



Final Evaluation Report
Empowering Secondary School
Leavers to Create, Secure and
Sustain Employment in Rwanda
(ELE) Project 2015-2017



Implemented by AERG in East and Southern Provinces of Rwanda
with support from Survivors Fund and funded through the UK Aid's GPAF Programme

October 2017

Basic Project Background

Grant Holder Organization Name	AERG
Funders	UK Aid (GPAF CPW Grant) through Survivors Fund
Project partner	AERG
Project Title	ELE Project
Country	Rwanda
Location within country	East and Southern provinces of Rwanda. The project was implemented in 8 districts.
Project Start & End Dates	Start: April 2015 End: September 2017
Total project budget	£323,000
Evaluation date	October 2017
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The Empowering Secondary School Leavers to Create, Secure and Sustain Employment in Rwanda (ELE) Project was implemented across eight districts of Rwanda by AERG, with support from Survivors Fund (SURF), and funded through a GPAF CPW (Global Poverty Action Fund Community Partnership Window) grant from UK Aid.

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Disclaimer: The views and opinions expressed in this report are those of the authors and do not necessarily reflect the official policy or position of AERG, Survivors Fund or their funders

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Abbreviations/Acronyms

AERG	Students Association of Genocide Survivors
AVEGA	The Association of Genocide Widows
BPR	Banque Populaire du Rwanda
CBO	Community Based Organizations
DAC	Development Action Committee
DFID	UK Department for International Development
EDPRS	Economic Development and Poverty Reduction Strategy
EICV3	Integrated Household Living Conditions Survey (EICV)
EiE	Education into Employment
ELE	Empowering Secondary School Leavers to Create, Sustain and Secure Employment
FARG	The Government Fund for Assistance of Survivors
FGD	Focus Group Discussions
GBP	Great British Pound
GoR	Government of Rwanda
GPAF	Global Poverty Action Fund
ICT	Information, Communications & Technology
IGAs	Income Generating Activity Groups
IPAR	Institute of Policy Analysis and Research - Rwanda
KII	Key Informant Interviews
MDGs	Millennium Development Goals
M & E	Monitoring and Evaluation
MFI	Microfinance Institution
MSC	Most Significant Change
NGO	Non-governmental Organizations
NSPS	National Social Protection Strategy
OECD	Organization for Economic Cooperation and Development
PTSD	Post-traumatic Stress Disorder
SDG	Sustainable Development Goals
SIP	SURF HIV+ Survivors Integration Project funded by Comic Relief
SURF	Survivors Fund
ToR	Terms of Reference
ToC	Theory of Change
ToT	Training of Trainers
VUP	Vison Umurenge Programme
VFM	Value for Money
YETP	Youth Entrepreneurship Training Programme

Executive Summary

Introduction

With funding from the UK's Department for International Development (DFID) and in partnership with Survivors Fund (SURF), the National Student's Association of Genocide Survivors in Rwanda (AERG) implemented the "Empowering Vulnerable Young Survivors who have left Secondary School to Create, Secure and Sustain Employment" (ELE) Project. The 30-month project (April 2015-September 2017) was aimed at improving the lives of 9,000 vulnerable people, i.e. 2,000 young survivors of the genocide and 7,000 of their dependents across eight districts in the Eastern and Southern provinces of Rwanda. Funding was made available through the Global Poverty Action Fund (GPAF) Community Partnership Window. In this partnership, SURF provided technical assistance and capacity-building to AERG to deliver inclusive financial and non-financial service to rural young survivors who had dropped out of school or had graduated from secondary school. By the end of the project, ELE had reached 1,925 young people (96% of target) and an estimated 6,500 dependents i.e. (93% of target).

The purpose of this evaluation was to assess SURF and AERG's effectiveness in delivering the project's anticipated outcomes, and assessing UK Aid's contribution to the results. In line with the expectations of GPAF grant evaluation guidelines, the evaluation team set to: (1) independently verify (and supplement where necessary), grantees' record of achievement as reported through Annual Reports and defined in the project's log frame; and (2) assess the extent to which the project performed well and was good value for money, which includes considering; how well the project met its objectives; how well the project applied value for money principles of effectiveness, economy, efficiency in relation to delivery of its outcome; what has happened because of UK Aid funding that wouldn't have otherwise happened; and how well the project was aligned with UK Aid's goals of supporting the delivery of the MDGs and SDGs.

Evaluation methodology

The design of this evaluation responded to the objectives and methods outlined in the Terms of Reference (ToR) for this assignment. The independent evaluation team employed a mixed methods approach, with data and method triangulation. The external evaluation team visited all the eight districts to assess the processes and the outcomes of the project, utilising participatory methods that engaged the beneficiary community, key stakeholders and project staff from both Survivors Fund and AERG. Qualitative data was generated through eight focus group discussions with project beneficiaries and AERG executive members, as well as key, informant interviews with 37 staff and other stakeholders. The team also collected 15 significant change stories, which provided first hand evidence of the changes emanating from ELE amongst the beneficiaries. Secondary data consisted of project documents, provided by Survivors Fund and of publicly available information. The external evaluation team also utilized annual quantitative data collected by SURF and AERG over the past three years, providing evidence of project target achievements, as set in the project's log frame.

Key findings

Up to 1,925 vulnerable young survivors and their 6,500 dependents were reached and their lives transformed through ELE's innovative wraparound approach. The project occasioned the initiation of 678 small businesses and secured 55 employment opportunities for young survivors. In addition, at least 100 secondary school leavers were enabled to return to school. Most of the participants reported having increased access to networks and social support in the community, which has given them a hope for their future. Through legal support, survivors regained lost properties and expanded essential skills to take legal steps in cases where their rights were violated. Overall, the independent evaluation team believes that results reported by SURF and AERG are a true reflection of ELE's achievements and challenges between 2015 and 2017. Quantitative data generated by the project has been validated by the evaluation team at community and institutional level through consultations with project participants, local officials, bank representatives, as well as, project staff and management.

Project relevance: The design of the ELE project was considered to have been sound and appropriate. The underlying Theory of Change for the project was resonant, based on an understanding that by providing wraparound support to young survivors, their livelihoods would improve. Respondents described ELE as an exceptionally vital project for young survivors of the genocide. Built upon SURF's knowledge and experience in supporting survivor organisations, and on AERG's grassroots reach, the project utilised suitable strategies to reach out to vulnerable young people who often felt excluded and isolated from socio-economic development. The project goal was fully aligned to key aspirations of the Millennium Development Goals and Sustainable Development Goals; as well as, GPAF objectives and key priorities and policies of the Government of Rwanda. To this effect, AERG received support from local officials who helped in recruiting young survivors on their journey to initiate viable livelihood activities; as well as, access legal, counseling services, entrepreneurship training and capital to establish new businesses.

Project effectiveness: A huge number of ELE's outcome and output targets were either achieved or in most cases, exceeded by September 2017. The scheme has brought notable changes in the lives of young survivors and their dependents in terms of access to counselling and legal support services, as well as, income security. The scheme also contributed to the social inclusion of beneficiaries who often felt left behind due to their inability to progress with education beyond secondary school. A close analysis of the project log frame's targets and achievements reveal the following achievements:

- 733 young survivors (77.7% female) were supported to establish or improve their enterprise with project support or accessed employment in other peoples' enterprises.
- Nearly half of the project participants, i.e. 47% (n=941/1925) experienced an increase in their income resulting from participating in the economic empowerment aspects of the project.
- 985 project participants had active savings accounts, which was 64% above the target of 600.
- Just above 8 out of 10 young men and women survivors (84%) who participated in this project reporting improved life satisfaction at the end of the project.

- More than double the target number of young men and women trained and/or received guidance from the project, i.e. 617 compared to 300 reported taking steps to secure access to land / resolve legal disputes by the end of the project in September 2017.

Emerging impact from the project: In respect of the initial impacts from the project, there is substantial evidence that ELE has established positive and tangible changes in the lives of young survivors. Key changes attributable to the project were geared towards poverty reduction, healing to those who were traumatized; social empowerment; as well as, access to information and services related to land rights and other entitlements. Key differences reported by evaluation respondents included: (1) Diversification of income sources among young survivors who have begun to expand their income sources utilizing skills gained from the Youth Entrepreneurship Training Programme and/or loans received to initiate small businesses; (2) Increased engagement of young men and young women in socio-economic activities, resulting in improved participation and confidence to participate in community activities; and, (3) Improved quality of life owing to counseling support and access to justice through paralegal support offered by the project.

Project sustainability: The project endeavoured to ensure sustainability through building the capacity of AERG, and engagement of local authorities in recruiting project beneficiaries and linking them with financial institutions. The project was delivered by a survivor led organization (AERG) and supported by a well experienced survivor focused organisation, SURF. Combined, the partners brought together unique expertise and experiences of providing tailored support to survivors that includes legal, counselling, employability and business development. Some beneficiaries were linked to financial institutions and if their businesses flourish, there is likelihood for sustainability. On the other hand, participants expressed concerns at the end of the project at this point. While some felt the project period (30-months) was too brief, others reported that their attempts for business had not been profitable enough to sustain their efforts.

Enabling factors and challenges

The evaluation has documented numerous strengths of the ELE project, as well as, challenges and constraints that negatively affected the delivery of this project. On a positive note, the project had a very clear focus, being young survivors of the genocide. There was a clear strategy of identifying project beneficiaries, in collaboration with local leaders. – who felt they clearly identified with the project. Support from Survivors Fund, the grant holder was commendable, resulting in better capacity for AERG to deliver on this project. The project was well monitored and supported, leading to tangible results that were achieved and documented in this report. On the other hand, the project has had its own challenges and constraints. While significant changes have been observed, there is still room for improvement on the economic empowerment aspects of the project. Demand for loans was high and some participants felt their needs were not fully met. In terms of loan repayments, it is generally true that the project was weak in making serious follow-up and ensuring loan repayments. The evaluation also highlights that sustainability without further funding is likely to be weak. Overall, several respondents felt the project needed to be longer than 30 months.

