



THE BELGIUM-RWANDA BILATERAL COOPERATION PROGRAMME REPORT

2019-2024



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LIST OF ABBREVIATIONS

AEBTP	Association des Entrepreneurs du Bâtiment et Travaux Publics	HIV	Human Immunodeficiency Virus	RBC	Rwanda Biomedical Centre
AFD	Agence Française de Développement	HMIS	Health Management Information System	RBF	Result-Based Financing
AI	Artificial Insemination	IFMIS	Integrated Financial Management Information System	RGB	Rwanda Governance Board
ANC	Ante Natal Care	IMF	International Monetary Fund	RHPA	Rwanda Health Professional Association
ASRH	Adolescent Sexual and Reproductive Health	IOSCs	Isange One-Stop Centres	RICA	Rwanda Inspectorate, Competition and Consumer Protection Authority
BCC	Behaviour Change Communication	JHPIEGO	Johns Hopkins Program for International Education in Gynaecology and Obstetrics	RMNCAH	Reproductive Maternal New-Born child and Adolescent
BDS	Business Development Service	KAP	Knowledge, Attitude and Practice	RPA	Rwanda Pediatric Association
BPN	Business Professionals Network	LFFS	Livestock Farmer Field School	RSB	Rwanda Standards Board
BRD	Development Bank of Rwanda	MCCH	Maternal Community Child Health	RSOG	Rwanda Society of Obstetricians and Gynecologists
BSF	Black Soldier Fly	MDTF	Multi-Donor Trust Fund	RTB	Rwanda TVET Board
BUFMAR	Bureau de Formation Médicale Agréée du Rwanda	MINAGRI	Ministry of Agriculture and Animal Resources	SFH	Society for Family Health
CEO	Chief Executive Officer	MiR	Made in Rwanda	SGBV	Sexual and Gender Based Violence
CPA	Consumer Protection Authority	MNCH	Maternal Neonatal and Child Health	SHFs	Small Holder Farmers
CPAP	Continuous Positive Airway Pressure	MNSRH	Maternal, New-born, Sexual and Reproductive Health	SMEs	Small and Medium Enterprises
CRC	Citizen Report Card	MPCDSR	Maternal, Perinatal, Child Death Surveillance and Response	SRH	Sexual Reproductive Health
DFID	Department for International Development	NIRDA	National Industrial Research and Development Agency	STI	Sexual Transmissible Infections
DLI	Disbursement Linked Indicator	OAG	Office of the Auditor General	TVET	Technical and Vocational Education and Training
ETAT+	Emergency Triage Assessment and Treatment Plus Admission Care	OSC	Out-grower Service Company	UEDi	Urban Economic Development initiative
EU	European Union	OVO	Ondernemers Voor Ondernemers (Entrepreneurs for Entrepreneurs)	UNDP	United Nations Development Programme
FCDO	Foreign, Commonwealth and Development Office	PFM	Public Financial Management	UNICEF	United Nations International Children's Emergency Fund
FFS	Farmer Field School	PforR-2	Program-for-Results-Phase 2	US	United States
FP/ASRH	Family Planning/Adolescent Sexual Reproductive Health	PPD	Public Private Dialogues	USD	United States Dollar
FP	Family Planning	PRISM	Partnership for Resilient and Inclusive Small Livestock Markets	VITO	Vision on Technology
GBV	Gender Based Violence	PSLS	Private Sector Leveraging Strategy	VSF-B	Vétérinaires-Sans-Frontières Belgique
GIZ	German Development Agency, Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH	PSTA4	Strategic Plan for the Transformation of Agriculture	WB	World Bank
HC	Health Centre	RAB	Rwanda Agriculture and Animals Resources Development Board	YFC	Youth Friendly Centre
HCps	HealthCare Providers	RAM	Rwanda Association of Midwives		



ACKNOWLEDGMENTS

On behalf of Enabel, the Belgian development agency, I am pleased to have witnessed and being able to contribute to the team that has achieved significant results through the 2019-2024 Belgium-Rwanda Cooperation programme, contributing to advancement of Rwanda's sustainable development goals, enhancing socio-economic well-being, and fostering inclusive growth. The successful implementation of the programme was heavily reliant on the robust collaboration and partnerships with governmental and private entities in sectors such as Healthcare, Agriculture, Urban Development and Public Financial Management. The concerted efforts of government agencies, private sector, non-governmental organisations, and international partners have indeed been indispensable to our joint achievements.

Let me mention three reasons why we consider our work a success:

First and foremost, the constructive partnership approach, from design throughout implementation, working hand in hand with different Rwandan institutions.

Secondly, and notwithstanding covid, we managed to implement the programme within the agreed time frame and efficient use of resources. We now tend to forget that Covid happened, but during that disruptive period we managed to adapt our responses to the covid context notably on Health and Agriculture, and above all we managed to stay on track and make up for the time lost.

Thirdly, the actual positive development results in all the sectors. This report illustrates those results and provides proof of concept of the varied, sometimes innovative, approaches we have implemented. I hope the documentation of best practices and lessons learned from this programme can become valuable for all stakeholders, development partners, and Enabel itself. It is an illustration of the power of collaboration and the shared commitment to advancing Rwanda's development goals, which will continue in the next years through our 2024-2029 and other programmes.

I would like to thank not only all the Rwandan partners for the good work but also all of the Enabel project team, support teams, support from Brussels that have made this possible.

Sincerely,

Dirk Deprez,
Resident Representative
Enabel-Rwanda



OVERVIEW OF PORTFOLIO PRIORITY SECTORS (2019-2024)



Rwanda's development strategy, Vision 2050, aims at promoting economic growth, prosperity, and a high quality of life for Rwandans. To attain its strategic development goals, the Rwandan government collaborates with numerous partners, including the Kingdom of Belgium, through its development agency, Enabel. Following an exchange of letters between the Belgian Embassy and the Rwandan Ministry of Finance and Economic Planning, the Belgium-Rwanda development cooperation programme for 2019-2024 was approved in June, 2018. Enabel then began working with related technical ministries to elaborate the programme outline.

With a total budget of 120 million Euros, the Belgium-Rwanda bilateral programme's interventions were fully aligned with the National Strategy for Transformation 2017-2024 (NST1), supporting the aspirations of Vision 2050. The programme developed its actions around the following corresponding sectors of intervention:



Health

The health sector interventions sought to contribute to Rwanda's aspiration to offer universal access of high-quality health care as part of its human development pillar. The programme was fully aligned with Vision 2050, which underpins the economic benefits of the "demographic dividend" through an emphasis on fertility decline, investments in human capital development, universal access to quality health care, and a healthy and highly skilled labor force. The intervention was split into two programmes: (i) **Barame project**, meaning "long life" in Kinyarwanda, improved maternal, neonatal, child, adolescent, sexual, and reproductive health across seven (7) districts, enhancing service delivery and increasing healthcare access; and (ii) **the Result-Based Financing (RBF)** based on the Global Fund approach, which covered 60% of the health programme budget. The RBF intervention aimed at ensuring increased access to quality services, particularly for women, children, and adolescents, and was implemented countrywide.



Agriculture

The Belgium-Rwanda bilateral cooperation programme, through the "Partnership for Resilient and Inclusive Small Stock Market" (PRISM) project, joined the Multi-Donor Trust Fund (MDTF) managed by the World Bank with a contribution of 50% of the total budget allocated to the agriculture intervention. The interventions aimed at contributing to economic growth, private sector development, and economic diversification through support to the pig and poultry value chains. Additionally, they sought to increase the country's food sovereignty and address the lack of protein in Rwandan diets, which has led to high levels of stunting within the Rwandan population.



Urban Development

Through the Urban Economic Development initiative (EUDi) Project, the programme supported urbanisation in the satellite city of Rwamagana and two secondary cities, Musanze and Rubavu, as well as the emergence of competitive manufacturing anchored to regional logistics hubs. The urbanisation support contributed to local economic development through urban development, private sector development, decent and productive employment, and the promotion of inclusive and sustainable economic development, focusing on the use of local materials and climate-responsive designs.



Public Financial Management

The Public Financial Management (PFM) basket fund was allocated with the primary concern of how the Government of Rwanda (GoR) collects, spends, and manages public resources to impact the economy and society. It adopted a cross-cutting approach to achieve sound economic management, reliable public services, and government accountability.








Study and consultancy Fund

The study and consultancy fund complemented the bilateral programme by mobilizing expertise to strengthen institutional and organisational capacities of public institutions in Rwanda linked to the sectors of the bilateral programme, i.e. health, agriculture and Urbanisation projects as well as transversal themes such as climate, gender and digitisation. The fund was managed in close collaboration with the Ministry of Finance and Economic Planning, MINECOFIN.



OBJECTIVES & SCOPE OF THE PROGRAMME

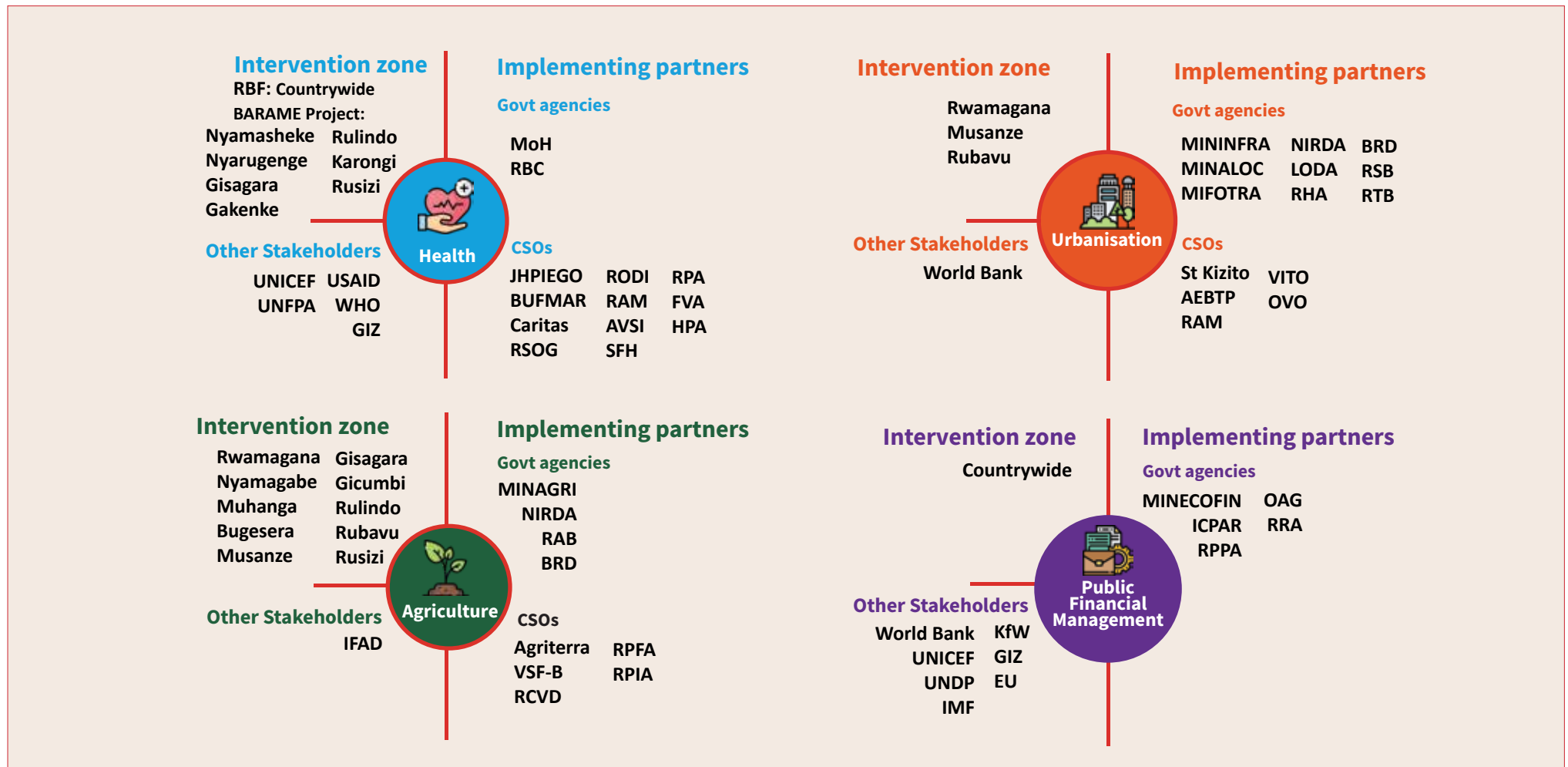
The objectives of the 2019-2024 Belgium-Rwanda bilateral cooperation programme are pertained to the interventions structure and budget allocation as presented in the below descriptive graphics:

 Health Delivery of Sexual & Reproductive Health Services, including Family Planning (FP) Services. Ensuring access to healthcare for households is increased.		 Agriculture Ensuring revenues for farmers' households and other private actors in the targeted agricultural value chains (pig and poultry) increased in a sustainable manner.			 Urbanisation Ensuring urban infrastructure for inclusive and sustainable economic development is functional and expands further.	
Sexual & Reproductive Health-Result Based Financing (RBF)	Sexual and Reproductive Health-Barambe Project	Multi-Donor Trust Fund (MDTF)	Inclusive and sustainable value chain development in the Pig & poultry-PRISM	Promoting private sector investment in pig and poultry value chains-PRISM	Urban development in Rubavu, Musanze & Rwamagana	Inclusive economic development through Made in Rwanda (MIR) construction sector
€26.7 M	€18 M	€14.5 M	€7.85 M	€7.65 M	€19.84 M	€8.16 M
 Public Financial Management Support Rwanda's socio-economic transformation through effective and accountable public financial management" as per the mission statement set out in the PFM Sector Strategic Plan (2018-2024)					Public Financial Management €5.5 M	
 Study and consultancy Fund Complement the bilateral programme by mobilising expertise to strengthen institutional and organisational capacities of public institutions in Rwanda					Study Fund €3.014 M	



PROGRAMME STRUCTURE AND PARTNERSHIPS

Throughout the five-year Belgium-Rwanda bilateral cooperation programme, key partnerships were leveraged to ensure a minimal duplication of effort and involvement of various stakeholders across the interventions.





