	100%	0%	100%
1C.0P6	0%	100%	0%	100%	1C.0P6	0%	100%	0%	100%	1C.0P6	0%	100%	0%	100%
1C.0P7	0%	100%	0%	100%	1C.0P7	0%	100%	0%	100%	1C.0P7	0%	100%	0%	100%
1C.0P8	0%	100%	0%	100%	1C.0P8	0%	100%	0%	100%	1C.0P8	0%	100%	0%	100%
1C.0P9	0%	100%	0%	100%	1C.0P9	0%	100%	0%	100%	1C.0P9	0%	100%	0%	100%
1C.0P10	0%	100%	0%	100%	1C.0P10	0%	100%	0%	100%	1C.0P10	0%	100%	0%	100%
1C.0P11	0%	100%	0%	100%	1C.0P11	0%	100%	0%	100%	1C.0P11	0%	100%	0%	100%
1C.0P12	0%	100%	0%	100%	1C.0P12	0%	100%	0%	100%	1C.0P12	0%	100%	0%	100%
1C.0P13	0%	100%	0%	100%	1C.0P13	0%	100%	0%	100%	1C.0P13	0%	100%	0%	100%
1C.0P14	0%	100%	0%	100%	1C.0P14	0%	100%	0%	100%	1C.0P14	0%	100%	0%	100%
1C.0P15	0%	100%	0%	100%	1C.0P15	0%	100%	0%	100%	1C.0P15	0%	100%	0%	100%
1C.0P16	0%	100%	0%	100%	1C.0P16	0%	100%	0%	100%	1C.0P16	0%	100%	0%	100%
1C.0P17	0%	100%	0%	100%	1C.0P17	0%	100%	0%	100%	1C.0P17	0%	100%	0%	100%
1C.0P18	0%	100%	0%	100%	1C.0P18	0%	100%	0%	100%	1C.0P18	0%	100%	0%	100%
1C.0P19	0%	100%	0%	100%	1C.0P19	0%	100%	0%	100%	1C.0P19	0%	100%	0%	100%
1C.0P20	0%	100%	0%	100%	1C.0P20	0%	100%	0%	100%	1C.0P20	0%	100%	0%	100%
1C.0P21	0%	100%	0%	100%	1C.0P21	0%	100%	0%	100%	1C.0P21	0%	100%	0%	100%
1C.0P22	0%	100%	0%	100%	1C.0P22	0%	100%	0%	100%	1C.0P22	0%	100%	0%	100%
1C.0P23	0%	100%	0%	100%	1C.0P23	0%	100%	0%	100%	1C.0P23	0%	100%	0%	100%
1C.0P24	0%	100%	0%	100%	1C.0P24	0%	100%	0%	100%	1C.0P24	0%	100%	0%	100%
1C.0P25	0%	100%	0%	100%	1C.0P25	0%	100%	0%	100%	1C.0P25	0%	100%	0%	100%
1C.0P26	0%	100%	0%	100%	1C.0P26	0%	100%	0%	100%	1C.0P26	0%	100%	0%	100%
1C.0P27	0%	100%	0%	100%	1C.0P27	0%	100%	0%	100%	1C.0P27	0%	100%	0%	100%
1C.0P28	0%	100%	0%	100%	1C.0P28	0%	100%	0%	100%	1C.0P28	0%	100%	0%	100%
1C.0P29	0%	100%	0%	100%	1C.0P29	0%	100%	0%	100%	1C.0P29	0%	100%	0%	100%
1C.0P30	0%	100%	0%	100%	1C.0P30	0%	100%	0%	100%	1C.0P30	0%	100%	0%	100%
1C.0P31	0%	100%	0%	100%	1C.0P31	0%	100%	0%	100%	1C.0P31	0%	100%	0%	100%
1C.0P32	0%	100%	0%	100%	1C.0P32	0%	100%	0%	100%	1C.0P32	0%	100%	0%	100%
1C.0P33	0%	100%	0%	100%	1C.0P33	0%	100%	0%	100%	1C.0P33	0%	100%	0%	100%