Summary of key recommendations

1. Community members should seek to engage young survivors in local development initiatives, dialogues and activities.
2. MFI or Bank loan officers are encouraged to collaborate with supporting agencies, such as AERG, to ensure follow up of with all groups and individuals who borrow and remain with outstanding loans.
3. It will be important to ensure that relevant Government departments and local leadership, including sector and cell leaders, get involved in the delivery and support of community focused project till the end of the project. Several key informants at Sector level reported that they were mainly involved during the project inception but not in the later stages of the project.
4. FARG is encouraged to continue supporting young survivors of the genocide, considering the key aspects covered by the project, i.e. economic strengthening and employment opportunities; counselling and legal support.
5. In future, programmes of the nature of ELE, regular meetings and improved coordination between AERG and MFI representatives should be promoted and maintained.
6. AERG is encouraged to identify and consider resources that are essential to sustain the work of ELE so as to address both persistent and emerging issues affecting young survivors of the genocide in Rwanda. To this end, AERG must look for a diverse range of other funders and reduce over-reliance on only one major source of funding for a project such as ELE.
7. AERG (in partnership with SURF) may need to reconsider the nature of partnerships they forge with private banks. Creating partnerships with development oriented financial institutions, such as SACCO or Urwego Opportunity Bank, could be of greater benefit for rural young survivors compared to working with business focused entities such as BPR.
8. AERG needs to develop and implement appropriate human resource management policies and practice to ensure that staff will remain in post for a long period of time and avoid distraction of project activities.
9. AERG needs to further strengthen their advocacy and lobbying capacity in order to fully represent their constituents (young survivors) in an effective manner. Although there is evidence of this happening, there is need for greater investments in skills building and resource allocation to ensure that issues outside the scope of the project could be addressed through advocacy.
10. AERG will need to become more deliberately inclusive in consideration of gender representation in leadership and being able to demonstrate how they are practically inclusive for persons with disabilities.
11. It is critical for AERG to strategically consider a whole range of options, resources and insights that exist, and could be tapped into, for sustaining gains made by ELE.
12. In the absence of assured funding for the continuation of ELE's activities, AERG is recommended to make official handover of the project to local authorities, including follow up plans on outstanding loans.
13. SURF to continue providing capacity building opportunities for their implementing partners for better prospects of sustainability.
14. SURF ought to ensure greater care is taken when working with partners on managing grants to ensure transparency and accountability and to reduce risks such as fiduciary activities from happening.
15. Local government and other partners are encouraged to collaborate with AERG to share and disseminate key findings from this project. Much has been achieved, learned and many rewards attained.
16. We recommend SURF to consider post-funding support to AERG, even if financial support has ended.
17. All stakeholders involved are encouraged to invest efforts into mobilising more resources for longer term interventions in order to achieve measurable and sustained impacts over time.

1. Project Context and Background

1.1 Situation of youth and young survivors

During the 1994 genocide Rwanda experienced gross and massive violations of human rights, which caused the loss of more than 1,000,000 lives. After the genocide, all sectors of the national life needed to be rehabilitated and since then, great progress has been made in terms of social, economic, and political construction (GoR, National Youth Policy). The achievements of Rwanda in rebuilding the country from the devastating genocide in East Africa are remarkable. Severe post-conflict issues and extreme poverty have been addressed in a systematic and effective fashion and it is predicted to continue this strong trajectory. Growth has been driven by strong government leadership through policies such as the Economic Development and Poverty Reduction Strategy (EDPRS-II 2013- 2018), which aims to further build on the Vision 2020 goal of transforming Rwanda into a middle-income country.

Today's youth population is the largest that the world has ever seen and the majority live in developing countries. A Background Paper written for the European Commission on Youth Employment in Developing Countries notes that vulnerable employment and working poverty are highest among youth with no or little education and in rural areas.¹ This young and growing population is confronted with several challenges to building sustainable livelihoods. For instance, the quality of education in rural areas is worse than in urban areas and does not prepare youth adequately for existing livelihood opportunities.²

Economic growth in Rwanda has not translated into sufficient productive employment particularly for the growing youth cohort aged 14-35 years, which represents 39.3% of the entire population in Rwanda, the largest segment of the population.³ While only 4% of active youth are unemployed, 65% are underemployed.⁴ The Youth Sector Strategic Plan (2013-2018) notes that for the Rwandan economy to flourish and to achieve its objective of becoming a middle-income country by 2020, youth have to be given special attention. Many, especially young survivors of the genocide (predominantly young women) are disadvantaged due to their low socioeconomic status. The project proposal presented to UK Aid for the ELE project highlighted that these young people face considerable problems and grave psychological, social, and economic challenges in securing employment. Many survivors were very young when they saw their entire families wiped out in brutal conditions and they have in most cases had to face life alone as children and young adults and had to fend for themselves. Despite support networks having been gradually put in place through government and NGO support, many young

¹Janneke Pieters (2013), Youth Employment in Developing Countries. Available at:

https://ec.europa.eu/europeaid/sites/devco/files/study-background-paper-youth-employment-2013_en_0.pdf

²Bennell, Paul. Investing in the Future: Creating Opportunities for Young Rural People. Publication. IFAD, Dec. 2010.

³MINECOFIN (2013),

⁴UNCDF (2016), Youth economic opportunity ecosystem analysis Rwanda via UNCDF. Available at:

<http://www.un.org/youthenvoy/2016/01/youth-economic-opportunity-ecosystem-analysis-rwanda-via-uncdf/>

people have fallen through the gaps, and today in their early to late 20s are struggling to either complete their education or find meaningful employment. As these young people consider parenthood and adult life, ELE provided a significant opportunity to bridge the gaps, and transform lives from extreme poverty to self-sustaining lives.

1.2 ELE Project Description

Survivors Fund (SURF) was awarded a grant by the UK's Department for International Development (DFID) in 2015. Delivered in partnership with the National Student's Association of Genocide Survivors (AERG), the £323,000 project "Empowering Vulnerable Young Survivors who have left Secondary School to Create, Secure and Sustain Employment" (ELE) aims to help 9,000 vulnerable people to improve their lives.

Project purpose and outputs

ELE was aimed at reducing the extreme poverty experienced by young survivors and their dependents, by ensuring that they have the skills, resources, and confidence to generate income. The project was designed to deliver the following specific outputs:

1. Secure viable livelihoods and empowerment of young survivors and their dependents (through capacity building, counselling, access to legal and health assistance)
2. Entrepreneurship training and greater access to capital will empower and enable young survivors to establish their own businesses and/or find quality employment post-graduation.
3. Reflective counselling sessions will enable young survivors to overcome issues of trauma and lead more productive, self-sufficient lives.
4. Greater access to legal representation will ensure young survivors are able to enforce their land and property rights and make productive use of land.

Project design and implementation

The 30-month ground-breaking project, commenced in April 2015, with a target to deliver support to 2,000 young adults, in the Eastern and Southern regions of Rwanda and reach out to a further 7,000 people (dependents and employees of new businesses). The project was implemented in eight districts: Gisagara, Kamonyi, Ruhango, Nyanza, Huye, Rwamagana, Ngoma and Kayonza districts. ELE strongly built on the model of support that SURF has developed and learnings from programmes with DFID, Big Lottery, and Comic Relief work with genocide widows, in partnership with AVEGA, as well as youth entrepreneurship projects, in partnership with AERG. ELE coordinates closely with local government in selecting the beneficiaries and in facilitating the delivery of the project. It was anticipated that aspects of the trainings would reach out to the wider community and other young people, in addition to the resulting income generation projects providing jobs and improved conditions for all.

As the first large-scale institutional funding secured for AERG, ELE was a necessary innovation in providing wraparound support to young survivors that are still affected from the consequences of the genocide. The project aimed to empower this vulnerable, and often overlooked group of young survivors, to build their confidence and create their own solutions to the poverty they face. It also aimed to consolidate SURF's efforts to further enhance this vibrant youth survivor organisation (AERG) to become an even stronger player in Rwandan civil society whilst focusing on its core mission. Many of the beneficiaries would have fallen outside of AERG or other association membership, and so the project presented an opportunity for beneficiaries to reconnect with group life. Hence, ELE project goals were to be achieved by facilitating training to develop viable livelihoods, empower youth to access legal and mental health services, and access capital for the establishment of new businesses. By enabling them to create and secure income, ELE aimed to eradicate their extreme poverty and hunger, and support them to live more productive, self-sufficient lives.

1.3 Evaluation background

This particular evaluation was undertaken in the last quarter of the final year of the project, i.e. in September 2017 - presenting an opportunity for an independent evaluation team to see the project in action and review work undertaken to date. The evaluation sought to assess the effectiveness of AERG in delivering the expected outcome and outputs of the project, as well as, review the value of SURF's role in facilitating AERG and UK Aid's contribution to the project. Overall, the evaluation focused on the difference that ELE has made during the 30-month funding period and to inform future programming.

Purpose of the evaluation

The evaluation sought to understand the differences that ELE has made on the lives of young survivors of the genocide and how these differences were conveyed. The evaluation gave attention to: (i) determining whether the objectives, outcomes, and impact as stated in the proposal were achieved; (ii) identifying lessons learned and provide recommendations for future support; as well as, (iii) assessing the role and performance AERG in implementing the project. In line with GPAF Projects evaluation guidelines,⁵ the objectives of the independent final evaluation were twofold; and each criterion had to be addressed in detail:

1. To independently verify (and supplement where necessary), grantees' record of achievement as reported through Annual Reports and defined in the project's log frame;
2. To assess the extent to which the project performed well and was good value for money, which includes considering;
 - How well the project met its objectives;

⁵ Coffey International (2015), Independent Final Evaluations*: Overview for GPAF grantees Revised February 2015

- How well the project applied value for money principles of effectiveness, economy, efficiency in relation to delivery of its outcome;
- What has happened because of UK Aid funding that wouldn't have otherwise happened? How well the project aligns with UK Aid's goals of supporting the delivery of the MDG?

In addition, the evaluation report attempts to respond to two key questions:(1) What has happened because of UK Aid funding that wouldn't have otherwise happened? and (2) To what extent does the use of funding represent good value for money? Therefore, the evaluation was designed to meet the GPAF funding guidelines, including assessing the approach, methodology, outcomes, and impacts of the project, examining its progress and unintended results, and reporting on cross-cutting issues. Based on available guidance for Independent Final Evaluations for reviewing GPAF grantees (revised February 2015) the overarching objectives of this assignment was answered by responding to the full list of evaluation questions included in the Term of Reference for this assignment. For the effective delivery of the work, the evaluation team concentrated on UK Aid's expectation that evaluation exercises should aim to structure research questions according to the OECD-DAC criteria of assessing relevance, effectiveness, efficiency, sustainability, and impact.