HEALTH



INTERVENTION

1

The health intervention under the Belgium-Rwanda Bilateral Cooperation Programme 2019-2024 aimed at enhancing maternal, neonatal, child, adolescent, sexual, and reproductive health services. Implemented through the Result-Based Financing (RBF) and Baramé projects, the initiative focused on improving healthcare quality, access, and outcomes across Rwanda. Key activities included infrastructure development, capacity building, data quality improvement, and community engagement. These efforts significantly contributed to Rwanda's health sector by ensuring sustainable and impactful improvements in healthcare delivery and outcomes.

The overall health programme was implemented **through two inter-twined components:**



Result-Based Financing-RBF Project:
Government-managed, covering 30 districts.



Baramé Project: Focused on seven districts, co-managed with Rwanda Biomedical Centre (RBC).

KEY ACHIEVEMENTS IN THE HEALTH SECTOR



Women receiving their first routine antenatal care (ANC 1) visit within the first trimester rose

From 42%
To 52%

Women receiving their four routine antenatal care (ANC 4) visits

From 35%
To 47%



Modern contraceptive use among women aged 15-49 rose

From 47%
To 55%



Post-partum family planning uptake within six weeks after delivery increased

From 32%
To 67%



Maternal Mortality Ratio per 100,000 live births declined

From 149
To 93

Perinatal Mortality Rate per 1,000 live births declined

From 26
To 20.6



Health facility delivery increased

From 88
To 94



Provision of medical and non-medical equipment

1,000+

COMPONENT ①



Result-Based Financing (RBF Project)

SPECIFIC OBJECTIVE 1:

To ensure that all women, newborn, children, adolescents, and men have universal access to quality integrated Reproductive, Maternal, New-born, Child and Adolescent Health (RMNCAH) and/or Family Planning & Adolescent Sexual Reproductive Health (FP/ASRH) services.

Result-Based Financing (RBF) in Rwanda has proven highly relevant, aligning with national health priorities and surpassing all outcome and output targets. Managed by the Single Project Implementation Unit and implemented by the Maternal, Community and Child Health (MCCH) Division, RBF has significantly improved data quality, enhanced programme effectiveness, and ensured efficient resource allocation, leading to sustainable improvements in the health sector.

The RBF project achieved a remarkable success and significant improvements across various domains. Through its comprehensive initiatives and strategic interventions, the project has made substantial contributions to the target areas of focus.

RBF Result 1:

Increase Maternal, Neonatal and Child Health (MNCH) and FP/ASRH coverage through support to the roll-out of annual MNCH and FP/ASRH work plans.

The health intervention made significant strides in improving various maternal and newborn health indicators between the project lifetime. Below are some key achievements in the maternal and newborn health area:

The programme contributed to the construction of Kibagabaga maternity, which is near completion and the purchase of 86 ambulances to strengthen the referral system.



Mockup of the Kibagabaga maternity facility, funded through the RBF component



The RBF Project supported in the provision of 86 brand-new ambulances to strengthen the referral system.



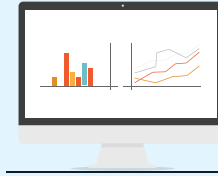
RBF Result 2: Strengthening the national system that utilizes reliable, disaggregated FP/ASRH/MNCH data

Activities under this outcome statement focused on: (1.) Improving the accuracy and relevance of routine data within the Health Management Information System (HMIS) and other sources. (2.) Increasing the utilisation of data at all levels. (3.) Generating information through research to provide a deeper understanding of the data accessible in the routine system.

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

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

IMPROVED QUALITY DATA



Alignment of maternal death
routine data discrepancies

From 10%
To 100%



Reduction of data errors

From 8%
To 1%



Increment of **45%** of requests for data for
decision-making from the government sexual
and reproductive health programmes

COMPONENT ②



Baramé Project

SPECIFIC OBJECTIVE 2:

Ensure evidence based, accessible and quality maternal, neonatal, child, sexual and reproductive health services with increased citizens participation and engagement in seven districts

The Baramé Project was implemented closely with the Rwanda Biomedical Centre (RBC) through Maternal, Child and Community Health (MCCH) Division. The selected strategies were translated into **three results**:

1. Improve the quality and the use of maternal, neonatal, sexual, and reproductive health services
2. Develop strategies targeting (i) better access to quality services for victims of Sexual and Gender Based Violence (SGBV), (ii) better access to quality ASRH services, and (iii) prevention of drug use among adolescents.
3. Promote self-reliance Knowledge Attitude and Practice (KAP) of the community regarding their Sexual and Reproductive Health (SRH).

To promote ownership & leadership of Rwandan partners, flexibility, and accountability from all implementing institutions, the project activities were implemented through different modalities:

- Direct grant to public institutions: MCCH at central level and the seven districts
- Grant through calls for proposal attributed to three NGOs and
- Direct management using Enabel procedures.

The main partners receiving grants were the Maternal, Child and Community Health (MCCH/RBC) the seven districts, three NGOs including “*Bureau des Formations Médicales Agréées du Rwanda*” (BUFMAR); Johns Hopkins Program for International Education in Gynecology and Obstetrics (JHPIEGO), and Society for Family Health (SFH). Other main partners are the Rwanda Health Professional Associations: Rwanda Pediatric Association (RPA), Rwanda Association of Midwives (RAM) and Rwanda Society of Obstetricians and Gynecologists (RSOG).




The comprehensiveness and the continuum of care of the project are designed to address the challenges responsible of maternal and neonatal mortality, teenage pregnancy, SGBV, low performance regarding unmet need for modern Family planning (FP) contraceptive rate. All of these efforts contributed to the following results:

Result 1:

Improve the quality and the use of maternal, neonatal, sexual, and reproductive health services

The training and mentorship programmes aimed to strengthen healthcare capabilities, encompassing ultrasound skills for midwives, mentorship on maternal care, staff capacity reinforcement, quality monitoring, maintenance of medical equipment, inventory management, and training on GBV management. Below is the summary of inputs related to the staff capacity building in different areas of the programme:

A summary of capacity building through training and mentorship:

Competences		Total	Competences		Total
	General management of child health problems from birth at the Hospital, including Emergency Triage Assessment and Treatment Plus Admission Care (ETAT+)	783		Quality improvement project capacity building organised for the core teams from hospital	88
	Emergency maternal and obstetrical care at the hospital level	397		Accreditation process for staff from 16 hospitals in use of standards, policies, procedures and other quality guidelines	243
	Use of ultrasound at health centre level	246		Orientation of health providers on new antenatal and post-natal care guidelines	260
	District-based mentors on basic emergency management of maternal, obstetrical, and neonatal cases for the health centres	300		Primary Health Care Standards, policies, and procedures writing and use for healthcare providers of 132 health centres	238
Trained Community Health workers on polyvalent model	6,632			Maternal, Perinatal, and Child Death, Surveillance and Response (MPCDSR), and death review in peer learning a training of healthcare providers from hospitals and health centres	104
Preventive and curative maintenance of medical equipment and health infrastructure	17		Verbal Autopsy for maternal death review (MDR) a training of healthcare providers from health centres	94	
Inventory and management of drugs and Commodities	94				

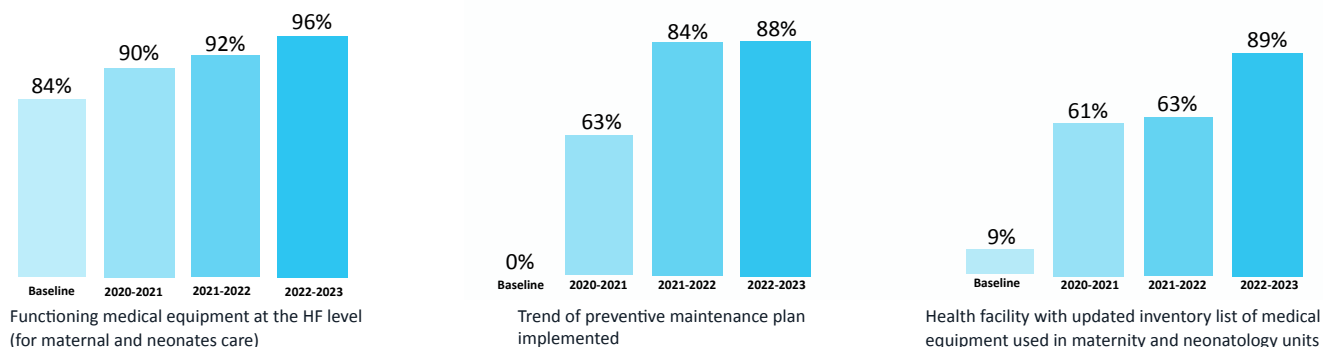
Key newborn health indicators at the health centre level showed significant improvement following the mentorship provided by the project.

INDICATOR NAME	BASELINE VALUE	ENDLINE VALUE
Percentage of newborn care conducted according to guidelines at health centre level*	64%	97%
Percentage of newborns successfully resuscitated at birth	71%	93%
Proportion of newborns who received postnatal care within 24 hours of childbirth in BARAMÉ project supported HC.	94%	100%
The percentage of newborns placed skin to skin after birth for at least one hour	94%	98%
Percentage of newborns put to the breast within 1 hour of birth in BARAMÉ project supported areas	96%	98%

MEDICAL EQUIPMENT

The provision of medical equipment for maternal and neonatal care, contributed not only to saving the life of several populations but also saving money as well as reducing repair costs.

The outcome in relation with provided equipment associated with maintenance is shown below



As result, there was a significant reduction of the cost of repair from **€118,859** in 2021 to **€978** in 2024 and indirectly contributed to save maternal and neonatal life.

The project procured a range of medical equipment using existing procurement at both Single Project Implementation Unit and Rwanda Medical Supply including 312 delivery beds, 19 ultrasound machines, 50 Infant Mobile Incubators 42 Infant radiant warmer machines and 52 CPAP machines.

The project also supported the revamp of the Medical Equipment Management and Maintenance System. This electronic system is being piloted in six hospitals and is expected to be scaled up in all hospitals.



DETAILED LIST OF PROCURED EQUIPMENT



Infant warmer machine
500



CPAP Machine
52



Operating table
6



Ultrasound machine
124



Delivery bed
312



Incubator
42

The introduction of ultrasound scan for all pregnant women at health centres, enabled by the provision of 105 ultrasound machines in Baramè-supported districts, and training for healthcare providers, has reduced unnecessary hospital transfers, improved geographical accessibility and affordability, thus enhancing prenatal services.



Construction and renovation of healthcare infrastructure



Kiyanza health centre maternity wards (Rulindo District)



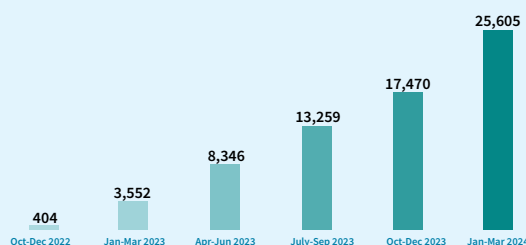
Shagasha Health Centre (Rusizi District)

The project supported the construction and/or renovation of 2 neonatology units, 34 maternity wards, 22 secondary health posts, 7 IOSCs, 40 GBV rooms, 2 youth corners at health centres, and 8 youth centres. The secondary health posts were built or renovated to improve post-partum FP and provide modern FP methods close to the community, particularly in areas covered by faith-based health facilities, while GBV rooms were to provide service to GBV victims at the health centre level, and youth corners to access to sexual and reproductive health at the health centre level.

