

REPUBLIC OF RWANDA



MINISTRY OF NATURAL RESOURCES

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PROJECT DOCUMENT

"SUPPORT TO PARTICIPATORY FOREST MANAGEMENT PILOTS AND BIOMASS ENERGY PRODUCTION IN 9 DISTRICTS OF RWANDA" (PAREF NL 2).

June 19th, 2013



Republic of Rwanda



Kingdom of the Netherlands

Partner Institution	Minister of Natural Resources (MINIRENA)
Implementer institution	Rwanda Natural Resources Authority /Department of Forestry and Nature Conservation (RNRA/DFNC)
Duration of the intervention	30 months implementation duration (36 months arrangement agreement duration)
Start date of the intervention	01 July 2013
End date of the intervention	30 th June 2016
Contribution of the Republic of Rwanda	305,510 EUR + tax exemptions
Contribution of the Kingdom of the Netherlands	6,000,000 EUR
Brief description of the intervention	<p>The project will continue the efforts of PAREF NL 1 to increase the forest surface cover and biomass energy productivity while testing on 9 pilot areas innovative participatory forest management schemes.</p> <p>The program is implemented under the Ministry of Natural Resources (MINIRENA) and its Department of Forestry and Nature Conservation (DFNC) and has a double institutional anchorage: (i) at the central level it is part of the Rwanda Natural Resources Authority (RNRA) / Department of Forestry and Nature Conservation (DFNC); (ii) at decentralized level, it collaborates with 9 districts where it aims at increasing forest management capacity and testing and promoting decentralized sustainable participatory forest management.</p>
Overall Objective	The implementation of the national forest policy contributes to poverty alleviation, economic growth and environment protection
Specific Objective	Qualitative and quantitative management of forest resources in the 9 districts is improved
Results	<p>Result 1: organizational forest management capacities both at district and sector level are improved;</p> <p>Result 2: the forest cover in the 9 districts on public and private land is increased;</p> <p>Result 3: lessons are learnt by experimenting with participatory forest management on public land at pilot area level.</p>

1	SITUATIONAL ANALYSIS.....	9
1.1	BACKGROUND	9
1.2	CONTEXT	11
2	STRATEGIC ORIENTATION.....	20
2.1	Focus on increase in fuel wood resources on public lands.....	20
2.2	Shift from forest cover to productivity, efficiency and management	20
2.3	Participatory Forest management/livelihoods improvement of rural population	21
2.4	Afforestation of forests on private lands.....	22
2.5	Decentralization and District forest management.....	22
2.6	Forest law and rules and regulations	23
2.7	Synergy and complementarity with PAREF Be2 and IFDC/SEW	24
2.8	Assessment and selection criteria of the intervention zone.....	26
3	INTERVENTION FRAMEWORK.....	27
3.1	Overall Objective (IMPACT).....	27
3.2	Specific objective (OUTCOME)	28
3.3	Results (OUTPUT)	28
3.4	Beneficiaries.....	30
3.5	Activities and budget	33
3.6	Project time planning	41
3.7	Crosscutting issues	45
4	RISK ANALYSIS.....	46
4.1	Implementation risks.....	47
4.2	Effectiveness and efficiency risks	49
4.3	Sustainability risks	49
4.4	Fiduciary risks.....	51
5	IMPLEMENTATION MODALITIES	52
5.1	Introduction	52
5.2	Legal framework.....	52
5.3	Project duration and life cycle	52
5.4	Projects’ organizational structure and institutional setting	52
5.5	Technical content management.....	55
5.6	Procurement management.....	56
5.7	Finance management	57

5.8	Human resources management.....	59
5.9	Quality assurance (monitoring and review).....	60
5.10	Audits.....	61
5.11	Modification of the Project Document (Technical and Financial File-TFF).....	61
6	RESOURCES.....	61
6.1	Human resources	61
6.2	Material resources and services.....	63
6.3	Financial resources	64
7	LOGICAL FRAMEWORK.....	66
8	ANNEXES.....	68

ABBREVIATIONS

AFD	African Development Bank
BTC	Belgian Development Agency
BEST	Biomass Energy Strategy
CDCs	Community Development Committees
CDF	Common Development Fund
COMIFAC	Central Africa Forestry Commission
C-GIS	Centre of Geographical Information System
DAF	Director of Administration and Finances
DG/RNRA	Director General of Rwanda Natural Resources Authority
DDG/DFNC	Deputy Director General / Department of Forestry and Nature Conservation
DDPs	District Development Plans
DFOs	Districts Forest Officers
DFMPs	District Forest Management Plans
DGD	Directorate General for Development
DFID	Department for International Development
DGIS	General Directorate of International Cooperation
EDPRS	Economic Development and Poverty Reduction Strategy
EKN	Embassy of the Kingdom of the Netherlands
EU	European Union
FAO	World Food Organization
FONERWA	Rwanda Environment Fund
GDP	Gross Domestic Product
GIS	Geographical Information System
GIZ	German Organization for International Cooperation
GoR	Government of Rwanda

GPS	Geographical Position System
HIMO	High Intensive Labor Work
HIV/AIDS	Human Immune Deficiency Virus/Auto Immune Deficiency Syndrome
IFAD	International Fund for Agricultural Development
IFDC	International Center for Soil Fertility and Agriculture Development
IRST	Technological and Scientific Research Institute
ISAR	Rwanda Agronomic Science Institute
ITA	International Technical Assistant
JADF	Joint Action Development Forum
M&E	Monitoring and Evaluation
MINAGRI	Ministry of Agriculture and Animal Resources
MINALOC	Ministry of Local Administration
MINECOFIN	Ministry of Finances and Economic Planning
MINICOM	Ministry of Commerce and Industry
MINIFOM	Ministry of Forestry and Mines
MININFRA	Ministry of Infrastructures
MINIRENA	Ministry of Natural Resources
MRV	Measurement of Resources and Verification
NBR	National Bank of Rwanda
NGOs	Non-Government Organizations
NUR	National University of Rwanda
PAFOR	Support Project to the Forestry Management
PGReF	Sustainable Forest Management and Natural Forest Restoration Project
POM	Procedures and Operations Manual
PRODOC	Project Document

POs	Peasant Organizations
PMU	Project Management Unit
PSC	Project Steering Committee
PAREF NI-1	Afforestation Support Project, Netherlands Component, Phase 1
PAREF NI-2	Afforestation Support Project, Netherlands Component, Phase 2
PAREF BE1	Afforestation Support Project, Belgian Component, Phase 1
PAREF Be 2	Afforestation Support Project, Belgian Component, Phase 2
RAF	Administration and finance Officer
RALGA	Rwandese Association of Local Government Authorities
RNRA	Rwanda Natural Resources Authority
RWF	Rwanda Francs
SC	Steering Committee Steering Committee
SEW	Sustainable Energy production through Woodlots and Agroforestry Project
SFEs	Sector Forest Extensionists
SFMPs	Sector Forest Management Plans
SIDA	Swedish International Development Agency
SPAT	Strategic Program for the Agriculture Transformation
ToR	Terms of Reference
TVA	Value Added Tax
OVI	Objective Verifiable Indicators
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
SNV	Netherlands Development Organization
USD	United State Dollar
WB	World Bank

EXECUTIVE SUMMARY

This Technical and Financial File formulates the second phase of the Support Program to the Reforestation of 9 Districts of Northern and Western Provinces of Rwanda (PAREF NI-1) in accordance with the terms of reference of the formulation (Letter from Embassy of the Kingdom of the Netherlands to BTC, KIG/OS/B/338/2012 of 5 October 2012). The project will be implemented by Rwanda Natural Resources Authority (RNRA) through its Department of Forestry and Nature Conservation (DFNC). Given the shift in scope of this phase from increasing forest cover towards improving forest management, it is proposed to give a new name to the intervention: Support to participatory forest management pilots and biomass energy production in 9 districts of Rwanda (PAREF NI-2).

The formulation presents the project as an independent intervention, but it is nevertheless based on lessons learnt from earlier projects, Support Project for Reforestation in Rwanda (PAREF BE 1 and PAREF NL 1) and Sustainable Energy Production through Woodlots and Agroforestry Project (IFDC/SEW).

The project is implemented under the Ministry of Natural Resources (MINIRENA) and the Department of Forestry and Nature Conservation (DFNC) of RNRA. The project has a double institutional anchorage: (i) at the central level it is part of the Rwanda Natural Resource Authority (RNRA) / Department of Forestry and Nature Conservation (DFNC); (ii) at decentralized level, it collaborates with 9 districts where it aims at increasing forest management capacity and testing and promoting decentralized sustainable participatory forest management.

The development objective of the project has been formulated in line with the overall goal of the National Forestry Policy: "Making Rwandan forestry one of the pillars of the economy and national ecological viability." In this context, it is formulated as follows: **"The implementation of the national forest policy contributes to poverty alleviation, economic growth and environment protection"**. The project will follow the strategic objectives that guide the implementation of the National Forestry Policy and its corresponding project activities. The project expects to contribute to this overall objective by attaining the following specific objective: **"Qualitative and quantitative management of forest resources in the 9 districts is improved"**.

In order to do that, the following 3 results will be pursued:

- **Organizational forest management capacities both at district and sector level are improved;**
- **The forest cover in the 9 districts on public and private lands is increased;**
- **Lessons are learnt by experimenting with participatory forest management on public land at pilot area level.**

The project will be evaluated not only in relation to the increase of forest cover on public and private lands but also on the changes initiated or lessons learnt gathered by its organizational and decentralized participatory forest management capacity building activities.

The logical framework provides a set of objectively verifiable indicators to measure the achievements of the project in relation to its results (output), specific objective (outcome), and its contribution to the overall objective (impact).

The Netherlands contribution is **6 million EUR** and the total duration of the program is 37 months of which 31 months of implementation and 6 months project closing. The Rwandan contribution is **305,510 EUR** plus tax exemptions.

1 SITUATIONAL ANALYSIS

1.1 BACKGROUND

1.1.1 Interventions in the forest sector

Before the genocide in April 1994, under the coordination of the then Ministries of Public Works, Energy and Water and Agriculture, Livestock and Forestry a number of projects had worked on conservation techniques of wood energy through manufacturing and dissemination of improved stoves for cities and rural areas and by improved carbonization.

Among these projects, there was especially "Improved Stoves for Charcoal and Carbonization Techniques" funded jointly by the Dutch Government and United Nations Development Program (UNDP), "Save Firewood" supported by the Association of Netherlands Development Organization (SNV) and "Special Energy Program" implemented by the German Organization for International Cooperation (GIZ).

Between 2008 and 2012 the Netherlands Government supported two major interventions in the sector. The Agroforestry International Center for Soil Fertility and Agriculture Development (IFDC) implemented Sustainable Energy Production through Woodlots and Agroforestry Project (SEW). The overall objective of the project was to decrease land competition between energy production and agricultural production by increasing agricultural productivity and income. Over the life of the project, more than 30 million tree seedlings have been planted on private land. Specific objectives of included:

- Increased production of fuel wood through micro-woodlots and profitable agroforestry systems
- Effective and operational fuel wood and charcoal value chains
- A favorable environment for the development of a profitable fuel wood sector

The Belgian Technical Cooperation implemented (2008-2013) with the Department of Forestry and Nature Conservation (DFNC) the Support Program to the Reforestation of 9 Districts of Northern and Western Provinces of Rwanda (PAREF NI-1).

The Overall objective of the project was to contribute to poverty reduction, economic growth and environmental protection through the implementation of the National Forest Policy. The Specific Objective was **the qualitative and quantitative degradation of forest resources on public land is controlled and the fuel wood needs of Rwanda are better assured through:**

- Institutional capacities at the decentralized level regarding afforestation and management of forestry resources are reinforced
- The forest resources in 9 districts (7 in western and 2 in northern province) are increased and diversified and their management improved
- A better valorization of forest products should be assured

Since 2011 the Ministry of Natural Resources (MINIRENA) and the Belgium Development Agency (BTC) launched phase 2 of the project for Reforestation in Rwanda (PAREF Be 1) funded by Kingdom of Belgium under the name of Support Project to the Development of the Forestry Sector in Rwanda (PAREF Be-2). This project aims at supporting the MINIRENA in:

- the implementation of the National Forest Policy, via an important component of institutional capacity building;
- the increase of forest resources in 6 districts (three of the Northern Province and three in the Eastern Province) and;
- support for a better utilization of firewood.

1.1.2 Phase 2 of PAREF NI-1

In 2011 during a first phase of PAREF NI-1 a Mid-Term review mission was fielded. The mission recommended the following regarding the future of the project:

Our mission to assess the Project at mid-term formulates many recommendations whereas it is carried out at the end of the Project, planned for June 2012, only 6 months after completion of the programme meant to create 10,000 ha of tree plantations.

At that time, many plantations will still need upkeep and maintenance, without which their future could be at stake and we would not insist enough on the continuation of the Project to ensure these activities are carried out. Likewise, among our many recommendations, the definition of district forests and strengthening of the district forestry units appear to be necessary in order to manage those plantations for the benefit of the vulnerable and formulate management plan that set up the objectives of biomass fuel production, rotations and forest possibilities, indicating the quantity of wood to be harvested every year.

Likewise, some components of the initial agenda will not even be started whereas they were presented as essential (training of local small cooperatives and their workers, improvement of tree harvesting and of charcoal making).

Given these very reasons, we believe the first phase of PAREF II should be prolonged by 6 months (until the end of year 2012):

- ✓ To take care of plantations that will still be young and the weaker ones;
- ✓ To strengthen the district forestry unit in order to improve:
 - In the short term, preparation of payrolls and monthly financial reports;
 - In the medium term, the management of district forests (operational plan, harvest);
- ✓ To promote small local cooperatives and initiate the training of woodcutters and charcoal makers, on highly improved techniques.

Finally, a second phase (2013 -2016) will allow:

- ✓ To sustain all the achievements made under PAREF II;
- ✓ To succeed sustainable management of district forests by the Districts, for production of fuel wood to the benefit of the most vulnerable populations and with participation of local cooperatives;
- ✓ To promote private plantations and Agroforestry.

Note : PAREF II refers to PAREF NL-1

Based on these recommendations to extend the actual project phase till 31/12/2012 and the endorsement of these recommendations by the Steering Committee during its meeting of 29 September 2011, the PMU (after a request from the SC and EKN) an operational and financial planning (action plan 2012/13) for the period 1 January 2012 to 15 February 2013 was developed and implemented.

Based on an exchange of letters between the Ministry of Natural Resources (MINIRENA) and the Embassy of the Kingdom of the Netherlands (EKN) in which the Minister strongly recommended the continuation support of the second of PAREF NI-1 as a Biomass energy project, the Embassy requested the Belgian Technical Cooperation in its letter KIG/OS/B/338/2012 of 5 October 2012 to submit a proposal for a second phase before 30 November 2012. The proposal was to be developed taking into account the following guidelines and conditions:

- The project will start on 16 February 2013 and will end on 30 June 2015;
- The maximum amount of the contract will be 6 million Euros;

- The project will focus not only on tree plantation but also on the biomass energy as specified in the Mid-Term review;
- The efforts for the new phase will be focused on sustainable management of trees planted in the first phase of the project;
- The activities of reforestation will comprise of public and private sector lands;
- Reforestation activities to be concentrated in specific regions (Gishwati and Rusizi regions);
- To avoid delay in reforestation activities it is recommended to maintain staff that performed well;
- Submit a liquidity planning to maintain this staff up to 15-2-2013;
- The proposal for phase 2 should be based on lessons learnt from phase 1 for public land and from the Wood Energy Saving Project (SEW) for private land.

In its letter N° RWA 080631 T-01-01/13/086 of 22 February 2013, the Resident Representative of Belgium Development Agency (BTC) informed the Permanent Secretary of the Ministry of Natural Resources that BTC is not ready to implement the second phase of PAREF NL.

Based on this decision of the Belgium Development Agency (BTC), the Ministry of Natural Resources reviewed the project proposal done in December 2012 and produced a new project document to be submitted to the Embassy of the Kingdom of the Netherlands.

It is very important to mention that actually in order to protect and maintain the achievements of PARFEF NL-1, the Ministry of Natural Resources through Rwanda Natural Resources Authority has committed to pay forests guards especially in the sensitive area of Gishwati and has started training of charcoal cooperatives in districts in order to improve participatory forest management and forest products valorization by local peoples.

1.2 CONTEXT

1.2.1 Rwanda Development Policy

A wise use of Environment and Natural Resources to achieve sustainable development in Rwanda will rely on better management of forests and biomass. The gap between demand and supply of timber and fuel wood (estimated at 6.7 million cubic metres) leads to an excessive use of forest resources. Similarly, land shortages due to high population density (density of 400 inhabitants per square kilometre) as well as degraded soils deepen poverty among rural dwellers who, in search of alternative income, overexploit natural forests and forest plantations for domestic and commercial purposes.

Therefore, the need to sustainably manage forests, increase forest cover and forest productivity and improve charcoal production efficiency in order to meet the national population demand in fuel wood consumption has to be addressed. The project will provide a modest contribution to the implementation of national strategies and priorities outlined in Vision 2020 concerning the forest sector, the Forest Policy and the Economic Development and Poverty Reduction Strategy phase two (EDPRS II)

These strategies and priorities are defined as follows: (i) Increase and diversification of national forest and agro forestry resources; (ii) conservation and sustainable rehabilitation of forest and agro forestry resources; (iii) assessment of the contribution of goods and services rendered by the forestry sector to the national economy; and (iv) development of innovative technologies and best practices in forests management.

1.2.2 Vision 2020

Adopted in 2000, Vision 2020 as the development roadmap seeks to transform Rwanda from an agrarian country of per capita income of USD 220 in the year 2000, to a knowledge-based middle income country with a per capita income of USD 1,240 by the year 2020. Founded on six thematic and

three cross-cutting pillars, Vision 2020 recognizes sustainable environmental and climate change management as a cross-cutting crucial area regarding the realization of national aspirations.

It recognizes that the major problem in the field of environmental protection in Rwanda is the imbalance between the population and its natural resources. This leads to alarming degradation observed through deforestation, the depletion of biodiversity, erosion and landslides, pollution of waterways and the degradation of fragile ecosystems.

To protect the environment against deforestation and soil destruction, Vision 2020 sets the target for the forest cover to reach 30% of national land area (excluding lakes and rivers) by the year 2020 and the protection rate against erosion to rise from 20% in the year 2000 to 90% by year 2020. To ease the pressure on woody biomass (99% of the Rwandan population uses wood as the source of energy), Vision 2020 targets the share of wood energy in the national energy balance to drop from 94% in 2000 to 50% by the year 2020 through diversification of energy sources offered to the population. The implementation of this project will contribute to the targets of Vision 2020.

1.2.3 Economic Development and Poverty Reduction Strategy

The Rwanda's Economic Development and Poverty Reduction Strategy (EDPRS) for the period of 2008-2012 prioritize forestry as a strategic sector for public intervention to limit natural resources degradation. Accordingly, the strategy recommends the Forestry Sector to design and implement a reforestation strategy with diverse species, an inventory and mapping of national forest resources to provide the basis for a ten year national forestry plan and a joint strategy with MINAGRI to promote agroforestry for non-wood uses, including medicinal uses, honey production, wild foods and handicraft production.

The strategy further proposes an increase in forest and agroforestry cover from 20 (2006/7) to 23.5% (2012) of total surface land area (this is equivalent to an increment of 89,583 ha); reduction of annual wood consumption by 30% from 2002; rehabilitation of degraded ecosystems such as Gishwati and Mukura by 80%; intensification of agroforestry up to 85% of farmlands and development of a strategy for involving the private sector in forest management.

The Rwanda's Economic Development and Poverty Reduction Strategy (EDPRS for 2013-2018) prioritizes forestry as one of the pillars of National Economy where it recognise its contribution of about 13% (Baseline studies, 2010) to the Gross Domestic Product (GDP), therefore it recommends the increase of the contribution to GDP up to 15% by 2017. The Economic Development and Poverty Reduction Strategy for 2013-2018 also supports the previous target of increasing forest cover to 23.5% by 2012 and sets new indicator to reach 30% cover by 2018.

1.2.4 National Forests Policy

Rwanda's strategic objectives in the forestry include, among others: (i) increasing and diversifying national forest and agroforestry resources (Vision 2020 and Forest Policy); (ii) conserving and sustainably rehabilitating forest and agroforestry resources (Economic Development and Poverty Reduction Strategy and Forest Policy); (iii) assessing the contribution of goods and services provided by the forestry sector to the national economy (forest policy); and (iv) developing an agriculture that seeks to preserve the environment and natural resources (National Agricultural Policy).

This project will help to implement national strategies and priorities contained in Vision 2020, the national poverty reduction strategy phase two Economic Development and Poverty Reduction Strategy (EDPRS-II), the national forest policy and the national agricultural strategy. Therefore, the project is relevant to the objectives pursued by Rwanda.

The first written national forest policy was published in 2004. Due to rapid socio-economic and political changes that occurred since then, the national forest policy has recently been revised to meet the new challenges facing the forest sector (Ministry of Forestry and Mines (MINIFOM, 2010).