Evaluation approach

The evaluation was led by Lifetime Consulting & Partners, an external evaluation team, in consultation with Survivors Fund and AERG staff. The evaluation design was based on the framework of evaluation objectives and methods outlined in the Terms of Reference provided by Survivors Fund. In line with the Guidance for GPAF evaluations, methods to be used for project evaluations should be appropriate to the context of the project intervention, which means careful consideration of mixed method research approaches. Thus, data and information were secured from a variety of sources and through different methods of data collection. Particular attention was given to both the processes and outcomes of the project, utilising participatory methods that engaged the community of beneficiaries, project staff, partners and other key stakeholders. The qualitative aspects of the review sought to provide explanations of 'why' and 'how' the project has affected the type and scale of changes that have been quantitatively observed. Quantitative data was analysed using findings from the project baseline, midline and endline surveys, which formed part of the project's M&E framework.

In line with the expectations of evaluating GPAF projects. the first task of the evaluation was to assess project achievements and challenges, as well as draw lessons from findings. This exercise included verifying information that was collected by the project for reporting purposes (annual reports, report on log frame) and supplement with additional information collected through primary and secondary research. Verifying results from the log frame consisted of a review of the project's achievements since April 2015, as well as, analysis of other activities and results that occurred outside of the log frame. Verifying reporting also involved a review of data and systems that were used to populate results.

Study methodology

Fieldwork to generate information for this report was carried out between August and September 2017 using a combination of activities and tools. Focus Group Discussions (FGDs) were carried out to explore the perceptions of the beneficiaries and executive committees about the project. Through Key Informant Interviews (KIIs), staff, partners and stakeholders were given an opportunity to provide feedback about the achievements and challenges of the project, as well as, validate FGD findings. In addition, survey data findings were utilized to capture individual and community level impacts of the project.

The main methods used during the evaluation are briefly described below:

- (a) Desk review: The assessment of project documents and related literature carried out together data and information related to the project, as well as, obtain better understanding of ELE's activities. As such information on the design of the project and results that followed were assessed on the basis of available documents, especially annual reports and review feedback.
- (b) Individual survey: A major portion of the review was to review data generated from the ELE project endline survey. The endline survey was comparable to baseline and midline surveys, containing questions on the project's log frame indicators, the Progress out of Poverty Index and the Fanta Scale. All questions were uploaded into *m-Fieldwork* application⁶ before analysis. A total of 300 young survivors who participated in the project were interviewed, of which 71% (213) were female. Survey participants were drawn from all eight districts where ELE was implemented, i.e. Kamonyi (31), Kayonza (11), Huye (23), Gisagara (73), Nyanza (10), Ruhango (17), Rwamagana (27), and Ngoma (99) to ascertain the related issues in FGDs with project participants and during Key Informant Interviews with partners, staff, and other stakeholders.
- (c) Key informant interviews: The evaluation team facilitated 37 key informant interviews with Survivors' Fund and AERG staff, government, and private partner representatives, as well as, project participants. In an interactive way, each participant had the opportunity to share experiences and views regarding the design, implementation and management of the project, as well as, suggestions for future projects.
- (d) Focus group discussions with project beneficiaries: Eight FGDs were carried out with groups of young survivors across the 8 target districts with 92 respondents, of which 64% (59) were female. During these discussions, project participants shared their views on the relevance, effectiveness, impact, and sustainability of ELE. On average, each focus group discussion consisted of 10 participants, of which a larger proportion were female. During fieldwork, significant change stories were collected. These have been used to inform the evaluation of the main changes resulting from the project. In addition, the evaluation team were also able to visit at least ten small enterprises for a selection of beneficiaries who shared their success stories.

⁶The mFieldwork platform allows organizations to remotely monitor their data collection and project cycle activities. Data collection tools are deployed to smart phones and supervisors monitor everything online via a web application. More information about mFieldwork available at: <https://mfieldwork.com>

Data analysis and report writing

Qualitative interviews and consultations were used to generate information presented in this report. In each instance, content analysis of findings from interviews and focus group discussions was conducted. Through content analysis, the evaluation team were able to undertake the process of organising and categorizing information to identify common themes and emerging patterns, alongside conflicting and divergent views. While the process of analysing information was largely inductive, i.e. based on themes, patterns and categories emerging from the review, some premises were also inspired by the evaluation framework, as stated in the Terms of Reference. The template for collecting most significant change stories was useful for tracing how individuals got involved in the project; as well as, identifying key changes experienced as a result of the project. Within identified theme areas, content analysis was approached inductively. Thus, results and findings reported in this report will speak to the contribution that ELE has made in the life of those most affected by the project, i.e. young survivors.

Strengths and weaknesses of evaluation design and methods

Like any other evaluation or research design, the approach and methodology taken to conduct this assignment has had its own strengths and limitations. As much as possible, the evaluation team focused on assessing data and information for this project using available guidelines for evaluating GPAF supported project. The evaluator was particularly well experienced evaluating UK Aid funded projects, including GPAF grants. A **major strength** of the study was SURF and AERG's remarkable support to ensure that the evaluation team would reach out to all the 8 districts where the project was implemented. This helped the team to get a comprehensive appreciation of the project's work across the two regions. Alongside consultations with the project's primary beneficiaries, the team interviewed key stakeholders who knew about the project, including local leaders and financial institution representatives. SURF and AERG fully supported the implementation of the study and allowed the evaluation team to speak to various respondents without interfering. In the process, the evaluation team interacted with several significant people, enabling them to independently explore and document in-field perspectives on the way the project was implemented.

Nevertheless, a **major constraint** to this evaluation was limited availability of a number of key informants, especially government workers who either had busy work schedules or felt that they were not fully aware of the project's activities. While part of their lack of knowledge was attributed to recent staff changes in government offices, some reported that the project had operated in their knowledge – but had engaged them in a marginal way. This point has been further elaborated in this report and identified as one of the key areas in which the project could have done better to ensure local ownership and sustainability of the project.

2. Results and Analysis

In preceding sections, the context in which the ELE Project was implemented and the background to this evaluation were presented. In this section, the evaluation team responded to specific questions, as stated in the Terms of Reference. Focus is given to the project's relevance, efficiency, effectiveness, impact, sustainability, challenges, opportunities and key lessons learnt.

2.1 Project relevance and appropriateness

The relevance of the project was considered in relation to the extent to which the ELE's objectives were consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies. Therefore, the question of relevance becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed programme circumstances.⁷

Relevance to the MDGs, SDGs and Rwanda's national priorities

Implementation of the project was seen as particularly relevant within the context of the prevailing socio-economic context and circumstances faced by young survivors of the genocide in Rwanda. At the time of designing this project, ELE was found to be principally contributing to the achievement of the first of Millennium Development Goals⁸ (MDGs), i.e. eradication of extreme poverty and hunger. With a target of 70% female participants, the project also focused on MDG 3, i.e. promoting gender equality and the empowerment of women. This has been done providing both men (30%) and women (70%) with increased access to essential technical and financial resources, counselling, and legal representation, thus providing them an opportunity to diversify their sources of income.

On the whole, it can be reasoned that the project was well designed and its strategies appropriate to meet the priorities and expectation of the GPAF window. Within this framework, the project fell under three key sectors: livelihoods, food security and economic empowerment. Evidence leading to the development of the ELE project indicated that young survivors were vulnerable and prone to extreme poverty and that young women faced added challenges in progressing with education. The achievement of the MDGs required increased attention to those who were most vulnerable and the need to focus interventions aimed at eliminating persistent and increasing inequalities between the rich and the poor, between those living in rural or remote areas, and those disadvantaged by geographic location, sex, age, disability, or ethnicity.⁹ Moreover, ELE's expected results were, in part, relevant to three

⁷See OECD (2010) Glossary of Key Terms in Evaluation and Results Based Management

⁸The Millennium Development Goals (MDGs) were eight international development goals that were established following the Millennium Summit of the United Nations in 2000, following the adoption of the United Nations Millennium Declaration. All 189 United Nations member states at the time (there are 193 currently), and at least 23 international organisations, committed to help achieve the following Millennium Development Goals by 2015

⁹ UN (2010), The Millennium Development Goals Report 2010

Sustainable Development Goals (SDGs) as follows: 1, 2 and 5, i.e. No poverty, No hunger and Gender equality. Indirectly, the project was also contributing to SDG 10, i.e. Reduced inequalities.

Most importantly, ELE remains relevant to the achievement of the Government's priorities in Rwanda. The GoR maintains its strategic goals for socio-economic development, with a particular focus on entrepreneurship and youth, as outlined in the EDPRS II. In addition, the project ensures that one of the key principles of the SDGs are realised in Rwanda, i.e. "Leaving No One Behind". By reaching to people in remote rural areas, the project is reaching those farthest and most regarded as underserved communities in Rwanda. All project strategies were seen to have been addressing the basic needs of young vulnerable people affected by the genocide in the target project areas.

Appropriateness of the project design

The Theory of Change for the project stated that if vulnerable young survivors are brought together and provided entrepreneurship training, access to savings and finance, and receive counselling as well as legal support, they will be empowered to create businesses, resolve legal issues and reduce trauma, and generate sustainable incomes.¹⁰ The project was developed using SURF and AERG's first-hand experience of supporting survivors of the genocide. Previous SURF interventions since 2007 had demonstrated positive impacts and made significant contributions towards reducing extreme poverty and improving survivors' lives in Rwanda. Examples of previous projects include: (i) Comic Relief funded grant for 10 projects (1997 to 2012) including constructing homes for orphans and widows, and erecting memorial sites to provide decent burial for over 300,000 victims of the genocide across Rwanda; (ii) DFID funded five-year Care and Treatment Project for HIV+ Women Survivors and their dependents (2005); as well as, (iii) Two integrated three-year projects funded by DFID and the Big Lottery Fund in partnership with AVEGA to deliver support to over 15,000 widowed survivors and their dependents across the Southern, Western and Northern Regions of Rwanda (2012 to 2015).

Created in 1996 as an association of student survivors, AERG is the main representative organisation of youth genocide survivors in Rwanda. SURF started working with AERG in 2000, principally supporting AERG membership in universities. From about 2009, the partnership resulted in the development of several projects aimed at alleviating graduate unemployment and empowering youth. Through the process, SURF and AERG identified key needs and priorities of young survivors - subsequently informing the development of pilot exercises and joint small-scale entrepreneurship schemes between 2010 and 2013. For this project, SURF and AERG committed to expand their efforts to provide both financial and non-financial services to out of school youth, most of whom would have dropped out of AERG membership.