Achieved results in the seven districts, 2024

- The number of maternal deaths decreased **from 131 in 2021 to 89 in 2024**
- The FP uptake increased up to **more than 60%** in same districts
- The reduction of incidence of hypothermia in neonatal wards **from 67% to 30%**
- Increase of deliveries conducted according to guidelines at HC **from 53% to 95%**.
- The percentage of neonates receiving their first postnatal care visit within 24 hours of delivery increased **from 74% to 94%**
- The percentage of women receiving their first routine antenatal care (ANC) visit within the first trimester rose **from 40% to 53%, surpassing the target of 45.1%**.
- 94.12% of MPCDSR implemented projects were successful with 75% of the recommendations fully implemented

ULTRASOUND SCAN PER QUARTER 2022-2024



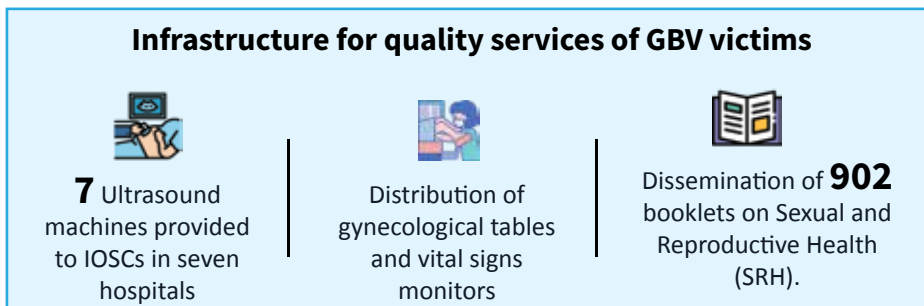
Result 2:

Develop strategies targeting (i) better access to quality services for GBV Victims, (ii) adolescents and youth

a) Access to quality services for GBV Victims

Support provided to the "Isange" One Stop Centres (IOSC) through trainings, equipment, and infrastructure, along with decentralising GBV services at health centre and community level, significantly increased the use of GBV health services. Trained community health workers helped to identify **4,260 GBV victims**.

Of these, **3,821 victims**, including those of physical and sexual violence, were referred to health centres for emergency support, and 3,723 were referred to the Rwanda Investigation Bureau. The number of sexual violence cases seeking care at IOSC rose from 2,444 in 2023 to 2,873 in 2024.



Key achievements include:

- The awareness sessions about GBV prevention reached **620,697 people** including **341,248 women** and **279,449 men** in the seven districts.
- **3,706 friendly** spaces were developed to discuss freely about gender issues, prevention of GBV, rehabilitation and reintegration of the GBV victims.
- 35% of all identified GBV victims were fully reintegrated in their communities.
- **235 GBV victims** were empowered through entrepreneurship training to equip them with knowledge and skills in entrepreneurship and saving and 140 saving groups were created gathering 13,279 women and 585 men.
- **1,306 teen mothers** have been reintegrated into schools due to advocacy and referrals to other stakeholders in the districts.

b) Access to quality SRH services for adolescents

This project component aimed to support youth centers, conduct awareness campaigns, and train peer educators, improving access to adolescent sexual and reproductive health services (ASRH).

By the project's end, over 200,000 youths attended group-education sessions in health centres, and around 36,500 received individual counseling.

In districts with a full-time nurse at the Youth Friendly Centre (YFC), the number of youths seeking services increased significantly:

1. Over the project implementation period, 5,219,543 youth attended the youth centres, where 1,022,110 are new and 4,197,433 are old attendees.
2. 8 youth friendly centres were able to offer family planning services (662,049) HIV testing (287,451), sexual transmissible infections screening (74,856), pregnancy testing (30,358) condoms distributed (713,873) to adolescents and young people in the targeted 7 districts.

To complement the efforts made to improve the adolescent health, anti-drug messages to 286,380 local residents during different community forum to reduce the drug and substance abuse among adolescents;

3. 42 community-based animation cell reached 17,796 adolescents and screened 282 young people with mental health problems linked to drug abuse to be referred at health facilities for proper management.
4. Over a 9-month training on financial literacy and entrepreneurship, for 1088 former drug users, 57 voluntary saving groups were created. As result, 587 participants began income generating activities that fostered their social reintegration.

Key results in training and mentorship under R2

- **Fourteen days (14)** of regular mentorship and supportive supervision, including practical sessions at the HF level, were conducted for the ten biomedical technicians.
- **230 Healthcare Providers (HCPs)** received training on **GBV new guidelines** and case management.
- **8 HCPs trained** on GBV for each hospital and **decentralising GBV services** at Health centre level.
- **68 HCPs** from HCs trained on ASRH manual.

REDUCED TEEN PREGNANCIES

From July 2021 to the reporting period, significant reductions in teen pregnancies were achieved across multiple districts:

Overall, there was a 21% decrease in teen pregnancies across the districts of intervention of Baramé project



Result 3:

Self-reliance Knowledge, Attitude and Practice (KAP) of the community regarding their Sexual Reproductive Health

To develop a comprehensive package for SRH awareness, prevention, and community engagement, a KAP study was conducted in seven districts in Rwanda. The study aimed at understanding health-seeking behaviors, and service utilisation patterns, and identify key gaps. The study found **high levels of knowledge (>80%) on family planning, STI/HIV, MNSRH services (antenatal, delivery, postnatal), danger signs of complications, and breastfeeding.**

Regarding attitudes, **96.2% of contraceptive users use them consistently**, but only 48% of all respondents are confident in their safety.



PROJECT IMPACT STORIES

A new dawn for women's health through Enabel supported secondary health posts

In the lush Mugombwa Sector, Gisagara District, Southern Rwanda, low access to modern family planning was a major issue. Local faith-based health facilities, following religious doctrines, prohibited modern contraceptives. As a result, many women had to travel long distances to obtain these essential services.

Recognising the gap, Enabel, in collaboration with Rwanda's Ministry of Health, initiated the construction of secondary health posts strategically located near faith-based health facilities with an aim at bridging the service gap and provide modern FP methods to the underserved communities.

With the construction of Mugombwa secondary health post, a new chapter unfolded, as observed by Ms Kantarama, a nurse in charge of FP at the health facility. Ms Kantarama observed the transformation firsthand, noting, "Since its inception, the uptake of modern FP services skyrocketed. Women found solace in a private space, free from judgment and our monthly registrations soared since September last year, we have witnessed a remarkable increase in service utilisation."

Alphonsine Niyoyita, a client at Mugombwa secondary health post, echoes the sentiments of transformation, "I started using FP in August 2006. Doctors used to come from Nyabisagara to help us and we met here in Kabuga where people from everywhere gathered. At our health centre there was no FP services, there was no doctor to help us because we were told that the health facility belongs to religious people who do not accept this kind of service. But the new secondary health post is well equipped, any FP method is readily available for us, whether you need a pill or any other method, you will certainly get it, unlike back then. We are grateful for the partners who have managed to bring this project to fruition."

Under the Barambe Project, 22 secondary health posts have been constructed across seven districts to enhance community access to modern family planning services. These facilities brought essential healthcare closer to underserved populations, reducing travel time and improving service uptake.



“Since its inception, the uptake of modern FP services skyrocketed. Women found solace in a private space, free from judgment.”

The Secondary Health Post has significantly skyrocketed the uptake of modern FP services in Mugombwa Sector

From victim to victory; Charlotte's journey of empowerment with Enabel's Baramé project

In the serene hills of Rugabano in Karongi District, Charlotte Nishimwe's life took an unexpected turn. "I was 25, when I experienced rape, my life went downhill. I wasn't prepared for marriage or motherhood at that age. I had no job and lived with my mother in Kigali." Charlotte had completed her secondary education, but fear held her back from seeking employment. "It was a hard time, and I felt lost," she admits. The turning point came with Enabel's Baramé project, which aimed at improving access and quality of comprehensive services for GBV victims.

Initially, Charlotte earned Frw 10,000 per month from hair clipping, but competing with experienced male clippers was challenging. "I wondered, 'What if I become a shoemaker,'" she says. She learned the craft from a skilled shoemaker who had honed his skills in prison. "To my surprise, he agreed to teach me for free," Miss Charlotte recalls. She invested 10,000 Rwf in tools and continued her training.

Charlotte's perseverance paid off. "All I needed was knowledge to overcome my fear. And I got it," she says. She also joined a saving group, where she saved Frw 2,500 each week. "We all attended the 'Work Ready Now, Be Your Own Boss' training by Enabel. That meant that I had to save Frw 10,000 every month, earned from working for myself."

Today Charlotte stands as a beacon of resilience and empowerment. Juggling her roles as a mother, entrepreneur and community member, the Enabel Health Programme offered Charlotte more than just financial assistance. It provided her with a roadmap to reclaim her life and forge a future for herself and her family. "My life has undergone a profound transformation. Baramé equipped me with the tools and confidence to stand tall on my own. I am deeply grateful for the support and opportunities it has afforded me," she admits. Charlotte's journey serves as a poignant reminder of how targeted interventions can metamorphose lives. Through initiatives like Baramé, victims of gender-based violence, like her, can discover hope, resilience and a renewed sense of purpose.

Charlotte's story is just one among many. Thanks to Enabel's health intervention, she and other victims of GBV are finding the support they need. Over 230 healthcare providers were trained on how to handle GBV cases. At the hospital level, 114 healthcare heroes, including doctors, GBV officers, social workers and psychologists, received special training and mentorship. These dedicated professionals are now equipped to provide the care and guidance victims like Charlotte deserve.

GBV victims need a space and an infrastructure to find a safe place for treatment and healing. With this in mind, eleven safe rooms were set up, providing a haven for victims to recover. Alongside, three Isange One Stop Centres stand tall; offering everything victims needed under one roof – medical care, legal help and counselling. With renovations spanning across healthcare facilities like Nemba, Gakoma, Muhima, Rutongo and Gihundwe hospitals, among others, the infrastructure for support is fortified. These centres became beacons of hope, guiding survivors towards a path of healing and justice.

Empowered and skilled, Charlotte at work, transforming her life and future, one pair of shoes at a time, with support from Enabel's Baramé Project.



"The Baramé Project helped me immensely. I received a hair clipper with a small machine from BBOX, which I could pay back later. We underwent a month-long training that awakened our potential," reminisces Charlotte.



From arduous journeys to accessible care; Enabel's impact on Shagasha's healthcare services

The absence of a health centre had long posed a significant challenge to the residents of the remote Shagasha Sector, where pregnant women and the sick were forced to endure arduous journeys to distant health facilities, often resulting in delayed or missed medical care. This was the reality until Enabel intervened with the bilateral five-year programme to transform healthcare access for the underserved community.

Godberta Icyimpaye, a 30-year-old resident of Shagasha village, recalls the harrowing past: "Before having this health centre nearby, it was difficult for us to access healthcare services. We had to travel to Gihundwe or to Kadashya and each trip costed us money for tickets, and if it rained, it became more difficult for us."

The absence of a health centre in the vicinity meant perilous journeys for expectant mothers, risking both their lives and those of their unborn children. "A pregnant woman would give birth on the way or she would endure four hours of long stretches on foot because they are weak and this could cause the death of the baby or the mother," laments Icyimpaye.

Recognising this pressing need, Enabel intervened by supporting the construction and Equipment of the Shagasha Health Centre. This initiative aimed to address the limited capacity for early detection of risks and complications linked to pregnancy in Shagasha Sector, the only sector in Rusizi District without a health centre at the time.

The impact of this intervention has been profound. Icyimpaye shared, "Things are looking up now. There haven't been any maternal deaths during childbirth in our community. Everyday health needs are met without exhausting journeys. We receive timely care, and visiting loved ones hospitalised here is now hassle-free."

Mukantagara, another local resident who lives near the new health centre, is also delighted to have this facility so close to her home. "Nowadays, someone can leave home at 7 o'clock in the morning and arrive here by 8 o'clock. Before the project we used to spend more than five hours walking to the nearest health centre. Life is easy now. We owe a debt of gratitude to Enabel and the Government of Rwanda for bringing development within arm's reach."

Marie Nyirangirumpatse, the Head of Shagasha Health Centre, emphasized the difference the centre has made. "Having this health centre and the equipment provided by Enabel through Barambe Project has been invaluable, the travel distance to seek healthcare was reduced, hence saving both lives and money."

"When the health centre was launched, the maternity was fully equipped, making it suitable for maternal delivery," Nyirangirumpatse added.

Shagasha health centre is one of the three Health Centre established to extend healthcare access to underserved regions. Enabel's project spanned seven Rwandan districts, providing necessary equipment and training. Renovations improved maternity units, and substantial medical equipment investments included incubators, operating tables, and ultrasound machines, significantly enhancing healthcare services for Rwandans in remote areas.

Shagasha health centre is currently fully equipped with neonatal equipment



Improving Mother and Baby health: Enabel's touch across Rwanda

In the faraway village of Rubengera, Rwanda, keeping mothers and babies healthy during pregnancy was a big concern. Before Enabel's Barambe Project, getting proper care was tough.

Lydia Umuhoza, a nurse who has been working from there for quite some time, can recall the situation: "Mothers could arrive late with pregnancy risk leading to delivery complications, but then, a special change happened, thanks to Enabel/Barambe project that brought ultrasound machines.

This machine manipulated by a nurse like Umuhoza, changed everything, giving them a peek inside the womb of the pregnant woman to ensure that everything was going well. But Enabel didn't just stop only from there, they also taught nurses how to conduct an Ultrasound scan. Nurse Umuhoza says, "We even have anatomical models for practices; with them, we have increased our skills of taking care of the mother and her baby".