1C.0P34	0%	100%	0%	100%	1C.0P34	0%	100%	0%	100%	1C.0P34	0%	100%	0%	100%
1C.0P35	0%	100%	0%	100%	1C.0P35	0%	100%	0%	100%	1C.0P35	0%	100%	0%	100%
1C.0P36	0%	100%	0%	100%	1C.0P36	0%	100%	0%	100%	1C.0P36	0%	100%	0%	100%
1C.0P37	0%	100%	0%	100%	1C.0P37	0%	100%	0%	100%	1C.0P37	0%	100%	0%	100%
1C.0P38	0%	100%	0%	100%	1C.0P38	0%	100%	0%	100%	1C.0P38	0%	100%	0%	100%
1C.0P39	0%	100%	0%	100%	1C.0P39	0%	100%	0%	100%	1C.0P39	0%	100%	0%	100%
1C.0P40	0%	100%	0%	100%	1C.0P40	0%	100%	0%	100%	1C.0P40	0%	100%	0%	100%
1C.0P41	0%	100%	0%	100%	1C.0P41	0%	100%	0%	100%	1C.0P41	0%	100%	0%	100%
1C.0P42	0%	100%	0%	100%	1C.0P42	0%	100%	0%	100%	1C.0P42	0%	100%	0%	100%
1C.0P43	0%	100%	0%	100%	1C.0P43	0%	100%	0%	100%	1C.0P43	0%	100%	0%	100%
1C.0P44	0%	100%	0%	100%	1C.0P44	0%	100%	0%	100%	1C.0P44	0%	100%	0%	100%
1C.0P45	0%	100%	0%	100%	1C.0P45	0%	100%	0%	100%	1C.0P45	0%	100%	0%	100%
1C.0P46	0%	100%	0%	100%	1C.0P46	0%	100%	0%	100%	1C.0P46	0%	100%	0%	100%
1C.0P47	0%	100%	0%	100%	1C.0P47	0%	100%	0%	100%	1C.0P47	0%	100%	0%	100%
1C.0P48	0%	100%	0%	100%	1C.0P48	0%	100%	0%	100%	1C.0P48	0%	100%	0%	100%
1C.0P49	0%	100%	0%	100%	1C.0P49	0%	100%	0%	100%	1C.0P49	0%	100%	0%	100%
1C.0P50	0%	100%	0%	100%	1C.0P50	0%	100%	0%	100%	1C.0P50	0%	100%	0%	100%
1C.0P51	0%	100%	0%	100%	1C.0P51	0%	100%	0%	100%	1C.0P51	0%	100%	0%	100%
1C.0P52	0%	100%	0%	100%	1C.0P52	0%	100%	0%	100%	1C.0P52	0%	100%	0%	100%
1C.0P53	0%	100%	0%	100%	1C.0P53	0%	100%	0%	100%	1C.0P53	0%	100%	0%	100%
1C.0P54	0%	100%	0%	100%	1C.0P54	0%	100%	0%	100%	1C.0P54	0%	100%	0%	100%
1C.0P55	0%	100%	0%	100%	1C.0P55	0%	100%	0%	100%	1C.0P55	0%	100%	0%	100%
1C.0P56	0%	100%	0%	100%	1C.0P56	0%	100%	0%	100%	1C.0P56	0%	100%	0%	100%
1C.0P57	0%	100%	0%	100%	1C.0P57	0%	100%	0%	100%	1C.0P57	0%	100%	0%	100%
1C.0P58	0%	100%	0%	100%	1C.0P58	0%	100%	0%	100%	1C.0P58	0%	100%	0%	100%
1C.0P59	0%	100%	0%	100%	1C.0P59	0%	100%	0%	100%	1C.0P59	0%	100%	0%	100%
1C.0P60	0%	100%	0%	100%	1C.0P60	0%	100%	0%	100%	1C.0P60	0%	100%	0%	100%
1C.0P61	0%	100%	0%	100%	1C.0P61	0%	100%	0%	100%	1C.0P61	0%	100%	0%	100%