The revised National Forestry Policy has 14 guiding principles that will allow the Environment and Natural Resources Sector to achieve the forestry policy mission:

- 1. Sustainable Forest Management (SFM):** To manage all forest and tree resources to yield sustainable streams of social, economic and ecological goods and services on order forestry needs of the current generation without compromising similar rights of future generations.
- 2. Commercialization of Forestry Operations:** To carry out forestry operations in a business-manner, with clear focus on result-based management. Thus, the private sector will be invited and facilitated to invest in wood processing and value-addition in all mature forest biomass energy plantations.
- 3. Species diversification:** To use a wide range of tree species in reforestation programs on the basis of species matching to site.
- 4. Agroforestry technologies:** To promote on-farm forestry using multi-purpose fertilizer tree species due to land shortage for extensive forest biomass energy plantations.
- 5. Ecologically and physically fragile areas:** To manage such areas with special care in order to conserve the biodiversity therein and to protect areas prone to soil erosion and landslides.
- 6. Forestry research:** To take key forest management decisions based on fundamentals of forestry science and adequate research.
- 7. Stakeholder involvement and partnerships:** To involve all key stakeholders in forestry at various levels (national, district and community) in decision-making.
- 8. Forest management planning:** To manage forests in accordance with approved management plans to achieve well defined objectives irrespective of ownership.
- 9. Private sector involvement:** To promote a systematic phasing in of the private sector to play leading role in forest management and processing of forest products, leaving the public sector only the regulatory function, research and quality assurance.
- 10. Decentralized governance:** To manage all state forests in accordance with decentralized governance prevailing in Rwanda through “*Performance Contracts*”.
- 11. Forests as public good:** To manage all forests to serve a common good interest irrespective of ownership because of the multiple roles of forests. Therefore, any action taken in any forest will be regulated to safeguard that public interest.
- 12. Livelihoods enhancement:** All strategies and interventions in the forest sector must be geared towards improvement of livelihoods and fighting poverty.
- 13. Gender and equity:** To integrate assenting actions in all forest management plans to redress gender inequalities and disadvantaged groups.

International Obligations: To internalize current and future international conventions, agreements and protocols related to forestry in all strategies and interventions in the forest sector. The forestry policy sets clear strategies to achieve planned outcomes:

To increase forest cover

- To improve tree planting materials;
- To intensify tree planting on both public and private land;
- To Promote silviculture treatment.

To sustainably manage forest biodiversity and critical ecosystems

- Rehabilitate degraded ecosystems;
- Expand the network of protected areas;
- Generate scientific knowledge on ecosystems and biodiversity management.

To increase sustainable contribution of forestry and nature conservation sub Sector to the national GDP

- Promote value added technologies to wood and non-wood forest products and services;
- Establish a proper forest data management system;
- Promote sustainable forest management.

1.2.5 National Agricultural Policy & Strategic Programme for Agriculture Transformation

In order to meet the ambitions set in the agricultural sector within the framework of the Vision 2020 and the Programme of Poverty Reduction, the Government of Rwanda adopted in October 2004 a National Agricultural Policy whose vision is oriented towards poverty reduction and the contribution to a sustainable food security thanks to:

- A family agriculture which is modernized, innovating, professional and specialized, generating employment and income and voluntarily oriented market (domestic, sub-regional, regional and international);
- An integrated and diversified agriculture and specialized at a regional level and which ensures the food safety of the population and an equitable distribution of the resources and incomes;
- Agriculture concerned about safeguarding the environment and natural resources.

The Strategic Programme for the Agriculture Transformation (SPAT) was adopted for the first time by the Government in January 2005 for the implementation of the National Agricultural Policy. The general objective of the SPAT is "to contribute in a sustainable way to poverty reduction and to support the economic growth of Rwanda through the increase in the productivity of production factors, the maximum valorisation of the productions, the diversification of income opportunities, the safeguarding and maintenance of environmental natural resources". The SPAT I was reviewed in 2008 into SPAT II and later in SPAT III to implement the sustainability of economic growth, the goal of EDPRS III

The SPAT recognizes the importance of the Peasant Organizations (POs) in the strategy and considers capacity building as one of the conditions for success. SPAT considers POs as a key partner and includes programmes for the support and increase in their participation in the process of agricultural development. The forestry sector has certainly lessons to draw from this strategy

1.2.6 Decentralization

The process of decentralization is under the supervision of the Ministry of local administration (MINALOC).

The administrative reorganization made it possible to redefine the new responsibilities meant for Local governments; from now *Districts, Sectors, Cells* become the implementation centre of the decentralization program. *Districts* play the role of coordination and development programs of the sectors and have the responsibility to allocate the resources necessary for their functioning.

There are four strategic objectives of decentralization:

1. To make people aware of their responsibilities and mobilize them in order to involve them in the development, the implementation and the monitoring of development programs;
2. To reinforce transparency in the local authorities in order to hold them directly answerable vis à vis their communities;
3. To support, at the national level, a sensitivity to participatory development and to make local leadership able to facilitate structures which give priority to the needs expressed by the populations at the grass roots;
4. To develop a sustainable economic planning based on an efficient management of locally available resources

The decentralization policy was concretized by the adoption of the laws and regulations on the decentralization which made it possible to establish provinces and districts in 2001, the latter under the leadership of a Council and an Executive Committee elected with a 5 year mandate of.

Regarding forests, **the District Council** is responsible for taking decisions, develop strategies and give instructions relating to the activities aiming at developing agriculture, livestock and forests while the District Executive Committee is particularly responsible for the implementation of agriculture, livestock and forests, tourism and the environment conservation decisions.

- i) This process of decentralization was accompanied by the development of policies (Community Development Policy and Tax Decentralization) and the establishment of the following structures and tools: Establishment of the Community Development Committees (CDC) which stimulated and promoted the participation of local governments and communities in the choice of development priorities and monitoring-evaluation of their implementation;
- ii) Establishment of Joint Action Development Forum(JADF) which groups all development partners in each district;
- iii) Creation of the Common Development Fund (CDF) which receives 10% of the internal receipts of the country to build the capacity of decentralized entities with regard to the funding of the development projects;
- iv) Development of the Districts Development Plans (DDPs)

The major changes brought by this context of decentralization on the functioning of state institutions and the various development actors came from the definition and the sharing of roles and responsibilities between the central Government Ministries and the delegated entities (Provinces) and decentralized entities (Districts, Sectors, Cells). These changes were especially characterized by:

- i) Increased transfer of responsibilities to Provinces and Districts in the matter of coordinating and implementing development activities (planning, prior consent to the action on field for a particular stakeholder, monitoring and evaluation, etc.);
- ii) Transfer of responsibilities for collecting some taxes;
- iii) Direct transfers of budgets of the Central Government to the Local Governments;
- iv) Possibility of signing partnerships directly with some donors;
- v) District accountability in the management of project funds from bilateral and multilateral co-operation etc.

The evaluation of the second phase of decentralization revealed that the service delivery is improving and there is a need to involve our communities in down-top policy and planning approaches.

1.2.7 Territory Administrative reform of 2006

The new territorial administration reform carried out at the beginning of the year 2006 is characterized by:

- A new administrative division in which there is Kigali City, *provinces* which moved from 11 to 4; districts and cities which moved from 106 to 30 districts (cities are removed as administrative entities but must rather support the development in the countryside); administrative sectors moved from 1.545 to 416.
- *The district*, as decentralized territorial authority, becomes an entity of planning, development coordination and resource mobilization while *sectors* become entities in charge of "service delivery". The province on the other hand is reduced to a simple administrative territorial entity representing the central government and without real power in decision-making or planning.
- Districts and sectors have qualified human resources as follows: in addition to the Mayor, two Vice Mayors and Executive Secretary, each district has at least 6 senior executive Ao for the technical directorates. In parallel, 4 A0 and some A1 officers are allocated in each sector.
- The organizational chart districts provide for 6 units namely: Unit of Human Resources and Administration; Unit of lands, town planning, Habitat and Infrastructures; Unit of Planning, economic Development and Employment Promotion; Tax Collection Unit ; Unit for Education , Youth, Sports and Culture; Unit for Health, Family Promotion and Protection of Child Rights.

Local Government Authorities under decentralization have direct responsibility for all decentralized services, including natural resources and forests management. With increased local government finance through the Common Development Fund (CDF) and through direct transfers, local authorities have considerable resources to finance their Districts Development Plans (DDPs) and Performance Contracts (Imihigo). The district authorities will be encouraged to prioritize environmental issues, in

their planning and budgets given their dependence on environmental resources and vulnerability to environmental shocks.

In the forest sub-sector, the local government will specifically help to:

- Implement the Forestry law;
- Facilitate, support and implement forest policy;
- Facilitate the participation of local communities;
- Liaise with the private sector to facilitate investment;
- Control the land use;
- Support the decentralized forestry extension, and
- Facilitate and control Non-Government Organisation (NGO) interventions in the forestry sector.

1.2.8 Biomass Energy Strategy (BEST)

As is outlined in the Biomass Energy Strategy of Rwanda (BEST), the value of firewood and charcoal in 2007 was in the order of US\$122 million, or 5% of GDP. About 50% of this value remains in rural areas where it is distributed among farmers/wood growers and charcoal producers playing an important role as an engine for rural development.

Phase 2 will put more emphasis on the Biomass Energy Strategy, which is to increase the sustainable supply of wood fuels by:

- improving the regulatory framework with regards to cutting permit/taxation policy (Result 1 and 3)
- increasing efficiency planning of wood fuel supply management activities (Result 3)
- better management and exploitation of State and District biomass energy plantations (Result 2 and 3)
- professionalizing the charcoal value chain (Result 3)

During the implementation of these activities continued exchange with actors involved in biomass energy production (e.g. IFDC, CARE, MININFRA) will continue.

1.2.9 Biomass energy and the department of forestry and nature conservation

The Department of Forestry and Nature Conservation (DFNC) oversees the forestry sub-sector. The subsector contributes to the national energy supply a share of 80 % and a further 6 % is derived from the burning of agricultural residues, which ought to be used for manure. The current objective of the department is to satisfy the national biomass energy demands, starting with filling this gap of 6% (burning agriculture residues), which will as well be a great contribution to Sustainable Land Management(SLM).

The objective will be achieved through the increase in productivity, which in turn will depend on the rational management of forests and adoption of new efficient technologies like improved charcoal making techniques. Both the forest policy and the new forest law provide for the transferring of the state forest management into private hands for better and improved results. Further to this the forest policy stipulate that forest operations will be undertaken in a business-manner, with sharp focus on result based management, livelihood enhancement and fighting poverty, job creation and increasing the contribution of forestry activities to the economy(GDP); reference is made to the BEST national strategy.

Of the current 80% biomass energy supply share, 57 % is wood and 23 % is charcoal. This latter being a better mode of using biomass energy than the former, the department will strive to increase the share of charcoal and reduce that of wood. Further the 6% share supplied by burning agriculture residue will

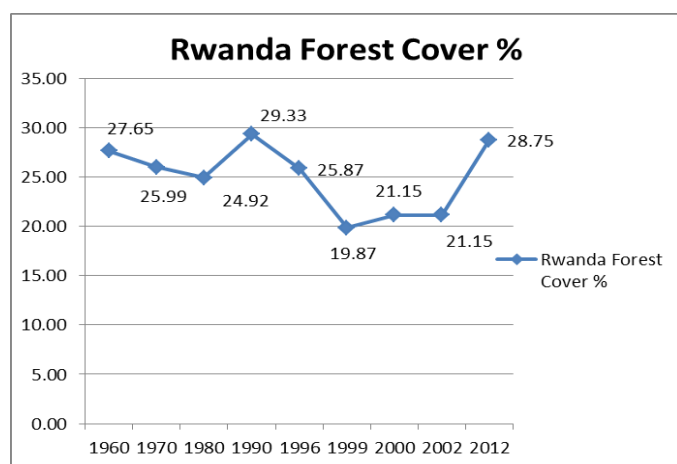
be replaced by wood, an action that will contribute to SLM by increasing land fertility and land productivity.

The logical framework of PAREF NL 2 is formulated in accordance with the department’s objectives of improving the biomass energy management, adding value to the forest products and driving the rural economy.

1.2.10 Forest Management and Reforestation in Rwanda

1.2.10.1 Status of forest cover in Rwanda

Rwanda’s forests consist of natural forests and plantation forests. The natural forests of Rwanda are mostly protected areas comprising national parks and forestry reserves. The management of natural forests classified as national parks is the mandate of Rwanda Development Board (RDB) within the Ministry of Commerce and Industry (MINICOM). The plantation forests are divided into three categories and those are: state woodland, district woodland and private woodland. Their management is under the responsibility of the Ministry of Natural Resources (MINIRENA).



According to the recent update of the national forest cover¹, it is currently accepted that the national forest cover is approximately 673,752 Ha or about 28.29 % of the total land (i.e. 26 % of the country territory) with a large proportion of shrub lands and badly managed plantations.

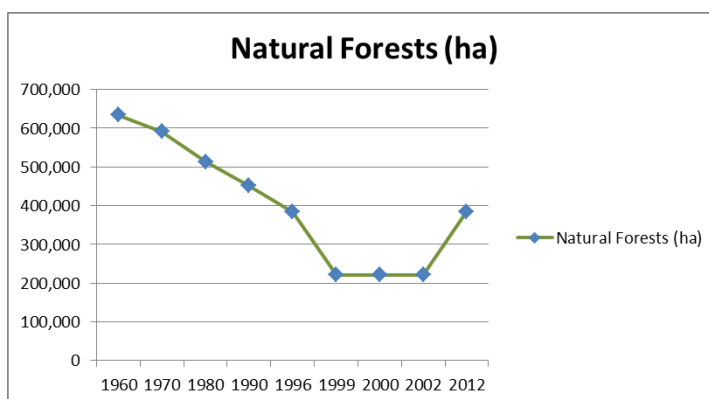
These figures are based on national land area, excluding lakes, excluding biomass energy plantations established by PAREF and IFDC/SEW, including all areas up to 0.25 Ha. The chart left shows the development of the forest cover over the period 1960 to 2012.

Natural forests cover approximately 385,225 Ha including Volcanoes National Park, Akagera National Park, Nyungwe National park and a large area of Shrub-land.

The plantation forests consist of state owned plantations and private owned plantations and covered an area of about 282,563 ha in 2002. They have been evaluated at 288,526 ha in 2012 (excluding 10,000 ha PAREF NI-1 biomass energy plantations) according to the update national cover forest map done by the Centre GIS of the National University of Rwanda based on Ortho-photos taken in 2008.

The Chart right shows that between 1960 and 2000, almost 500,000 hectares of forests were cleared without afforestation compensating for these losses

Compared with FAO standards which "estimate 1 hectare of forest is the optimum area required per person to ensure a sustainable ecological balance and meet the needs of wood for humanity". For Rwanda, these standards "are far from being met, because this

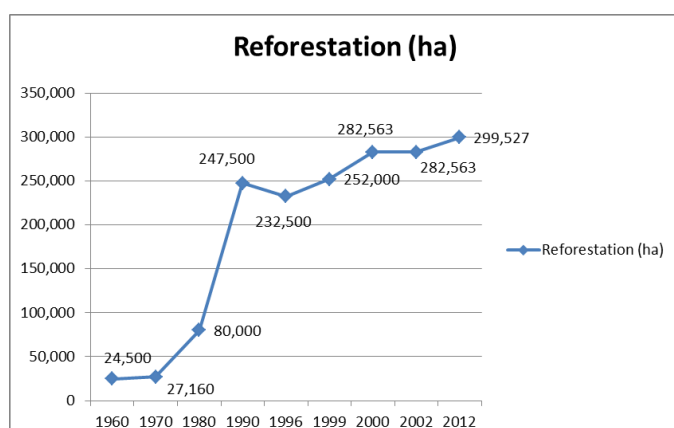


¹ updating of the national forest cover mapping, using high resolution aerial photographs (2008). C-GIS/NUR/PAREF NI-1 2012

surface area is only 0,059 hectare ". The spike in natural forest area between 2002 and 2012 is due to the fact that in the recent mapping update exercise it was decided to include shrub lands in the forest cover as it is part of biomass energy producing woodland.

The reasons for the reduction in Natural Forests are varied as outlined in the document of National Forestry Policy: "the major problem as regards environment in Rwanda is the imbalance between the population and natural resources which are in degradation since decades. This degradation is observed through massive deforestation, the reduction of the biodiversity, the occupation of the marginal areas by agriculture, erosion and unplanned exploitation of marshes ". Moreover, the uncontrolled introduction of exotic species (mainly *Eucalyptus* sp.) in the reforestation program has as consequence the predominance of exotic species over the local species, competition, introduction of new diseases, uncontrolled invasive species (e.g.: the water hyacinth), etc.

However, the important work of reforestation which Rwanda carried out since the year 2000, made it



possible to reduce the deficit in fuel wood and wood for construction. The chart to the left shows the increase in afforestation since 2000. The data for 2012 include 10,000 ha of PAREF NI-1 established forests. It excludes biomass energy plantations established under PAFOR and PAREF Be-1 after 2008.

The main species planted is eucalyptus. Though this species is the subject of criticism (soil impoverishment, water

consumption, etc.), the great ability of the majority of *eucalyptus* to regenerate via shoots is a positive element. By its growth rate and its ability to be carried out in coppice, this species provides an abundant production and a significant income in a short time.

1.2.10.2 Situation of the supply and demand of wood

The main product of the forest exploitation in Rwanda is fire wood which represents 98% of all collected wood. Over 96% of all domestic energy in the country comes from biomass in the form of wood, charcoal, shrubs and crop residues. Table 1 shows an assessment of the use of wood as source of energy. This assessment is largely negative. Already in 1970, it was clear that the woody forest resources were not enough to meet the needs, since the energy balance recorded already a deficit of 3.356.000 m³.

	Years ¶							
	1960	1970	1980	1990	1996	1999	2000	2002
Natural forests areas (ha) ¶	634,000	591,800	513,600	451,160	383,660	221,200	221,200	221,200
Total population ¶	2,694,990	3,763,259	4,831,527	7,157,551	6,167,500	7,165,108	7,497,644	8,162,715
Pop growth % ¶		3,8	3,8	3,1	3,1	3,1	3,1	3,0
Wooded areas (ha) ¶	24,500	27,160	80,000	247,500	232,500	252,000	282,563	282,563
[1]Possibilities (1000 m3) ¶	368	407	1,200	3,713	2,790	2,268	2,261	2,261
[2]Wood needs (1000m3)	2,695	3,763	4,832	7,158	6,784	7,882	8,247	8,979
Assessment (1000m3)	2,327	3,356	3,632	-3,445	-3,994	-5,614	-5,987	-6,719

Table 1: Situation of needs and possibilities of wood in Rwanda, from 1960 to 2002 (Source MINITERE: Forest policy)

Thereafter, the situation deteriorated especially because of the vertiginous population growth within the period of 10 years (from 1960 to 1970) which had increased of almost 40% and almost 30%

between 1970 and 1980. Consequently, the deficit in wood has gradually worsened and the situation became alarming after the war, especially since 1995. The energy balance since 2002 shows a deficit of 6.719.000 m³. This deficit remains an estimate because no recent survey quantifies the contribution of the agro-forestry and the private thickets scattered in the country, or the use of plant debris (banana sheets, rice straw, etc.) on domestic consumption.

It is expected that the demand will continue to increase at the rate of the population growth as long as the way of life and the current techniques of use of wood will not have changed, and if other renewable sources of energy are not sufficiently developed and are not made available to the majority of population. Although the techniques to economize on wood energy were developed, it is currently noted that the population did not quickly adopt them due to an insufficient popularization and a resistance to change. In parallel, alternative sources of energy to replace wood remain not much known, inaccessible and therefore less exploited.

Even if it is difficult to evaluate the economic value of ecological functions of forests, and the total value of the forest products (woody and non-woody) remains largely unknown, it is certain that the forest contributes a lot to the economy of Rwanda. This economic value which is expressed into tangible terms of timber, domestic and industrial energy (tea factory, matches), selling fruits, anti-erosion and in immaterial terms of beneficial effects on the climate, tourism or the quality of landscapes is well appreciated. However, without this evaluation, the real contribution of the forest resources to the national economy will remain largely unknown, neglected or forgotten.

1.2.10.3 Forest Management

Forestry resources and activities in Rwanda suffered for long time after the 1994 genocide. The normal activities of reforestation, harvesting, conversion and other forestry activities were not well planned and carried out after these tragic years. A huge shortage of well-trained foresters was also partly to blame.

Following the various constraints, especially technical and logistical, public forests have become victims of uncontrolled and wasteful exploitation that is often done according to opportunity without worrying about the future and serious ecological consequences which could emerge subsequently. This trend is especially worrying as it is found in all social sections and is tied with an acute poverty (in 2006, up to 54 % of Rwandans lived under the poverty line).

Neither forestry law nor other instructions which should serve as safeguards are respected, nor rigorously applied. Furthermore, the revised forest law is not yet approved by Parliament and no proper rules and regulation for forest management have been developed. In addition, lack of proper forest monitoring and the absence of appropriate forestry treatments lead to wasting of resources (quality deterioration and loss of woody matter).