Felicienne Yankurije, one of the mothers who got the Ultrasound scan, says it made a big difference for her. This machine gave Elicienne peace of mind, knowing her baby was safe in her womb. She says she wouldn't have known it. With Enabel's help, mothers like Felicienne could relax and focus on their babies.

In total 124 ultrasound machines were procured for 105 health centres across the seven districts where Enabel's Barambe project operated, namely Karongi, Nyamasheke, Rusizi, Gisagara, Gakenke, Rulindo and Nyarugenge bringing positive changes to mothers and babies.



The provision of Ultrasound has revolutionised the antenatal healthcare service delivery at Healthcare Centre level

“

With our own Ultrasound machine available, every pregnant woman who comes in for an antenatal visit can see her baby and leaves with her Ultrasound results in hand," Umuhoza says enthusiastically.

”



AGRICULTURE



INTERVENTION ②

The agriculture intervention aimed at sustainably increasing the income of farmers' households and private sector actors within agricultural value chains, namely pig, poultry and animal feeds. This intervention was implemented through two distinct components: the **Multi-Donor Trust Fund (MDTF)** and The **Partnership for Resilient and Inclusive Small Livestock Markets (PRISM)**.

KEY ACHIEVEMENTS IN THE AGRICULTURE SECTOR



Average Maize yield increased from **1.7 MT/Ha** to **4.5 MT/Ha**



60 local private veterinarians established, increasing regular access to vets from **564** to **8,774**



Animal mortality rates decreased: pigs from **7.5% to 5.8%**, chickens from **9.4% to 7.4%** (from 2021-2023)



18,000 farmers (**12,300** in poultry and **5,700** in pig farmers) received capacity building through Livestock Farmer Field School (LFFS)



Installed five metallic silos to increase national grain reserves from **8,000 MT** to **18,000 MT**



21,247 doses of high genetic merit boar semen distributed, resulting in **158, 880** piglets



11 companies received machinery, equipment and technology to enhance their production capacity and quality



399 value chain actors received loans totaling Frw **10.38 Billions** with an interest rate subsidy amounting to Frw **2.13 Billions**



240 farmers producing black soldier fly protein



13,387 jobs created



7 Artificial Insemination Centres (pigs) established in Muhanga, Gicumbi, Bugesera, Rusizi, Rwamagana, Rulindo and Rubavu districts, that are distributing semen doses to remote farmers using Zipline airlifting technology

COMPONENT ①

The Multi-Donor Trust Fund (MDTF)

Managed by the World Bank in collaboration with Rwanda's Ministry of Agriculture and Animal resources (MINAGRI), the Multi-Donor Trust Fund received financial contributions from the UK Department for International Development (DFID) (£36 million), the Kingdom of the Netherlands (USD 14.4 million), and the Kingdom of Belgium through Enabel (€14.5 million). Additionally, the World Bank provided an IDA credit of USD 100 million to support Rwanda's Program for Results, Phase 2 (PforR-2). The overall goal of this programme was to advance the commercialization of agricultural value chains in Rwanda, in line with the Strategic Plan for the Transformation of Agriculture (PSTA4).

MDTF disbursements were linked to achieving specific targets based on the following indicators:

- DLI1. Organisational Development Plan prepared and implementation
- DLI2. Improved analytical and policy reform competencies demonstrated (PSLS)
- DLI3. Digital information platforms designed and operational
- DLI4. Mechanism to strengthen Ag PPD and VC Platforms designed\ implemented
- DLI5. New irrigation area identified, developed and/or managed,
- DLI6. New terracing area identified, developed and/or managed
- DLI7. Volume of private sector investment (in US\$) matching public financing
- DLI8. Private sector extension service models designed, launched positive response
- DLI9. Reform of RAB

COMPONENT ②

The Partnership for Resilient and Inclusive Small Livestock Markets (PRISM)

The Partnership for Resilient and Inclusive Small Livestock Markets aimed at increasing revenues for farmers and private actors in the pig and poultry value chains. By attracting private sector investment and providing technical assistance, thus significantly enhanced productivity and profitability in agriculture.

During the project timeline, significant strides were made in agriculture sector through a collaborative effort involving various organizations spearheaded by Enabel. These comprehensive efforts under the PRISM project have led to substantial advancements in the agriculture sector. These achievements are detailed in the following key areas:

SPECIFIC OBJECTIVE 1:

Develop Inclusive and Sustainable Feed, Pig & Poultry Value Chains.

Outcome 1

The feed industry supplies affordable and quality feed, which includes locally sourced ingredients.

- **6,840 smallholder farmers received capacity-building support to improve maize and soya yields, increasing the availability of locally sourced animal feed ingredients.** The project effectively organised smallholder farmers into 226 Farmer Field School (FFS) groups, resulting in tangible improvements in maize and soybean yields.



A total of **6,840 farmers** participated in **226 FFS groups**, leading to increased production of animal feed ingredients.

- **Improving the quality and quantity of maize and soybeans production, aggregation, and sale. Through Out-growers (OSC) service company.**

The Out-grower Service Company (OSC) model, spearheaded by Agriterra, one of PRISM Enabel implementing partners, aggregated 5,390 MT of maize and soybean produced by the 13 cooperatives. Out of this produce, the OSC was only able to sell 1,137.97Mt (21%). Of this quantity, 700 (62%) were effectively delivered to animal feed companies (grade 3 grain) while 437.97 (MT (38%) was sold to human food producing companies.



With the Out-grower Service Company (OSC) model, the average yield for maize increased from 1.7 MT/Ha to 4.5 MT/Ha.

This increase in aggregation and selling shows that there is potential for growth allowing the OSC to progressively reach financial autonomy, despite the very competitive grain market situation. The findings from the MT assessment indicated that the average yield for maize increased from 1.7 MT/Ha (Baseline 2021) to 4.5 MT/Ha (Achievement by June 2024), exceeding the end-term target of 3 MT/Ha by 106.6%. The productivity of soybean increased from 0.4MT to 0.8Mt per hectare.

Additionally, the project supported **the increment of the national grain reserves stocking capacity** that intended to improve efficiency and cost-effectiveness for storage solutions for food quality grains in the country, thus reducing post-harvest losses as well as **increasing the Ministry's stocking capacity from 8,000 MT to 18,000 MT**. This has indirectly benefited the animal feed sector through its increased periodical sell-offs.



Five metallic silos installed in Nyagatare to increase the capacity of National Strategic Grain Reserve for maize grains from 8000MT to 18,000MT.

The availability and quality of animal feed have seen considerable enhancements. Superior feed formulations ensure livestock receive the essential nutrients for optimal growth and health, directly contributing to the success and sustainability of animal farming.

Outcome 2

Increasing productivity and profitability in the poultry and pig value chain actors



Technical capacity building for livestock farmer field school (LFFS) has increased productivity in pig and poultry value chains

Technical Capacity Building for Livestock Farmer Field School (L-FFS): Through L-FFS, farmers benefited from quality extension services, resulting in increased production and improved market linkages. **300 facilitators were trained as ToTs (205 in poultry, 95 in pig farming) and formed 600 L-FFS groups who transferred their knowledge to 18,000 out of which 12,300 poultry and 5,700 pig producers.** RAB collaborated closer with other stakeholders under PRISM-Enabel project in developing for instance farm business game in addition to FFS and L-FFS extension services. Thus, some L-FFS and FFS group members got an access to finance from banks (BK, RIM, Equity etc.) linked to PRISM-Enabel project.

- **Smallholder farmers for commercial oriented livestock:** PRISM has helped Small Holder Farmers (SHFs) in 10 districts **switch from traditional to market-oriented poultry and pig farming**, significantly improving their income and profitability. As an example, one lead farmer of broiler chicken saw his income increasing from Frw 600,000 to Frw 1,140,000, a layer farmer saw his income increasing from Frw 400,000 to Frw 6,300,000, and a pig farmer saw his sales up to Frw 7,800,000 on average.

- **Enabling the decrease of animal feed costs on smallholder farms through project efforts to produce insect protein (Black Soldier Fly).** The pilot on the production of **Black Soldier Fly's (BSF)** maggot meal to feed chicken and pigs undertaken in collaboration with **Vétérinaires-Sans-Frontiers Belgique (VSF-B)** and **Rwanda Agriculture Board** showcased positive results: there was an **increased performance and reduced feeding costs, substituting soybean protein (25%) with BSF protein in chicken feeds.** VSF-B supported the production of BSF maggot meal at 240 SHF farms across 4 selected districts, namely: Rusizi, Gisagara, Rulindo and Rwamagana.



Black soldier fly (BSF) farming has reduced animal feed cost substituting soybean protein up to 25%

Parameters	2023/Season B	Observation
BSF SHFs established	240	The BSF piloting project showed a good adoption rate by Small Holder Farmers (SHFs) across targeted four districts, feed containing BSF protein produced a positive effect in increasing of production and contributing to reduction cost of animal feed. However, BSF is still a new initiative that need further research to analyse its cost effectiveness at small scale farming.
Quantity of BSF produced	7,557kg	
Animals fed with a diet containing BSF	50,795 Chicken	
	5,881 Pigs	
New workers hired by BSF-farmers	134	

- **Developing affordable, reliable, and effective veterinary services across project districts of intervention:** To improve access to affordable and effective veterinary services, partner VSF-B established **60 local private veterinarians (14 females, 46 males)** in 10 PRISM intervention districts. This led to **increased coverage, with farmers having regular access to vets rising from 564 to approximately 8,774.**

The number of consultations per vet increased from **23 to 58 per week.** **Animal mortality decreased from 7.5% to 5.8% in pigs and from 9.4% to 7.4% in chickens from 2021 to 2023.** The number of **animals treated surged from 23,759 to 285,128.** All 60 vets now run profitable businesses with **gross monthly incomes between 350,000 to 1,444,992 RWF,** and **vet service costs dropped by an average of 32%.** Additionally, vets inseminated 2,510 sows, resulting in approximately 13,224 piglets from 962 sows.



Capacity building of local private veterinarians improved access to affordable and effective veterinary services.

- **Genetic improvement in pigs:** To combat low performance due to inbreeding, artificial insemination (AI) in pigs has been promoted using semen from high genetic merit boars of breeds such as Pietrain, Landrace, Camborough, Duroc, and Large White. This initiative, in collaboration with RAB, led to the establishment of **seven (7) AI centres scattered in Bugesera, Muhanga, Rusizi, Rubavu, Gicumbi, Rulindo and Rwamagana districts**, each one producing at least **160 doses** of semen per week.

In the effort to increase availability and improve pig breeds, the programme also facilitated **the importation of 32 boars and 20 exotic sows to enhance semen quality**. By end of 2023, **21,247 semen doses** were produced, with **13,750 doses delivered to farmers via Zipline drones**, ensuring timely delivery. AI has significantly increased piglet numbers, with **19,860 sows inseminated since 2021**, resulting in approximately **158,880 genetically improved piglets**. Additionally, **365 AI technicians were trained**, expected to inseminate 18,250 pigs monthly.



Ensuring genetic excellence, a vet expert collects high-quality boar semen and a lab technician analyses it at a state-of-the-art breeding centre in Nyamata, eastern Rwanda.

SPECIFIC OBJECTIVE 2:

Attract private investment to develop a modern value chain to producing high quality products to substitute import and promote export.

Outcome 3

Priority investments are realised by the private sector with the support of the intervention

To boost funding and investment in pig and poultry value chains, the project introduced two financial tools: (i) the **Access to Technology Facility**, which provides a 50% co-financing matching grant for investments, and (ii) the **Access to Finance Facility**, which **subsidizes loan interest rates by 8% for private lenders at commercial banks and MFIs**.

These tools supported the private sector development by enhancing the quality and quantity of pig meat, chicken, and eggs, meeting food safety standards for domestic and export markets.

- **Access to Technology (NIRDA)**

Eleven (11) private companies (4 in poultry, 3 in pig farming, and 4 in animal feeds) received machinery, equipment, and technology to enhance their production capacity and quality.



Machinery, equipment and technology provided to private companies enhanced their production capacity and quality.



● Access to Finance and Interest Rate Subsidy (IRS) Facility

The Access to Finance tool, implemented by the Development Bank of Rwanda (BRD), addressed a wide range of project types and financial needs for value chain actors by reducing loan interest rates by 8%. **BRD collaborated with eight (8) financial institutions and has trained staff from 11 commercial bank branches and 12 MFIs.**

By the end of the project, a total of 399 value chain actors (310 males and 89 females) received loans with reduced interest rates, facilitated by an interest rate subsidy amounting to Frw 2,137,842,977. This subsidy enabled the disbursement of loans totalling Frw 10.38 billion, supporting 193 pig farming projects, 192 poultry projects, and 14 animal feed initiatives. These targeted investments have significantly enhanced the agricultural sector's capacity and resilience.

● Strengthening the capacity of private sector actors in these value chains

Since the introduction of the Business Development Service (BDS) programme, **75 staff members (40 males, 35 females) from 30 private companies**, including nine women-led enterprises, have received training in financial management, business planning, marketing, and standards. Additionally, **50 specialized veterinarians and farm advisors (35 males, 15 females)** from medium and large-scale livestock farms have been trained in business management and entrepreneurship.