¹⁰ SURF (2016) GPAF INN-074 Annual Review 2016-2017

Relevance to the needs and expectations of the target groups

The development of ELE's activities emanated from years of experience and consultations with young survivors by SURF and AERG. For instance, a 2011 national survey with about 40,000 young survivors revealed an overwhelming need for youth to access quality employment and a regular income, especially those living in orphan-headed households. Using such feedback, SURF and AERG developed youth entrepreneurship projects which then laid strong foundations for ELE. All of ELE's primary beneficiaries were young survivors of the genocide, selected from the Southern province due to its high poverty rates and from the Eastern province, where the population of youth out of school, including young survivors, was reported to have been extremely high.

Due to limited educational attainment and low employability skill levels, young survivors often lack employment opportunities and would not have sufficient capacity to engage in entrepreneurship related activities. Young survivors often lack resources needed to further their education and they cannot qualify for skills training, as most programmes target university graduates or charge fees. During the evaluation consultations, project participants highlighted their need to access capital for start-up enterprises, their need to be linked with internships and employment opportunities, and their need for follow up support beyond the trainings completion. These gaps were further evidenced during ELE baseline study in 2015.¹¹ All survey participants (n=316) were out of school youth, of which 31% had dropped out of school before completing secondary education. Nearly nine out of ten participants (85%) had lost at least one parent and 37% both parents during the genocide. Of those who lost one parent, 60% reported that they had lost their fathers, leaving only their mothers to bear the responsibility of taking care of the family. Notably, a large percentage of the participants were single parents. Though 42% had at least one child, only 20% were married, disproportionately young women, some of whom were living with HIV and 10% engaging in sex work as a means of their livelihood.

Regarding income and financial activities, only a fifth of young survivors (19%) of baseline study participants reported that they had been involved in some form of income generating activities at the onset of the project. A large percentage (89%) had never taken a loan and only 15% had ever received training on income generating activities. In terms of social support, less than two out of five (38.6%) reported that they several other people to talk to when they had problems. While 37.9% responded having one person to talk to, 18% they had none and the remaining 5% felt they did not need anyone. Concerning legal issues, about 32% of men and

Evaluation respondents in focus groups discussions at Kamonyi, Gisagara and Nyanza reported that the project addressed their actual needs - to their satisfaction. Significant changes were noted, especially in the scope of poverty reduction.

¹¹ Data and statistics provided in this paragraph and the next, were extracted from the ELE Baseline Analysis Report - produced by SURF and AERG in 2015 at the start of ELE.

31% of women had unresolved legal cases. Out of these, only 13.4% of men and 11.4% of women were being assisted to find a resolution of their cases before the onset of the project.

The project had a specific commitment to address the needs of young women, comprising at least 70% of the project's target beneficiaries. As described in the project proposal presented to UK Aid, young female survivors in particular, faced innumerable challenges in accessing quality employment, primarily due to competing priorities and responsibilities at home. Girls drop out of education at a higher rate than boys as a result of marriage and unplanned pregnancies. The high cost of living and increased student poverty led several female orphan survivors to resort to prostitution in order to survive and support family, as many are heads of households and care for younger siblings.¹² Several participants were also HIV positive, further complicating their situation in terms of social inclusion and confidence to participate in local activities.

What participants perceived as effective strategies utilised by the project

- The training strategies used, such as lecturing, discussions, role plays used to improve participants knowledge levels in different topics related to the three ELE project outputs.
- Formation of groups, especially savings groups, which are sustainable
- Individual and group counselling sessions.
- Supporting employable beneficiaries to either join or create cooperatives.
- Utilisation of games and group plays that strengthened participation and feedback processes.
- Group and individual counselling sessions that were adopted.
- Creation of family groups where 10 people shared feelings and visited each other's family group members.

¹² SURF (2014), Project Proposal for ELE submitted to UK Aid

2.2 Project efficiency

Efficiency was assessed based on the concept of Value for Money, with special interest given to the three E's, i.e. economy, efficiency, effectiveness of the project. From the evaluation team's perspective, the principle of 'value for money' was a core principle behind the design of the project and the strategy to implement it.

Efficiency: Converting project resources into outputs through activities

Project resources and utilisation

The evaluation assessed resource allocation for the project over the 30-month implementation period. The full project expenditure was recorded as £323,831, of which the largest contribution, i.e. 73% (£249,968) was from UK Aid. Additional resources (£73,863) were secured from other sources, including Survivors Fund (£25,984), BPR (£13,749), Participant savings (£12,250), Loans repayment (£10,122), Network for Africa (£9,558) and FARG (£2,200). The pie chart in Figure 1 below provides an overview of resources allocated to key budget lines, as described in the project financial report. Nearly half of the UK Aid budget was spent on project staff costs (45%), who were the backbone to the

implementation of the project. From the additional resources collected for the project, £53,190 was used to cushion project costs, especially supporting the monitoring and counselling aspects of the project. Notably, less money was spent on capital costs in this project, i.e. only 1% (£2,228) and admin costs were also kept to less than a tenth of the total expenses, i.e. 6% (£15,573.59).

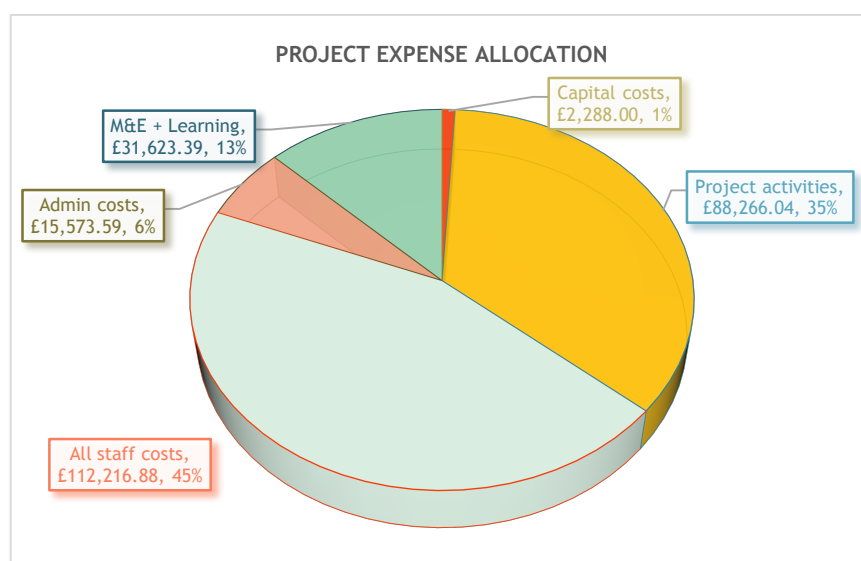


Figure 1: Project allocation of funds from DFID

Adherence to agreed timelines and budget compliance

Overall, the project was implemented and completed within the agreed time frame and within the agreed budget. An analysis of projected budgets and actual expenditure shows that all variances were within the acceptable 10% range. As shown in Table 1 below, the major underspend was 12% (£1,792) for administrative costs. According to SURF, the expenses for banking and insurance fees for AERG were much lower than originally projected. From the evaluation team's perspective, it is a satisfactory report and a show of good financial practice to have kept to agreed budgets.

Budget Heading	Income from DFID	Total DFID Expenditure	Variance in £	Variance in %
Capital costs	£2,288	£2,288	£0	0%
Project activities	£88,735	£88,266	£469	-1%
All staff costs	£110,917	£112,217	-£1,300	+1%
Admin costs	£17,366	£15,574	£1,792	-10%
M&E + Learning	£30,662	£31,623	-£961	+3%
Grand Total	£249,968	£249,968	£0	100%

Table 1: Project income and expenditure

Project expenditure was reported quarterly, based on prevailing currency conversion rates during the times when funding was transferred to Rwanda. Overall, the project made neither gains nor losses from exchange rate fluctuations. Preliminary gains made in the first year of the project were evened out by the weakening of the pound against the Rwanda Franc during the 2016 Brexit fallout. Nonetheless, a slow recovery of the pound in the final year of the project further helped to level out any potential gains or losses incurred.

“Thank you for submitting your Annual Financial Report. We can confirm that the figures in the Financial Report tab are correct and that the total DFID budget and actual expenditure reconcile with our internal records.” (ManionDaniels AR Feedback Letter, July 2016).

Project management and implementation

The ELE Project was primarily coordinated by a Programme Manager who was employed by SURF. Several management and staff members involved in the running of the Project, both at SURF and AERG included: SURF’s Chief Executive, Director of Operations, Programme Manager. At the implementing organisation, i.e. at AERG, staff included: Programme Manager, eight Entrepreneurship trainers, 2 IGA officers, 2 Regional Project Coordinators, AERG Executive Secretary and an Entrepreneurship consultant.

A major concern affecting the smooth implementation of the project was the high staff turnover that was experienced by the project at AERG. Most staff who were there at project inception had moved on from the project by September 2017, which was a constant challenge raised by both project beneficiaries, staff and other key stakeholders. In Gisagara, a key informant mentioned that the project used to change staff quite often, which *“resulted in weak coordination of activities and it was not easy to implement a strong follow up plan.”* One of the key reasons given for high staff turnover was that they preferred roles that could employ them for a longer duration of time, or paid better than they were paid by the project.

To ensure the efficient delivery of project activities, the evaluation established that SURF took positive steps to act on key recommendations that were generated from the Grant Due Diligence Assessment

exercise carried out by KPMG in 2014.¹³ Amongst other things, the assessment established that SURF is a registered charity under the laws of the UK; and has credible history and experience of managing similar projects as ELE. Appropriate personnel were in place and had experience managing grants or funding from other public or private sources, including national and international governments, with amounts comparable to the ELE budget. In Table 2 below, the evaluation highlights specific and commendable actions taken to ensure that identified risks were reduced to acceptable levels over the life of the project.

Table 2: Specific actions taken in response to UK Aid initial recommendations and grant conditions

Priority	Key findings and recommendations	Actions taken by grantee
Financial issues		
High	Sub-grantee accounts were not audited	Funding from the grant contributed towards the audit of AERG's accounts.
Medium	Low cash reserves and low unrestricted funds	SURF has built back up its unrestricted reserves to our recommended level of 3 months of operating costs (around £30,000)
Medium	No foreign currency exchange policy	We now follow the UK Aid foreign currency exchange policy, and report using the lump sum methodology
Governance		
Medium	Reliance on two critical members of staff to provide leadership	The leadership of the organisation continues to rely on the Chief Executive and UK Coordinator, but that is proportionate now to the smaller size of the organisation
Medium	Project MoUs and Anti-bribery clause with MFI partner and sub grantee	An MOU with AERG was signed 13th April 2015. The MOU with BPR was signed on 19th May 2015. Both including anti-bribery clauses.
Medium	No risk management policy in place	A risk register is drafted and reviewed by the board at each board meeting, with key risks discussed in detail.
Medium	Expanding Anti-bribery policy to an updated Anti-bribery and Fraud Policy	This condition was met, with an updated anti-bribery and fraud policy introduced and approved by the SURF board.
Medium	Formalising programme and project review processes with trustees	A board sub-committee was not set up, but all key programme proposals and reports are now shared and discussed with the board.
Medium	Sub grantee's vulnerable adults safeguarding policy	A new Vulnerable Adults Safeguarding Policy was drafted and agreed by the board.
Medium	Organisational, finance and VFM objectives	A new strategic plan is currently being drafted (for 2018-20) which will include such objectives, and corresponding indicators.
Medium	Data Protection Act clauses in IT Policy	SURF's IT policy was updated to include new data protection provisions and agreed by the board.
Programmatic		
Medium	Lack of gender indicators in the project log frame	The log frame was revised to disaggregate indicators by gender, and data collected through the project to report against them.