Though District forest management plans were developed during 2008-2010, they are not used by the district, as no money for investment is allotted for forest management and not enough well trained staff is available to carry out the plans.

2 STRATEGIC ORIENTATION

2.1 Focus on increase in fuel wood resources on public lands

According to the national policy and the biomass energy strategy BEST of Rwanda, the balance between supply and demand for fuel wood (firewood, charcoal) has a deficit. This trend continues to worsen particularly because of continued population growth in the country. The deficit in 2009 was estimated at more than 9.5 million cubic meters.

Although this estimate should be considered with caution, (it does not include the contribution of agro-forestry, or the use of plant debris), obviously this fact and the overall trend derived from all evidence, significant efforts to reduce this deficit and curb its negative trend should be undertaken.

PAREF NI-2 will therefore focus on a growth in fuel wood resources by increasing the area of plantation and by improving forest management. The project envisages increasing the fuel wood resources by planting of 2.500 Ha of new plantations and forest reconversion in the Districts Nyabihu, Rubavu, Ngororero, Rusizi and Nyamasheke. Those Districts have more space for biomass energy plantations and old non-productive forest that need urgent reconversion.

This will be implemented using the successful HIMO/hired operator approach developed during PAREF NI-1, with more emphasis on district management of the system (DFOs will take the role of PAREF NI-1 hired DFOs) and the project will provide extra financial management support for the DFO office. Based on the past experience with PAREF NI-1, the project will support districts in financial planning and reporting for forest management.

Recent studies regarding the update of forest cover, carried out with PAREF NI financing revealed that the contribution of forest area between 0.25 and 0.5 ha contributes a considerable area to the national forest cover. The total percentage of forest cover found was 28.29 % (excluding lakes, including shrub lands and excluding forest plots smaller than 0.25 ha and agroforestry trees)². The amount also does not include area afforested by PAREF NI-1 project, which probably accounts for more than 1 % increase.

Even a 30% forest cover however will not cater for the needed biomass energy consumption in the distant future (taken into account alternative sources of energy and increase of population). To cater for the biomass energy needs, there is a need to significantly increase the productivity per ha from (4 m³/ha/year to at least 15m³/ha/year or higher) by proper management and improved harvesting methods and at the same time an increase in efficiency of charcoal production from 1 sack/stère (traditional method) to 2-3 sacks/stère (Casamance Kiln) A shift in strategy and approach is needed.

2.2 Shift from forest cover to productivity, efficiency and management

According the recent update of the national forest cover supported by PAREF NL, Phase 1, it is currently accepted that the national forest cover is approximately 673,752 Ha or about **28.29 %** of the total land (i.e. 26 % of the country territory) with a large proportion of shrub lands and badly managed plantations.

These figures are based national land area, excluding lakes and including all forest areas up to 0.25 ha. If the results of PAREF Be1 (2,923 ha) and PAREF NI (9,422 ha) are added, the forest cover increases **0.52 %** up to **28.81 %**.

Based on the November 2012 WISDOM/SDA or Supply Master plan for Fuel wood and Charcoal of Kigali study (which was updated with the results of the 2012 Forest Cover Mapping) it is estimated that

² updating of the national forest cover mapping, using high resolution aerial photographs (2008). C-GIS/NUR/PAREF NI-1 2012

5.2 % of land cover (TOF = Trees Outside Forests) is taken by agroforestry plots (< 0.25 ha) and individual trees.

This 5.2 % is not part of the 28.81% forest cover. Even if only half of the 5.2 % is added, the forest cover is already well above the 30% level of the Vision 2020 objective. Adding the full 5.2 % will give a **cover of 34 %**. Reaching and even surpassing the 30 % indicator of Vision 2020 would mean a huge achievement of the RNRA and the Forest Department. This calls for a change in strategy, towards improvement of forest management and increase of biomass productivity per hectare from 9.6 m³/ha (CPS) = Current Productivity Scenario) to 15 m³/ha (MPS=Managed Productivity Scenario) or more.

How to do that shifting? The project expects to train local cooperatives and associations in proper forestry techniques like norms of trees planting, forest management and forest harvesting as well as charcoal making. Those local organizations will be involved in all field activities concerning sustainable forest management on public land in order to increase the forest productivity. The project will develop a mechanism for the fair sharing of the benefits coming from the participatory managed biomass energy plantations, between cooperatives/associations /local population, districts and the Department of Forestry and Nature Conservation (DFNC).

The project PAREF NI-2 will put emphasis on forest management in order to increase the forest productivity of fuel wood resources in the area of intervention. In this regard, the project will support the sustainable participatory management activities of 1.800 Ha forest management pilot areas among 10.000 Ha already planted with the technical and financial support of PAREF NL-1.

Pilot areas are established plantations on which phase 2 will experiment with participatory management involving Department of Forests and Nature Conservation, Districts, Sectors and cooperatives. In each District the project will select 1 pilot area, 9 in total. This means that phase 2 will work in 9 sectors (so-called pilot sectors).

According the national forest law, the roadside of 10 meters of diameter on public roads are public lands and must be reforested everywhere it is possible. When regarding the reality, those lands along roads are utilized by populations and majority of those lands are used for crop production. The project PAREF NI-1 has supported the plantation of trees on roadsides and lakesides but those trees need protection, maintenance and proper management for future fuel wood production.

2.3 Participatory Forest management/livelihoods improvement of rural population

Once all pilot areas have been selected, operators, Sector Forest Extensionists (SFEs) and District Forest Officers (DFOs) will experiment with participatory forest management through identified, organized and active cooperatives or associations.

One of the major issues in forest management in Rwanda is completely inadequate exploitation techniques, in which Eucalyptus trees are cut to high and with axes, resulting in a decrease in productivity after the first cut, and a biomass energy plantation ready for very expressive reconversion. Focus on productivity increase and sustainability of biomass energy plantations through proper management and exploitation techniques is therefore a must. Efficiency increase in the production of charcoal and firewood on participatory forest management pilot areas will also be a focal point.

In this way sustainable management and protection of the public forest biomass energy plantations from the beginning of the project is ensured. The project should for the participatory management by cooperatives and associations give priority to those consisting of women and youth. If participatory management of public forest is to be implemented, major awareness raising of the local population on the topic will be required.

The project will closely work with the private sector, by mobilizing private owners through cooperatives, private/cooperative nursery training. In close cooperation with PAREF Be-2, value chain

issues, especially regarding charcoal production, transport and sale will be looked into. Cooperatives (some already established during phase 1) and private owners will be supported in organizational and capacity aspects through operator capacity building events and organizational development support of the projects' Social Organization Specialist and the Forest Sector Extensionist.

The project will develop a proper mechanism for the sharing of benefits coming from the participatory managed biomass energy plantations. This approach will help local population to earn money from forest activities and the whole sector will benefit from those forests well managed and that give high biomass energy production. On the area of 1,800 Ha divided over 15 pilots sites, the project will work with local cooperatives or associations in the forest management activities.

Furthermore the project will hire international and national consultants to develop proper rules and regulations for forest participatory management in Rwanda, based on regional experiences and the Rwanda forest law.

2.4 Afforestation of forests on private lands

Considering the short time for the implementation of PAREF NI 2, based on the experience of the Dutch funded SEW project in forestry and agroforestry on private lands, the project will sign contracts with local operators/NGOs for the implementation of forestry on private lands (forest plots and agroforestry). In this way the project will actively intervene in the creation of 1,000 ha on private lands.

This approach will include also the sensitization and support to cattle grazing groups in Gishwati area for planting trees in their pastures. The project will therefore experiment with agroforestry systems based on cattle grazing, so-called silvo-pastoralist systems in this area. During the implementation of the project, it is also proposed to include support for private nursery owners through the agroforestry component, in order to create sustainable supply of forest plants in the future.

The project will contract local operators which will supervise and control the execution of activities using local population through HIMO approach. The recruitment of manpower will be done by private operators in collaboration with local authorities. The payment of manpower will be done through bank account by operators.

2.5 Decentralization and District forest management

In defining its implementation approach and methodology, the project ensures compliance to decentralization policy, encouraging transfer of more important responsibilities to districts and other decentralized administrative entities. Hence, for example, districts will be responsible for identifying sites for reforestation, planning the reforestation activities, proposing the families to be involved in project activities under HIMO approach and monitor them.

Thus, to assure that the poor people benefiting from the project, the recruitment of manpower will be made using HIMO approach and the project will request local authorities to propose list of people in the lowest poverty classes as it has been done during the implementation of the first phase of PAREF NL. Manpower will be recruited locally and usually the local authorities who are involved in the recruitment process recommend putting emphasis on people that are in class 1 and 2 of Ubudehe classification (lowest poverty classes).

In this perspective, the project will put in place a team aiming at building the capacity of the districts for the implementation of the intervention and, more broadly, at transferring forest resources management skills.

The project should enhance the capacity of districts on participatory management by financing additional necessary staff contracted by the district. After 2 years the salary should be supported by

district through Government funding. The project will agree with districts on the recruitment of needed staff in order to support the district forest service.

The staff will be composed by forest financial resources mobiliser based at the district level and a forest extensionist based in the sector level where the pilot forest areas for improved management are located. During the experimentation with participatory forest management in the selected pilot areas, modest benefits from exploitation can be made, based on the PAREF NI-1 assessments. The project will closely measure/monitor revenues and based on the experience with pilot area exploitation will recommend future participatory forest management strategies.

The proposed pilot areas will be under the supervision of districts and project management. During the development of the management plan for the sector in which the pilot area is located, the project will develop the necessary implementation modalities, rules, regulations and benefit sharing arrangements, which go with participatory forest management system.

In this approach, the local population will be involved in the project implementation through the HIMO approach, training of cooperatives/associations and harvesting of biomass for fire wood and charcoal making activities. Furthermore, for the afforestation on private lands, the owners will be involved also during the site preparation and tree planting operations.

In general, the planning is bottom up. The district identifies technical activities and evaluates budget needs (sites identification, sites measurement, nursery bed management sites preparation and plantation) and transmit the information to the project headquarter. The districts are supported by zone supervisors, forest extensionists and accountants of the project. The Project Management Unit makes the coordination of all planning activities from nine districts and summarizes the final technical and financial planning of the whole project. The Project Management Unit will be based in the Single Project Implementation Unit (SPIU) under the Director General of Rwanda Natural Resources Authority (RNRA).

2.6 Forest law and rules and regulations

The forest regime (wood and forests) in Rwanda is organized by the decree of 18/12/1930 relating to the cutting and sale of wood, by the Rwandan penal code of 1977 regarding penalties incurred by those who destroy or degrade harvest, trees, farming tools instruments of agriculture and by forest law No 47/1988 of December 5, 1988 and its implementation monitoring.

Concerning Forestry Service, the law proposed to set up contracts of forest management. It also suggested institutions for cutting wood, procedures of forests classification and declassification and the establishment of the Provincial Forestry Commission. All these measures under this law were not considered. For example, the organization and attributions of the Forestry Service as well as the procedures of establishment of the state forest were not defined and disseminated and the Prefectural Forestry Commissions just existed before the reorganization of the central government. In addition, this law is not coherent with the new legal provisions and can generate conflicts of roles and attributions.

Consequently, it is better to renovate a legal and regulatory system dating back from 1988 and which is not adapted any more neither to the legal situation nor to the forestry policy into force in the country. The new forestry law is currently under the process of signature by H.E. the President of the Republic and publication in the official gazette. The ministerial decrees are also under development awaiting the promulgation of the new forest law. This new forest law plans the following elements of forest management and protections:

1. National forest management plan
2. Planting maintenance and protecting forests

3. Forestry management
4. Forestry research
5. Licenses
6. Prosecution in forestry
7. Administrative sanctions and penalties

The project will advise the Ministry of Natural Resources and the Department of Forestry and Nature Conservation of the Rwanda Natural Resources Authority (RNRA) regarding the development of rules and regulations related to local participation in forest management.

2.7 Synergy and complementarity with PAREF Be2 and IFDC/SEW

Since April 2008, the Ministry of Natural Resources (MINIRENA) and the Belgian Development Agency (BTC) launched a support project for Reforestation in Rwanda (PAREF Be 1) funded by Kingdom of Belgium. This project has entered into a second phase which started its activities in September 2011 under the name of Support Project to the Development of the Forestry Sector in Rwanda (PAREF Be-2).

It aims at supporting the MINIRENA in the implementation of the National Forest Policy, via an important component of institutional capacity building, the increase of forest resources in 6 districts (three of the Northern Province and three in the Eastern Province) and support for a better utilization of firewood.

The project PAREF NI -2 is conceived with a complementarities' perspective with the Belgian project and with a desire to maximize synergies between the 2 projects, through - in particular - the coherence in setting objectives and outcomes expected from the intervention, by putting order in the modalities of implementation, by capitalizing and disseminating experiences and tools generated by PAREF Be-1 and PAREF NI-1. Furthermore by sharing staff inputs for Procurement, GIS services and Office management.

The project PAREF NL-2 will have synergies and complementarities with the Sustainable Forest Management and Natural Forest Restoration Project (PGReF) funded by the African Development Bank (AFB) and which is intervening in all the districts of Southern Province. This project supports the sustainable forest management (public and private forests) and contributes to the rehabilitation of natural forest in all the 8 districts of Southern Province.

The project PAREF NI-2 will have also synergies and complementarities with IFDC /SEW which planted around 6000 Hectares on private lands in 7 districts with the financial support of the Kingdom of the Netherlands. The intervention zone for IFDC /SEW is composed by the following districts: Nyanza, Nyaruguru, Nyamagabe, Bugesera, Karongi, Rulindo and Burera comprising two districts which will receive also technical and financial support from PAREF NI-2 and those are Karongi in Western Province and Burera in Northern Province. It is assumed that IFDC/SEW will recruit an expert in forest economy who will support both projects PAREF NL 2 and SEW and will bring his needed expertise to the Department of Forestry and Nature Conservation.

During the implementation, the different stakeholders will meet with PAREF NL 2 staff in the sector working group meetings organized by the Department of Forestry and Nature Conservation (DFNC) and exchange experiences and lessons learned in their different zones of intervention. In this regard, the main role of those stakeholders will be the exchanges of experiences and lessons learned with the project management unit in order to improve the strategy of intervention and increase the sustainability of achievements for all interveners in the forestry sector.

The coordination of all stakeholders' activities will be under the responsibility of the Department of Forestry and Nature Conservation (DFNC). All stakeholders have responsibility to report to the

Deputy Director General of DFNC and participate regularly in the sector working group meetings for exchanges of ideas with others interveners.

The project will regularly participate in the meetings of JADF in different districts of its zone of intervention and there the representative of the project will meet different stakeholders that have activities relative to the forestry sector and exchange experiences. In those meetings the project will learn from the experiences of others and improve its strategy and approach of intervention.

For example, with IFDC/SEW, the project will benefit the experiences and lessons learned by intervening on the private lands while executing afforestation and charcoal making activities as well as training and organizational / institutional development of charcoal makers cooperatives/associations.

On the other hand, PAREF NL 2 will have synergies and exchanges of strategies and approaches with PAREF Be 2 and PGReF projects on all activities concerning the refinement, updates and implementation of District Forest Management Plans (DFMPs).

PAREF NL2 will collaborate with PAREF Be2 in the elaboration of ToRs for the execution of a national forest inventory and will co finance the implementation of this activity especially in its zone of intervention.

PAREF NL2 will have also synergies and complementarities with others institutions, international and national NGOs intervening in the forestry sector. The following table shows different stakeholders in the forestry sector and having interventions in Western and Northern Provinces, areas of intervention and their main activities in the forestry sector.

N°	Name of the stakeholders	Area of intervention	Main activities
	Institutions		
1	MININFRA	National	Energy saving
2	MINAGRI	National	Agroforestry & soil conservation
3	FAO/Project	National	Measurement & evaluation of forests productivity
4	RAB(Forestry Dpt)	National	Research and extension in forestry
5	ISAE Busogo	National	Training of foresters
	Development Projects		
6	PAREF Be 2	Northern and Eastern Provinces	Afforestation and Forest management
7	PGReF	Southern Province	Afforestation, agroforestry & Forest management
8	LWF	Western Province	Agroforestry and soil conservation

9	IFDC/SEW	Western and Northern Provinces	Agroforestry & Agriculture Wood Value Chain
Non Governmental Organization			
10	SNV	National	Biomass energy
11	WCS	Western Province	Nature conservation
National NGOs			
12	HELPAGE	Northern & Western Provinces	Afforestation & Agroforestry
13	ARECO Rwanda Nziza	Northern & Western provinces	Afforestation & Agroforestry
14	ACNR	Eastern & Northern Provinces	Afforestation & Nature conservation
15	ARECOS	Northern Province	Afforestation & Agroforestry

2.8 Assessment and selection criteria of the intervention zone

The project will intervene in 9 districts of the Western and Northern Provinces and those are: Musanze, Burera (Northern Province) and Nyabihu, Rubavu, Ngororero, Karongi, Rutsiro, Rusizi and Nyamasheke (Western Province). These 9 districts were selected on basis of the following criteria:

- The continuity and consolidation of the achievements of the PAREF NI-1 project funded by the same donor, the Kingdom of the Netherlands;
- The availability of public land for planting in the areas around Gishwati and Nyungwe natural forests;
- The geographical complementarities with PAREF Be-2;
- The need to control, in several of these districts, the growing momentum of exploitation of forest resources for the supply of firewood and charcoal to urban centers, after the exhaustion of resources in the districts of the Eastern Province,
- The potential for developing economic activities in forest streams for the benefit of populations who are often in precarious situations.

No	District	Public lands	Private lands	Pilot areas	Zones of intervention
1	Musanze	0	100	100	Zone 1
2	Burera	0	100	250	
3	Nyabihu	900	100	200	Zone 2
4	Rubavu	400	100	200	
5	Ngororero	900	100	300	
6	Karongi	0	200	120	Zone 3
7	Rutsiro	0	100	100	
8	Rusizi	100	100	200	Zone 4
9	Nyamasheke	200	100	330	
Total		2500	1000	1800	

Table 2 Assessment criteria and evaluation of areas in ha to be reforested or managed per district

The project PAREF NI-2 will not plant on public lands in Musanze, Burera, Karongi and Rutsiro districts because those four districts received much support from PAREF NI-1 and there is actually no availability of public lands which can be reforested. For Musanze and Burera especially, the lack of public lands is also caused by the high density of population and the predominance of agriculture activities.

3 INTERVENTION FRAMEWORK

3.1 Overall Objective (IMPACT)

The project will contribute to (i) the recovery of forest productivity in the country by developing management pilots on public forest land using improved techniques, (ii) increasing forest cover on public and private land, (iii) capacity enhancement and improvement of the incomes of actors in the forest product sector and (iv) the protection of the environment and erosion control.

The overall objective of the project has been formulated in line with the overall goal of the National Forestry Policy: "Making Rwandan forestry one of the pillars of the economy and national ecological viability." In this context, it is formulated as follows:

«The implementation of the national forest policy contributes to poverty alleviation, economic growth and environment protection»

The Projects' overall objective has four objective verifiable (IMPACT) indicators, quantifying the project's contribution to achieving the project overall development on poverty reduction, economic growth and environmental protection by supporting the implementation of the National Forest Policy:

1. Number of jobs that can be created through participatory forest management (protection, maintenance, exploitation and charcoal production) at the end of the project: 250 jobs including members of cooperatives, woodcutters, transporters and dealers of charcoal;
2. Efficiency of carbonization implemented at PAREF NI biomass energy plantations and using improved production methods from 12 % to 20 %;
3. Area (ha) of watersheds protected against erosion: 1,000 Hectares;
4. Number of people employed by project through HIMO: 30,000 persons.

These OVI's make it possible to evaluate the impact at the end of PAREF NI-2 and its contribution to the implementation of the national forest policy. These impact indicators can be measured and verified through (i) Project reports; (ii) Bank statements, Country, District and Sector statistics; (iii) Project reports, management plans and final evaluation report; (iv) Project and operator reports.

Talking how the project will contribute to the national and local economy, it is important to mention that PAREF NL 2 will recruit national operators for the supervision of field activities (nursery bed management, sites preparation, plantation and maintenance of young plantation). Operators will utilize local manpower through HIMO with emphasis on local vulnerable peoples especially class 1 and 2 of Ubudehe.

As it has been done during the implementation of the first phase of PAREF NL, the project will continue supporting its HIMO manpower in bank account opening in order to familiarize them with the culture of saving in commercial banks and SACCOs.

It is also important to remind that the aim of PAREF NL 2 project is to support the sustainable forest management by applying good techniques and norms of biomass energy plantations and maintenance of forests. The improvement of techniques and norms of biomass energy plantation and

maintenance will support maximizing the productivity of public and private biomass energy plantations in the areas of intervention of the project.