Training was also provided to **45 butchers, meat processors, and chefs (30 males, 15 females) in slaughtering, meat cutting, food safety standards** and regulations such as GAP, GMP, GHP, ISO/FSSC 22000:2018 & HACCP etc.).

The BDS programme has significantly enhanced SME efficiency, profitability, and compliance with market regulations, leading to increased productivity, income, job creation, and sales. To ensure the sustainability of this training, representatives of pig, poultry farmer associations and meat platforms have been also trained as TOTs to extend the skills received and monitor its implementation.

● Enforcement of regulations & standards

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

● Training on Farmers Business Game

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

Outcome 4

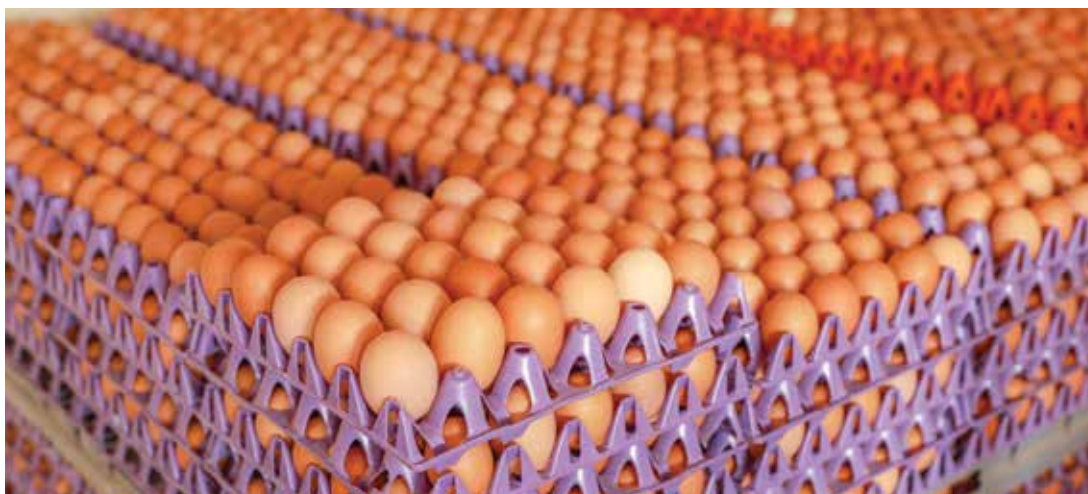
An improved regulatory and conducive environment created to facilitate private investment and growth for the targeted value chains.

In collaboration with the Ministry of Agriculture and Animal Resources, several information campaigns have been conducted to improve the regulatory environment, raise awareness about diet and health issues, and change perceptions regarding eating habits.

Since 2021, an information platform has been providing technology, finance, and market information to value chain actors. Targeted campaigns have also been launched to enforce standards and regulations in the poultry and pig value chains. A consumer survey showed that radio and TV communications significantly increased awareness, with approximately 90% of consumers now recognizing the importance of consuming eggs, chicken and pork for a healthy diet.

The Behavior Change Communication (BCC) Programme produced and aired 225 radio shows, 8 radio and TV spots, and 1,000 didactic audio-visual materials, significantly influencing consumer preferences. Pork and chicken have become the first and second preferred meats, with preference changes of 44.3% for pork and 38.6% for chicken.

The increased availability and accessibility of market data through the CICA MINAGRI E-Soko platform have also played a crucial role, with 1,439 users accessing real-time product price and market condition information. The BCC Programme's impact extended to job creation, with a study revealing the creation of 9,828 new jobs, including 4,855 for youth and 4,973 for women. These jobs were created in various sectors such as pig and poultry farms, egg selling, slaughterhouses, bars, and restaurants, contributing to the increased consumption and availability of pork and chicken products.



Through CICA-MINAGRI's BCC campaigns, the consumption of pig and poultry meat increased drastically

Information Campaigns and Market Data Access



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The E-Soko platform by CICA MINAGRI provided real-time information on product prices and market conditions, currently used by 1,439 users.

Outcome 5

Increased coordination to foster innovation & coordination.

Institutional development and value chain associations

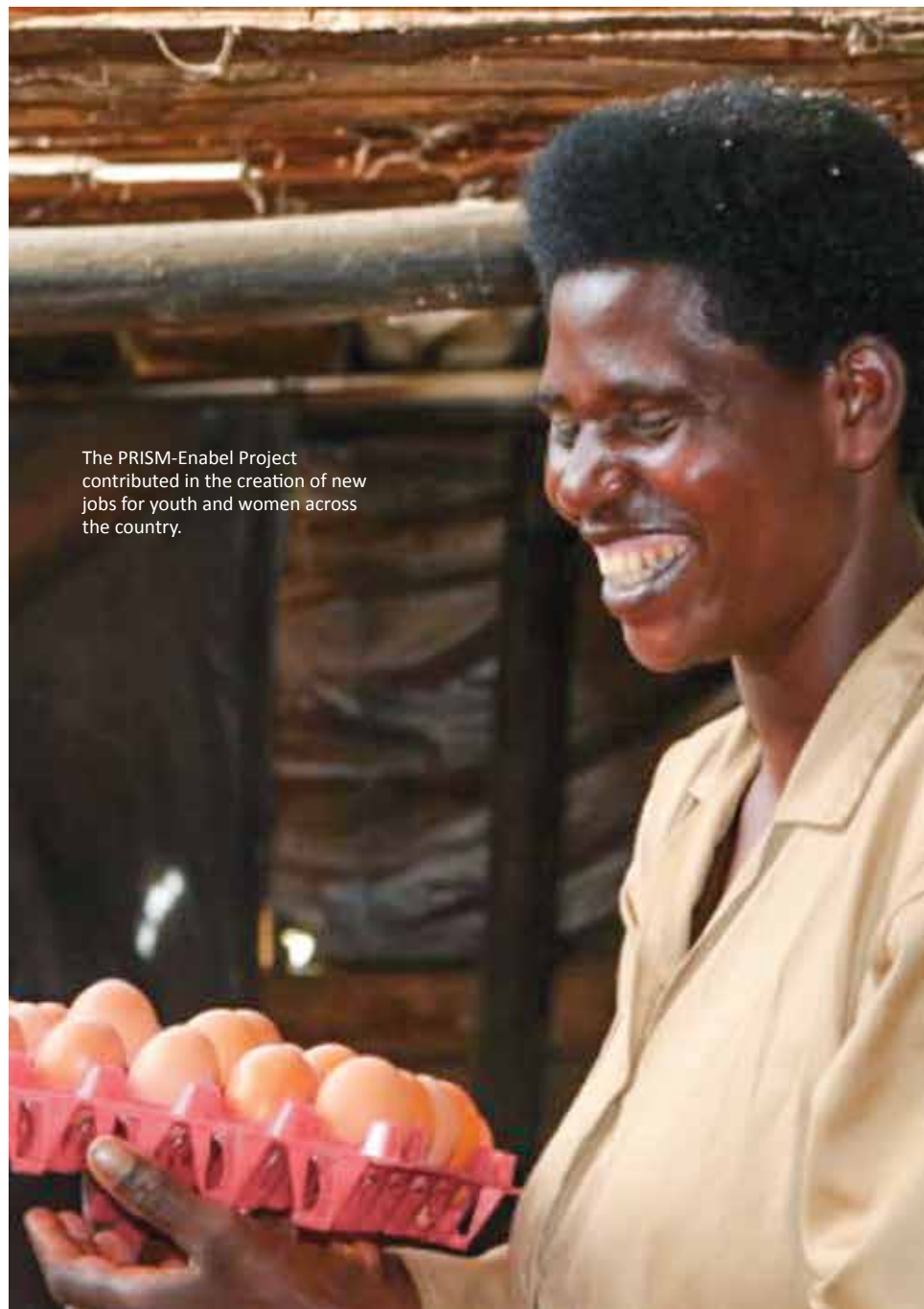
To support the institutional development of value chain sector associations, PRISM helped the Rwandan Poultry Industry Association (RPIA) and the Rwandan Pig Farmers Association (RPFA) develop strategic plans and organize general assemblies to formally launch these plans. Since PRISM Enabel's support began, membership has increased significantly: RPFA now has 100 members (40% women) and RPIA has 150 members (60% women).

PRISM Enabel continues to assist both associations in resource mobilization, enhancing their ability to secure funding from donors, partners, and the government. This support includes providing office equipment and strengthening their capacity to capture funding opportunities. The growth in membership and strategic planning marks a significant step forward in institutional development, positioning these associations to better serve their members and the broader agricultural community.



Training and capacity building

- 75 staff members from private companies received training in financial management, business planning, marketing, standards, bookkeeping, and business plan drafting.
- 50 specialized veterinarians and farm advisors from medium and large-scale livestock farms were trained in business management and entrepreneurship.
- 45 individuals received training on slaughtering, meat cutting, handling, and applying hygienic and international food safety standards.
- 122 public and private meat inspectors were trained on regulations for the production and trading of pork and chicken meat products.
- 213 L-FFS facilitators were trained in practical business decision-making using the Farmer Business Game approach.
- 4,000 farmers were trained in livestock management, animal health management, nutrition, income, gender and family focus, and environmental management



The PRISM-Enabel Project contributed in the creation of new jobs for youth and women across the country.



Through technology adoption and innovations, PRISM Enabel delivered genetically-improved semen doses to remote pig farmers across the country, using drones.



Technology adoption and innovations

- Artificial insemination (AI) technology introduced to promote genetic improvement in pigs.
- Air delivery of improved genetic pig semen doses to remote farmers across the country through Zipline partnership.
- High genetic merit boars of Pietrain, Landrace, Camborough, Duroc, and Large White breeds were introduced for AI.
- Seven artificial insemination centres established and operational.
- Individual farmers adopted new farming practices such as black soldier fly (BSF) farming and innovations like sausage production, slaughterhouse construction, and



PROJECT IMPACT STORIES

Pigs do fly as boar semen takes to the skies in Rwanda

According to Rwanda's 2020 Agricultural Household Survey, the country's pig population is estimated at 1.2 million and pig farming has become a profitable business. Driven by technology and innovative breeding methods, farmers have adopted Artificial Insemination (AI) to produce new and highly-productive pig breeds, improving the quality of pork on the local market while boosting their earnings in return.

Artificial Insemination of sows with the semen of high genetic merit boars is a key factor in improved genetics in Rwanda's pig population, with increased meat yields being a major benefit. Through Enabel in Rwanda's agriculture project, Partnership for Resilient and Inclusive Small livestock Markets (PRISM), which focuses on pig and poultry value chain development, the Rwanda Agriculture and Animal Resources Development Board (RAB) has set up AI centres across the country.

More than 85 000 euro was allocated for the establishment of the first pig artificial insemination centre in Muhanga District in the southern province of Rwanda. RAB then partnered with Zipline Rwanda, a high-end technology company known for delivering blood and blood cells to hospitals around the country by drone, to include Swine semen distribution in their delivery packages.

Before the creation of the transportation facility, AI in pigs was impossible as pig semen has a shelf life of less than seven hours. Pig conception would fail as a veterinary doctor would have to make a long journey to RAB headquarters to get the semen. Often, by the time s/he would return to inseminate the pig, it was no longer in heat. In addition, a farmer would have to pay Rwf 3,500 (about 3 euros) for pig semen, plus the veterinary doctor's transport fees to and from RAB headquarters. The transport fees are now paid by the government as subsidies to help farmers.

An Enabel-supported project in Rwanda that uses drones to deliver pig semen to vets throughout the country is bringing new meaning to the saying, Pigs might fly.





Flying solutions to revolutionize pig farming with Zipline drones

One of the most innovative aspects of this project is the use of Zipline drones to deliver semen. “Farmers can place orders via mobile phone and the drones deliver the semen to the nearest health centre,” assures Ms Niyoyita. From there, veterinarians pick it up and carry out the inseminations on farms. This technology ensures that even farmers in remote areas have access to high-quality genetic material, enabling them to improve their herds.

Rwanda now hosts seven AI breeding centres, enhancing access to improved pig breeds and fostering farmer proficiency in AI techniques. This has led to improved pork quality, increased productivity and higher incomes for farmers, marking a significant advancement in the country's pig farming sector.

The PRISM project promoted pig genetic improvement by introducing high-quality breeds and AI, training 365 technicians and establishing seven AI centres. By June 2023, 21,247 doses were distributed, resulting in 158,880 piglets from 19,860 inseminated sows, doubling productivity compared to natural mating.

The rise of Mothers' Farm through Enabel's PRISM project

Nestled in the thriving community of Kimironko, lies an interesting example about how Mothers' Farm, a humble broiler breeding farm transformed into a thriving business with the support of Enabel.

Mothers' Farm began its journey in 2017 with a simple yet ambitious goal: to breed broilers, raise them and bring high-quality poultry meat to the market. Initially, the farm faced significant challenges. "Raising chickens without a means of bringing the product to market was a big challenge," explains the manager of Mothers' Farm, Beatha Mpinganzima. Transporting the produce to customers was difficult and discouraging.