1C.0P62	0%	100%	0%	100%	1C.0P62	0%	100%	0%	100%	1C.0P62	0%	100%	0%	100%
1C.0P63	0%	100%	0%	100%	1C.0P63	0%	100%	0%	100%	1C.0P63	0%	100%	0%	100%
1C.0P64	0%	100%	0%	100%	1C.0P64	0%	100%	0%	100%	1C.0P64	0%	100%	0%	100%
1C.0P65	0%	100%	0%	100%	1C.0P65	0%	100%	0%	100%	1C.0P65	0%	100%	0%	100%
1C.0P66	0%	100%	0%	100%	1C.0P66	0%	100%	0%	100%	1C.0P66	0%	100%	0%	100%
1C.0P67	0%	100%	0%	100%	1C.0P67	0%	100%	0%	100%	1C.0P67	0%	100%	0%	100%
1C.0P68	0%	100%	0%	100%	1C.0P68	0%	100%	0%	100%	1C.0P68	0%	100%	0%	100%
1C.0P69	0%	100%	0%	100%	1C.0P69	0%	100%	0%	100%	1C.0P69	0%	100%	0%	100%
1C.0P70	0%	100%	0%	100%	1C.0P70	0%	100%	0%	100%	1C.0P70	0%	100%	0%	100%
1C.0P71	0%	100%	0%	100%	1C.0P71	0%	100%	0%	100%	1C.0P71	0%	100%	0%	100%
1C.0P72	0%	100%	0%	100%	1C.0P72	0%	100%	0%	100%	1C.0P72	0%	100%	0%	100%
1C.0P73	0%	100%	0%	100%	1C.0P73	0%	100%	0%	100%	1C.0P73	0%	100%	0%	100%
1C.0P74	0%	100%	0%	100%	1C.0P74	0%	100%	0%	100%	1C.0P74	0%	100%	0%	100%
1C.0P75	0%	100%	0%	100%	1C.0P75	0%	100%	0%	100%	1C.0P75	0%	100%	0%	100%
1C.0P76	0%	100%	0%	100%	1C.0P76	0%	100%	0%	100%	1C.0P76	0%	100%	0%	100%
1C.0P77	0%	100%	0%	100%	1C.0P77	0%	100%	0%	100%	1C.0P77	0%	100%	0%	100%
1C.0P78	0%	100%	0%	100%	1C.0P78	0%	100%	0%	100%	1C.0P78	0%	100%	0%	100%
1C.0P79	0%	100%	0%	100%	1C.0P79	0%	100%	0%	100%	1C.0P79	0%	100%	0%	100%
1C.0P80	0%	100%	0%	100%	1C.0P80	0%	100%	0%	100%	1C.0P80	0%	100%	0%	100%
1C.0P81	0%	100%	0%	100%	1C.0P81	0%	100%	0%	100%	1C.0P81	0%	100%	0%	100%
1C.0P82	0%	100%	0%	100%	1C.0P82	0%	100%	0%	100%	1C.0P82	0%	100%	0%	100%
1C.0P83	0%	100%	0%	100%	1C.0P83	0%	100%	0%	100%	1C.0P83	0%	100%	0%	100%
1C.0P84	0%	100%	0%	100%	1C.0P84	0%	100%	0%	100%	1C.0P84	0%	100%	0%	100%
1C.0P85	0%	100%	0%	100%	1C.0P85	0%	100%	0%	100%	1C.0P85	0%	100%	0%	100%
1C.0P86	0%	100%	0%	100%	1C.0P86	0%	100%	0%	100%	1C.0P86	0%	100%	0%	100%
1C.0P87	0%	100%	0%	100%	1C.0P87	0%	100%	0%	100%	1C.0P87	0%	100%	0%	100%
1C.0P88	0%	100%	0%	100%	1C.0P88	0%	100%	0%	100%	1C.0P88	0%	100%	0%	100%
1C.0P89	0%	100%	0%	100%	1C.0P89	0%	100%	0%	100%	1C.0P89	0%	100%	0%	100%
1C.0P90														