This approach will contribute to the national economy through the payment of taxes by operators. The improvement of forest management will increase the productivity of public biomass energy plantations through the selling of wood the government will realize more revenues and this will contribute again to the national economy. Also the established biomass energy plantations will support the protection of watersheds of about 1000 Ha. The water of rivers and lakes protected through the protection of watersheds will be used for hydropower which will boost business in rural areas. This will again contribute to the national economy through the taxes paid by the business which will be developed. The banks will increase also their clients and gain money from the new bank account opened with the support of the project. The payment of taxes by the commercial banks and SACCOs will contribute also to the national economy.

The project will contribute to the local economy through paying salaries to locally recruited manpower in the zone of intervention. Also organizational development, training of cooperatives and associations resulting in more efficient and productive charcoal making boost the local as well as national economy. Furthermore income activities like private nursery beds management, selling seedlings and forest products from PAREF NL 2 plantations will also boost local economy.

3.2 Specific objective (OUTCOME)

The project expects to contribute to the overall objective by attaining the following specific objective:

Qualitative and quantitative management of forest resources in the 9 districts is improved.

The Projects' specific objective has four objective verifiable (OUTCOME) indicators, quantifying the project's contribution to achieving the project overall goal:

1. Figures on forest cover : 3,500 Ha of new forest plantations;
2. Figures on annual increment and standing volume for pilot areas: 12.5 m³/ha/year
3. Quality of 9 operation plans for pilot forest areas at sector level;
4. Awareness amongst stakeholder on participatory forest management: 250 persons including authorities and technicians will participate in awareness activities technically and financially supported by PAREF NL-2.

These outcome indicators can be measured and verified through (i) Updated maps (ii) Inventory reports; (iii) External evaluation, end term review; (iv) Survey end term review

The logical framework in chapter 8 provides a set of objectively verifiable indicators to measure the achievements of the project in relation to its results (output), specific objectives (outcome) and development goal (impact). The project will follow the strategic objectives that guide the implementation of the National Forestry Policy and its corresponding project activities. In contrast with the first phase of the project, phase 2 will be more geared towards experimenting with sustainable participatory forest management of pilot biomass energy plantation on public land.

3.3 Results (OUTPUT)

The project expects to attain the above specific objective by realizing the following three results or outputs:

3.3.1 Result 1: Organizational forest management capacities both at district and sector level are improved

Result 1 is geared towards the increase of capacity of Districts and Sectors regarding Participatory Biomass Energy Plantation Management. For this the project aims at increasing staff at District

(Forest Finance Resource Mobilizers) and Sectors (Forest Sector Extensionists) level. These staffs will be paid by the project up to June 2015, after which financial modalities should be in place at District level to take charge payment for these positions.

Under this result the project will (in close cooperation with PAREF Be-2) execute an inventory for all 9 District and based on this refine the District Forest Management Plans and develop modalities for financing the implementation of the plans.

Furthermore the project will provide adequate training and operational support to Districts and Sectors to reinforce their operational and technical capacities and support MINIRENA, RNRA/DFNC in the monitoring of activities. Awareness raising of local authorities on sustainable participatory forest management will be an important part of this result area.

The Objective verifiable indicators for result 1 are:

1. Number of forest and financial staff financed by districts budget at the end of the project:18;
2. Detailed forest management budget proposal is developed per district for the fiscal year;
3. Nine Districts are in charge of PAREF NI-1 forests management on public land;
4. Number of staff trained in sustainable forest management: 100 persons including staff from Districts and the Department of Forestry and Nature Conservation of RNRA.

The output indicators for result 1 can be measured and verified through (i) District and sector staff payrolls; (ii) District budget; (iii) signed handing over papers; (iv) Project reports

3.3.2 Result 2: The forest cover in the 9 districts on public and private land is increased

Result 1 focuses on an increase in the national forest cover, by supporting the 9 Districts in operational and financial planning for the establishment of 2,500 Ha of public forests in the Nyabihu, Rubavu, Ngororero, Rusizi and Nyamasheke and 1,000 Ha private forests around 9 pilot forest areas. Selected areas will be properly measured before planting in order to incorporate them into the GIS database, developed during phase 1.

PAREF NI-1 plantations which are still young will be provided with the necessary maintenance and protection. Concerning protection actions, the project will put much emphasis in Gishwati area.

The Objective verifiable indicators for result 2 are:

1. 2,500 Ha of biomass energy plantations on public lands are established;
2. 1,000 Ha biomass energy plantations on private lands are created;
3. Established biomass energy plantations >0.25 ha are incorporated in to Forest GIS.

The output indicators for result 2 can be measured and verified through (i) Project and operator reports; (ii) Actualized maps

3.3.3 Result 3: Lessons are learnt by experimenting with participatory forest management on public land at pilot area level

Result 3 is focused on experimenting with participatory biomass energy plantation management on plantations established under Phase 1 (so called pilot areas). For each sector (9 in total) that contains a pilot area the project will develop draft sector management plans.

Furthermore a detailed experimental management plan for each pilot area will be developed in close cooperation with Districts and cooperatives involved in its use. Based on this experimentation the project will propose draft forest rules and regulations necessary to give this sort of management a legal

basis in the future. Awareness rising through the development of proper film, radio and printed material will support this experimenting with participatory management

One of the major issues in forest management in Rwanda are completely inadequate exploitation techniques, in which Eucalyptus trees are cut to high and with axes, resulting in a decrease in productivity after the first cut, and a biomass energy plantation ready for very expressive reconversion. Result 3 therefore will focus on productivity increase and sustainability of biomass energy plantations through proper management and exploitation techniques. Efficiency increase in the production of charcoal and firewood on participatory forest management pilot areas will also be a focal point.

The Objective verifiable indicators for result 3 are:

1. Nine DFMPs of the PAREF NL districts updated;
2. Nine draft forest management plans developed for sectors with a participatory management pilot areas;
3. Lessons learnt and recommendations are formulated based on experimenting with participatory forest management in 9 pilot areas (>100 ha/District);
4. Proposal for Forest rules and regulations on participatory forest management of public forests developed;
5. Average annual increment per hectare for 9 PAREF NI pilot biomass energy plantations measured yearly. The average increment will reach 12.5 m³/ha/year;
6. 13,2 Tons of charcoal or 200 stères of firewood produced per hectare of pilot area by the end of 2015.

The output indicators for result 2 can be measured and verified through: (i) Updated DFMPs for the districts of PAREF NI; (ii) Draft SFMPs for sectors with a PAREF NI pilot area; (iii) Workshop reports, review; (iv) Draft forest rules and regulations; (v) Permanent inventory system in place for pilot areas; (vi) Project and operator reports.

The project will support the Department of Forestry and Nature Conservation to demonstrate the contribution of the forestry sector to the national economy through the sustainable forest management and the valorization of the forest products. This will be possible by providing technical trainings to cooperatives and associations involved in public forests maintenance and management.

3.4 Beneficiaries

PAREF NI-2 will allow the Ministry on Natural Resources (MINIRENA) through its Rwandan Natural Resources Authority (RNRA) and its Department of Forestry and Nature Conservation (DFNC) to practically test the approach and tools to implement decentralized participatory management of public forest land. The MINIRENA/RNRA/DFNC and the 9 targeted districts in the Northern and Western Provinces will be the primary beneficiaries of its interventions. The following table shows the data of the nine districts selected for the project intervention area.

Districts	Sectors	Cells	Areas	Population				
				Females	Males	Total	Households	Density Hab/km2
Burera	17	72	645	170215	166524	336739	67925	522
Musanze	15	68	530	166763	147479	314242	69831	592
Nyabihu	12	73	522	157340	122870	280210	62269	537
Rubavu	12	80	388	171046	132503	303449	67453	782
Ngorore	13	73	679	172359	135334	307693	68376	453
Karongi	13	88	993	156324	122811	279135	59450	281
Rutsiro	13	62	1157	160428	135230	295658	58036	255
Nyamashe	15	68	1174	192147	162685	355072	70290	302
Rusizi	18	94	941	168020	163934	331954	68790	353
Totaux	128	678	7029	1514642	1289370	2804152	592420	399

Table 3 Physical data of the 9 districts selected for project intervention

The 9 districts were selected on basis of the following criteria:

- The presence of other funding from the Netherlands for the visibility of the donor;
- The existence of a potential public and private land for tree;
- Geographical complementarities with PAREF Be-2, PGR eF and IFDC/SEW projects;
- The need to control, in several of these districts, the growing momentum of exploitation of forest resources for the supply of firewood and charcoal to urban centers, after the exhaustion of resources in the districts of the Eastern provinces;
- The potential to increase economic activities in the forest product value chain that will benefit the most vulnerable of the rural population.

3.4.1 Beneficiaries for the "Forest management capacity enhancement at District level" component

3.4.1.1 Direct beneficiaries

The central and decentralized government services (MINIRENA/RNRA/DFNC) and local authorities represented by the 9 districts of the project, will be reinforced by both direct financial support (M&E activities, forest finance resource management staff), technical support (sector forest extensionists staff, capacity building on biomass energy plantation management, harvesting procedures, rules and regulations on forest management, development and implementation of management plans), and by training on the effectiveness of the implementation of interventions (mayors, executive secretaries, managers and foresters).

The facilitation framework for "Joint Forest Action" involving all stakeholders in each district will create favorable conditions for the revitalization and strengthening of fuel wood value chain.

3.4.1.2 Indirect beneficiaries

A significant proportion of the rural population in 9 districts (that is about 2.8 million people) which will receive information (awareness raising) relating to the economic and productive role of forest resources to adopt new attitudes towards its environment in general and forest resources, in particular.

Other indirect beneficiaries are:

- MINIRENA executives as well as those of MININFRA (for energy aspects) and MINAGRI;
- The technical and administrative executives of the 9 districts;
- Partners and cooperation agencies (FAO, UNEP, IFAD, EU, World Bank, ADB, DGIS, DGD, BTC, DFID, GTZ, SIDA, etc.);
- National and international NGOs;
- Organizations of wood industry (timber producers, operators, charcoal producers, transporters, wholesale and retail traders);
- Research centers (ISAR, IRST, C-GIS, etc.);
- All other person interested in seeking information on the forestry sector in Rwanda.

3.4.2 Beneficiaries for the "Reforestation on public and private land" component

3.4.2.1 Direct beneficiaries

The rural population working in the biomass energy production sector will benefit directly through (i) the received remuneration (highly intensive labor work = HIMO) for the protection of the biomass energy plantations over the duration of the project, (ii) creation of jobs for charcoal producer cooperatives starting in 2014 and (iii) forest management groups to implement the management of 9 pilots (1 per district).

Direct financial injections for the remuneration of the non-specialized workforce through highly intensive labor work (HIMO) correspond to about RWF 2 billion, almost 33,3 % of the total budget of the project.

The most vulnerable persons, such as: "landless", unemployed youth and women will particularly benefit from these jobs. The production of forestry and agro-forestry seedlings in addition to that contracted under the intervention will be facilitated and will generate additional incomes and consolidate the sustainability of nurseries through privatization.

The actions and training that will be implemented for the benefit of operators will facilitate a better organization and increased visibility of the forestry sector at the district, sectors and cells.

3.4.2.2 Indirect beneficiaries

Urban populations may be regarded as indirect beneficiaries because the project will contribute to securing their domestic fuel supply in terms of charcoal and fire wood consumption

3.4.3 Beneficiaries for the "Improving sustainable forest public and private biomass energy plantations" component

3.4.3.1 Direct beneficiaries

With the adoption of improved carbonization techniques, the charcoal producers will see their incomes rising by more than 30% following the improvement of the carbonization efficiency which will increase from 12 to 20%. Through increased forest productivity of biomass energy plantations, the State and District will see a reduction of the exploitation pressure on existing forests.

3.4.3.2 Indirect beneficiaries

Improved efficiency in wood processing techniques in charcoal and improved exploitation techniques will benefit all users since increased supply should help to limit the risk of shortages and hence higher prices to consumers.

3.5 Activities and budget

3.5.1 Activities for result 1

A1.1 Refine DFMPs and develop modalities for financing the implementation of the plans

Justification

The Forest Management Plans developed for the districts developed in 2007 need to be refined. The PAREF NI biomass energy plantations have to be added and updated maps to be attached. The plans also need to be provided with a budget to carry out the different proposed silvicultural treatments.

The long and medium term objectives have to be reviewed in terms of long term Rwanda policies and strategies and to be translated into more detailed sector management plans.

Description

The project will launch a national tender to develop the terms of reference for a consultancy tender (national) to refine the DFMPs for the 9 project districts of Northern Province (Musanze and Burera) and Western Province (Nyabihu, Rubavu, Ngororero, Rutsiro, Karongi, Nyamasheke and Rusizi) and to develop modalities to finance the refined plans in a sustainable way.

A tender to inventory of standing volume per District and Sector will be implemented in close cooperation with PAREF Be-2 and paid under PAREF NI-1

The monitoring of the implementation of the intervention will be overseen by a national forest management/extension specialist assistant who will be in charge of the control to ensure quality, and facilitation and monitoring of all procedures in order to reduce the risk of delay. The district staff (DFOs, Sector Extensionists, Executive Secretaries, DAF and Forest Financial Resource Mobilizers) will be directly involved in the technical and financial planning.

Budget: The budget for activity A1.1 is € 422,000

A1.2 Develop SFMP implementation projects by increasing project development capacity at District level

Justification

In order to sustainably implement refined plans on district as well as sector level, the capacity on District level for the development and implementation of management plans both technically as well as financially has to be enhanced.

Description

This activity will be implemented in combination with activity A1.1 and be implemented by the same national consultant.

The monitoring of the implementation of the intervention will be overseen by a national forest management/extension specialist assistant who will be in charge of the control to ensure quality, and facilitation and monitoring of all procedures in order to reduce the risk of delay. The district staff (DFOs, Sector Forest Extensionists, Executive Secretaries, DAF and Forest Financial Resource Managers) will be directly involved in the technical and financial planning.

Budget: The budget for activity A1.2 is € 27,000

A1.3 Provide adequate number of trained forest and financial staff at district and sector level

Justification

At the moment each District has got one DFO. It is impossible for this person to implement, manage and oversee all forest related activities. Therefore the districts need operational and staff support to implement the DFMPs/SFMPs. In order to be sustainable, this additional staff should be hired by the District and modalities should be developed to retain the staff after the project has ended.

The project has to deploy more staff in districts, because during the first phase of PAREF NL, districts signed a convention with the project and through these conventions; the districts have the obligation of providing regularly technical and financial reports. We noticed that there were delays in the provision of those reports because districts staffs are too busy with district activities and some time they have not enough capacity to elaborate those reports. This is why PAREF NL 2 has planned to support districts by providing an account that will prepare all files relative to the project activities and make them available for signature by the director of finances and executive secretary.

Also there are many technical forest activities concerning forest measuring and forests planning that are not executed because districts have no technical staff. This led to the lack of data/statistics in the forestry sector. Due to this situation it is not possible to evaluate the production of forests and the real contribution of the biomass energy plantation/forests to the GDP. This is why the project has planned to recruit forest extensionists in the pilot administrative sectors where the project will experiment the regularly measurement of yearly productivity in order to show to districts authorities how their biomass energy plantations established under PAREF NI-1 can play an important economic role if they are well managed and well monitored by technicians in a participatory way.

It is planned that the extra staff (financial managers/accountants and forest extensionists) will be taken over by the District after the end of the project, by applying for funds from e.g. FONERWA through the development of specific biomass energy management projects.

Description

A recruitment tender will be launched by the project to hire additional staff for forest management financing and implementation. The project will provide budget to pay for the salaries of 9 forest resource mobilizers on district level and 9 sector forest extensionists at sector level.

The staff will be under direct contract with districts. The initial two years will be paid by the project, after which the district cater for their payment. The project will provide motorcycles to DFO (from phase 1) and will buy 9 new motorcycles for the Sector Forest Extensionists. All operational/running costs in the first 2 years will be borne by the project.

Budget: The budget for activity A1.3 is € 486,748

A1.4 Provide technical forest management training to DFOs and forest extensionists

Justification

The experimenting with participatory forest management in the designated pilot areas requires a wide range of specific forestry and social organizational skills. Though the DFOs were involved in phase 1 training sessions, they need follow up. The extensionists will also need additional skills to facilitate, monitor and implement the 9 pilot participatory management sites.

Description

The project will organize 1 training session per quarter, coinciding with quarterly planning and M&E meetings for the 4 zones. The monitoring and evaluation specialist and ITA will be responsible for the

development of training material and the implementation of the training sessions. The training material developed in Phase 1 will be also used.

Budget: The budget for activity A1.4 is € 16,000

A1.5 Support the M&E of participatory forest management in PAREF pilot areas at MINIRENA and RNRA/DFNC level

Justification

As the participatory forest management on public forest biomass energy plantations is a relative new activity, it is logic that authorities would like to have first-hand information on the progress of the participatory forest management experiments in pilot areas.

Description

The project will provide transport cost and mission allowance for 4 M&E visits per year for 1 representative of MINIRENA, 1 from RNRA and 1 from DFNC.

Budget: The budget for activity A1.5 is € 12,500

A1.6 Raise awareness of local authorities on sustainable participatory forest management

Justification

Participatory management of public forest assets, requires an awareness raising of all groups involved, but especially the local authorities. This will create an conducive environment for participatory forest management experimentation.

Description

The project will organize 4 participatory management awareness raising workshops per year for local authorities. Awareness raising material like posters, Television and radio broadcasts will be developed by the project through a contract with specialized private operator. The project will continue to provide support for JADF in phase 2 and support combined planning/coordination meetings (2 per year) with districts through MINALOC.

Budget: The budget for activity A1.6 is € 78,750

3.5.2 Activities for result 2

A2.1 Support the 9 Districts in operational and financial planning for biomass energy plantation establishment

Justification

During the implementation of PAREF NI-1, the project experienced frequent delays in transmission of financial reports which caused delay of payment of manpower and affected the execution of activities on field.

In some districts, it was observed that the involvement of district staff in monitoring and regular supervision of development project activities was also low. The argument used, was that the staff in the districts had a lot to do and is always busy. In reality the cause is the lack of capacity and adequate means. The lesson learnt was that the districts staff needs support in the operational and financial planning in order to avoid those delays in the future.

Description

The PAREF NL-2 will provide this support to all the 9 districts of the intervention zone on a basis of 3 monthly planning and evaluation meetings. This activity will be combined with training exercises if needed for forestry technicians at the district level and staff of the administrative and financial service. The activity will be executed by the project management unit through its technical service and its administrative and financial management service.

Budget: The budget for activity A2.1 is € 15,000

A2.2 Establish 2,500 ha public forests in the Gishwati and Nyungwe areas (buffer zones)

Justification

The reforestation of 2,500 hectares of land belonging to the State or district is one of the main activities of the project. The goal will be the production of biomass energy plantations.

The zone around Gishwati area has a high priority for the Government of Rwanda in the domain of natural resources rehabilitation and creating new forests for fuel wood production for the benefit of surrounding populations. Also during the implementation of the first phase of PAREF NI, the Gishwati district made requests to the project and the Ministry of Natural Resources asking the continuation of reforestation on the remaining public lands in that area.

The PAREF NI -1 started reforestation activities in the buffer zone of Nyungwe natural forest in districts Rusizi and Nyamasheke and has not planted all available public lands in those two districts. The authorities of the districts of Nyamasheke and Rusizi have also made requests to the Ministry of Natural Resources to reforest the remaining public lands surrounding the buffer zone of Nyungwe forest especially in Cyato and Rangiro sector of Nyamasheke district.

Considering the limited budget that districts receive there is a need to support the district using a part of the budget of PAREF NI 2 to execute reforestation activities in the Gishwati and Nyungwe areas.

Description

Depending on the situation, reforestation will be done on bare land or degraded biomass energy plantations, having become unproductive and thus requiring rehabilitation (final exploitation of degraded trees of which stems are exhausted) or a restocking (final exploitation for a change of regime, coppice with standards system or high quality forest). Priority will be given to land with a great productive capacity. As such, activities of reconversion or rehabilitating old degraded forests will be considered where there is no bare land for reforestation.

In selecting the sites, the economic aspect of fuel wood production will take precedence over the protection that penalizes too often reforestation activities. Considering the importance of under-employment and insecure households in intervention areas, the project will work using high intensity labor (HIMO). The cost of a work day (at work) is fixed at 1,000 FRW and can change according the national regulation on labor.

The payment will be executed by District through payrolls prepared by operators and controlled by the forester financial resources mobilizers in close collaboration with the zone supervisor. In order to avoid delays in payment the persons to be involved in payroll control and signature on behalf of district will be mentioned in the implementation agreement with district.

The project will sign contracts with operators who will supervise and ensure the control of activities in the field. The project will also support the districts in order to permit them to participate in the control and supervision of activities on the field.

The project will ensure through the contract with operators, the plantation equipment, as well as inputs for nursery establishment. The selection of operators will be based on criteria of competence (references) techniques and proximity to sites for reforestation.

One year before establishment of a biomass energy plantation, each site will be measured by GPS and mapped. After, this operational and financial planning will take place. The operational costs assessed by the technical team of the project and district forester officer will be specified in the technical file of each site. The progress on site activities will be controlled every two weeks by the zone supervisor and the District forest officer.