¹³KPMG (2014), Survivors Fund GPAF Pre-Grant Due Diligence Assessment Report

Priority	Key findings and recommendations	Actions taken by grantee
Medium	Ensure that UK Aid funded collateral given to MFI is ring fenced	A dedicated account was set up for the Loan Guarantee Fund with the MFI, ensuring that the UK Aid funding is ring-fenced
Medium	M&E to incorporate log frame	An amended M&E framework was agreed with AERG at the start of the grant, ensuring reporting against the project indicators.

“We complied with the extensive terms and conditions of the grant. We took the required action to report the incidence of fraud when it was detected, and have put measures in place to ensure the repayment of the sum embezzled.” (SURF Management, Key Informant Interview).

Effectiveness: Extent to which project outputs were resulting in desired outcomes

The evaluators assessed the extent to which ELE achieved its outputs towards the projected outcome to reduce extreme poverty experienced by young survivors and their dependents and how that was effectively done. The evaluation team concludes that the project has successfully helped diversify the income of young survivors, of which some now have incomes above the poverty line and thereby contributing to reducing their hunger. The project has also successfully improved lives through counselling and supporting its beneficiaries to regain their properties lost during or after the genocide. A detailed analysis of the project’s achievements reveals that the project has performed very well in meeting and exceeding most of its targets (See section 2.3). Short of its overall target of 2000 by just 75 participants, the project can be considered effective in its implementation. A detailed analysis of the achievements is available under Section 2.3 and emerging impacts under section 2.4.

Key factors that helped the project to be effective included:

1. SURF did their best to ensure resources were used effectively. By working closely with the partner, AERG, project staff at SURF were able to support utilisation of resources in a way that pushes for optimal delivery of results using minimal resources.
2. Project activities were localised across the two regions and led by regional coordinators and their team members of counsellors, entrepreneurship trainers and IGA officers, thereby defying barriers of geographical inaccessibility, communication, distance and transport costs that often inhibit project participants from accessing essential services.
3. In addition to the Loan Guarantee Fund from UK Aid, SURF secured an additional GBP15,000 which was added to the fund. This move had a multiplier effect as evidenced by more survivors being able to secure loans, than originally planned, i.e. 391 versus a target of 300.
4. The collaboration with Akazi Kanoze NGO was of great value for money. They provided training at a discounted rate and facilitated evaluations and examinations of trainees without cost.
5. Additionally, the project benefitted from office donations made by the Government of Rwanda (GoR) and AVEGA, further enhancing its ability to deliver its activities.

Economy: Buying inputs of appropriate quality at the right price

Overall, the project was managed by a SURF in a credible manner, thanks to their invaluable experience managing donor budgets. Efforts were put in place to ensure that inputs of appropriate quality were purchased at affordable prices. This was mainly done by gathering and comparing multiple price quotations before purchases were made. The attainment of free office space in the two regions from the GoR and AVEGA demonstrates good economy and practice. In addition, the project utilised free training classes and counselling rooms that were provided at no cost by local authorities in over 16 training sites. Other notable activities included acquiring in-kind donations such as project laptops.

The project also utilised the skills of volunteers and former AERG staff to facilitate workshops at low costs, while maintaining good quality delivery of work. Other examples include the collaboration with Akazi Kanoze NGO, which was of great VFM, providing training at a discounted rate, and facilitating evaluations and examinations of trainees without cost. Overall, SURF played a critical role to ensure that project spending was carried out according to agreed grant stipulations. To ensure transparency and accountability, Survivors Fund promoted strong internal controls, external audits and that documentation of procurement procedures was in place.

Key challenge faced by the project

A major challenge faced by the project was a fraud case or misappropriation of funds committed by two members of AERG staff. One of the staff members was working as the Income Generating Activity (IGA) officer and the other as the Eastern Region Coordinator on ELE. Both facilitated for non-existing groups to borrow money from *Banque Populaire du Rwanda* (BPR) against the Loan Guarantee Fund (LGF) established to support the AERG – ELE project. They also cajoled two existing groups to request loans greater than otherwise should have been permitted and took money from them too. Identified by SURF staff during regular monitoring activities, the issue was timely raised with MannionDaniels and necessary steps were taken to recover the embezzled funds, with interest. Legal advice was sought and full documentation of the processes were put in place. As at the time of this evaluation in September 2017, one had fully paid back all funds taken (with interest). For the other case, SURF shared a copy of his commitment letter showing that RwF 867,834 (out of a total of RwF 2,207,834) was still being paid through an agreement with his current employer to deduct RwF 100,000 from his salary each month till completion. The money is being paid back into the Loan Guarantee Fund at Banque Populaire. It is of the evaluation team's opinion that the issue was satisfactorily handled by SURF and that all necessary steps have been taken to ensure that such risks would be minimised in the future.

Reflections on fraud case by SURF

It is never 100% possible to prevent fraud, though it is possible to detect it early to reduce the potential impact of such incidents. We believe that we succeeded in doing so, but potentially we could have ensured greater oversight by the MFI (BPR) which potentially would have prevented this incident of fraud occurring if they had been more thorough in their due diligence and assessment of loan applications (SURF, Project Report, Year 2).

2.3 Project effectiveness

According to DAC evaluation criteria, the effectiveness of a project refers to the extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.¹⁴ It is recalled that the goal of the ELE project was to empower 9,000 vulnerable people, specifically young survivors, who had left secondary school - to create, secure and sustain employment to help improve their lives, and their dependents. Overall, the evaluation shows that the ELE Project has been effective in improving the lives of young men and women who were targeted by the project. Evaluation respondents, especially beneficiaries and other stakeholders agreed that without the UK Aid funded project, ELE, a large proportion of ELE's beneficiaries would not have experienced the positive impressions reported through this project.

Progress towards achieving the project impact

The overall impact statement for the ELE project was aiming at “reduced poverty and food insecurity (MDG 1) in the Southern and Eastern provinces of Rwanda.” Associated impact indicators are long-term and could not be assessed within the timeframe of this evaluation. The sources of impact level data for the project would have been national or provincial data sources published by the government or multinational agencies. These data were not yet available at the time of this evaluation. However, it should be acknowledged that the Government of Rwanda continues to implement its “Vision 2020” which aims at achieving middle-income status by 2020, while maintaining a strong commitment to attaining the Sustainable Development Goals, to which it has also committed to achieve.¹⁵ The Vision presents a framework and key priorities for Rwanda's development and a guiding tool for the future, and is ambitious to overcome poverty and foster unity and reconciliation.

According to the World Bank, Rwanda had met most of the Millennium Development Goals (MDGs) by the end of 2015. Strong economic growth was accompanied by substantial improvements in living standards, evidenced by a two-thirds drop in child mortality and the attainment of near-universal primary school enrolment.¹⁶ The achievement of the project's impact indicators would be best assessed alongside the national medium-term strategy for achieve Vision 2020, i.e. the second Economic Development and Poverty Reduction Strategy (EDPRS 2). This strategy outlines an overarching goal of growth acceleration and poverty reduction through four thematic areas: economic transformation, rural development, productivity and youth employment, and accountable governance.¹⁷ Given the alignment of the project to national priorities concerning poverty reduction, the contributions of ELE are notable and should be celebrated.

¹⁴ OECD (2010) Glossary of Key Terms in Evaluation and Results Based Management

¹⁵ One UN. Available at: <http://www.rw.one.un.org/sdg>

¹⁶ The World Bank in Rwanda. Available at: <http://www.worldbank.org/en/country/rwanda/overview>

¹⁷ MINECOFIN (2013), Economic Development and Poverty Reduction Strategy II2013 - 2018. Available: http://www.rdb.rw/uploads/tx_sbdownloader/EDPRS_2_Main_Document.pdf

Assessment of indicators against log frame targets

The assessment of achievement was made against the project outcome and outputs in the log frame. See Annex 4 for full log frame baseline, targets and milestone data.

Project Outcome: Secure viable livelihoods, income security and empowerment of young survivors and their dependents (2,000 targeted for direct support, 7,000 indirect)

Outcome level indicators for this project are presented in Table 3 below. Assessment of these changes were informed by data from annual surveys conducted by Survivors Fund in collaboration with AERG. Quantitative data findings were cross checked with consultations and interviews conducted during fieldwork. As shown in Table 3 below, all outcome indicators were fully achieved and exceeded their target. Following the project's training support offered to 1,925 young people, several participants developed group business ideas and up to 391 were supported to access loans to start-up entrepreneurial ventures. The project also provided ongoing support to sustain and grow these small businesses to either generate income or create employment opportunities. At the end of the project in September 2017, up to 733 young people had been supported to either establish or improve their enterprise with project support; or were engaged in full and productive employment, thus generating income to meet their daily needs.

Table 3: Achievement of ELE's outcome indicators

Indicator	Target # and %			Achieved # and %			Achievement as a percentage		
	Fem.	Male	Total	Fem.	Male	Total	Fem.	Male	Total
Outcome 1.1: Number (and %) of young men and women survivors who i) have established or improved their enterprise with project support; ii) are employed in other peoples' enterprises.	420	180	600	570	163	733	136%	91%	122%
	30%	30%	30%	41%	27%	37%	11%	-3%	7%
Outcome 1.2: Number (and %) of individual young men and women who increase their annual income from i) 0-9%, ii) 10-20%, iii) Above 20%	560	240	800	656	285	941	117%	119%	118%
	40%	40%	40%	47%	48%	47%	7%	8%	7%
Outcome 1.3: Number and % of young survivors with active savings accounts	420	180	600	651	334	985	155%	186%	164%
	30%	30%	30%	47%	56%	49%	17%	26%	19%
Outcome 1.4: Number (and %) of young men and women survivors reporting improved life satisfaction as a result of the project	1,120	480	1,600	1,193	492	1,685	107%	103%	105%
	80%	80%	80%	85%	82%	84%	5%	2%	4%

Outcome 1.5: Number (and %) of young men and women trained and/or received guidance provided by the project who are taking/have taken steps to secure access to land/resolve legal disputes	210	90	300	402	215	617	191%	239%	206%
	15%	15%	15%	29%	36%	31%	14%	21%	16%
	15%	15%	15%	18%	24%	20%	3%	9%	5%

All participants continued to meet for reflective group sessions and grew their social support networks, resulting in reduced trauma and improved quality of life at the project's end.