STATUS OF RDSP RESULTS ATTAINMENT, OUTPUTS LEVEL, FY 2018-2019



10 Tools and products acquired

Publications:

- Booklet on Most Significant Change Stories of LCF beneficiaries

Audio-visual material

- LCF Most Significant Success Stories Video on LCF website and on YouTube.

Other resources

- Hosting of LCF website.

M&E reports/documents

- Report on Implementation of the recommendations of Joint Audit for Enabel, KfW, Netherlands
- LCF external evaluation reports (Call 1 Mid-term, final and follow up reports), and LCF final evaluation report
- Audit Report for LCF funded projects
- LCF Quarterly reports available on MEIS

Capitalization reports/publications/Manuals

- LCF operational manual
- LCF M&E guidelines
- MEIS-LCF guidelines
- With the support from RDSP & KfW, LODA was able to put in place an M&E system (MEIS).
- LCF training materials on various topics e.g. business plan, HR, Procurement, Financial management etc. in Kinyarwanda & English

11 LED infrastructure projects supported & their status

BELGIUM FUNDED PROJECTS 2015-2016-2017 non sector

NO	PROJECT NAME	YEARS	TYPE	COST	STATUS
EASTERN PROVINCE PROJECTS					
HOUMA					
1	4054010002 Public lighting in Hwangu Town (1.200 Km)	2015-2016	Electrification	54 016 945	completed and operational
2	4054010001 Electrification of Rehova to Nuhanga	2015-2016	Electrification	5 546 633	completed and operational
3	4054010008 Construction 4 km of Paved Road (H14) from in Hwangu town phase two (54.54 m)	2015-2016	Transport	10 140 703	completed and operational
4	4049010001 Rehabilitation and extension of Hwangu Health Posts	2015-2016	Health	6 180 007	completed and operational
5	Complete Rehova - Nuhanga electric line	2016-2017	Electrification	85 232 977	completed and operational
BUEBUE					
6	Rehabilitation of feedlot road Mwenje to Nuhanga (12.4km)	2015-2016	Transport	44 081 820	completed and operational
7	Extension of HIC Nyamata	2015-2016	Transport	102 245 416	completed and operational
8	Construction of Ruwenzori village project	2015-2016	Transport	12 000 000	completed and operational
9	414010001 Construction, supervision and maintenance of public lighting in Nyamata to Mufumba and Mufumba Town	2015-2016	Electrification	45 202 723	completed and operational
10	Rehabilitation and Supervision of Mufumba (Kumumba) Mufumba Nyamata feeder road (2.170km)	2015-2016	Transport	8 351 191	completed and operational
11	Construction of Kungu road to Mufumba (1.1 km)	2016-2017	Transport	60 947 164	completed and operational
GATUNDO					
12	Supervision and construction of Nyamata IYEI	2015-2016	IYEI	18 100 210	completed and operational
13	Rehabilitation Nyamata - Kungu - Kungu - Kungu - Kungu - Kungu	2016-2017	Transport	16 416 844	completed and operational
KAYONGA					
14	Rehabilitation of 1.5 km of road from Nyamata to Mufumba	2015-2016	Transport	145 007 239	completed and operational
15	Construction of 1.5 km of road from Nyamata to Mufumba	2016-2017	Transport	86 746 216	completed and operational
KOROGWE					
16	414010009 Electrification construction in Mufumba, Mufumba and Mufumba sectors	2015-2016	Electrification	100 722 875	completed and operational
17	414010010 Rehabilitation and extension of Gufu Water Source in Gufu Sector (12 Km)	2015-2016	Transport	41 770 421	completed and operational
18	Rehabilitation of Gufu water source to serve Kungu and Kungu	2016-2017	Transport	81 292 091	completed and operational
NYAGATARE					
19	405401010 Rehabilitation of Kungu road to Kungu road (1.5 km)	2015-2016	Transport	11 554 834	completed and operational
20	405401011 Rehabilitation of Kungu road to Kungu road (1.5 km)	2015-2016	Transport	10 900 000	completed and operational
21	405401012 Maintenance of Kungu road to Kungu road (1.5 km)	2015-2016	Transport	16 422 408	completed and operational
22	1.5 km of road from Kungu road to Kungu road (1.5 km)	2016-2017	Electrification	124 710 142	completed and operational
NYAMAGANA					
23	414010001 Extension of water to Nyamata (1.5 km) (1.5 km) (1.5 km)	2015-2016	Transport	100 000 000	completed and operational
24	Construction of Kungu water pipeline	2015-2016	Transport	7 375 115	completed and operational
25	Construction of Kungu phase 1	2015-2016	Transport	14 103 247	completed and operational
26	Complete extension works in water in Kungu (1.5 km) (1.5 km) (1.5 km)	2016-2017	Transport	61 234 523	completed and operational
SOUTHERN PROVINCE PROJECTS					
MUYE					
27	414010014 Rehabilitation of Kungu road to Kungu road (1.5 km)	2015-2016	Transport	144 111 204	completed and operational
28	414010015 Extension of public street lighting in Kungu Town along 3 km and maintenance of public street lighting in Kungu Town along 18 km	2015-2016	Electrification	11 162 811	completed and operational