As in the first phase some pest and diseases started to occur, the project will recruit and ensure payment for a consultancy on pest and diseases control, in order to mitigate risks of full scale pest/disease attacks.

Budget: The budget for activity A2.2 € 1,435,000

A2.3 Establish 1,000 ha private forests in the 9 project districts

Justification

During phase 1 PAREF experienced a shortage of public land for planting which resulted in large scale roadside planting in a number of districts. Public land at the moment is only available around Nyungwe (300 ha) and Gishwati (2,200 ha). Planting on private lands seems therefore a logical step to increase forest cover.

Description

The project will plant 1,000 ha on private lands, based on methodology and lessons learnt of the Wood Saving Energy Project (IFDC/SEW). Biomass energy plantations will be established through contracts with local operators for execution of field activities including the preparation of nurseries, production of seedlings, planting and maintenance.

Activities will be supported by training sessions on modern nursery preparation, planting techniques, intensive agro forestry practices and elementary training on forest management, forest economics based on private forest investments.

For seedling production, the project/operator will ensure a high quality of seedlings by controlling the acquisition of the seeds from a recognized seed center for all species. The local operators will support private nurseries which will in short term become certified nurseries at national level. At least in each District covered, one certified nursery will be supported for establishment.

Planting and maintenance activities will be done on high intensive labor approach (HIMO) in order to create more employments of poor people in targeted regions and to make a proof of private forest investments as source of a socio-economic development. Private sites to be planted will be strategically identified in land consolidation manner to ensure the success at large extent and the visibility.

Budget: The budget for activity A2.3 is 520,000

A2.4 Measure annual increment per ha for 9 PAREF NI pilot areas yearly

Justification

The majority of public forests are not well managed and this explains the low production of those forests. For instance, the average productivity of the public forests is evaluated to 7-10 cubic meters per ha per year, while it can easily produce 15 cubic meters per ha per year if proper forest management is executed.

The annual increment of main public forests in Rwanda is not measured and that is a big handicap to know the level of productivity of forests of the country and evaluate the forestry economic contribution to the national economy and national economic growth.

Description

The project will recruit private operators for the operation of measurement of the annual increment per hectare for the PAREF NI -1 forest biomass energy plantations. The project will also ensure the forest inventory equipment through operators. After the ending of the contract with operators, the inventory equipment bought will be given to the forestry service of districts in order to continue performing the activities related to forests inventory. The project will ensure technical needed training of district forest staff and extensionist through the implementation of contract with operators.

Budget: The budget for activity A2.4 is € 335,000

A2.5 Update pilot sector maps with layers on ownership and management objectives

Justification

Forest maps constituting the basis for proper forest management have been produced with support of the PAREF NI-1 and the forest maps will be available on district and sector level. The actual forest maps available do not show the owners and the management objectives of different types of forests that exist in the country whereby this information is very critic in order to plan management activities in different national forests.

To initiate this activity, the project will update the maps of sectors with a pilot area, with layers on ownership and management objectives, through cooperation with the Lands Center of the Rwanda Natural Resource Authority (RNRA)

Description

The project will buy the equipment needed for all activities related to mapping. It will be necessary also to acquire material like a special computer equipment, plotter and official GIS software. It will also recruit a GIS specialist who will be responsible for mapping activities.

Budget: The budget for activity A2.5 is € 16,500

A2.6 Protection and maintenance of young PAREF biomass energy plantations

Justification

The young biomass energy plantations realized by the PAREF NI -1 especially those planted during the last year of 2011 -2012 need some maintenance and protection activities in order to allow good growth and ensure a high fuel wood production. The districts which were supposed to perform those activities of maintenance and protection have declared that they have no capacity to do that and if nothing is done in the nearly future it will be a big loss for the Government of Rwanda.

Description

The project will ensure payment of guards through specific accounts managed by districts. The project will pay also the labor cost for young forest plantations maintenance. All those activities will be directly supervised by district forester officers with support from the project technical team.

Budget: The budget for activity A2.6 is € 299,000

A2.7 Nursery establishment for Q4 biomass energy plantation

Justification

In order to achieve the biomass energy plantation targets set in the project document, it is important that the Q4 2013 planting campaign period is fully used.

Therefore nurseries have to be established by May 2013, in order to have plants of suitable size. If the project starts on June 1st, 2013 and has to launch tender under the national procurement procedures, it will result in delays in nursery establishment and thus in missing the Q4 2013 campaign. It is therefore proposed to procure nursery equipment (P-bag, seeds etc) using short list and procure seedlings with private producers located in the area of intervention. During first year of the project implementation, the project will examine how to support the plantation of seedlings produced by districts under the national budget. The project will also examine the possibilities of buying seedlings with private operators specialized in seedlings production.

Description

The project will purchase the needed equipment. Seeds and p-bags by launching tender via national procurement procedures. The project team in the field will be responsible for the nursery establishment and maintenance of nursery plants, until operators have been hired, through tenders by August 2013.

Budget: The budget for activity A2.7 is € 140,000

3.5.3 Activities for result 3

A3.1 Develop 9 forest management plans for sectors with a pilot area

Justification

In order to implement the strategically oriented District Forest Management Plans (DFMP) by the district, sector management implementation plans must be developed. As this is a new undertaking, the project will experiment with the development of sector management plans that can be implemented by the Sectors.

Description

National consultancy tenders will be launched to develop Terms of Reference and activity implementation.

Budget: The budget for activity A3.1 is € 52,000

A3.2 Experiment with participatory forest management in 9 pilot areas

Justification

As participatory management of public biomass energy plantations is a relative new concept, large scale implementation throughout the 9 Districts for all PAREF NI-1 biomass energy plantations, without proper experimenting is a risky undertaking. Therefore the project will experiment with participatory management systems in carefully selected pilot areas (1 experimental area per district).

Description

The project will select 9 high performing biomass energy plantations (1 per district) from phase 1 and experiment with participatory forest management. The Project will launch open tender for organizing and supervising the execution of participatory forest activities with local populations/cooperatives/associations. Operator contracts will be established through those open tenders. Selected operators according their experiences and capacities in forest management will sign contracts with the Director General of Rwanda natural resources Authority.

The monitoring of the implementation of the intervention will be overseen by a national forest management/extension specialist and ITA participatory forest management recruited by the project. They will be in charge of the control to ensure technical input, quality, and facilitation and monitoring of all procedures in order to reduce the risk of delay. The nine sector forest extensionists recruited for supporting districts will be involved in the organization of groups around participatory forest management activities.

The project will establish there where possible (around the pilot) agroforestry and private forestry plots. Forest Management groups will be organized and involved, like the district and sectors, in the participatory management, which will be guided and regulated through proper management contracts between the participatory management partners. As in the region several countries have already tried and tested participatory management practices, it is proposed to organize regional field visits (study tours) with different stakeholders involved in the participatory forest management activities.

Lessons learnt and recommendations from regional field visits (study tours) will be disseminated through workshops on participatory forest management on public lands.

Budget: The budget for activity A3.2 is € 60,000

A3.3 Develop draft forest rules and regulations on participatory management of public forests

Justification

As the new forest law is still not approved by parliament, rules and regulations for participatory management of public forest have not yet been developed. The project will therefore develop draft rules and regulations through an international consultancy contract and test these rules and regulations during the experiments on the pilot areas.

Description

The project management will develop Terms of Reference for an international consultant. Four missions are proposed and the consultancy should be combined with a group of national experts who will further develop the draft rules and regulations between international missions. After thorough testing the draft rules and regulations will be handed over to authorities for approval.

Budget: The budget for activity A3.3 is € 70,000

A3.4 Start production of charcoal and firewood on participatory forest management pilot areas

Justification

In order to make participatory management effective and show that proper management can create more revenue, to be used for implementation of forest activities throughout the district, harvesting of biomass and production of charcoal will be an important part in the participatory management system. It will also show that proper forest management can create jobs.

Description

The activity will be implemented through an operator contract. The project will use charcoal cooperatives which were organized and partly trained in phase 1. The organizational support and technical training will continue in phase 2, to increase efficiency of charcoal production.

Through the production of a motion picture on harvesting and higher efficiency charcoal making, the project will increase awareness on proper forest management. This activity will be done through a BTC framework contract.

Budget: The budget for activity A3.4 is € 95,000

3.6 Project time planning

The first outcome of the project “Forest management capacity at District level is increased” will be implemented in districts throughout the duration of phase 2. The modalities of collaboration and support for districts will be determined in a "Procedure manual" that will be based on the one developed in Phase 1.

The project is proposing to start a baseline study in the areas selected for piloting with Forest Management. This baseline should be combined with a study in the 9 project district regarding economic growth, poverty reduction and environmental protection impact.

In January 2013 (still phase 1) the project is planning to identify measure and map all sites for reforestation activities. Based on these data, the first months of the project will be devoted to the establishment of operational planning by PMU and Districts, the annual reforestation objectives approaching 1,000 ha in year 1 and 1,500 ha in year 2 on public land and 500 ha in year 1 and 500 ha in year 2 on private land, to be started in Q4 (October-December 2013).

The first 4 months of the project will also be devoted to the contracting of additional project staff, different operators and consultants.

When all staff is in place the organization of cooperatives around pilot management sites will start. The first harvesting (selective felling) and efficient charcoal production with Casamance Kiln for PAREF NI-1 sites is planned for July/August 2013. The proposed timetable for the implementation of the project activities is as follows:

Result 1: Organizational forest management capacities both at district and sector level are improved			2013					2014					2015																				
No	Operational input per activity for result 1		J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
A1.1	Refine DFMPs and develop modalities for financing the implementation of the plans																																
	Contract national consultancy on ToR development	Project																															
	Detailed forest inventory	PAREF Be-2																															
	Contract national consultancy for activity implementation	Project																															
	Develop DFM/SFMP implementation projects by increasing project development capacity at District level																																
	Contract national consultancy on ToR development	Project																															
	Contract national consultancy for activity implementation	Project																															
A1.3	Provide adequate number of trained forest and financial staff at district and sector level																																
	Recruitment of additional staff	Project																															
	Pay salaries for 9 sector forest extensionists	District/Project																															
	Provide equipment for 9 districts and 9 sectors	District/Project																															
	Provide 18 Motor cycles (9 for DFOs, 9 for sector extensionists)	District/Project																															
	Pay salaries of 9 forest financial resource mobilisers	District/Project																															
A1.4	Provide technical forest management training to DFOs and Forest sector extensionists																																
	Organize 4 training sessions per year																																
	Provide training material	Project																															
	Develop and provide training documents/modules	Project																															
A1.5	Support the M&E of participatory forest management in PAREF pilot areas at MINIRENA and RNRA/DFNC level																																
	Provide transport cost	Project																															
	Organize 4 M&E visits per year	Project																															
A1.6	Raise awareness of local authorities on sustainable participatory forest management																																
	Organize 10 workshops to launch co-management on public forests	Project																															
	Organize awareness raising meetings and workshops (4 per year)	Project																															
	Develop awareness raising material	Project																															
	Develop TV and radio program on co-management of public forests	Project																															
	Support JADF meetings	Project																															
	Organize combined Planning/coordination/M&E meetings for all 9 districts (through MINALOC) 2 per year	Project MINALOC																															

Time planning intermittent 

Result 2: Forest cover in the 9 Districts on public and private land is increased			2013				2014				2015																						
No	Operational input per activity for result 2	Responsible	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
A2.1	Support the 9 Districts in operational and financial planning for plantation establishment Organize 3 monthly planning and evaluation meetings, combined with training exercises	Project																															
A2.2	Establish 2,500 ha public forests in the Gishwati and Nyungwe areas (buffer zones) Identify and measure sites Make execution agreements with Districts Contract Zone operators (including material provision) Plan and prepare for Forest plantation campaigns Implement reforestation activities Provide District support for supervision and payment of labor (CS)	Project Project/District Project Operator/Project Operator Project																															
A2.3	Establish 1,000 ha private forests in 9 project districts Contract local operators/NGOs (including material provision) Identify and measure sites Plan and prepare for implementation Implement private reforestation/agroforestry activities Provide district support for supervision	Operator/NGO Operator/NGO Operator/NGO Operator/NGO Project																															
A2.4	Measure annual increment per ha for 9 PAREF NI pilot areas yearly Contract national operator (including material provision) Develop and put in place the permanent inventory system Implement yearly inventories	Project Project Project																															
A2.5	Update pilot sector maps with layers on ownership and management objectives Hire GIS/Mapping expert Provide for GIS/Mapping equipment Update pilot sector maps and add ownership layers	Project Project Project/DFNC																															
A2.6	Protect and maintain young PAREF NI-1 plantations Contract operator Provide District support for supervision and payment of labor (CS)	Project District CS																															
A2.7	Establish nurseries for Q1 2014 planting campaign	Project																															

Time planning intermittent 

Result 3: Lessons are learnt by experimenting with participatory forest management on public land at pilot area level			2013					2014					2015																				
No	Operational input per activity for result 3	Responsible	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
A3.1	Develop 9 forest management plans for sectors with pilot area Contract national consultancy on ToR development Contract National consultancy for Activity implementation	Project Project																															
A3.2	Experiment with participatory forest management in 9 pilot areas Contract Operator/NGO for development and implementation Equipment input for cooperatives Recruit ITA on participative forest management Organize regional field visits on participatory forest management Workshops on lessons learnt and recommendations for the feasibility of participatory forest management on public land Develop film on participatory forest management in Rwanda	Project Operator/NGO Project/DFNC Project/DFNC Project/operator																															
A3.3	Develop draft forest rules and regulations on participatory management of public forests Develop ToR and process Contract international and national consultants Develop and Test rules and regulations Diseminate for approval	Project Project/DFNC Operator/Project Project/DFNC																															
A3.4	Start production of charcoal and firewood on participatory forest management pilot areas Contract carbonization operator (material included) Implement courses in proper exploitation and charcoal burning Provide organisational support for cooperatives Develop film on exploitation and charcoal burning	Project Operator Operator Project/Operator																															

Time planning intermittent 

4. Activities to start as from June 2013 plus closing and final evaluation			2013					2014					2015					2016																					
No	Operational input per activity	Responsible	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J
4.1	Tender for Nursery equipment, P-bag and seeds	Project																																					
4.2	Conduct Baseline and Phase 1 impact study	Project																																					
4.3	Recruit and field PMU staff	Project																																					
4.4	Tender for cars and Motorcycles	Project																																					
4.5	Develop operational planning year 2013/2014	Project																																					
4.6	Prepare and implement closing plan	Project																																					
4.7	Final project evaluation	Project																																					

3.7 Crosscutting issues

3.7.1 Environmental protection, climate change and disaster management

The impact of the project on the environment will be positive. The project's approach is focused on sustainable management of public and private forests, which will have a positive effect in terms of environmental protection, erosion control and CO₂ sequestration.

Under PAREF NL-2, climate change and disaster management will be mainstreamed through increasing forest cover to 30% of the total area of the country. Degraded forest ecosystems will be rehabilitated or reconverted and forestry resources will be sustainably managed through pilot sites.

Activities like reduction of flooding potential through erosion control and assessment of potential damage impacts will be undertaken through forest plantation on very slope hills. A national capacity will be developed for drought management by planting drought resistant trees in drought prone regions.

3.7.2 Capacity building

As far as capacity building in forest management is concerned, PAREF NL-2 recognizes the limited capacity and skills gaps within the forestry sector and has planned informal to be offered through short courses, job training and workshops. This will be in seed handling, tree nursery bed management, technics of biomass energy plantation, forest management, forest inventory, forest harvesting, timber drying and charcoal making. In all these training courses, women, youth, people with disability and people with HIV aids will be included.

3.7.3 Poverty reduction and livelihoods improvement

The establishment of biomass energy plantations through high intensive labor work (HIMO) during PAREF NI-1 provided direct financial injections of more than RWF 4.5 billion regarding remuneration of the workforce in nurseries and reforestation sites that is nearly 5 million work days. The establishment of an extra 3,500 ha will inject at least RWF 2 billion more in rural areas of the project intervention. Moreover the participatory management of biomass energy plantations will create more sustainable jobs thus reducing poverty especially in rural areas. Poverty on the level of rural population will also be reduced due to the equitable sharing of forest produce.

3.7.4 Gender and family promotion

Forest activities affect women and men differently. Women and girls traditional responsibilities connect them closely to natural resources as they are the ones who grow food, and collect fuel wood for household energy needs. Under this project, women will be assisted and empowered by involving them in decision-making, planning, facilitating their access to finance and building their capacity to manage forestry-related businesses sustainably. Women will benefit from forest management trainings at the rate of 30% of all beneficiaries and will be employed at the same rate in forestry-related activities

Given the crucial role of women in the collection and use of firewood in Rwanda, the project will pay special attention to include them in afforestation activities and participatory management of biomass energy plantations. In this context, the project will set a minimum goal that at least 30% of direct beneficiaries of assistance are women's organizations or women.

3.7.5 Social economy

The Project will strengthen the capacities of the forest management groups (cooperatives) not only in technical matters but also in organizational matters (capacities to negotiate, internal management, etc....). It will use a participatory multi-actor approach taking into account the various and sometimes diverging interests of the different social groups, for example producers and traders. These groups will

be represented in the discussions of the issues related to the sustainable forest management, in particular at the decentralized level the Forestry Joint Action Meetings.

As other development projects, PAREF NL-2 will mainstream mainly six cross cutting issues, namely capacity building, gender and family promotion, climate change and disaster management, HIV aids, social inclusion and disability and regional integration.

3.7.6 HIV Issues

Trees, forestland and woodlands provide materials for housing, roofing, and lighting. They also provide fuel wood which is essential for cooking, as well as drying and heating. Low income households, especially those infected or affected by HIV/AIDS often rely upon tree and forest products (wild food plants, nuts, leaves, and roots.) to complement their diets more than the rest of rural populations

Under PAREF NL-2, the issue of HIV will be mainstreamed by inviting the institutions that are in charge of combating VIH to provide training on how to fight against the HIV and by availing materials and conditions that can help the affected people to generate food products and incomes from forestry related activities. Forestry related farming activities such as fruit farming, mushrooms growing and beekeeping which are often good, low-cost sources of micro nutrients such as vitamins and minerals essential for good nutrition and health, as well as incomes will be promoted and supported to benefit the category of poor HIV/AIDS affected populations.

3.7.7 Social inclusion and disability

Social inclusion is about ensuring that all groups can realise their rights, such as the right to health and education, and that all have equal opportunities to markets, jobs and participation in decision making.

With this project, all vulnerable groups such as the extreme poor; people with disability ; people living with HIV/AIDS; historically marginalised groups; genocide survivors; orphans and other vulnerable children and youth ; female headed households; and the elderly will be given a special consideration in the processes of recruitment and training in forestry and nature conservation activities.

3.7.8 Regional integration

The management of forests has to be of trans-boundary in nature. Similarly the consequences of forest resources management affects connected countries. We are therefore obliged to look beyond national borders and manage our resources jointly with our neighbors.

Mainstreaming regional integration in forestry and nature conservation will be through improving collaborative management of forests within the Congo Basin; adoption and ratification of the treaty of COMIFAC to ensure effective trans boundary management of our common forest resources and; harmonization of legislation and implementation of the carbon project MRV (measurement of Resources and Verification) in collaboration with FAO to facilitate safe and well regulated movement of goods and services within the region.

Through its activities of reforestation and forest management, this project PAREF NL-2 will support the implementation of government commitment of landscape restoration, forest and afforestation initiatives. Those activities will bring positive impacts within the country,, regional and worldwide in general.

4 RISK ANALYSIS

Due to its short duration, this project is considered to comprise on a number of risky aspects, particularly in relation to participatory forest management, as shown hereunder. Although risk mitigation measures will be implemented, the overall project risk rating remains high. This being said, in a long term perspective, this whole project can be regarded as a risk mitigating measure in itself.

Indeed, without continuation of the efforts of the previous projects in forestry and agroforestry, there is a serious risk that the results obtained by those projects will not be sustained. In that respect, it must also be recognized that a continuation of only 28 month is too short and that there will be a need for a continuation at the end of this project.

4.1 Implementation risks

The major risks are described here under. A lot of mitigation measures, especially with regards to sustainability, are planned for in the operational plan of the project.

Risks	Risk Level	Mitigation measures
Overall risks		
<p><i>Delayed procurement processes at central level</i></p> <p>In order to be quickly operational, the project will need to expedite quite a number of procurement processes at central level (DFNC). This is also true for the bilateral project financed by the Kingdom of Belgium. As a result, the procurement commission of RNRA may be overloaded and procurement processes may be significantly delayed.</p>	High	<ul style="list-style-type: none"> • Recruitment of a procurement officer for PAREF NL 2 (for the whole implementation period of the project). • Include the procurement officer and a technical project staff in the RNRA tender committee. • DG RNRA, DDG DFNC and the tender committee regard PAREF NL 2 procurement processes as high priority and treat them accordingly. • Establishment of a specific tender committee inside MINIRENA for the PAREF projects
<p><i>Delayed procurement processes if the annual procurement plan must be adapted</i></p> <p>Procurement planning must follow the Rwandan system. It is an annual process (July to June). Any change to the procurement plan must be duly justified, requiring quite some administrative work and going through a lengthy approval procedure. This caused in the previous project delays up to several months.</p>	High	<ul style="list-style-type: none"> • Plan very carefully all project procurement processes, in line with the timetable for Rwandan annual procurement plan, in order to minimize the need to change the plan later on. • Include the procurement plan for 2013 (until June) in the TFF and get it automatically approved by DG RNRA • Agree with the partner on a specific procedure for changing the annual procurement plan on a quarterly basis and approving it (role of the steering committee voting members).
<p><i>Long duration for the recruitment of the project local staff at central level (PMU)</i></p> <p>7 technical staff positions must be recruited</p>	High	<ul style="list-style-type: none"> • The 10 positions will be recruited using short term period and ToR proposed by PMU and approved by DG RNRA.