Output 1: Targeted young survivors have the inputs, skills, and knowledge to establish their own businesses and/or find quality employment. (2,000 young survivors targeted for support)

By bringing young survivors together, the project supported them to rebuild trust, hope, confidence, and skills to create their own businesses. Young survivors received intensive entrepreneurship and work readiness (1340), in addition to those who enrolled for the business development and micro-finance (585) – giving a total of 1,925 (96% of the target 2000). More attention was given to the entrepreneurship and work readiness programme, which positively increased the number of participants graduating with increased understanding of entrepreneurship and work readiness, i.e. 1,126 (compared to a target of 800). Furthermore, 391 young people accessed loans through the project, enabling them to start small businesses. Having the Loan Guarantee Fund was commended as a positive factor to enable young survivors without any form of collateral to access credit facilities.



Table 4: Achievement of output 1 indicators

Indicator	Target # and %			Achieved # and %			Achievement as a percentage		
	Fem.	Male	Total	Fem.	Male	Total	Fem.	Male	Total
Output 1.1: Number (and %) of young men and women trained in i) entrepreneurship and work readiness, or ii) business development and micro-finance.	1,400	600	2,000	1,363	562	1,925	97%	94%	96%
	100%	100%	100%	97%	94%	96%	-3%	-6%	-4%

Output 1.2: Number (and %) of young men and women graduating from training in, and with increased understanding of, entrepreneurship and work readiness.	560	240	800	799	327	1,126	143%	136%	141%
	40%	40%	40%	57%	55%	56%	17%	15%	16%
Output 1.3: Number (and %) of young men and women survivors that access micro-finance for IGAs	210	90	300	249	142	391	119%	158%	130%
	15%	15%	15%	18%	24%	20%	3%	9%	5%

Reflections: Since the second year, the project strategy for business initiation and loan acquisition changed. Participants were encouraged to accumulate savings through their groups, which also helped build social cohesion. Regional coordinators were also tasked to increase their engagement with local authorities for follow ups and their travel budget for monitoring progress was increased.

Observations and challenges

1. Despite the project exceeding its overall target of loans by 91 people out of 300, several participants in focus group discussions were disgruntled that they had not accessed a loan. It was clear in some of the groups that the project had raised expectations in some of the young people that were eventually not met. Although the allocation of loans was in consideration of the business plans presented by the participants, others appeared not to have a full appreciation and understanding of the selection process.
2. A fairly large proportion of young people who accessed loans reported that the amount of money allocated to their income generating projects was insufficient to meet their needs. In a number of cases, the amounts offered were lower than requested for. This resulted in a number of failed projects, with a number of participants admitting that they could not repay their loans. In the worst case scenarios, some respondents in Kayonza mentioned that they refused to take up the loans since they were not going to meet their needs.
3. While the six months training period was appreciated for its level of depth and usefulness, numerous beneficiaries found travelling to some of the training venues costly as they were not always within their local areas and no travel allowances were provided.
4. Although the project had provisions for mothers to bring their children to training venues, child care issues were often cited as a hindrance to others who would consequently miss sessions.
5. Some trained participants complained that they had not yet received certificates at the time of this evaluation. Project staff responded that this was in progress.

Output 2: Targeted young women and men survivors attend sessions to overcome issues of trauma and foster hope, which will empower them to better engage in training and access sustainable incomes (1,000 young survivors targeted for support)

The ELE project achieved its counselling component targets during intensive business training courses. Ultimately, 1161 young survivors were enabled to access group (912) or individual (249) counselling sessions, exceeding the target of 870 by 33%. In consideration of the proportion of the target number of participants, the project has supported 58% of its target to receive counselling, which was reported as a core activity for participation in other activities. This has helped beneficiaries to meet other people with whom they could gain trust with, share experiences, and receive support from.



Table 5: Achievement of output 2 indicators

Indicator	Target # and %			Achieved # and %			Achievement %		
	Fem.	Male	Total	Fem.	Male	Total	Fem.	Male	Total
Output 2.1: Number (and %) of young survivors (men and women) who receive i) group counseling sessions ii) individual counseling made available by the project.	609	261	870	847	314	1,161	139%	120%	133%
	44%	44%	44%	61%	52%	58%	17%	9%	15%
Output 2.2: Number (and %) of young men and women survivors reporting that they have increased social support as a result of the project.	490	210	700	455	238	693	93%	113%	99%
	35%	35%	35%	33%	40%	35%	-3%	5%	0%
Output 2.3: Number (and %) of young men and women survivors who are oriented to other counseling support services in the area and/or report having accessed other counselling support services.	140	60	200	111	25	136	79%	42%	68%
	10%	10%	10%	8%	4%	7%	-2%	-6%	-3%

Observations and challenges

1. The increase demand for individual counselling services provided by the counsellors was, in part, attributable to the high quality of services provided by the project counsellors.
2. The extension of the counselling services beyond their planned duration also has made more individual counselling possible (thanks to the recent partnership with Network for Africa that has enabled project staff to continue accessing the service after the project funding has ended).
3. An outstanding challenge reported by the project is the lack of access to counselling support services, which are extremely limited in the rural areas where the project has been working.

Output 3: Target beneficiaries have improved knowledge and skills to a) secure their rights of access to land and property and b) resolve outstanding legal disputes. (1,000 young survivors targeted for support)

A higher number of participants (464) received legal advice, compared to a target of 320. Demand for legal services over the life of the project was high and hence more legal-related services were offered to the beneficiaries. Overall achievement for this output was outstanding, thanks to the knowledge gained by young survivors on essential steps required to access land and other legal support services. Project reports refer to greater availability of referral legal services in rural areas, compared to counselling services.



Table 6: Achievement of output 3 indicators

Indicator	Target # and %			Achieved # and %			Achievement %		
	Fem.	Male	Total	Fem.	Male	Total	Fem.	Male	Total
Output 3.1: Number (and %) of young men and women survivors who i) receive guidance from paralegals and ii) are supported to document legal disputes/cases.	224	96	320	365	99	464	163%	103%	145%
	16%	16%	16%	26%	17%	23%	10%	1%	7%
Output 3.2: Number (and %) of young men and women attending legal sessions who report knowing the steps required to secure access to land and resolve legal issues	700	300	1,000	747	412	1,159	107%	137%	116%
	50%	50%	50%	53%	69%	58%	3%	19%	8%

Output 3.2: Number (and %) of young men and women survivors who are oriented to other legal support services and/or report having accessed other support services.	154	66	220	240	80	320	156%	121%	145%
	11%	11%	11%	17%	13%	16%	6%	2%	5%

Observations and challenges

1. The high demand for legal services was the main reason for the high uptake of this referral possibility. Thankfully, local authorities and arbitration committees were available, willing and able to help address and resolve some of the legal cases identified through the project.
2. While the project achieved high numbers of young survivors receiving guidance from paralegals and documenting legal disputes, project beneficiaries reported that some cases are still pending. It is hoped that beneficiaries will keep tapping into the good will of local authorities and paralegals in the community. It is also likely that some young people with counselling cases still need support. *NB. SURF staff responded that such concerns are likely to be at least partly addressed by the existence of the AERG Helpline, where they can get continued support.*

Project monitoring and evaluation processes

The ELE project utilised a monitoring and evaluation system that fulfilled GPAF's requirement for a rigorous assessment of the effectiveness of UK Aid funds, ensuring that the grant was properly managed to provide value for money. The project log frame provided an appropriate structure for measuring and demonstrating results and impact. The design of the system was based on extensive lessons gained from previous projects and a consideration of recommendations offered by KPMG during the pre-grant assessment. Such experience was passed on to AERG staff through regular interactions with SURF.

A rigorous and advanced M&E system was developed to monitor project impact and change, utilising mobile data collection, staff reporting, beneficiary feedback, and surveys. Thus, to track progress towards, a baseline study was carried out at the start of the project and subsequent surveys conducted at mid-point and at end-point. The use of mobile technology (*mFieldwork*) to collect survey data was innovative, enabling cost-effective data collection processes that reduced errors. It is also positive that staff from SURF and AERG were actively involved in these surveys, enabling them to reflect on the process and findings of the surveys.

The evaluator observed considerable efforts in developing an effective M&E system for ELE. The system helped management and staff to acquire more knowledge about young survivors, especially regarding beneficiary poverty levels, trauma symptoms, legal disputes, and other vulnerabilities.¹⁸ Regular project monitoring was conducted through targeted field visits and spot checks by AERG

¹⁸ SURF (2015) GPAF INN-074 Annual Review 2015-2016

management and SURF project representatives. During continuous interaction with project participants, staff obtained feedback on the design and delivery of project activities and implementation modalities.

Key issues and findings were presented in narrative and financial reports that were compiled by AERG and submitted to SURF for onward transmission to UK Aid. Generally, the quality of reports was of good quality, in response to feedback received from UK Aid's Funding Manager. Our analysis of the annual review feedback reports from ManionDaniels indicate that both narrative and financial reports were of good and acceptable quality. Any comment that needed action was timely responded to and general feedback was positive. The evaluation team particularly noted a remarkable comment from UK Aid's Fund Manager regarding the end of the second-year annual review:

"Your Annual Review Report was clear and well-presented. The narrative provides appropriate and relevant information on project achievements and activities, and a good indication of project responsiveness to local context and beneficiary needs. The statistical information is clearly presented in both the log frame and Section 2. There is notable improvement in the project deliverables from the last year's annual report and in light of the evidence available we have scored this project with A (outputs met expectations)" (MannionDaniels AR Feedback Letter, July 2016)

Opportunities for improvement in M&E

Although the M&E system was generally good, the evaluation team observed the need for ongoing training and capacity building of partner staff around reporting of qualitative changes. It appears as if project reporting did not fully capture tangible changes happening in the lives of the beneficiaries. Future training occasions should aim to train staff on results based management and other qualitative methods, such as collection of Most Significant Change stories. Furthermore, project management and staff would benefit from receiving training on Theories of Change for a better appreciation of the work they are doing and how change is likely to happen.