29	Extension of public street lighting in Kungu Town (5 km) and maintenance of existing street lighting	2016-2017	Electrification	68 677 412	completed and operational
NYAMAGABE					
30	405401010 Construction of Kungu road to Kungu road (1.5 km)	2015-2016	Transport	118 076 112	completed and operational
31	405401011 Rehabilitation of Kungu road to Kungu road (1.5 km)	2015-2016	Transport	4 071 242	completed and operational
32	405401012 Rehabilitation of Kungu road to Kungu road (1.5 km)	2015-2016	Transport	11 042 102	completed and operational
33	Rehabilitation of Kungu road to Kungu road (1.5 km)	2015-2016	Transport	10 950 112	completed and operational
34	Rehabilitation of Kungu road to Kungu road (1.5 km)	2016-2017	Electrification	68 292 144	completed and operational
OHANGWANA					
35	414010001 Construction of Kungu road to Kungu road (1.5 km)	2015-2016	Transport	92 110 204	completed and operational
36	Construction of Kungu road to Kungu road (1.5 km)	2015-2016	Transport	47 850 112	completed and operational
37	Construction of Kungu road to Kungu road (1.5 km)	2016-2017	Transport	10 950 112	completed and operational
OMAHANGWANA					
38	405401010 Construction and Supervision of Kungu road to Kungu road (1.5 km)	2015-2016	Transport	135 391 015	completed and operational
39	Rehabilitation of Kungu road to Kungu road (1.5 km)	2015-2016	Transport	10 950 112	completed and operational
40	Construction of Kungu road to Kungu road (1.5 km)	2016-2017	Transport	10 950 112	completed and operational
KOMATIDIP					
41	414010001 Construction of Kungu road to Kungu road (1.5 km)	2015-2016	Transport	120 052 122	completed and operational
42	4140100	2015-2016	Transport	8 214 811	completed and operational
43	Water supply system (Kungu road) (1.5 km)	2016-2017	Transport	67 347 012	completed and operational
NYANGA					
44	405401010 Completion of construction and Supervision of tarmacked roads on 1 km (Nyamata Mufumba Kungu Nyamagana Nyamagana Nyamagana)	2015-2016	Transport	125 720 340	completed and operational
45	Construction of public lighting Ruwenzori Mufumba sectors, Kungu Mufumba and Hospital (H1) Hospital - Nyamagana (Nyamagana) - Kungu and on road Mufumba site	2015-2016	Electrification	23 187 370	completed and operational
NYANGURU					
46	535101011 Construction of car parking and Mufumba market in Kungu sector	2015-2016	Transport	143 331 448	completed and operational
47	Construction of car park and modern market in Kungu sector	2016-2017	Transport	80 166 126	completed and operational
RUWENZORI					
48	0054010403 Electrification in Kungu Mufumba - Mufumba	2015-2016	Electrification	124 052 949	completed and operational
49	0054010404 Electrification of Public lighting on 7 km in Kungu town Kungu Mufumba and Kungu Mufumba centers	2015-2016	Electrification	30 130 761	completed and operational
50	Construction of 12 km	2016-2017	Transport	72 281 842	completed and operational
WESTERN PROVINCE PROJECTS					
MUSEI					
51	545101009 Construction of workshop at Kungu Handicraft Centre	2015-2016	Transport	4 7 002 009	completed and operational
52	545101012 Construction of 1.5 km of Tarmacked Road in Kungu Town	2015-2016	Transport	110 361 058	completed and operational
53	5449010009 Construction of 1 km (Kungu Handicraft Centre) and Latrines at Nyamagana Health Centre	2015-2016	Health	20 461 213	completed and operational
54	5449010001 Construction of retaining wall 1.5 km (Kungu Handicraft Centre) and Latrines at Nyamagana Health Centre	2015-2016	Health	3 142 470	completed and operational
55	Construction of 1.5 km (Kungu Handicraft Centre) and Latrines at Nyamagana Health Centre	2016-2017	Transport	88 560 765	completed and operational
NYAMBU					
56	501101020 Rehabilitation of 5 km of road Kungu Health Centre Kungu Mufumba road in Kungu sector	2015-2016	Transport	129 032 122	completed and operational
57	Rehabilitation of 1 km (Kungu Handicraft Centre) and Latrines at Nyamagana Health Centre	2015-2016	Transport	16 000 000	completed and operational
58	Rehabilitation of road Kungu - Kungu Mufumba - Kungu - Kungu 14 km	2016-2017	Transport	66 004 732	completed and operational
RUWENZORI					
59	501101024 Construction of 1.47 km of stone paved road C1/C2/C3/C4/C5/C6/C7/C8/C9/C10	2015-2016	Transport	129 032 318	completed and operational
60	Rehabilitation of road Kungu road	2016-2017	Transport	81 117 334	completed and operational
KUMATIDIP					
61	501101010 Construction of Kungu - Kungu water channel 1.2 km (Kungu)	2015-2016	Transport	10 000 000	completed and operational
62	501101014 Construction and supervision of Kungu - Kungu Nyamagana (Kungu water channel) 1.2 km (Kungu)	2015-2016	Transport	10 000 000	completed and operational