ASAP in order to be operational as soon as possible after the signature of the project		
<p><i>Late recruitment of the project local staff at decentralized level (Districts)</i></p> <p>20 new staff positions (6 Extensionists, 1 Zone Supervisor, 9 Financial Resources Mobilizer, 3 Drivers) must be operational end of May 2013.</p>	Low	<ul style="list-style-type: none"> • District have framework contracts with recruitment agents (RALGA, etc...), ensuring faster recruitment processes than at central level. • Districts have now District Forest Officers who can facilitate the process • Sensitize district authorities on the importance of those recruitments.
<p><i>Losing PAREF NL 1 staff</i></p> <p>The project plans to keep most of the team that worked satisfactorily on the previous project, but some have already left the team and some are applying on other projects as well. The project plan to keep 8 field staff (1 Project District Forest Officer, 3 Zone Supervisors and 4 drivers) and all the PMU staff whose contracts ended on March 31st, 2013 by the closing of PAREF NI-1</p>	Low	<ul style="list-style-type: none"> • EKN agreed on a retention plan of staff on the previous project until the very last date of the project (31/03/2013) • The contracts for some key staff have been extended until May 31st, 2013.
<p><i>Late arrival of the international technical assistant:</i> Arrival is planned in July 2013</p>	Low	<ul style="list-style-type: none"> • Expedite job opening before agreement signature.
R2: the forest cover in the 9 districts on public and private land is increased		
<p><i>Missing Q4 2013 major planting campaign because of late nurseries start-up</i></p> <p>There are 4 planting campaigns on the duration of the project, 2 major (Q4 2013 and Q4 2014) and 2 minor (Q2 2014 and Q2 2015).</p> <p>If the project misses the Q4 2013 campaign, there is a major risk that the target increase in forest cover will not be met sustainably.</p> <p>In order to benefit from Q4 2013, tree nurseries have to be installed by March 2013.</p>	High	<ul style="list-style-type: none"> • Ensure that project team in the field is still in place in the 3 target districts for Q4 2013 (Gishwati zone, see above). • Procure nursery equipment (including seeds) using short list bidders that known in RNRA /DFNC and approved by the two parties (EKN and GoR) by approving the present project document.
<p><i>Late procurement of operators and NGOs</i></p> <p>These actors are essential for planting.</p> <p>Operator contracts must be established no</p>	Medium	<ul style="list-style-type: none"> • A shortlist of operators (annex 4) is agreed with the signature of the arrangement agreement between GoR and EKN concerning the present project,

later than July 31 st 2013		to facilitate and accelerate procurement process.
R3: social and organizational conditions for successful participatory forest management on public land are defined (based on pilots at area level)		
<p><i>Unavailability of active and organized cooperatives and associations for piloting participatory forest management</i></p> <p>These organizations are essential for piloting participatory forest management.</p>	Low	<ul style="list-style-type: none"> Identify suitable organizations and pilot the system in areas where such organizations have been identified Some existing organizations have already been reinforced during PAREF NL 1. These will preferably be involved in PAREF NL 2.
<p><i>Lack of a legal framework for participatory forest management</i></p> <p>Authorization of actions at pilot areas level</p>	Low	<ul style="list-style-type: none"> Signing of the TFF and the arrangement agreement by the GoR implies that experimentation is allowed.
<p><i>Unavailability of international consultants for steering the work on the rules and regulations for participatory forest management in the project period</i></p>	Medium	<ul style="list-style-type: none"> If no consultant is found, workload arrangements will be found in the PMU to free up time of the International Technical Assistant.

4.2 Effectiveness and efficiency risks

No particular risks of that type have been identified, except for result 2.

Risks	Risk Level	Mitigation measures
R2: the forest cover in the 9 districts on public and private land is increased		
<p><i>Bad quality of seeds</i></p> <p>The production in 2 years of more than 7,000,000 quality tree seedlings implies that the RAB Seed Center is operational and provides high quality tree seeds. Until now the quality of seed is still not up to standard.</p> <p>NB : this risk was also present for biomass energy plantation for PAREF NL 1</p>	Medium	<ul style="list-style-type: none"> Importing better quality seeds from abroad (but probably very difficult to get approved before the planting season). Increase the number of plants in the nurseries to be able to select the best quality plants for planting from a larger number of plants (go from 15% extra to 25% extra).

4.3 Sustainability risks

Working on forest management (even during only 2 years) is less risky now than when PAREF NL 1 was started because preconditions for forest management are now better fulfilled (awareness at high level of management at central and district level has increased in the last 4 years, data on forest cover

is updated, woody biomass standing volume inventory will be available soon through PAREF Be 2, FONERWA financing tool is becoming operational and DFNC staff in the districts have received training and gained first-hand experience on many aspects of forest management.

Risks	Risk Level	Alleviation measure
Specific objective:		
<p>Drastic decrease in productivity of newly planted areas (by PAREF NL 1 and 2) due to lack of effective change in the forest management practices</p> <p>If the organizational forest management capacities are not significantly improved both at central and local levels, it may be that all new managed biomass energy plantations of PAREF NL 1 and PAREF NL 2 will have disappeared 5 years after the end of the project and be replaced by far less productive unmanaged biomass energy plantations.</p>	High	<ul style="list-style-type: none"> • Already start working on a follow-up program for PAREF NL2 and PAREF BE 2 focusing exclusively and extensively on participatory forest management, with residual strategically located biomass energy plantation efforts. • Focus on result 1 and 3 during this project must be kept all along the project, even if the attainment of these results is less obvious to measure than for result 2.
R1: individual and organizational forest management capacities both at district and sector level are improved		
<p><i>Financial impossibility at district level to keep financing extensionists and financial resources mobilizers after the end of the project (salary and running costs)</i></p>	Medium	<ul style="list-style-type: none"> • Include the cost of these positions in the to be made cost-benefit analysis of the participatory forest management system • Make a presentation of the cost-benefit analysis at Ministry level (MINIRENA and MINECOFIN) • Develop proposals at district level for participatory forest management for financing by FONERWA.
R2: the forest cover in the 9 districts on public and private land is increase		
<p><i>Destruction due to climatic perturbations</i></p> <p>Prolonged dry spells during any of the 4 planting campaigns can impact the biomass energy plantation survival rate in a very negative way and even destroy all biomass energy plantation work done.</p>	Low	No possible mitigation

<p><i>Destruction due to diseases and pests specific to Eucalyptus spp</i></p> <p>As the project is going to plant mostly Eucalyptus spp in monocultures, there is a higher exposure of the project result to diseases and pests attacking that specific tree species.</p>	<p>Medium</p>	<ul style="list-style-type: none"> • Hire a disease specialist to better evaluate that risk and make recommendations for the project
<p>R3: social and organizational conditions for successful participatory forest management on public land are defined (based on pilots at area level)</p>		
<p>No political approval of the system for scaling up</p> <p>Public lands are presently under central and district management and control. There is no guarantee that, even if the pilot is successful in some areas, the partner will ultimately adapt its regulations and organization in order to disseminate into the target districts or replicate to other districts the participatory technical forest management system that will have been piloted.</p>	<p>Medium</p>	<ul style="list-style-type: none"> • Get formal political acceptance of the principles behind the piloted system at the higher level of MINIRENA, MINALOC and MINECOFIN by : <ul style="list-style-type: none"> ○ Organizing a major information and awareness raising event at the end of 2014 to inform Ministers and top executives in the Ministry of the lessons learned of the project ○ Inviting political figures to community works -Umuganda regarding participatory forest management.
<p>Perception by authorities of possible financial unsustainability of the proposed system</p> <p>No detailed cost-benefit analysis and model exists about the operations of a cooperative on a 100 ha surface.</p> <p>The government will have to continue funding extra staff in each district after the end of the project.</p> <p>There are extra M&E costs for the follow-up of participatory forest management that must be continued after the end of the project.</p>	<p>Medium - Low</p>	<ul style="list-style-type: none"> • Develop a cost-benefit model for the participatory forest management based on growth figures in 3 years (2013-2014 -2015) as a support to the efforts to get political approval. • Organize field visits to show project achievements regarding participatory forest management.

4.4 Fiduciary risks

The use of implementation agreements with the districts is the major fiduciary risk, not so much in the misuse of the funds than in the late and inaccurate financial reporting. It is mitigated by reinforcing districts with forest finance resources mobilizers during the project (and beyond) and by appointing a district capacity building specialist for the duration of the project.

The forests that are planted in high risk zones may not bring back enough revenues because they will not be totally exploited in order to maintain the protection on those areas.

5 IMPLEMENTATION MODALITIES

5.1 Introduction

This chapter describes how the project will be managed, from start-up until closure, in all its management areas (strategic steering, operations and technical content, procurement, finance, human resources, quality, etc.) and is intended to enable stakeholders directly involved in the project to understand which **management system** applies to which project management area.

In line with the Paris Declaration, the Aid Agenda of Accra, the Rwanda Vision 2020, this project will combine various modus operandi, depending on the management area. The aim is to come as close as possible to a “fully run by GoR” situation, with full alignment to the MINIRENA Procedures and Operations Manual, while taking into account risks and constraints. No matter the choices made in terms of systems and responsibility modes, partnership, collaboration, transparency and mutual information will apply in managing the project.

5.2 Legal framework

The legal framework for this document is made of:

- The Memorandum of Understanding signed between the Republic of Rwanda and the Kingdom of the Netherlands on February 14, 2002;
- The Arrangement agreement signed between MINIRENA and the Embassy of the Kingdom of the Netherlands concerning the funding and the implementation of this project.

5.3 Project duration and life cycle

The duration of the project is 36 months, between July 1st, 2013 and June 30th, 2016. This is the implementation period of the project. All project activities must be terminated at the end of that period. The field activities must be closed at 31st December 2015. The duration of the arrangement agreement between the EKN and the Government of Rwanda is 36 months, from July 1st, 2013 until June 30th, 2016. The effective start date of the project is the date of signature of the arrangement agreement between the EKN and the Government of Rwanda.

The execution ends with a closure phase of 6 months to ensure proper technical and administrative closing and hand-over. The project final report is produced at the end of the arrangement agreement. Consolidation activities are planned at various moments during the project life cycle and during the closure phase.

5.4 Projects' organizational structure and institutional setting

The Ministry of Natural Resources (MINIRENA) is the responsible entity for the implementation of the project on behalf of the Government of Rwanda (GoR) through Rwanda Natural Resources Authority (RNRA). The project will be anchored in the RNRA within the Department of Forestry and Nature Conservation (DFNC).

5.4.1 Project Steering Committee (PSC)

5.4.1.1 Role

The PSC is the highest level of decision in the project. It is in charge of the strategic steering of the intervention. The main responsibilities of the PSC are:

- Defining the project strategy and ensuring its alignment on the overall MINIRENA strategy (strategic planning, annual planning and budgeting),

- Assessing the development results obtained by the project (strategic quality assurance and control) and approve project reports,
- Managing strategic changes on overall and specific objectives, on total project budget and/or on duration) and other important changes like budget and intermediate results changes, changes on the implementation modalities as well as the adaptation of the project organization and anchorage to the structure of RNRA and DFNC,
- Solving problems that cannot be solved at the operational level in the PMU,
- Enhancing harmonization among donors.

The responsibilities of the PSC are further developed in the following paragraphs.

5.4.1.2 Composition

The **voting members** of the PSC are:

- The Permanent Secretary of the Ministry of Natural Resources (Chairperson), who acts as the person in charge of the good overall project implementation and monitoring in the name of the Rwandan side. He delegates his power to act as the official with the highest authorizing power in finance and procurement (“Chief Budget Officer”) for the Rwandan side to the DG of RNRA;
- The Rwanda Natural Resources Authority (Vice -Chairperson), who acts as responsible for the good overall project implementation and monitoring ;
- A representative of the Ministry of Finance and Economic Planning(MINECOFIN);
- A representative of the Ministry of Local Administration(MINALOC);
- A representative of the Ministry of Infrastructures (MININFRA);
- A representative of the Ministry of Agriculture and Animal Resources (MINAGRI);

The members of the Project Management Unit participate in the Project Steering Committee as regular observers and informants. The Project director acts as the secretary of the Project Steering Committee, with the support of the expert advisor in forestry management.

5.4.2 Operating rules of the Project Steering Committee (PSC)

The Project Steering Committee shall meet at least twice a year, preferably in the field, on invitation by the Chairperson and at any other time deemed necessary by any of its voting members. The invitation shall be received by the members at least 7 days before the meeting. The invitation shall include an agenda, suggested decisions and supporting documents. A Project Steering Committee meeting shall be postponed if more than 1/3 of its voting members cannot be present.

Decisions shall be taken by consensus. Observers and informants shall have no voting power.

Decisions of each meeting of the Project Steering Committee shall be recorded in minutes signed by all present voting members. Each decision of the PSC will be assigned to a particular member of the Project Steering Committee who will ensure the implementation of the decision and report on the progress of the issue in the next meeting of the Project Steering Committee.

The Project Steering Committee may invite external experts or stakeholders as informants for a particular meeting and can further elaborate its operating rules.

5.4.3 Project Management Unit (PMU)

5.4.3.1 Role

The Project Management Unit is the operational unit of the project. It takes operational decisions and actions on a day to day basis in order that the project strategy is fully implemented, in time and within budget, as approved by the Project Steering Committee. The main responsibilities of the Project Management are to:

- Develop and implement the project strategy and operational plans and prepare half-yearly and annual activity and financial plans and reports for the Project Steering Committee,
- Coordinate and provide quality assurance and quality control in the processes of procuring the capacity building services and any other services, goods or works requested by the project (technical content management), as well as proper monitoring and evaluation of the intervention.
- Ensure proper management and apply stringent accountability arrangements for the management of the financial resources allocated to the project,
- Ensure that procurement processes and procedures used by the project are conform to the applicable procurement guidelines,
- Ensure proper human resources management practices conforming to the applicable legislation and guidelines,

The responsibilities of the Project Management Unit are further developed in the following paragraphs.

5.4.3.2 Composition

The members of the Project Management Unit are:

The **Project director** acts as a project manager and as an authorizing officer for the Government of Rwanda for all administrative, financial, operational and technical matters. The Project director reports directly to Deputy Director General in charge of Forestry and Nature Conservation or his delegate.

An International expert appointed by the Ministry of Natural Resources (MINIRENA) as a direct advisor to the project director in forests management. He/she will oversee and guide overall change, ensuring global coherence, focus and coordination.

A Responsible of Administration and Finances within the project. He/She is responsible for all matters relative to the finances and administration of human resources of the project. He/She is appointed by the Ministry of Natural Resources.

5.4.3.3 Operating rules of the Project Management Unit

The Project Management Unit meets at least once a week and at any other time deemed necessary. Decisions of each meeting of Project Management Unit are recorded in minutes.

5.4.4 Organizational structure and institutional setting

The PMU is a part of the Department of Forestry and Nature Conservation and is located in the Remera building above Bank of Kigali rented by the Government of Rwanda.

The composition of the project management unit and other human resources planned for a proper implementation of intervention is shown in figure 1. Most of the structure and staffing on HQ level is the same as in Phase 1. Added are technical staffs to support the Forest Participatory Management implementation on forest technical level and social organizational level.

On the district level Forest Finance Resource Mobilizers have been added to support the DAF financially and set up forest management budget system. The project will not have its own DFOs like in Phase 1, but will work with District DFOs'. In order to support management development at the level of 9 pilot Sectors, 9 Forest Extensionists are added.

Financial mobilizers and Extensionists will initially be paid by the project, but have a contract with the District. After the project period this staff should become permanent District Forest Staff and be paid under District budget.

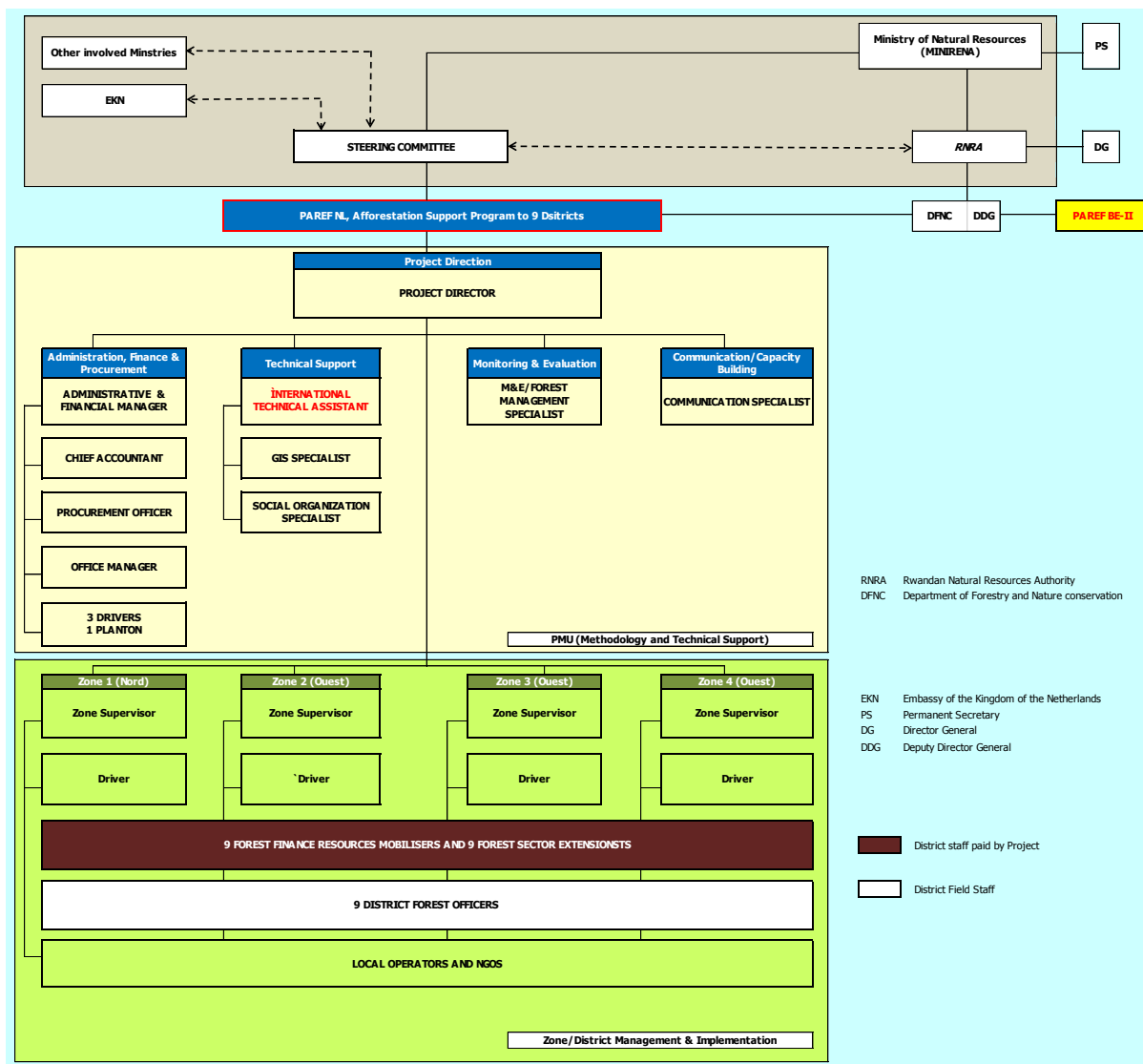


Figure 1 Project organizational structure and institutional setting.

5.5 Technical content management

Technical content management includes the processes that transform the project strategy into activities properly defined, planned, executed and monitored. It also includes the regular result-oriented reporting on project operations.

5.5.1 Operations planning

System:	Government of Rwanda system
Responsibility:	Full responsibility under MINIRENA through RNRA

The project management unit will prepare the regularly quarterly operations plan for the information of the Project Steering Committee and the Department of Forestry and Nature Conservation. This process will be managed in order to feed into Ministry of Natural Resources own planning and budgeting cycle, as described in the Ministries' Procedures and Operations Manual (POM).

The quarterly operations plan, together with the quarterly procurement plan, feed into the quarterly financial plan. The Project director and the Project co-manager both approve the quarterly operations plan in joint responsibility. Operations planning tasks are performed by the Project director, with the support of the international expert. The annual operational plan will be provided to the Embassy of the

Kingdom of the Netherlands (Dutch Embassy=EKN) before two months starting a new year.