In 2019, Mothers' Farm learned about Enabel-supported open call competition, an initiative led by National Industrial Research and Development Agency aimed at supporting breeders in need of assistance. They applied and were fortunate to win. This victory marked the beginning of a new chapter for the farm. Enabel's support came in the form of essential storage equipment, including refrigerators with a capacity of four tons and a vehicle capable of transporting one ton and 300 kg of meat to the market.

With the new equipment, Mothers' Farm experienced a dramatic turnaround. "Since Enabel came into our lives, things have been very successful. Production has almost doubled and our customer base has nearly doubled as well," Mpinganzima proudly shares. "The farm could now efficiently slaughter chickens, store them properly, and transport them in refrigerated vehicles, ensuring freshness and quality upon delivery," she adds.

The impact of Enabel's intervention extended beyond mere logistics. It opened new doors for Mothers' Farm, allowing them to attract more customers across town, particularly in areas like Nyarutarama and Kibagabaga. The farm now supplies over three tonnes of chicken meat per week, significantly contributing to the protein needs of the local population.

Beatha Mpinganzima, the managing director of Mothers' Farm, inspecting little chicks at their farm.





Anita Kanyange, the managing director of Ngango Holdings Ltd

Cultivating success in Rwanda's agricultural heartland

Nestled in the lush greenery of the Rwamagana region, on the shores of Muhazi lake, lies the story of transformation brought forth by Enabel. Through a bilateral programme spanning from 2019 to 2024, Enabel embarked on a journey to support Rwanda's sustainable development goals, touching lives and reshaping futures.

One such success story emerges from Ngango Holding Ltd, represented by the resilient Anita Kanyange. Ngango Holding Ltd specialises in breeding, primarily focusing on pig farming, but also embracing other small livestock ventures. Mrs Kanyange reminisces about the early days when their passion for farming lacked the professionalism and dedication needed for success. However, with the guidance and support from Enabel's PRISM project the tides began to turn. "Through Enabel's guidance and support, we transformed our passion for farming into a thriving business. We now make strategic decisions, focusing on monitoring, evaluating and advancing. Enabel's expertise remains a guiding force, inspiring our pursuit of sustainable success," rejoices Mrs Kanyange.

The impact was tangible. Enhanced husbandry management practices revitalised the farming landscape and has empowered Kanyange to envision the venture as a serious business. Embracing Enabel's encouragement to delve into accounting and management practices, Ngango Holding's team gained clarity on bookkeeping, profitability and sustainability.

Kanyange's journey took her all the way to Belgium, where she experienced first-hand the marvels of modern farming techniques and machinery at the renowned Libramont Fair. "Meeting global farmers and breeders, I admired their dedication. With their guidance, I'm empowered to lead and inspire. I brought home fresh ideas and a commitment to elevate my business," said confidently Kanyange.

The PRISM project improved farming with better housing, health and nutrition, boosting productivity and animal welfare. They also trained 45 butchers, meat processors and chefs in Rwanda on slaughtering, meat cutting and hygienic practices. Moreover, they trained representatives from pig and poultry farmer associations as trainers of trainers (ToT) to ensure the skills are passed on and implemented sustainably.

Ms. Kanyange is one of over 300 trained facilitators and she has assisted to influence around 18,000 farmers in Rwanda with her expertise in poultry and pig farming. And Aluta continua!

The Out-growers Service Company, a PRISM-Enabel initiative boosting animal feed production

Through the Out-growers Services (OSC) initiative, Rwandan farmers have significantly boosted their yields and market connections, ensuring a steady supply of raw materials for animal feed factories.

With crucial support from Enabel, a five-year project (Partnership for Resilient and Inclusive Small Livestock Markets - PRISM) that aimed at promoting inclusive and sustainable markets in Rwanda, led to significant achievements, including the establishment of the innovative Out-growers Service Company (OSC), a transformative solution in Rwanda's agricultural value chain implemented by Agriterra, an implementing partner for PRISM Enabel project.

The OSC concept emerged from the need to solve the scarcity of raw materials for animal feed factories in Rwanda. "Among the existing problems that need to be solved, there are what we can call raw materials or the necessary requirements for animal feed factories to produce. It was thought to establish OSC, an out-growers service company that would help farmers produce these raw materials in large quantities," says Dieudonné Mugoboka, the General Manager of Ngoma Out-growers Service Company.

The OSC not only provided agricultural inputs, good seeds and fertilizers but also offered continuous training on proper cultivation techniques, a support that enabled farmers to significantly increase their production, ensuring a steady supply of raw materials for the animal feed factories.



With PRISM Enabel OSC initiative, farmers yield per hectare almost doubled.

Empowered by Enabel's support, the farmers' agricultural endeavors have flourished. Enabel did provide vital funds that saved their crops from premature sale. "Besides agronomists who taught us how to increase our production and improve quality, Enabel also provided us with funds, allowing us to avoid the premature sale of our crops," testified a joyful Mrs Kamanzi.

Majyambere Viateur, president of Koremu, a maize growing cooperative in Ngoma, described the positive impact of the OSC initiative: "With Enabel's support, we've found new markets, received training to boost production and learned how to connect with buyers and manage post-harvest activities, even during tough seasons. Our yield has improved from 2.5 tons per hectare to 4 tons per hectare."

The project effectively organised farmers into Farmer Field School groups, resulting in tangible improvements in maize and soybean yields. A total of 6,840 farmers participated in 226 FFS groups, leading to increased production of animal feed ingredients.



URBANISATION



INTERVENTION **3**

The Urban Economic Development initiative (UEDi)

The urbanisation intervention of the programme aimed to foster inclusive and sustainable urban development across Rwanda, focusing on secondary cities such as Rubavu, Musanze and Rwamagana. This initiative aligns with Rwanda's Vision 2050, which seeks to transform the country into a high-income, service-oriented economy. By enhancing urban infrastructure and promoting equitable economic growth, the intervention addressed the critical need for planned urbanization as a catalyst for national development.

The primary objective of this intervention was to **develop functional, inclusive and sustainable urban infrastructure that supports economic development**. This involved creating resilient urban systems capable of accommodating rapid population growth while ensuring environmental sustainability and social inclusivity.

The intervention's key components include: (i) infrastructure development, housing and urban planning, (ii) economic development and (iii) environmental sustainability.

These components were essential in enhancing the quality of urban life, supporting economic activities, addressing the housing deficit, promoting orderly urban growth, creating job opportunities and integrating green technologies and practices.

PROJECT OVERVIEW

Infrastructure development and supporting the districts with the planning, construction and management of the new infrastructures



Partners

- LODA
- MININFRA
- RHA
- MINALOC



Sustainable and resilient urban development
€19,8 M

Strengthening **private sector development** related to **MiR** (Made in Rwanda) construction materials

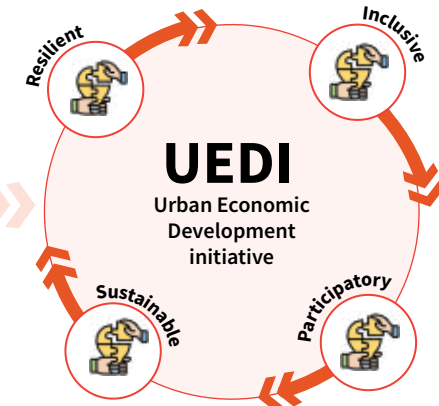


Partners

- NIRDA
- BRD
- RSB
- RTB
- St Kizito
- RAM
- AEBTP
- MIFOTRA
- VITO
- BPN
- OVO



Made in Rwanda Construction Materials
€8,1 M



KEY ACHIEVEMENTS



Asphalt roads completed in Rwamagana and Rubavu
11.5 km



jobs created through infrastructure construction and new businesses
6,585



overall progress in infrastructure projects
100%



Youth centres, markets, handcraft centres completed in Musanze and Rwamagana

Outcome 1

Sustainable and resilient urban development is enhanced in the districts of Rubavu, Musanze and Rwamagana



Sustainable and resilient urban development is enhanced in the districts of Rubavu, Musanze and Rwamagana

- Completed major infrastructure projects in Rubavu, Musanze, and Rwamagana using local materials and climate-responsive designs, such as the Rwamagana and rubavu asphalt roads (11.5km), the Musanze youth centre, and the markets and handcraft centres in Musanze and Rwamagana.
- Promoted community engagement in preparing and managing newly developed infrastructures, leading to high satisfaction and ownership, contributing to project sustainability.



Infrastructure and inclusive economic development



- Achieved all progress in infrastructure projects, including significant developments in markets, roads, and youth centres.
- Transferred maintenance and operational responsibilities for completed projects to private shareholders, ensuring community engagement and sustainability.
- Improved service delivery and informed decision-making through the distribution of equipment and urban dynamic maps, catering to community needs.
- Enhanced district staff's skills and knowledge through comprehensive training and coaching programmes.

To enhance city management and build the capacity of district staff, the programme integrated the city management component with the development and implementation of Urban Dynamic Maps and City as well as District Master Plans. The transition from paper-based systems to an electronic City Management System was completed, decentralising the Spatial Development Framework in beneficiary cities. This new system is pivotal for storing and sharing integrated city data, supporting informed project planning and monitoring.

Aligned with Rwanda's national strategy for public spaces, the project also focused on adding statues, monuments, and works of sculpture across various districts to enhance cultural identity and community engagement. These public art installations contribute to creating inclusive, accessible urban spaces that reflect local heritage and foster a sense of belonging. Now the System is used to store and share integrated city data and carrying out informed project planning and monitoring, involving community participation.”



- The capacity building for institutions staff and local communities was conducted in UEDI covered Districts. In total 816 people benefited from UEDI capacity building and 95% reported that they use acquired knowledge to discharge their duties even better than before the Capacity building.
- The knowledge, tools, and equipment provided through UEDI's capacity-building efforts are now being effectively utilised by beneficiaries. Furthermore, an additional funding of two million Euros was secured to construct climate-resilient infrastructure, including bridges in Musanze, enhancing the district's ability to withstand adverse weather conditions and improving connectivity and accessibility for local communities. This strategic investment not only supports sustainable urban development but also aligns with broader resilience-building objectives, ensuring long-term benefits for the region.



Before

After



Climate-resilient and eco-friendly infrastructure design

- Utilized local materials like volcanic stones, bamboo, and local stones to reduce dependency on imported resources, promoting sustainability.
- Integrated green building principles, including natural ventilation, rainwater harvesting, drainage systems for flood prevention, greening with trees and plants, and waste management facilities.
- Employed an eco-conscious design approach, using local skills and techniques such as stone-arched bridges constructed with volcanic stones.



Community participation and ownership

- Strengthened local engagement: The programme prioritised community participation by engaging local leaders and stakeholders in planning and implementation processes, ensuring that interventions were tailored to the specific needs of communities.
- Capacity building and empowerment: Through various training sessions and workshops, community members were equipped with skills in project management, monitoring and evaluation, enhancing their ability to take ownership of local development initiatives.
- International conference participation: In partnership with the University of Rwanda, the programme organised an international conference involving stakeholders from the East African Community construction industry. This conference facilitated knowledge exchange, fostered partnerships and strengthened regional cooperation, aligning local community efforts with broader regional development goals.
- Inclusive decision-making: The initiative included mechanisms for inclusive decision-making, involving women, youth and other concerned groups in governance structures, ensuring diverse perspectives were represented in development activities.
- Sustainable practices and local resources: Emphasising sustainable practices, the programme encouraged the use of locally available resources and traditional knowledge in construction and urban planning, reinforcing community identity and ownership.
- Community-led monitoring: Established community-based monitoring committees to oversee project progress, fostering transparency and accountability and enabling communities to have a direct say in ongoing activities and outcomes.



Outcome 2

Inclusive economic growth is enhanced especially in Made in Rwanda construction sector



Economic growth, employment generation, and skill development

Through the 'Made in Rwanda' initiatives in the construction sector, the programme supported 75 companies across the clay, stones and bamboo value chains, enhancing their competitiveness by improving access to finance and technology. As a result, 68 companies received targeted training and technological equipment, which significantly boosted their production capabilities and market reach. Urbanisation interventions under the programme created a total of 8,081 jobs, including 6,585 new off-farm jobs and helped recover 1,496 jobs lost during the COVID-19 pandemic by beneficiary SMEs.

Additionally, the programme developed five new curricula for Technical and Vocational Education and Training (TVET) schools, directly supporting the sector's skills needs. The dual training programme enrolled 1,044 students from three TVET institutions, with over 86% of the graduates securing employment opportunities within the companies where they trained. This approach effectively bridged the skills gap, promoted sustainable employment and contributed to the sector's resilience and growth.