Electrification, energy diversification and public lighting
 (Transport, lights, bridges, etc.)

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12 LCF projects supported & their status

LCF Call 1 Projects	Status
Association Ejo Heza	Operational
MAISON SAINT BERNARD ltd	Operational
VTC NOTRE DAME DE BONNE ESPERANCE	Operational
CENTER FOR YOUTH INITIATIVES KIBIRIZI	Operational
CROIX ROUGE RWANDA	Operational
Ubwiza	Operational
Koguniki	Operational
UMUNSAMA COMPANY LTD	Operational
PERFORMANCE FOREVER CO LTD	Operational
GISAGARA YOUTH INNOVATION CENTER LTD	Operational
KOJEDEL (COOPERATIVE POUR DEVELOPMENT DES JEUNES LOCAL)	Operational
SHOES MAKING COOPERATIVE (SMC)	Operational
ITSINDA ABISHYZEHAMWE	Operational
URUGORI COMPANY LTD	Operational
Inkanda ltd	Operational
KIATO AFADHAI	Operational
URUHU RUNOZE LTD	Operational
IMPAMBA MAIS COMPANY LTD	Operational
KOPERATIVE TUGANZE UBUNEBWE GISHUBI (KOTUGI)	Operational
INYAMAMARE LTD	Operational
N.K.G ltd	Operational
FRANCTEC	Operational
MUSECA LTD	Operational
Depot Patmos	Operational
KOAMAZI	Operational
ABATARUSHA	Operational
COATA GASEKE	Operational
COOPAGANT	Operational
IMANZI	Operational
Inkoramutima	Operational
TURWUBAKE	Operational
Dushyigikirane Mataba Ltd	Operational
KOKKA LTD	Operational
COAFGA	Operational
COVAFGA	Operational
Abamwe Karambo	Operational
ABAVUKAGI	Operational
IMBAKA	Operational
ABAHUJUMUGAMBI	Operational
AGRI HEALTH LTD	Operational
IMPU Z'IWACU	Operational
Twubake Umubiri	Operational
Abarihamwe	Operational