5.5.2 Operations definition, implementation and monitoring of the project

The definition and writing of the specifications (terms of reference) and the technical follow-up (including provisional and final technical acceptance) for all services, goods or works to be procured by the project and the definition, execution and follow-up of the activities lead by the project team itself, are a responsibility of the project director supported by the International Assistant appointed to the project. The project director is supported by the other members of the project team and by other Ministerial staff and external stakeholders, depending on the activity.

Some activities of the project will be delegated to the 9 Districts, through an execution agreement for the implementation of activities, to be signed between the Ministry of Natural Resources and the highest district authority. Delegation of activities means a partial transfer of responsibility of operational and/or financial execution of these activities, while complying with the legal framework of this project document (PRODOC), the local standards, the administrative and financial guidelines of the Government of Rwanda.

5.5.3 Operations coordination

The Project Management Unit (PMU) meets formally at least once a month, in order to review project progress, identify issues and risks and proactively take actions.

5.5.4 Operations result-oriented reporting

System to be followed :	GoR system <u>and</u> donor system
Responsibility:	GoR responsibility

Operations’ reporting consists of:

- A quarterly operational report for the DDG of DFNC with copy to DG RNRA;
- A half-yearly progress report (also financial) according to the template agreed upon with the Embassy of the Kingdom of the Netherlands (EKN) in Kigali;
- A final operational report (also financial) for the Project Steering Committee and for the Embassy of the Kingdom of the Netherlands (EKN) in Kigali, according to the template agreed upon with the EKN.

5.6 Procurement management

Procurement processes shall be implemented according to the Government of Rwanda Law on Public Procurement and the Ministry of Natural Resources Procedures and Operations Manual (POM).

5.6.1 Procurement planning

System to be followed :	GoR system
Responsibility:	GoR responsibility

The Rwanda Natural Resources Authority requires a yearly procurement plan for all its services including the project procurement processes. Procurement planning is performed by the procurement officer and the project director, with the support of the procurement service of Rwanda Natural Resources Authority. The project director approves the yearly procurement plan of the project.

The part of the RNRA procurement plan related to the project will be adapted quarterly if necessary.

5.6.2 Procurement execution and contract management

The Procurement Officer and/or technical project staff will be part of the Tender Committee of Rwanda Natural Resources Authority.

All tender documents are approved by the Deputy Director General in charge of Forestry and Nature Conservation or his/her delegate before launching. The contracts must be signed by the Director General of Rwanda Natural Resources Authority.

After signature, the contract management is the responsibility of the Project Management Unit.

5.7 Finance management

All finance management processes is under responsibility of the Project Management Unity.

5.7.1 Budget management

Budget processes have to be implemented in the Rwandan system in order to be able to track project progress in its own financial system.

5.7.1.1 Budget planning

The budget attached to the project document sets out the budgetary limits within which the intervention must be executed. It also indicates expected disbursements per year.

The budget planning processes have to be implemented in the Rwandan system in order to be able to track project progress in its own financial system.

The Ministry of Natural Resources (MINIRENA) has the obligation to ensure that the project budget is integrated in its general budget through the Rwanda Natural Resources Authority (RNRA).

5.7.1.2 Budget follow-up and review

The project expenses cannot exceed the total budget of the intervention.

Any change to the budget lines must be approved by the Project Steering Committee on the basis of a proposal that is drawn up by the Project Management Unit, in line with formats approved by EKN in this respect. Possible budget changes include:

- Change of the structure of the budget (for instance, addition of a budget line);
- Reallocation of amounts between budget lines.

The budgetary reserve may only be used for project activities after approval by the PSC. The use of the budgetary reserve must be translated into a corresponding change in the budget. Quarterly and half-yearly reports on budget execution are produced, as part of the financial reporting.

5.7.2 Accounting, financial planning and reporting

5.7.2.1 Accounting

Accounting is done on a monthly basis. The monthly outputs of the accounting process are an electronic file presenting all the supporting documents as well as the bank statements and petty cash statements. They must be transmitted to the DG RNRA each month.

These accounting tasks are performed by the Administration and Finance Officer (RAF). The project director approves the monthly accounting.

5.7.2.2 Financial planning

The Project Management Unit elaborates a quarterly financial plan. This plan must be forwarded to the corporate services of Rwanda Natural Resources Authority.

Financial planning is based on the quarterly action and procurement plans. The financial plan details expenditures quarter by quarter for the next quarter and for the current year. Financial planning tasks are performed by the Administration and Finance Officer (RAF), based on the operations planning. The project director approves the quarterly financial plan.

5.7.2.3 Financial reporting

Financial reporting processes have to be implemented in the Rwandan system in order to be able to track project progress in its own financial reporting system.

To the Steering Committee:

If required by the Project Steering Committee or deemed useful by the Project Management Unit, the Project Management Unit presents the following financial information:

- Budget execution report;
- Update of financial planning;
- List of main commitments;
- Overview of bank account balances;
- Any budget change proposal, if necessary;
- Action plan pursuant to the recommendations of a financial audit.

To the Ministry of Finances and Economic Planning:

A monthly financial report is prepared by the project management unit and transmitted to the Ministry of Finances and Economic Planning (MINECOFIN) by the Director General of RNRA.

5.7.3 Cash management

5.7.3.1 Managing intervention accounts and payments

As soon as the specific agreement has been signed between the Government of Rwanda and the Embassy of the Kingdom of the Netherlands, an account in EUR (main account) and one operational account in Rwandan Franc will be opened at the National Bank of Rwanda (NBR). Payments from these accounts require a double authorization (Corporate and DG RNRA), according to the following specifications:

Authoring Officer N° 1	Authorizing officer N°2	Threshold (RWF)	Account type
Project Director PAREF NI 2	RAF of the Project	< 100,000	Petty cash
Corporate / RNRA	Director General of RNRA	> 100,000	Operation
Corporate / RNRA	Director General of RNRA	Account in Euros	Main account

For logistical reasons, other accounts may be opened with the approval of the Director General (chief budget officer) and the Ministry of Natural Resources.

5.7.3.2 Managing cash and transfers

First transfer on the main account:

Once the arrangement agreement is signed and notified to RNRA, a first request of money can be prepared sent to the EKN. The requested amount must correspond to the needs for the first three months of the project implementation.

Following transfers on the main account:

The main account is replenished quarterly. The project must submit a request to the EKN at the beginning of the month preceding the following quarter. A request for money must be signed by the project director, the project RAF and by the DG RNRA before being transmitted to EKN. The amount of a request equals the estimated cash needs for the following quarter including a safety margin of one month.

In case of emergency, the project can submit an early request for money provided the need is clearly explained. Cash management tasks are performed by the project accountant. The Project director and the RAF of the project sign the quarterly request for money in joint responsibility.

A request for money must be approved by the DG RNRA before transmission to the Embassy of the Kingdom of the Netherlands (EKN).

5.7.4 Assets and inventory management

This rule applies for all expenses on durable goods above the threshold as determined in the GoR procedures. Any other durable goods financed by the project is considered to belong to the partner from the moment it has been delivered by the seller.

Writing off durable goods happens as described in the GoR procedures. If durable goods must be transferred from the previous project to this project, they must be listed. The steering committee must approve the list and the transfer must be officially recorded.

5.7.5 Financial closure

5.7.5.1 Financial balance

Six months before the end of the project operations, the PMU must elaborate a financial balance according to the GoR procedures. This financial balance must first be verified by RNRA before it is presented to the Project Steering Committee.

5.7.5.2 Destination of balances at the end of project operations

Any balance at the end of the project must be returned to the Embassy of the Kingdom of the Netherlands (EKN) in Kigali.

5.7.5.3 Expenses beyond the end date of the agreement

The last project commitments must be made before December 31st, 2015, unless formally approved by the Project Steering Committee, and provided that the activities normally close before the end of the arrangement agreement between the Embassy of the Kingdom of the Netherlands and the Government of Rwanda. After the end date of that agreement, no expenditure will be authorised except if it is related to commitments approved and recorded in minutes of the PSC. Operational expenditures after this date will not be accepted.

5.8 Human resources management

The project funds the following employee positions:

Position in the project chart	Names of employees
Project Director	HABIMANA Claudien
Responsible Administration & Finance	SEBAHUTU Jean de Dieu
Chief Accountant	UWIZEYIMANA Epiphanie
Communication Specialist	NGARAMBE Fidele
Zone Supervisor 1	HAKIZIMANA Aaron
Zone Supervisor 2	MWONGERA Martin
Zone Supervisor 3	MBIRINDE Mathieu
Sector Forest Extensionist / Rusizi	UWAMAHORO Alice Diane

Driver 1	HABIMANA David
Driver 2	HAKIZIMANA Dismas
Driver 3	KAREMERA Venant
Cleaner	UWIMANA Liliose
<u>Positions to be fulfilled</u>	
ITA Forest Participatory Management	To be recruited
M&E/Forestry Management Specialist	To be recruited
GIS Specialist	To be recruited
Social Organization Specialist	To be recruited
Procurement Officer	To be recruited
Secretary Cashier	To be recruited
Office Manager	To be recruited
Zone Supervisor - Zone 4	To be recruited
Financial Forest Resource Managers(9)	To be recruited
Sector Forest Extensionists (8)	To be recruited
Drivers (3)	To be recruited

Additional remarks:

- Staff employed in PAREF NL, phase 1 until March 31st, 2013 will be retained and carried over to the present phase, provided that there has been a proper evaluation of their performance in the first phase and that the evaluation is positive.
- The positions to be fulfilled are those whose staffs have found other jobs in other services/projects especially in PAREF Be2.
- If the terms of reference for a position defined in this project document must be revised before advertisement, the revised terms of reference need to be approved by the Project Steering Committee.

5.9 Quality assurance (monitoring and review)

5.9.1 Baseline

A baseline report will be established at the beginning of the project (ideally within the 6 months after the first project steering committee).

Nevertheless, the MINIRENA' own monitoring system will be used and project baseline indicators will originate as much as possible from the MINIRENA monitoring framework.

The baseline report will be approved by the Department of Forestry and Nature Conservation of Rwanda Natural Resources Authority.

5.9.2 Mid-term review and end-term review

The mid-term review has the generic objective of bringing an external point of view on the development performance of the project, for strategic steering and accountability purposes. Besides this generic objective, specific objective(s) can be added to the review, in order to analyse thoroughly crucial aspects of the project in order to better inform strategic decisions or to contribute to learning processes.

The end-of term review is similar to the mid-term review, except it focusses on learning, rather than on strategic decision making for the project. MTR and ETR findings and recommendations will be, after approval of the Embassy of the Kingdom of the Netherlands, presented to PSC for final approval. Terms of Reference for the reviews will be elaborated by the PMU and approved by the Department of Forestry and Nature Conservation of Rwanda Natural Resources Authority.

5.9.3 Capitalization

A specific budget line is introduced to allow for capitalization activities during the lifecycle of the project, in order to increase durability.

5.10 Audits

5.10.1 Project audits

A yearly project audit, including the auditing of the project accounts in the districts, will be organised by PMU in each year of the project implementation. A qualified external financial auditor selected and contracted by RNRA, will execute the auditing. The PMU will elaborate the Terms of Reference and participate in the selection of the audit firm. The audit will include the following items:

- Verification of the existence and the respect of procedures;
- Verification if the accounts of the project reflect reality.

The auditor’s reports will be presented to the Project Steering Committee. If necessary, the project team will elaborate an action plan in order to improve the procedures and to prove that corrective measures have been taken.

5.10.2 Project Audits by External Control Bodies

The Rwandan authorities, either MINIRENA or the Office of the Auditor General for State Finances of Rwanda can decide to audit the project. In this instance, the project director and the Responsible for Administration and Finances are the primary respondents to the auditor’s requests.

Project audits reports are mutually shared and presented to the PSC. If the project is audited by the Office of the Auditor General of Rwanda, the audit should focus on the activities executed under the Rwandan System.

5.11 Modification of the Project Document (Technical and Financial File-TFF)

Any change to the Technical and Financial File must be approved by the Project Steering Committee. The conditions described in the arrangement agreement between the Government of Rwanda (GoR) and the Embassy of the Kingdom of the Netherlands (EKN) applies.

6 RESOURCES

6.1 Human resources

The following table presents in a nutshell the major responsibilities associated to different planned functions and the contracted period.

Post	Function	Period
Director of the Project (project manager)	Ensure the representation and consultation with partners Supervise the preparation and validate procedures, contracts and tender documents and ensure their application and conformity of execution. Follow up the technical and financial execution of the programs Support the preparation and validate strategies, follow up and evaluation & working plans. Supervise and validate technical and financial reports. Carry out training sessions	DI 36 PM

Post	Function	Period
ITA Forest Management	Prepare procedures, management tools and tender documents of programmer activities. Supervise the preparation and implementation of work plans and activity chronograms. Follow up the execution and supervise the implementation of daily program activities. Support the technical team. Coordinate the project technical report. Carry out training sessions	32 PM
Procurement Officer	Prepare DAOs for different tenders and assist in ToR development Follow up tender progress and participate in RNRA tender committee Develop contracts in close cooperation with RAF and PM Carry out training, coaching and capacity building sessions	32 PM
Communication Specialist	Plan communication events Supervise development of awareness material (newsletter, films radio adds etc.) Maintain communication of the program with other stakeholders (JADF etc.) Maintain and update project details on RNRA/DFNC website Carry out training, coaching and capacity building sessions	32 PM
M&E/Forest Management Specialist	Set up a follow up- evaluation system of program activities at the level of information collection system. Evaluate the progress of the implementation of activities and their contribution to results achievements. Capitalization and project reporting. Carry out training, coaching and capacity building sessions Support the ATI in preparation of procedures, management tools and tender documents of program activities. Assist in the supervision regarding the preparation and implementation of work plans and activity chronograms. Follow up the execution and supervise the implementation of daily program activities on forest management Assist in writing the project technical report. Support DFOs in Forest management activities Carry out training, coaching and capacity building sessions	32 PM
GIS Specialist	Support the ATI in preparation of procedures, management tools and tender documents of program activities. Responsible for the mapping and measuring of biomass energy plantations Support districts with mapping updates Support RNRA/DFNC with GIS updating Carry out training, coaching and capacity building sessions	32 PM
Social Organization Specialist	Support the ATI in preparation of procedures, management tools and tender documents of program activities. Guiding forest extensionists in the organization of cooperatives & forest management groups Assist in M&E for participatory management pilots Carry out training, coaching and capacity building sessions	30 PM
Responsible Administration and Finance	Planning and financial management, accounts control (procedures, conformity of documents, etc...) Good management of programs goods, financial reporting	36 PM
Chief Accountant	Project accounts keeping and contracts financial follow up Supervise the 9 financial Forest Resource mobilizers in the Districts Carry out training, coaching and capacity building sessions	36 PM
Office Manager	Responsible for maintaining project fleet (cars and Motor cycles) Stock keeping Maintenance of offices and IT equipment This post will be shared halftime with PAREF be-2	36 PM
Secretary cashier	Secretariat and cash bookkeeping	32 PM
Zone Supervisors (4)	Support the preparation and implementation of working plans and planning of activities at the district level. Supervise and follow up the implementation of all activities in the field. Provide technical and methodological assistance to districts DFOs and Forest	36 PM

Post	Function	Period
	Extensionists (organization & implementation of tenders, site follow up etc.). Provide data for M&E system and supervise the district reporting Carry out training, coaching and capacity building sessions	
Financial Forest Resource Mobilizers (9)	Support the Districts in managing the Specific account and complying with Execution Agreement modalities Check and control of all project expenses related to field implementation Support Cooperatives and Forest Management groups in bookkeeping Support district in the development of financial modalities for forest management budget Carry out training, coaching and capacity building sessions	32 PM
Drivers (7)	Driving and maintenance of project vehicles	36 PM
Cleaner (1)	Cleaning office premises, copying, coffee/tea making etc.	36 PM
Sector Forest Extensionists (9)	Organize and support cooperatives and management groups for pilot participatory management Provide M&E data regarding forest participatory management pilot implementation Carry out training sessions	32 PM

6.2 Material resources and services

6.2.1 Material resources

PAREF NI-2 will use the material that was purchased during the period of PAREF NI-1. However a lot of PAREF NI - Phase 1 material, (cars, computers, printers and motorcycles etc.) is worn down or out of order and has to be replaced.

As a lot of the projects furniture was purchased under PAREF Be-1 and the increase of staff for PAREF Be-2, PAREF NI-2 will have to buy extra furniture. For the PAREF NI- 2 implementation the following material resources will be required:

Types of material resources	Quantity	Users
Training material and equipment	Lump sum	Trainers and trainees
Motorcycles	9	Sector Forest Extensionists
Computers, printers, plotter and stabilizers for project office and DFO offices	Lump sum	Financial Forest Resource mobilizers and Sector extensionists and all PMU staff where replacements are needed
Office furniture (desk, 2 chairs and 1 cupboard).	30	Financial Forest Resource mobilizers, Sector extensionists and PMU staff
Vehicles (2 replacements)	4	Supervisor (2 replacements), 1 ITA and 1 M&E
Carbonization equipment, Moisture meters etc.	9	Charcoal cooperatives
Computer kit/laptop, printer, stabiliser	8	4 supervisors + M&E + Social Organization Specialist + in charge of training + accountant.
GIS equipment (plotter, heavy duty desktop) and software	1	PMU
Forest inventory equipment	10 sets	DFOs/PMU staff
Office development	1	PMU

6.3 Financial resources

6.3.1 Netherlands contribution

N°	Activities	Total Budg.	%
A	Total Budget Activities	€ 4 080 498	68,0%
A1	Organizational forest management capacities both at district and sector level are improved	€ 1 042 998	17,3 %
A1.1	Redefine DFMPs and develop modalities for financing the implementation of the plans	€ 422 000	7,0 %
A1.2	Develop DFMP/SFMP implementation projects by increasing project dev capacity	€ 27 000	0,5%
A1.3	Provide adequate number of trained forest and financial staff at district and sector level	€ 486 748	8,1%
A1.4	Provide technical forest management training to DFOs and Forest Extensionists	€ 16 000	0,3%
A1.5	Support the M&E of participatory forest management in PAREF pilot areas at MINIRENA and RNRA/DFNC level	€ 12 500	0,2%
A1.6	Raise awareness of local authorities on sustainable participatory forest management	€ 78 750	1,3%
A2	Increase forest cover in the 9 districts on public and private land	€ 2 760 500	46,0%
A2.1	Support the 9 Districts in operational and financial planning for plantation establishment	€ 15 000	0,3%
A2.2	Establish 2,500 ha public forests in the Gishwati and Nyungwe areas (buffer zones)	€ 1 435 000	23,9%
A2.3	Establish 1,000 ha private forests in the 9 project district	€ 520 000	8,7%
A2.4	Measure annual increment per ha for 9 PAREF NL pilot areas yearly	€ 335 000	5,6 %
A2.5	Update pilot sector maps with layers on ownership and management objectives	€ 16 500	0,3%
A2.6	Protect and maintain young PAREF NL-1 plantations	€ 299 000	4,9%
A2.7	Nursery establishment for Q4 2013 plantation	€ 140 000	2,3%
A3	Lessons are learnt by experimenting with participatory forest management on public land at pilot area level	€ 277 000	4,6%
A3.1	Develop 9 forest management plans for sectors with a pilot area	€ 52 000	0,9%
A3.2	Experiment with participatory forest management in 9 pilot areas	€ 60 000	1,0%
A3.3	Develop draft forest rules and regulations on participatory management of public forests	€ 70 000	1,2%
A3.4	Start production of charcoal and firewood on participatory forest management pilot areas	€ 95 000	1,6%
B	Budget reserve	€ 300 000	5,0%
	Budget Description		
N°	Activities	Total Budget	%
C	General Means	€ 1 619 502	27,0%
C1	Staff fees	€ 1 014 739	16,9%
C2	Investments	€ 135 000	2,3%
C3	Running fees	€ 369 263	6,2%
C4	Baseline, audit and project review	€ 100 500	1,7%
	Total Project Budget	€ 6 000 000	100%

6.3.2 Rwandan contribution (in kind)

The Rwandese counterpart will make available the following services:

Description	Cost/Month (RWF)	Level of Contrib.	Equivalent (RWF)	Total project Period(RWF)	Total project period (€)
Office rent PAREF NL (2)	3 658 803	100%	3 658 803	104 275 871	130 345 €
Salaires DFNC/RNRA	10 000 000	5%	500 000	14 250 000	17 813 €
Salaires 9 DFOs in districts	6 462 207	20%	1 292 441	36 834 580	46 043 €
Salaires 9 DAFs	7 285 005	10%	728 501	20 762 264	25 953 €
Salaires 9 Districts accountants	5 547 141	5%	277 357	7 904 676	9 881 €
Salaires 9 Districts Executive Secretaries	12 190 842	5%	609 542	17 371 950	21 715 €
Salaires 9 Sector Executive Secretaries	7 285 005	10%	728 501	20 762 264	25 953 €
Salaires 9 Sector agriculture officers	3 902 931	20%	780 586	22 246 707	27 808 €
Total Rwandan Contribution			8 575 730	244 408 312	305 510 €

Regarding this national contribution it is important to highlight the following points:

- For field activities, the project shall rely on districts technical and administrative teams taken care of by the Government of Rwanda;
- Operation means of its staff shall also be taken care of by districts;
- Finally, any possible tax, rights to customs, entry taxes and other fiscal charges (including the TVA) on supplies and equipment, works and services shall be taken care of by the Rwanda Government.