TVET/Work-Place Learning graduates benefited from the in-company apprenticeship



Job creation and economic impact

- Generated new 6,585 jobs through infrastructure construction, new businesses, workplace learning programs, access to finance and technology and business development services.
- Increased the number of registered craftsmen by 75% in Musanze and tripled the number in Rwamagana at the craft centers.
- Boosted entrepreneurship and innovation through services offered at the youth center, leading to new business initiatives.
- Enhanced tax revenues for districts due to a surge in commercial activities and registered businesses along urban roads and infrastructure sites.
- Steadily increased off-farm job creation in Musanze, Rubavu, and Rwamagana, surpassing the original targets. For instance, Rubavu achieved 160% of its job creation target.
- Significant improvements in citizen satisfaction with infrastructure development, as evidenced by the RGB Citizen Report Card (CRC) 2022: Musanze (69.8%), Rubavu (83.1%), and Rwamagana (73.2%).



Sustainable business growth and MiR development initiatives

- 75 companies have been trained and coached through advisory services and 68 (91%) improved their management practices towards higher level of professionalism
- MiR companies recorded a growth (in turnover) of 16.5%, 87.3% of them realized profit while the average profit doubled despite the drop effects of Covid-19
- The supported business enhanced their market competitiveness at local and regional market by introducing 38 new MiR construction materials and gaining 769 new customers from 2020 to 2023.
- Of trained 75 companies 65% have adopted the new green and circular economy approaches in their production models for environmental and growth benefits.



Enhance national policy framework for sustainable urbanization/construction sector

- UEDI conducted four tech audits on clay, stones, bamboo and agribyproducts value chains and other various studies on building materials to identify gaps and opportunities for informed interventions
- Assisted central level institutions to enhance capacity and establish the national guidelines for green and circular economy in construction sector and conducted incubation for private actors
- Supported the development of national construction sector strategic plan 2022/2027
- Supported the establishment of the regional centre of excellence on bamboo value chains development with NIRDA and organized the international forum on bamboo development in the same centre while 3 new species for construction materials have been experimented and disseminated among the growers across the country.
- Enabel in collaboration with NIRDA and RAM has organized three Public Private Dialogues (PPD) with central level institutions for advocacy of the private sector development.



The newly constructed handcraft centre in Musanze town created off-farm jobs for many people.



PROJECT IMPACT STORIES

Building futures, Enabel's comprehensive urbanisation project transcends Rwanda borders

In the bustling border towns of Goma and Gisenyi, where over 150,000 people cross daily, Ntakirutimana Gorette's story shines. With her disability, Ntakirutimana transports luggage on a specially adapted wheelchair, like other members of Coteraro cooperative transiting goods in the area. Previously they struggled with poor roads and congestion but thanks to Enabel's urbanisation project that built roads, her work is efficient, safe and financially rewarding.

Ms Ntakirutimana recalls the difficult days before the new roads: traffic jams, accidents and insults due to congestion caused by their slow-moving cargo trikes. "They insulted us, calling us bad names and blaming us for traffic jams that delayed their trips. However, ever since the new inclusive roads were built, we are at peace. Using a handcycle is now safe and respected," says Ntakirutimana.

Before Enabel's UEDi intervention, infrastructure projects were limited and conventional. Under UEDi project, over 10 kilometres of roads were built. They're multi-purpose, all-weather paved roads designed to accommodate vehicles, ordinary bicycles, cargo trikes and pedestrians. They offer significant advantages, including improved traffic flow, enhanced safety, social inclusion and environmental benefits.



Ms Ntakirutimana confidently navigates the new inclusive road on her adapted cargo trike, showcasing the impact of Enabel's urbanisation project in Rubavu, testimony of empowered mobility.

The poor road conditions always resulted in frequent tyre punctures and delaying their work. "Our tyres have no problem and we can now work quickly," says Ntakirutimana. Financially, her income has doubled, allowing her to support her children, plan projects and save. "I used to earn one thousand francs now I earn two thousand, where I earned two thousand before it's increased now because the work is faster. Now, I am happy," she concludes, emphasizing the profound impact on her life and the life of her cooperative members.

Enabel's urbanisation project, implemented in Musanze, Rwamagana and Rubavu, has significantly transformed these districts.

The project has fostered economic growth and social inclusion. A total of 3,775 people were employed on the worksites, providing vital income and stability to local communities.

Enabel's comprehensive approach to urbanisation has not only improved infrastructure but has also created sustainable employment opportunities, fostered entrepreneurial growth and promoted social inclusion. This project stands as a testament to the transformative power of sustainable urban development in fostering inclusive and resilient economic growth.



The newly-constructed inclusive roads in Rubavu made it easy for disabled users earning their living through cross-border transport.

From hand tools to high tech; How Enabel's support revolutionised Optima Clays

Meet Aurélie Murekeyisoni, the Managing Director of Optima Clays Ltd. Thanks to Enabel's Urban Economic Development initiative (UEDi), her clay business transformed with new skills, machinery and training. From manual labor to modern methods, Optima Clays now produces quality bricks faster and more efficiently, boosting its success.

“Before the project, our hand-operated machines limited production and quality. With Enabel’s support, we now use motorised brick-making machines, producing 3,000 bricks in an hour instead of a day. The partnership has vastly improved our production capacity and product quality, transforming our business,” says joyful and ambitious Murekeyisoni.

To strengthen private sector development, the project intervened in two significant ways. One component tackled ‘Access to technology,’ through which industrialists were assisted to acquire the essential machines and technological equipment needed for development and, secondly, through ‘Access to Finance’ portfolio, Enabel assisted private companies in getting low-interest loans.

“The partnership with Enabel has been immensely beneficial. We have seen significant improvements in our operations and production processes. Additionally, the time required for order processing, which used to take several months, has been greatly reduced. I am deeply grateful to the impactful cooperation our government concluded with the Belgium government, which was implemented by Enabel,” rejoices Ms Murekeyisoni.

The project's support to Optima Clays extends beyond Murekeyisoni to benefit the wider community, as the company employs 25 regular staff members in addition to numerous casual workers.

Urbanisation is one of four interventions of the Belgium-Rwanda cooperation programme 2019-2024, along with Health, Agriculture and Public Financial Management. Valued at 120 million Euros, the bilateral programme has played a crucial role in advancing Rwanda's sustainable development goals, enhancing socio-economic welfare, and promoting inclusive growth across the country. It has led to notable improvements in the availability of essential health services, the development of sustainable agricultural value chains, and sustainable urban development through infrastructure and local capacity building.



Revolution in brick making: the new motorised brick-making machine introduced by Enabel, transforming production efficiency at Optima Clays Ltd.

Building dreams: How Enabel's dual training programme transformed lives in Rwanda

After secondary school, Jean Claude Tuyishimire faced unemployment. Inspired to learn construction, he joined Enabel's dual training programme, which provided six months of training, and tools. Now, he's a skilled mason, capable of building and finishing projects.

The Enabel bilateral programme Tuyishimire benefited from, spanning from 2019 to 2024, was a comprehensive initiative aimed at supporting Rwanda's sustainable development goals. "I said to myself 'Since I have just finished my secondary studies and that my studies aren't providing me with any income, why not start learning construction? And Enabel stepped in to assist us, they trained us for six months and when we completed the program, they gave us the tools to get started. Now I can build. I am a mason and I do everything from building to finishing work,'" says joyful Tuyishimire.

By collaborating with the Rwandan government, Enabel provided dual training, an approach that combines classroom knowledge with real-world work experience, offering students the chance to secure employment immediately if they perform well during their training.

Over 1,000 unemployed youth were trained under this project, where schools and companies collaborate to provide practical, on-the-job learning, equipping them with essential skills for the labor market.

Many participants like Tuyishimire connected with companies during their training and secured employment by demonstrating their capabilities. The initiative was expanded in three Technical and Vocational Education and Training (TVET) schools, and a total number of 1044 trainees from St Kizito, STB Busogo and Saint Martin Gisenyi enrolled in the programme and this initiative has proved successful, with over 86% of the trainees' securing jobs in the companies where they were trained.

"I saw potential in masonry and pursued it. After excelling in my internship, I was hired and worked for three years. Their confidence in me fostered my growth," narrates Tuyishimire, before adding, "After school, I had nothing. With Enabel's training, I now tend to 2 cows, 12 pigs, and 100 chickens. I also have a rabbit hutch. Today is good, but I work hard for tomorrow. Enabel is like family; they gave us knowledge and a future," he adds in a full of hope firm voice.

Given that over 60% of Rwanda's population is youth, the luck participants like Tuyishimire think that it is crucial to expand this project to other districts to reach more young people, mostly because it is an initiative that has proved successful, with over 86% of the trainee's securing jobs in the companies where they trained.

Besides that, it is a project that has strengthened the relationship between schools and private companies that can be leveraged to provide more young people with opportunities for practical training and employment. Statistics show that more than 1,200,000 young Rwandans are currently not in school or employed.

Under the UEDi project, 6,585 jobs were created in constructing infrastructure and in new businesses that opened around the sites. The success of the UEDi project was built on strong partnerships. By working with various stakeholders, Enabel ensured the initiatives aligned with both national and local policies, fostering Jean Claude Tuyishimire, the young graduate who transformed his future with Enabel's dual training programme.



Jean Claude Tuyishimire, the young graduate who transformed his future with Enabel's construction training programme.




PUBLIC FINANCIAL MANAGEMENT



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The general objective for the PFM domain was to **”support Rwanda’s socio-economic transformation through effective and accountable public finance management”** as per the mission statement set out in the PFM Sector Strategic Plan (2018-2024).

Within the realm of Public Finance Management (PFM), notable strides have been achieved in bolstering financial transparency, accountability, and efficient service delivery. Through strategic investments and reforms, the intervention has strengthened both central and subnational financial systems, aligning them with international standards while fostering collaboration between government entities and development partners. These achievements signify a significant step forward in Rwanda's journey towards robust and accountable public financial management, essential for sustainable socioeconomic development.



Expansion of IFMIS and other PFM ICT Systems: The development and rollout of the Integrated Financial Management Information System (IFMIS) has been broadened to encompass various entities, including non-budget agencies such as sectors, schools, and health facilities whereby the system is being used by all budget agencies at 100% while it was at 63% for non-budget agencies from 8% baseline in 2019/20. This expansion has facilitated streamlined service delivery and enhanced transparency and accountability in financial operations. The full integration of IFMIS with other systems like e-procurement, internet banking and e-tax has further augmented efficiency, with most performance indicators fully realized, showcasing substantial progress in digital PFM.



Compliance with International Standards: Rigorous efforts to fortify internal audits and external oversight have resulted in a notable increase in the proportion of government expenditures audited which is 96% from 85% baseline and beyond to the initial targets, accompanied by a rise in unqualified audit opinions on financial statements (92%) and on complying with laws (69%) from 50% and 30% baselines respectively. Although some delays were encountered in the implementation of accrual-based International Public Sector Accounting Standards (IPSAS) due to external factors, significant headway has been made, particularly in consolidated financial statements and asset valuation, aligning with international best practices. Finally, the % of recommendations issued by OAG which were followed up since last audit report has been increased up to 75% from a baseline of 60%.



Sub-national PFM Systems and Investment: Strategic investments have been directed towards enhancing the capacities of local governments in executing infrastructure projects and optimizing resource mobilization. 64% progress in feasibility study standards has been achieved against 34% at the baseline and while 12 out of 14 (85.7%) objectives of the fiscal decentralization was achieved and confirmed the commitment to bolstering subnational financial autonomy and efficiency, vital for localized development initiatives.



PFM policy dialogue: It is regularly organized and has expanded. Development Partners outside the Basket Fund Modality (WB, GIZ, FCDO, IMF, UNDP, AFD, UNICEF, EU etc...) have been brought into the TWG and Coordination Forum structures - allowing for a wider sector M&E.

KEY ACHIEVEMENTS IN THE PUBLIC FINANCIAL MANAGEMENT SECTOR



Comprehensive PFM reforms supported by Enabel improved policy dialogue and coordination with both government and development partners



Expansion of IFMIS to various entities enhanced efficient service delivery, financial transparency, and accountability



Increase in audited government expenditures and rise in unqualified audit opinions



Enhanced capacities of local governments in executing infrastructure projects



PROJECT IMPACT STORIES

Digital solutions for transparency How IFMIS transformed Rwanda's public finance

Central to Rwanda's socio-economic transformation is effective public finance management (PFM). The implementation of the Integrated Financial Management Information System (IFMIS) has been a cornerstone of these efforts, revolutionizing how public funds are managed and spent across the country, and the stakeholders can't stop praising Enabel for their significant contribution.

Before the introduction of IFMIS, Rwanda's PFM landscape was fraught with inefficiencies and transparency issues, recalls Mr Placide Mukwende, the IFMIS coordinator from the Rwandan Ministry of Finance. "Financial transactions were manual, resulting in significant delays, possibilities for corruption and mismanagement of public funds," he adds.

According to Mr Mukwende, transitioning to a digital finance system eradicated the need for physical invoices and manual processes. This shift not only expedited payments but also minimized human error and possibilities for corruption, thus enhancing overall transparency and efficiency.