IMBONIYACU COMPANY LTD	Operational
Technology of making skin lwacu	Operational
NATURAL FRUITS DRIER COMPANY	Operational
CODAR (COOPERATIVE DE DEVELOPMENT AGRICOLE DE RUGALI)	Operational
KODUBMI	Operational
BUTTER LOAF BREAD BAKERY LTD	Operational
QUALITY AND VISION COMPANY	Operational
NYAGATARE DAIRY MARKETING COOPERATIVE (NDMAC)	Operational
CENTRE D'ACCUEIL VIERGE DES PAUVRES	Operational
KOTWIMU	Operational
COABA	Operational
TUWUBUNGABUNGE LTD	Operational
BAMUNI COMPANY LTD	Operational
FURUM	Operational
ABISHYZEHAMWE	Operational
COAPIRU	Operational
CODASE (COOPERATIVE POUR LE DEVELOPMENT APICOLE RASOURVUGARDE DE L'ENVIRONNEMENT)	Operational
COVED	Operational
UNICOAPIGI	Operational
9 Cooperatives	Operational
Congo Nile Trail Food Ltd	Operational
UCOPE RUTSIRO (UNION COOPERATIVE PECHE DE RUTSIRO)	Operational
IRYAMUKURU WINE LTD	Operational
SINDUWAZA TASK Ltd	Operational
USHONI WANGUO COOPERATIVE (Merged)	Operational
Nyagatare Ceramics	Operational
LCF Call 2 Projects	
Abakannyi ba Gakekenke Ltd	Operational
Abaticumugambi	Operational
AFPCT Ltd	Operational
Afriduino Ltd	Operational
Association Abisunganye kigembe (Koabiki)	Operational
Association Turwanye ubujiji mukazi	Operational
Atelier Gwiza	Operational
Atelier Umuvanganzo Ltd	Operational
B&J Company Ltd	Operational
Beyond the gorillas experience Ltd	Operational
BIAO company Ltd	Operational
Blessed harvest Ltd	Operational
Brilliant soap Ltd	Operational
Byiza tech solution Ltd	Operational
Cavabon	Operational
CDN	Operational
COAMN	Operational
CODAS	Operational
Company ibengeza Ltd	Operational

Cooperative Cotamuru ikizere	Operational
Cooperative Duhaguruke Mataba	Operational
Cooperative DUKORE Twigire	Operational
Cooperative Mfasha nkufashe	Operational
Cooperative Promaco	Operational
Cooperative Twihangire umurimo	Operational
Rusagara Investment Ltd	Operational
Cooperative twongere umusaruro mukinga	Operational
Cooperative Umuhuza Gakenke	Operational
Cooperative Urumuri	Operational
Cooperative zirahumuje	Operational
COTEBARU	Operational
Croix Rouge CR	Operational
DUKORE	Operational
Duterimbere ndora	Operational
Eddy and associates Ltd	Operational
EDSOCO	Operational
EDYCO Ltd	Operational
Fight against of poverty	Operational
Future promotion company Ltd	Operational
Gaico Ltd	Operational
Gakenke agribusiness company Ltd	Operational
Gakenke Poultry Innovation	Operational
Garden palace Restaurent (GPR)lmt	Operational
General fruits farming Ltd	Operational
Gilbert Mpenzi	Operational
Gisagara Business Advisory and supply company	Operational
Haraka holdings	Operational
HCDO (Gisagara)	Operational
HCDO (Rutsiro)	Operational
Higankabandi	Operational
Ibyishimo art and Design Ltd	Operational
Ibyiwacu Company Ltd	Operational
Icyerekezo cyiza Matimba	Operational
Justin Bahati enterprise	Operational
Jyambere rubyiruko	Operational
K.C ubumwe co Ltd	Operational
Kangukukore Uterimbere Ltd	Operational
Kanyamashokoro investiment	Operational
Kibayi Beer Ltd.	Operational
Kinunu Agropo	Operational
kipotepro	Operational
KOABUBUMU	Operational
KOICA	Operational
KOJYAMUGI	Operational
KOPARU	Operational

koporosoki	Operational
HI PONTUAL FOOD LTD	Operational
KOTUIKAMU	Operational
Koturu Muganza	Operational
Kunda ibyiwacu company ltd	Operational
La difference welding company	Operational
Mamba Maize flour Ltd	Operational
MBBC	Operational
MUNIK company ltd	Operational
Natural healing center ltd	Operational
ND United Family Ltd	Operational
New Vision	Operational
Niban wine company	Operational
NRW ltd	Operational
NYAGATARE ICE CREAM AND YOURGOUT LTD	Operational
Nyagatare mixed farmers ltd	Operational
Saweco	Operational
SCOD cooperative	Operational
Smart business center ltd	Operational
TEDEUM ENTERPRISE	Operational
Tugarukirumuco	Operational
Tuvemumanegeka company ltd	Operational
Tworore neza	Operational
Ubugeni Gakondo	Operational
Uburanga products ltd	Operational
UCC	Operational
UMURIMO UNOZE	Operational
Voix de l'avenir	Operational
YEGO CENTER	Operational
Zero harvest loss corporation(zero ltd)	Operational
Zone des entreprises agricoles du nord	Operational