Most Significant Change Story

By NARAME Marie Louise, Female, Project Participant, Eastern Province

I am NARAME Marie Louise. I am 30 years old, single with two children. I live with my children and my grandmother in Cyerwe village, Cyerwa cell and Gashanda sector. I got involved in this project when here at the sector, they were calling for people who had stopped school because of various reasons. Personally, I finished secondary school and did not continue to University because of the high tuition fees. I also become pregnant and I had to wait to deliver and raise my child. I felt concerned and came to do training when they told us it would help us to do business and manage life by ourselves.

The training was interesting because I met different people that I did not know before. These included those who had never attended school, others who had only completed primary school and others who finished secondary school like myself. I found that I was not alone, which gave me confidence to be open to them. We were people from 4 cells of this sector and we started trainings about legal support, counselling, doing business and meeting with others to share ideas and experiences of life.

My attempts to do business after my secondary school, such as selling onions or buying and selling second hand clothes before the project failed. Since then, I also joined a self-help group and had started a small restaurant where I would sell tea, bread and mandazi. The business was flourishing until a day when thieves stole all my money and even my identity card. At some point, I also tried a business of buying and selling pork, which did not succeed. All the failures were because I did not have any knowledge about doing business. After that I was feeling that I was a real loser and lost hope.

Thank God that was when the ELE project came. I got 25.000 Rwf from my savings group which we formed through the project. I did not get any loan from the bank. However, with my little capital, I started a business of buying and selling sorghum. Although the money is not enough, I can still take care of my children and my grandmother. I am prepared to realise my dream of going back to school, especially vocational training. I also think of studying driving since with a driving licence, women get opportunities.

The most change above all these changes came because of the trainings. I learnt how to run a business and to never fall back into poverty. I also learnt how to save my money. I now have my own account and I already have 10.000 Rwf in the account as I am also paying back the loan I took from my self-help group.

The factors that helped me was the trainings. The trainers were good people and always nice with us. We had the same history and we were open to them. They were also very open to us. For example, Nepomuscene helped us a lot in legal support. I also thank my grandmother for accepting to stay with my children when I came for training. The money I took from the group helped me to pay for mutuelle de santé (national health insurance cover) and to continue my project of sorghum.

2.4 What difference has the project made?

It was expected that ELE would contribute to the reduction of extreme poverty experienced by young survivors and their dependents. This has been largely achieved by AERG through their facilitating role to help young survivors develop viable livelihoods, empower them to access legal services, as well as, improve access to capital for establishing new businesses. In this section, the evaluation assesses the extent to which the project influenced positive changes in the lives of its target group.

Project beneficiaries: direct and indirect

Project staff state that the direct beneficiary group for ELE were 1,925 young survivors who were secondary school leavers and had dropped out of AERG's network. In line with the project design, nearly 7 out of every 10 project beneficiaries were young female survivors, i.e. 1,325 out of 1,925. About two thirds of the project participants were aged 25 to 49, i.e. 66%.

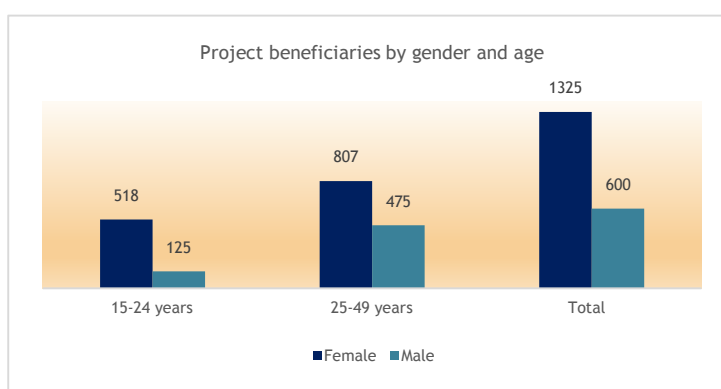


Figure 2: Total number of direct project beneficiaries by age and gender

As shown in Table 7 below, the project appears to have been reaching those most vulnerable in the community. While all participants were rural survivors of violence, 95% were considered as vulnerable and marginalized, categorised as extremely poor. The project also reported that nearly 40% of its beneficiaries were living with HIV, 10% were sex workers and a fifth had been married below the age of 20. In view of these details, it can be argued that the project has successfully impacted on underserved communities, who were less likely to have been reached without this project.

Table 7: Estimated proportions of beneficiary population groups involved in the project

Population group	Yes/ No	Estimation of proportion of total beneficiaries reached (%)
Survivors of violence	Yes	100%
Rural	Yes	100%
Vulnerable and marginalised	Yes	95%
Extreme poor	Yes	95%
People living with HIV/AIDS	Yes	40%
Girls married before age 18	Yes	20%
Orphans and vulnerable children	Yes	15%
Sex workers	Yes	10%
People with disabilities (PWD)	Yes	Female PWD %: 50 Male PWD %: 50

Significant changes brought about by the project

Overall, the project has made meaningful differences in the lives of people, both at individual and at community levels. A thematic analysis of significant change stories collected during this evaluation revealed changes in several domains, in particular: improvements in awareness about issues affecting young survivors, understanding and response; increase in the participation of, and social inclusion for, young survivors; enhanced opportunities for young survivors to engage in livelihoods or socio-economic activities; as well as, improving awareness on rights and access to essential services.

Result 1: Improved incomes resulting from access to entrepreneurship training, start-up loans, and establishment of small businesses and/or securing employment opportunities

Young men and young women reported that the project had enabled them to proficiently participate in various income generating activities. Project IGA officers supported participants to develop IGAs, savings groups and business plans. This helped support groups to develop and submit strong loan applications to BPR in a timely manner. The involvement of many young women beneficiaries was well received in project areas, resulting in their high degree of motivation to participate in project activities. Beneficiaries at Gisagara and Kamonyi confirmed that the project instilled a sense of appreciation on the value of saving money, which would not have happened without ELE.

"Before this project, we had considered little money as useless. After the training on entrepreneurship and poverty reduction, our perceptions completely changed. We now know that even 100 Rwandan francs are now considered as worthy"; (Young survivor, female, 31 years).

True to its commitment, the project has had positive socio-economic benefits for young women. Several female survivors reported being able to make meaningful contributions in their families - earning their deserved recognition in society. They reported that family members would now appreciate them for their financial contributions towards domestic needs. Apart from livestock, some young women invested in small multipurpose shops, handicrafts or petty trading etc.

Furthermore, in almost every community visited during the evaluation, a selection of young persons had gone back to school, proceeded to University or had successfully secured employment through the work of the project. A few others were still planning to go back. Besides giving back a sense of hope and aspirations for better careers, the project linked able youth to access funding through agencies such as FARG.

Evaluation respondents agreed that such changes happened as a result of both project referral facilities and the usefulness of the the certificates and skills gained from the entrepreneurship training that they received.



"I thank the training skills given through AKAZI KANOZE, which are helping me in my job today. I then got the job that I have today" (Survivor, female, Rwamagana).

For those who got a loan, results were mixed. As much as others could have failed to repay the loan, a good number felt that the project had given them access to start-up capital, which they would never have received with no collateral. A large number of participants were enabled to open bank accounts and establish good relations with local micro-finance institutions.

"After the training, I wrote a business plan and the bank gave me 400.000 Rwf for a loan. With additional savings, I bought a piece of land for 1.500.000 Rwf, which is now worth more than 5.000.000 Rwf. Now, I can buy anything that I want without asking for money from anyone" (Survivor, Female, Eastern Province).

"The greatest change above all was the skills I got in business which helped me to increase my capital from 60.000 Rwf to 500.000 Rwf in few months. That success created a kind of new hope that everything is possible" (Survivor, male, aged 29, Munyiginya Sector)

Result 2: Ability to overcome issues of trauma and to lead more productive lives through reflective counselling sessions and peer support

Before ELE, most young survivors exhibited signs of trauma, having lost family members during the genocide against the Tutsi, as well as, other problems faced after the genocide. Several evaluation respondents agreed that they were living in solitude, anger, trauma and loneliness before this project came about. Several respondents mentioned that it was very hard for them to trust anyone in their community. Some had also had very bad relations with their own families. While being in school had helped others to open up, many stated that being out of school had affected them back into a state of solitude, and for some, anger and frustration – to the extent of wishing to die rather than live.

"Before I joined this project, I was living in extreme loneliness. However, with the project I got new friends and I am no longer living in the solitude" (Female beneficiary, 25 years, Nyanza District).

"Before this project, I was living in anger and I was lonely. My family refused to come and visit me since I got married. They did not like my husband and I was suffering with such a situation that I wanted to commit suicide" (Female beneficiary, Mother of three children, Rwamagana).



In a number of stories, young women reported that they had been raped or sexually assaulted. The project documents estimated that at least one in five female participants were living with HIV. The project was certainly supporting a number of single mothers who were frustrated by men who had refused to take responsibility over their children. All these participants felt emotionally drained of joy

and confidence. Hence ELE counsellors played an important role, especially through group counselling sessions. Many respondents felt that ELE was a first step and platform towards the eventual elimination of trauma amongst young survivors. Without addressing trauma, it would not have been possible to reach out to project participants with the other activities that were promoted by this project. As such, greater focus was placed on ensuring that participants accessed counselling support, despite the limited resource to do so in the project budget.

"We benefited a lot from this project. In this project, we feel free to express our emotions. We used to cry as we shared our stories, which made us realise we shared similar backgrounds. Now we are like a family. We receive our healing from counseling sessions" (Young woman, 31 years old).

As the project facilitated safer spaces for dialogue, a social context was developed. Participants felt more confident to embark on new levels of trust and cooperation with each other. They felt comfortable to openly share their individual experiences and challenges – which brought healing and ability to engage in other activities, including entrepreneurship activities. At the very least each participant who took part in counselling training also took it upon themselves to go and train other people as well.

"The most significant change was my way of thinking that changed because of counselling. My mind changed and my situation also changed positively. My openness to people who committed genocide has changed and I learnt to forgive them. Through counseling, I also felt that I am now in a better position to help those who have trauma" (Young survivor, aged 25, male, Southern Province).