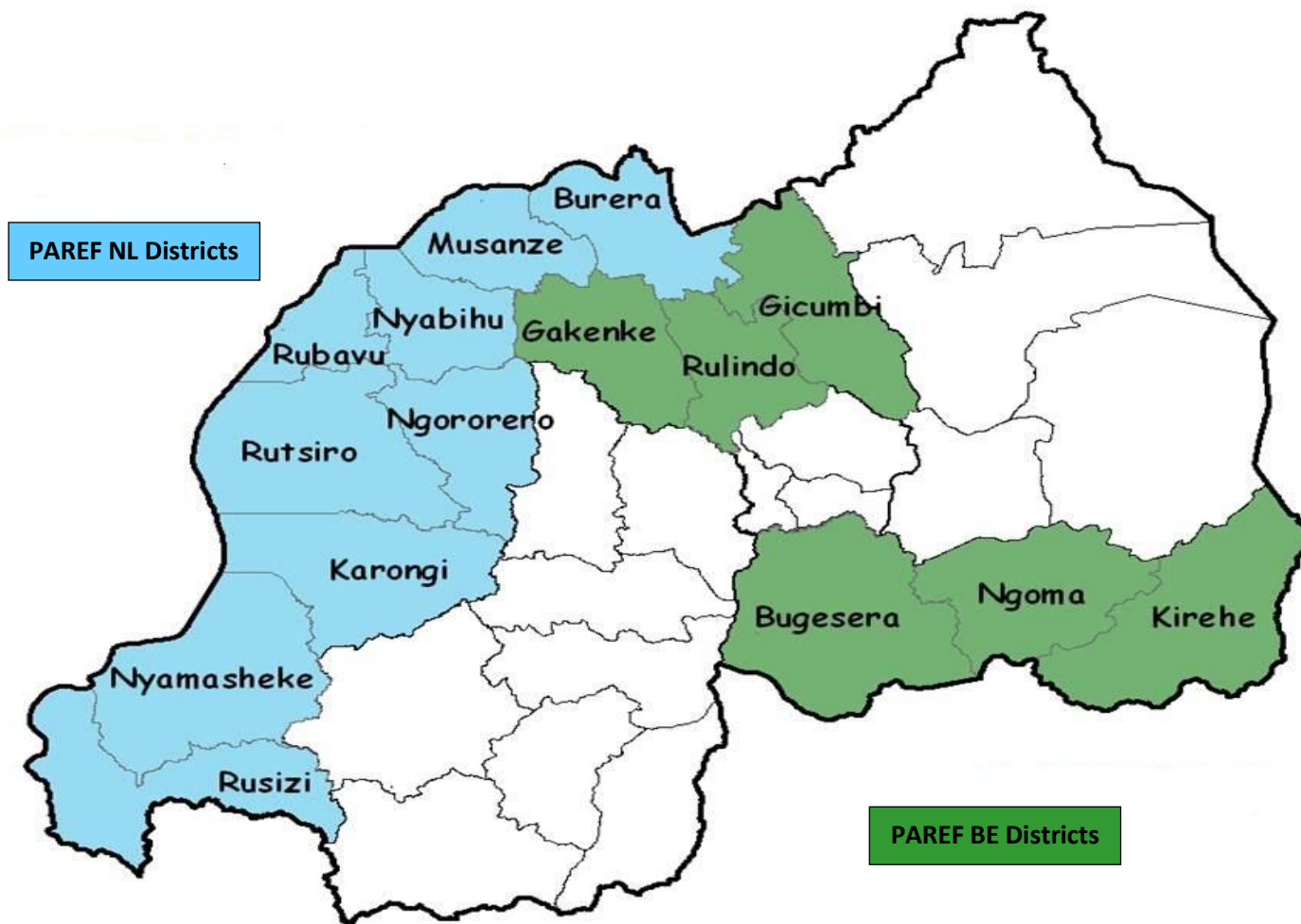
7 LOGICAL FRAMEWORK

Overall goal (Impact)	Impact Indicators	Means of Verification
The implementation of the national forest policy contributes to poverty alleviation, economic growth and environment protection	Number of jobs that can be created through participatory forest management (protection, maintenance, exploitation and charcoal production) at the end of the project	Project reports
	Efficiency of carbonisation implemented at PAREF NI plantations and using improved production methods	Bank statements, Country, District and Sector statistics
	Area (ha) of watersheds protected against erosion	Project reports, mangement plans, final evaluation report
	Number of people employed by project through HIMO	Project and operator reports
Specific Objective (Outcome)	Outcome Indicators	Means of Verification
Qualitative and quantitative management of forest resources in the 9 districts is improved	Figures on forest cover	Updated maps
	Figures on annual increment and standing volume for pilot areas	Inventory reports
	Quality of Management plans at district and sector level	External evaluation, end term review
	Awareness amongst stakeholder on participatory forest management	Survey end term review

Result 1 (Output 1)	Output indicators	Means of Verification
Organizational forest management capacities both at district and sector level are improved	Number of forest and financial staff financed by district budget at the end of the project	District and sector staff payrolls
	Detailed forest management budget proposals are developed per district for the fiscal year	District budget
	Districts are in charge of PAREF NI-1 forests on public land	Signed handing over papers
	Number of staff trained in sustainable forest management	Project reports.
Result 2 (Output 2)	Output indicators	Means of Verification
The forest cover in the 9 districts on public and private land is increased	2,500 ha of biomass energy plantations on public lands are established.	Project/operator reports
	1,000 ha biomass energy plantations on private lands are created	Project/operator reports
	Established plantations >.25 ha are incorporated in to Forest GIS, district and sector maps	Actualized Forest maps
Result 3 (Output 3)	Output indicators	Means of Verification
Lessons are learnt by experimenting with participatory forest management on public land at pilot area level	DFMPs of the 9 PAREF NL Districts updated	Updated DFMPs for the districts of PAREF NI
	9 draft forest management plans developed for sectors with a participatory management pilot area	Draft SFMPs for sectors with a PAREF NI pilot area
	Lessons learnt and recommendations are formulated based on experimenting with participatory forest management in 9 pilot areas (>100 ha)	Workshop reports, Review
	Proposal for Forest rules and regulations on participatory forest management of public forests developed	Draft forest rules and regulations
	Average annual increment per ha for 9 PAREF NI pilot biomass plantations measured yearly	Permanent inventory system in place for pilot areas
	Tons of charcoal and number of steres of firewood produced per pilot area by the end of 2015	Project, operator reports

8 ANNEXES

Annex 1: PAREF Areas



Annex 2 Detailed budget by results, activities and indicative financial planning

Budget Description		Total Budget	%	2013	2014	2015-16
Nº	Activities					
A	Total Budget Activities	€ 4 080 498	68,0%	€ 1 299 519	€ 1 731 840	€ 1 049 140
A1	Organizational forest management capacities both at district and sector level are improved	€ 1 042 998	17,4%	€ 341 046	€ 487 019	€ 214 933
A1.1	Redefine DFMP and develop modalities for financing the implementation	€ 422 000	7,0%	€ 127 000	€ 195 000	€ 100 000
A1.2	Develop DFMP/SFMP implementation projects by increasing project development capacity	€ 27 000	0,5%	€ 7 000	€ 20 000	€ 0
A1.3	Provide adequate number of trained forest and financial staff at district and sector	€ 486 748	0,0%	€ 166 312	€ 213 624	€ 106 812
A1.4	Provide technical forest management training to DFOs and Forest Extensionists	€ 16 000	0,3%	€ 3 786	€ 8 964	€ 3 250
A1.5	support the M&E of participatory forest management in PAREF pilot areas at MINIRENA and RNRA/DFNC level	€ 12 500	0,2%	€ 4 167	€ 5 556	€ 2 778
A1.6	Raise awareness of local authorities on sustainable participatory forest management	€ 78 750	1,3%	€ 32 781	€ 43 875	€ 2 094
A2	Increase forest cover in the 9 districts on public and private land	€ 2 760 500	46,0%	€ 836 723	€ 1 133 321	€ 790 456
A2.1	Support the 9 Districts in operational and financial planning for plantation establishment	€ 15 000	0,3%	€ 5 625	€ 7 500	€ 1 875
A2.2	Establish 2,500 ha public forests in the Gishwati and Nyungwe areas (buffer zones)	€ 1 435 000	23,9%	€ 334 124	€ 650 876	€ 450 000
A2.3	Establish 1,000 ha private forests in the 9 project district	€ 520 000	8,7%	€ 120 000	€ 250 000	€ 150 000
A2.4	Measure annual increment per ha for 9 PAREF NL pilot areas yearly	€ 335 000	5,6%	€124 000	€ 106 000	€ 105 000
A2.5	Update pilot sector maps with layers on ownership and management objectives	€ 16 500	0,3%	€ 16 500	€ 0	€ 0
A2.6	Protect and maintain young PAREF NL-1 plantations	€ 299 000	4,9%	€96 474	€ 118 945	€ 83 581
A2.7	Nursery establishment for Q4 2013 plantation	€ 140 000	2,3%	€ 140 000	€ 0	€ 0
A3	Lessons are learnt by experimenting with participatory forest management on public land at pilot area level	€ 277 000	4,6%	€ 121 750	€ 111 500	€ 43 750
A3.1	Develop 9 forest management plans for sectors with a pilot area	€ 52 000	0,9%	€ 32 000	€ 15 000	€ 5 000
A3.2	Experiment with participatory forest management in 9 pilot areas	€ 60 000	1,0%	€ 35 000	€ 22 500	€ 2 500
A3.3	Develop draft forest rules and regulations on participatory management of public forests	€ 70 000	1,2%	€ 18 750	€ 30 000	€ 21 250
A3.4	Start production of charcoal and firewood on participatory forest management pilot areas	€ 95 000	1,6%	€ 36 000	€ 44 000	€ 15 000
B	Budget reserve	€ 300 000	5,0%	€ 107 143	€ 128 571	€ 64 286

N°	Activities	Budget	%	2013	2014	2015-16
C	General Means	€ 1 619 502	27%	€ 505 052	€ 609 640	€ 504 810
C1	Staff fees	€ 1 014 739	16,9%	€ 211 608	€ 419 504	€ 383 627
C1.1	International Technical Assistance	€ 442 000	7,4%	€ 80 000	€ 161 000	€ 201 000
C1.2	National Technical Specialists	€ 228 440	3,8%	€ 52 479	€ 108 432	€ 67 529
C1.3	Director of Intervention	€ 95 309	1,4%	€ 17 553	€ 31 990	€ 45 766
C1.4	Finance and Administration Team	€ 106 500	1,8%	€ 26 158	€ 44 842	€ 35 500
C1.5	Technical Project Field Team	€ 114 480	1,9%	€ 29 415	€ 57 240	€ 27 825
C1.6	Other staff costs	€ 28 010	0,6%	€ 6 003	€ 16 000	€ 6 007
C2	Investments	€ 135 000	2,3%	€ 134 000	€ 1 000	€ 0
C2.1	Cars	€ 100 000	1,7%	€ 100 000	€ 0	€ 0
C2.2	Office Equipment	€ 7 000	0,1%	€ 7 000	€ 0	€ 0
C2.3	IT Equipment	€ 25 000	0,4%	€ 25 000	€ 0	€ 0
C2.4	Office adjustments	€ 3 000	0,1%	€ 2 000	€ 1 000	€ 0
C3	Running fees	€ 369 263	6,2%	€ 134 444	€ 161 386	€ 73 433
C3.1	Services and maintenance costs	€ 9 193	0,2%	€ 3 693	€ 4 000	€ 1 500
C3.2	Operating costs cars (including fuel and insurance)	€ 140 000	2,3%	€ 40 000	€ 60 000	€ 40 000
C3.3	Telecommunication	€ 30 000	0,5%	€ 9 000	€ 11 000	€ 10 000
C3.4	Office furniture and supplies	€ 22 000	0,4%	€ 22 000	€ 0	€ 0
C3.5	Mission costs	€ 70 000	1,2%	€ 25 000	€ 30 000	€ 15 000
C3.6	Training, teambuilding and coaching coast	€ 10 000	0,2%	€ 5 000	€ 5 000	€ 0
C3.7	Consultancy costs	€ 5 000	0,1%	€ 1 500	€ 2 500	€ 1 000
C3.8	Financial costs	€ 2 020	0,0%	€ 721	€ 866	€ 433
C3.9	TVA costs	€ 0	0,0%	€ 0	€ 0	€ 0
C3.10	Other operating costs	€ 8 000	0,1%	€ 3 000	€ 3 000	€ 2 000
C3.11	Reporting, Representation and external communication costs	€ 11 520	0,2%	€ 3 000	€ 5 020	€ 3 500
C3.12	Awareness raising material for activities A1.6.2, A3.2.1, A3.4.4	€ 61 530	1,0%	€ 21 530	€ 40 000	€ 0
C4	Baseline, audit and project review	€ 100 500	1,7%	€ 25 000	€ 27 750	€ 47 750
C4.1	Baseline impact study	€ 25 000	0,4%	€ 25 000	€ 0	€ 0
C4.2	Yearly Project & Specific Account Audit (Framework contract)	€ 55 500	0,9%	€ 0	€ 27 750	€ 27 750
C4.3	Final project review	€ 20 000	0,3%	€ 0	€ 0	€ 20 000
	Total Project Budget	€ 6 000 000	100 %	€ 1 911 714	€ 2 470 051	€ 1 618 236

Annex 3: Job description for International Technical Assistant

International Technical Assistant in Participatory Forest Management

Duty station: Kigali, Rwanda

Duration of the assignment:

About 32 months (from November 1st, 2013 until June 30th, 2016)

Description of the function:

Under the general supervision of the Director General of RNRA, the International Technical Assistant (Participatory Forest management) will work in close collaboration with the Project Director, the Deputy Director General in charge of Forestry and Nature Conservation, the Forest Participatory management Officer and more generally with the staff of the project and the staff of the Department of Forestry and Nature Conservation (DFNC).

Role of International Assistant:

Assist the Intervention Director in all decision making processes regarding the management of the intervention, in particular regarding the forest management approaches and strategies. Advise the project director in management of funds. In that framework, he/she will be responsible for the preparation of the tendering procedures and will take part to the evaluation of the offers, the contracting and the administration of the contracts. He/She will perform the following tasks:

- Establish the system of monitoring and evaluation of the activities of the project, Support the project director in the supervision of the preparation of the work plans and timetables of the activities;
- Support the production of the technical and financial reports of the project for the Steering Committee and take part to the meetings of this steering committee;
- Participate in the operational and financial closing of the project at the end of the implementation period;
- Bring a key contribution to the development of models, systems and methods aiming at the participatory and sustainable decentralized management of forest resources;
- Make sure the strategy of the project is consistent and ensure a technically sound implementation of the project;
- Provide direct technical support to all activities aiming at making district forest offices operational in the 9 districts operational;
- Coach the DFNC and Districts and bring technical support to the preparation of the terms of reference of all studies and technical consultations planned;
- Provide a technical input in all studies, trials and other applications implemented or supported by the project;
- Take part to and support the technical evaluation of the activities and the production of technical documents on analyses, lessons learned and recommendations on the interventions;

In accordance with the descriptive elements presented in the project document, he/she will be mainly in charge of the Result 1: " Forest plantations established under PAREF NI are co-managed by districts and rural population until first rotational harvest and pilot cooperative management systems for bioenergy have produced their first fuel wood and charcoal produced by 2014/15", which means that he/she will be entrusted with the following responsibilities:

- Support the development and refining of forest management plans for the 9 districts of PAREF NI;
- Support the setting up of a permanent sample inventory system of District Forest Plantations;

- Support the development of participatory management plans for 9 for bioenergy plantations from the first phase, including agroforestry activities and sylvo-pastoralist systems (Gishwati);
- Give support to the development, organization and implementation of training regarding participatory forest management and forest cooperative management of public forests;
- Give inputs for the development of rules and regulations for participatory management of public forests and its products (firewood, charcoal and timber);
- Provide design input on the extension work of the program and monitor this work;
- Provide technical trainings to technicians working in forestry sector at district and national level and participate to the elaboration of technical modules.

Qualifications needed:

- Forest Engineer or master's degree in forest sciences or environmental sciences;
- At least 5 years of experience in participatory forest management (management of tree plantations / management of forests or woodlands) in tropical or subtropical countries;
- Proven experience at of 10 years in capacity building / training in forestry or in a field closely related to forestry, both at institutional level and local community level;
- Experience in the following disciplines is strongly desired: GIS and other information systems; design, organization and data processing of forest inventories;
- participatory approach and involvement of local communities in forest management;
- Experience in the following disciplines is desired: institutional strengthening in forestry, forest policy, agro-forestry, watershed management and erosion control,
- integrated rural development, gender mainstreaming, forest ecology, wood downstream processing;
- Experience in the Great Lakes Region especially in Rwanda constitutes an asset;
- Good reporting and communication skills;
- Experience of working in team is also an asset.

Fluent in English and French, with at least good capacities to communicate in the other language.

Annex 4: List of potential operators intervening in the forestry sector

N°	Name of operators	Representative	Address e-mail	Phone number
1	Turwanyubukene ltd	Ngirumugenga JMP	ngirumupeter@yahoo.fr	0788618223
2	AFEN Consult inc.	Mukamana M. Chantal	ssadio@aferconsult.com	0788429295
3	EMS (Enterprise Multi Services)	Murererehe Sabin	samurererehe@yahoo.fr	0788530159
4	Sustainable Development Initiative (SDI)	Habimana Augustin	habaug@yahoo.fr	0785281899
5	ENGIN	Rugemana J.Pierre	jrwarana@yahoo.fr	0788503077
6	Self Development ltd	Nsengamungu M. François	nsefram@yahoo.fr	0783073404
7	Middle Global Environment Supply ltd (MGE Supply ltd)	Munyeshyaka Wenceslas	munyewences@yahoo.fr	0788866676
8	EPROCOS	Ufiteyezu	hateprote@yahoo.fr	0788528977
9	ACD	Munyaneza Sylvain	sylvestremunyanezaahoo.com	0788527261
10	AZIMUTH DEVELOPMENT	Bavugamenshi Jonas	jonas.bavugamenshi@gmail.com	0782788745
11	KARANGWA ltd	Karangwa Gérard	karagerard@gmail.com	0788635442
12	KOTIBU ltd	Nsengayire Joseph	jonsengayire@yahoo.com	0733811328
13	EGRA ltd	Bigirumwami justin	ntibjbaptiste@yahoo.fr	0788406927
14	SOCAF	Kagabo Célestin	socaf ltd@gmail.com	0788508810
15	BEMERIKI Emmanuel	Bamurange collette	-	0788445908
16	Entreprise ami de la nature et de l'Envir. (EADNE)	Musabyemariya M.Claire	-	0788882997
17	Koperative KOPEKARU	Musabyemariya M.Claire	mnkunalphonse@yahoo.fr	0788871255
18	Society Auto promotion and Rural integrated Development (SARID ltd)	Mugwiza Martin	saridog@yahoo.fr	0788765629
19	CODAD Turindibidukikije	Nshimiyimana Gervais	nzabanitapatrioce@yahoo.fr	0788697032
20	MINANI protogène	Minani Protogène	protojoc@yahoo.fr	0788528368
21	ECOPEF	Tuyisabe Protais	tuyiprotai@hotmail.com	0783350770
22	Organic Agro initiative ltd	Hakizimana Daniel	Danx20092001@yahoo.fr	0783155923
23	ASSEPAGEL	Munyangabo Fr.	-	0782165703
24	OPAF company ltd	Nkurunziza Joseph		0788460415
25	Agro Food net	Karemera Emile	karemera@yahoo.fr	0788356225
26	EFECO ltd(environment forestry enterprises company)	Mujyambere Mustapha	mujyamust@yahoo.fr	0788305740 &0788570001
27	ACD	Mukiza Ntezimana Jonas	mukizantezimana@yahoo.fr	0788502443
28	AVOSABU	Musengimana Samuel	Musesamu35@gmail.com	0788355024
29	MSDKJYAMBERE ltd	Minani N.Adrien	niyibizad@yahoo.fr	0788638055

30	ENCOR ltd	Hakizimana Ildephonse		Ildephonsehakizimana@gma il.com	0788528504
31	3 SONS COMPANY ltd	Dushimimana Emmanuel	G.	gakubadu@yahoo.fr	0788462023

This list is constituted by the operators that formulated their offers for the implementation of afforestation activities in PAREF Be 2 Project. After analysis by the tender committee of RNRA, the qualified operators will constitute the short list which will be used for the restricted tender in PAREF NL-2 project in order to avoid delays in procedures of tendering.

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