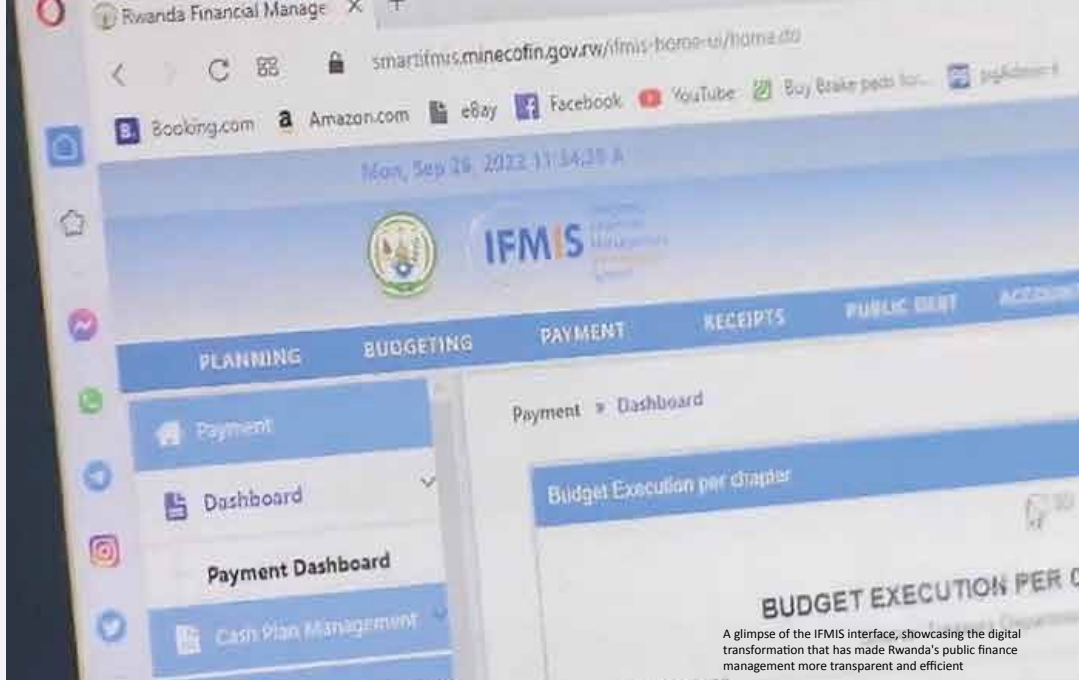
From catastrophe to coordination!

The transformation brought by IFMIS is vividly captured in the experiences of local government officials. Mr. Pierre Claver Bagirishya, Executive Secretary of Rutsiro District, recalls the pre-IFMIS era as catastrophic, marked by rampant bribery and mismanagement of funds.

"With the advent of IFMIS, the district witnessed a drastic reduction in these issues. Planning, budgeting, reporting and auditing became streamlined processes, leading to more effective and transparent management of public funds," testifies the Executive Secretary. "The cumbersome manual paperwork and long bank queues for tax payments became a thing of the past, significantly improving the district's financial health and service delivery," he clarifies.

The benefits of IFMIS extend beyond government entities to the private sector. François Karenzi, CEO of Alpha Computer Ltd, highlights how e-procurement, an integrated component of IFMIS, has transformed their business operations. "Previously, accessing tender information was costly and cumbersome. Now, procurement plans are readily available online, enabling better planning and participation in government tenders. This transparency and ease of access have not only fostered fair competition but also boosted private sector engagement with government procurement processes," rejoices Mr Karenzi.

The success of IFMIS is a testament to strategic investments and robust collaboration between the Rwandan government and development partners, particularly Enabel. Enabel's intervention in the PFM sector focused on enhancing financial transparency and accountability through comprehensive reforms. These efforts included expanding IFMIS to cover non-budget agencies, schools and health facilities, thereby broadening the scope and impact of digital PFM across various sectors.



Alignment with international standards

Through rigorous efforts to comply with international standards, Rwanda has seen a marked improvement in its financial management practices. Internal audits and external oversight have been strengthened, resulting in more government expenditures being audited. This alignment with international best practices underscores Rwanda's commitment to effective PFM as a foundation for sustainable socioeconomic development.

By embracing digital solutions and fostering strong partnerships, Rwanda has made significant strides in ensuring efficient, transparent and accountable management of public funds. This progress not only supports the country's Vision 2050 but also sets a strong precedent for other nations striving for similar socioeconomic advancements.



STUDY AND CONSULTANCY FUND

The study and consultancy fund initiative has achieved significant progress across 11 key areas. Notable accomplishments include:

- 1. Royal Museum for Central Africa & RMB Collaboration:** Concluded a 3-year project enhancing Rwanda's geological sector, including creating an up-to-date GIS inventory of industrial minerals, standardizing terminology and stratigraphy for the Akanyaru supergroup, and improving RMB geologists' insights.
- 2. Forestry and Climate Change Expertise:** Extended a technical assistant's contract to April 2024 to support sustainable forestry management and secure \$33.8 million from the Green Climate Fund for biodiversity conservation in Eastern Rwanda.
- 3. NCDs Risk Factors Study:** Completed in partnership with the Ministry of Health, Rwanda Biomedical Center, and

WHO, this study assessed the prevalence of NCD risk factors, guiding national policy, community education, and evidence-based treatments.

- 4. Population and Housing Census:** Supported the National Institute of Statistics in conducting Rwanda's fifth census in August 2022, providing crucial data for development planning.
- 5. Rwanda FDA Support:** Ongoing Belgian-backed QUAMED support for vaccine manufacturing, aiming to elevate RFDA to Maturity Level 3 in collaboration with EU-funded projects.
- 6. Health Sector Strategic Advisor:** Contributed to securing external health financing, managing COVID-19 testing costs, and mobilizing investment for local vaccine and medicine production.

7. Rwanda Demographic Health Survey: Supported data collection to monitor health and population dynamics.

8. Digital Situation Room Upgrade: Assessed and scaled the Digital Situation Room project in Eastern Province.

9. Rwanda Management Institute Upgrade: Evaluated RMI's capacity and developed pathways to become a Centre of Excellence.

10. Rwanda Medical Supply HR Restructuring: Assisted RMS in creating an optimized HR structure aligned with strategic goals.

11. GMO Institutional Development: Seconded a Gender Expert to integrate gender accountability across government and partner programs.



PROGRAMME KEY CHALLENGES



Various challenges were faced in the implementation of healthcare projects, spanning equipment maintenance, socio-cultural barriers, resource availability, collaboration, stakeholder engagement, and data quality. Addressing these challenges is crucial for improving the effectiveness, sustainability, and impact of health interventions.

- **Equipment maintenance:** Insufficient of biomedical technicians at health Facilities. Only one or two biomedical technicians take care of Hospital and all health centres in the catchment area. Spare part availability is another challenge.
- **Socio-cultural barriers:** Overcoming socio-cultural barriers emerged as a key challenge in creating effective demand for health services. Particularly in areas concerning Family Planning, Adolescent Reproductive and Sexual Health, and Gender-Based Violence, navigating cultural norms and sensitivities presented obstacles to the successful implementation of health interventions.
- **Resource availability:** The availability of resources, including funding, supplies, and staffing, proved to be a persistent challenge in the sustainable delivery of health programmes. Limited resources hindered the scalability and long-term impact of interventions, highlighting the need for strategic resource management and mobilization.
- **Collaboration and stakeholder engagement:** Challenges in fostering collaboration and engagement with local leaders, community members, and other stakeholders were identified as barriers to the effective implementation of health projects. Building strong partnerships and ensuring active stakeholder involvement emerged as critical areas for improvement to enhance programme acceptance and success.
- **Data quality and utilisation:** The quality, utilisation, and analysis of data presented challenges in the monitoring and evaluation of health projects. Issues such as data discrepancies, errors, and the limited utilisation of data for decision-making hindered the ability to assess project impact accurately and make informed programmatic adjustments.



LESSONS LEARNED

Lessons learned from Health, Agriculture, Urban development and Public financial management projects implementation encompass diverse areas and emphasize the significance of ongoing learning and adaptation in healthcare, urban development and public financial management endeavors to enhance impact and sustainability.



Health

- Combination of programme implementation modalities, such as MNCHASRH, positively impacted the management of emergencies.
- Top-down and bottom-up learning experiences between central and decentralized levels helped in adjusting initial plans for better results.
- Regular quality improvement meetings and documentation improved the quality of healthcare services.
- Addressing national challenges in RMNCAH response requires reinforced evidence-based approaches and joint planning across sectors.
- Investing in adolescent sexual and reproductive health, gender-based violence, and teenage pregnancy is crucial.
- Effective demand creation for health services requires overcoming socio-cultural barriers.
- Maintenance of existing equipment poses challenges due to limited local suppliers and differentiation of materials.



Agriculture

- The PRISM's Farmers Field School (FFS) model effectively increased productivity, but capacity building in economic/financial skills is needed.
- Lack of disaggregated data on value chains hinders strategic development efforts.
- Rising animal feed prices hamper growth in pig and poultry value chains.
- Access to Finance facility provides a solution but faces challenges in the start-up phase.
- Business Development Services (BDS) programme needs inclusion of decent work aspects.
- Private vet models improve access to quality animal health services.



Urban Development

- The project showed that building infrastructure is possible with locally available materials, under the Made in Rwanda (MIR) initiative. This utilisation of local materials and innovation approach reduced costs and motivated locals to innovate with nearby resources, fostering creativity.
- Infrastructure development created new opportunities, and the influx of new users increased demand for services, boosting the economy.
- The collaborative handcraft centres Udukiriro enhanced skills refinement. Bringing artisans and professionals together facilitated mutual learning and skill refinement, a collaboration that led to high-standard tool production.
- YEGO centres provided young people with platforms to collaborate and share critical opportunities and resources. Also, the dual training provided employers with skilled labour.
- Modern infrastructure in towns other than Kigali helped people stay in secondary towns, curbing rural exodus.
- Citizen participation in project selection fostered ownership and commitment. This involvement also promoted environmental stewardship.
- Overcoming financial barriers for development: Removing financial barriers would enable development. Many lack the collateral or knowledge to secure loans in normal conditions.
- The project removed barriers through access to finance and access to technology. In addition, the benefiting factories, thanks to the improved technology they acquired, have increased their activities and created new jobs.



Public Financial Management

- Ambition to integrate gender and climate mainstreaming in the PFM systems and policy reforms is very important but it takes time.
- Limited commitments of other DPs in the PFM Basket Fund Mechanisms.
- Unclear coordination of the PFM sub sector (Fiscal decentralization; climate financing).

RECOMMENDATIONS



A set of targeted recommendations is presented for the Health, Agriculture, Urbanization, and Public Financial Management (PFM) sectors. These recommendations aim to guide stakeholders in optimizing their strategies, fostering collaboration, and ensuring sustainable outcomes in their respective areas of focus. By addressing these recommendations in each respective sector, stakeholders can enhance the effectiveness, sustainability, and impact of their interventions, contributing to positive outcomes and lasting change.



Health

- **End-Line Assessment:** Encourage all health programme implementors to conduct end-line assessments and develop phase-out and sustainability plans to ensure the continuity and impact of health programmes.
- **Resource Advocacy:** Advocate for increased domestic resources for Family Planning programmes and contraceptive commodities and supplies to support sustainable healthcare services.
- **Mentorship Evaluation:** Evaluate mentorship programmes across all health facilities to ensure their effectiveness and enhance healthcare service delivery.
- **Documentation and Dissemination:** Ensure the documentation, dissemination, and capitalization of success stories and best practices in healthcare to promote learning and replication.
- **Support for SDG3.1:** Continue supporting the Ministry of Health/Rwanda Biomedical Center MNCHASRH programme to reach the SDG3.1 target by 2030, fostering progress in healthcare outcomes.



Agriculture

- The cost of animal feed is still high and needs government attention!
- **Leverage PRISM I Experience:** Increase the leverage and experience of PRISM I in the agriculture sector by contributing to the development of the new Strategic Plan for Agriculture Transformation, focusing on integrating development priorities in small stock and aquaculture sectors.
- **Animal Feed Strategy:** Support the development of an affordable animal feed strategy to enhance the productivity and sustainability of the agriculture sector.



Urban Development

- Establish partnerships with more companies that are private across various sectors to expand dual trainings. Dual training programmes provide practical experience that enhances employability, ensuring that graduates are job-ready and can meet industry needs.
 - Once locals are involved in decision-making processes, provide training and resources to their committees to ensure they can effectively manage the infrastructure to enhance community ownership and efficient participation.
 - Continue exploring the use of Made in Rwanda (MIR) equipment and materials, an approach that is cost-effective, allowing available resources to be utilized more efficiently and reducing the country's dependency on imports.
- Also promote and market Made in Rwanda (MIR) products to increase their adoption in various sectors as well as
- provide incentives for companies that utilize local products and contribute to the national economy.
- Facilitate and incentivize local communities to capitalize on the economic opportunities arising from
- infrastructure projects. This includes leveraging the infrastructure itself and catering to the needs of new users, thereby creating diverse business opportunities and income streams.



Public Financial Management

- Gender and climate financing should be included in the new PFM portfolio and given specific Key Performance Indicators (KPIs) for monitoring purposes.
- **Qualitative Discussions:** Focus on qualitative discussions on the impacts of PFM reforms to encourage contributions from diverse stakeholders and enhance sector policy dialogue.





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