Result 3: Increased knowledge about rights and improved ability to enforce land and property rights by young survivors

An important aspect of notable change is when communities acknowledge and recognise the need to address root causes of violence and abuse. In almost all consultations during this evaluation, participants acknowledged that they had had limited knowledge and awareness about their rights, especially on issues related to land and property. Based on a sample of most significant change stories collected, a number of participants had lost hope that they could ever recover their land, which had been taken by neighbours or relatives or even local authorities. With increased knowledge about legal entitlements, a high number of survivors felt empowered to reach out and seek for justice. A good number of positive results were achieved, albeit some cases that are still outstanding. Increased awareness about entitlements by female participants empowered them to revisit 'closed books' and access their rights.

"Many young people were helped to know and understand their rights through this project. Project beneficiaries learnt about land rights and issues around inheritance, as well as, how to challenge gender based violence. They grew their knowledge and confidence on resolving their own problems or at least to know where to go in case of need," (Former AERG staff member, Male, Eastern).

"The most significant change to me was learning about my rights and the worthwhile use of laws. These helped me to go to court and to claim back my father's land. In fact, I am also helping others to get their rights respected." (Young survivor, 32 years, Eastern province).

Result 4: Social inclusion and participation of young women and men from a socially disadvantaged group of survivors of the genocide

The impact of the project on the community has been positive for young survivors, both as individuals and groups. Evaluation participants agreed that as a whole, the project has given them a strong sense of acceptance and has led to a reduction in isolation that was faced by young survivors before interacting with the project. For young female members in groups, engaging in regular group activities has enhanced their communication skills, allowing them to speak out about their opinions and influence decision-making in their communities. In addition, young women in marriage settings also mentioned receiving greater support and acceptance from their spouses who now value their ability to contribute to household income, as well as, sharing what they had learnt from the trainings.

"One benefit from the project was getting young survivors to work as a family. The project selected people who shared the same history. The space created by the project enabled us to be open and free to express ourselves. We share stories within group, which we could not do before the project." (Young survivor, Male, 35, Gisagara).

Cross cutting issues: Gender and Disability issues

Gender issues: The evaluation concludes that the ELE project was gender sensitive and efforts were in place to address gender imbalances among young survivors. Up to 70% of the project beneficiaries were female, given the challenges that young women faced regarding stigma, isolation and limited opportunities to progress in life. The project emphasized confidence building and the creating of social networks to encourage young females to start their own business. Participants' spouses were also engaged through informal sensitisation to appreciate the value of the project and efforts were made to accommodate the needs of both male and female participants, such as meeting times. Overall, all data reporting was gender disaggregated in order to track the difference the project was making in the lives of both men and women.

Disability issues: Efforts were made to ensure that **persons with disabilities** were not excluded from the project during project mapping periods. Therefore, project participants included a proportion of beneficiaries with disabilities, such as physical and hearing impairments. Training activities were located at local levels, i.e. at the cell level, to limit transport required by beneficiaries. As much as these efforts were made, the evaluation team observed a need for more capacity building on the part of both SURF and AERG to further enhance their ability to address disability related issues as this did not come out as a key area of strength. *Nonetheless, the evaluation observed that even though young women formed a large majority of the group leaders, the evaluation team noted that several groups had their presidents who were male. The same is reflected in AERG's committee which is predominantly male. Though slightly improving, project participants agreed that it has taken long for some of the young women to gain enough confidence to become the principal leaders of these groups.*

Significant Change Story

By: NTUYAHAGA Jean de Dieu, Male, Project Participant, Southern Province

My name is NTUYAHAGA Jean de Dieu. I am 35 years old in age and I live in Ndora sector of Gisagara District. I dropped out of school when I was in Secondary S2. This happened because I was traumatised after I lost my brother due to a car accident in Kigali. I decided to go home to cultivate land and support my family in the village. Unfortunately, my mother also decided to go and live in Uganda. From that time, my life condition changed and I could not trust anyone. I could not share or tell any of my issues to anyone. It was only in 2016 that my neighbour heard from his church about a project training youth survivors who were out of school. That was how I came into the training and found other survivors who had already joined.

One benefit from the project was getting young survivors to work as a family. The project selected people who shared the same history. The space created by the project enabled us to be open and free to express ourselves. We share stories within the group, which we could not do before the project. In addition, we have also learned how to use money properly. The lesson about financial management has changed our minds. We know that if money is well managed, it can be used to generate more income. For example, I have since taken up an initiative of selling maize from my land to get capital to buy goats. Now I sell some goats as I also keep others at home.

The project brought many changes in my life. The most significant change was that after attending legal training, I got to know about my rights on property. Within our sector, our land had been taken by MINAGRI and given to cooperatives for cultivation. Before receiving the training, we thought that there was nothing we could do to get back our land. However, using the skills I learnt from the training, I raised the issue of our land with the Mayor who promised to get back to us with feedback. True to his word, the Mayor made a follow up and we finally got back our piece of land. I am proud to say that I got back my land due to the legal advice from the ELE project. Angelique supported us a lot.

Besides the positive stories, we have had some challenges. The main challenge was that we did not have capital to support our ideas. Although others received a loan, I did not receive one and so my ideas are not implemented. Some of the people who got loans from the bank have not been able to pay back – which means we cannot get loans. Furthermore, I had problems when thieves broke into our house and stole food from the storage. From our group, we have also had some people leaving, including the president of the group.

We did not know that this project was coming to an end. They did not tell us. However, we will continue meeting, even though people may no longer participate in large numbers. We will do our best to continue to work in the group. We want to keep building ourselves into a group where mutual trust will help us to become even stronger.

2.5 Project sustainability

Overall, indications from this evaluation suggest that numerous aspects of ELE will continue after the GPAF grant has ended. The evaluators explored elements implemented by the project that helped promote sustainability and at the same time considered sustainability threats and challenges. The general comment about sustainability is that results are mixed. While a lot of positive changes will last, it is felt that some of the benefits, especially related to entrepreneurship, may not have lasting effects if the project completely comes to an end.

Project efforts to sustain efforts and benefits

By design, the project is managed and run by survivors of the genocide whose passion is to see other young survivors move out of poverty. The project design focuses on empowerment, ensuring that project participants feel motivated to actively engage with project activities and associated results. Evidence from the evaluation shows that young survivors in most places have become well accustomed to regular meeting and joint planning of activities, led by local committee members. Several groups are likely to continue meeting after the project has finished. Detailed training and knowledge transferred to the participants was highlighted as the most tangible and sustainable elements of this project. It is likely that trained participants will retain the knowledge they gained and will continue applying their learning in their normal lives. For those who were involved in small enterprises and those who secured employment opportunities, these benefits may also last. The evaluation also notes the intangible benefits gained through restoration from trauma to a point of hope and confidence to come out and participate in socio-economic activities.

Evaluation Reflection Point

The project helped young survivors to establish and operate small income generating projects, corresponding to their capacity levels. Although the level of income at the time of the evaluation could have been still low, there is anticipation that with time and support, income levels will rise and the project will remain on the sustainability trajectory.

Leveraging support from government and other actors

The involvement of a wide range of support, expertise and opinions of various actors and stakeholders is a key sustainability strategy to maximise the effectiveness and reach of a project. Significant collaborative efforts, which in most cases, came at no extra cost to the project included:

1. Collaboration with AVEGA sector leaders who helped identify isolated young women in need of support in most of the districts.
2. Sector and cell leaders introduced ELE into the community; facilitated beneficiary selection and recruitment and provided in-kind training space across the districts.
3. The partnership with Akazi Kanoze was extremely useful in developing youth-focused work readiness and entrepreneurship training materials; providing Trainer of Trainers support and

evaluations to ELE staff trainers, and facilitating external examinations and workshops for beneficiaries at the conclusion of training.

4. Uyisenga Ni Imanzi provided training space and facilitated a workshop on developing agriculture IGAs in the East.
5. AERG secured a donation of free office space for the project in East and Southern Provinces from AVEGA and government authorities, saving the project of travel costs and time; as well as, increasing the visibility of ELE in the two regions of operation.

A good case of support for the project was its ability to leverage resources from other supporters. As show in Table 8 below, the project had an overall spent of £323,968, of which 23% was made up of contributions from other sources, including SURF, BPR, participant savings, etc.

Table 8: Leveraging project resources from different sources

Name of all project funders	Total contributions	% of contribution
DFID	£249,968	77%
Survivors Fund (SURF)	£25,984	8%
BPR	£13,749	4%
Participant savings	£12,250	4%
Loans repayment	£10,122	3%
Network for Africa	£9,558	3%
FARG	£2,200	1%
Total Project Contributions	£323,831	100%

The strongest private sector partnership was with the microfinance partner, BPR, who managed the Loan Guarantee Fund and disbursed financing to selected IGA groups. BPR loan officers also came to training events to sensitise and educate beneficiaries on the loan process. With a clear business motivation, banking officials indicated sustained interest in maintaining relations with ELE beneficiaries in the future. Some officials who participated in the evaluation reported that there are some beneficiaries whom they could provide loans even after the project has ended, based on their performance during the time of the project. In addition, the project partnered with over other private sector companies and local cooperatives to employ, engage and/or offer internship opportunities to young survivors who were part of the project. It is anticipated that these partners will provide more support to ELE project beneficiaries even after the end of the project.

Evaluation Point of Reflection

The ability of SURF to identify a diverse range of funding from other sources is commendable. It instills a sense of hope that with sustained efforts, critical project activities, such as counselling will continue beyond the life of the GPAF grant.

Organisational preparedness and capacity to sustain the project

At an organisational level, SURF maintains their focus and commitment to support survivors and survivor organisations with the aim of improving the lives of people affected by the Rwanda genocide. As the GPAF Project draws to an end, the management and staff of SURF are seeking other funding opportunities to provide ongoing support to AERG. As at the time of this evaluation, SURF has established a partnership with Network for Africa to provide ongoing counselling support to young survivors over a pilot period of six months. Further to a positive evaluation of the pilot, it has just been confirmed that the partnership will be extended for at least the year ahead. Additionally, it is expected that SURF and AERG programme managers will remain in post after the project, and will work to monitor long-term project impact, while also seeking out for more funding to scale up ELE's work.

The 30-month engagement with SURF has brought about positive capacity enrichment to AERG. If further funding could be secured, such experience may grow and help AERG reach out to more young people who have left school. In the meantime, AERG's executive committee reiterated that they will remain functional and that they remain committed to supporting young survivors beyond this particular grant. Whenever possible, the committee stressed that they will continue supporting young survivors through new or existing initiatives.

In the 2015-2016 annual report, it is stated that "even if substantial funding is not secured, AERG and SURF will utilise in-country partners and collaborations, including those with AVEGA, Akazi Kanoze, the GoR and FARG, to continue follow up and support to the target group, secure small funds for ongoing M&E, and advocacy for beneficiaries and linkages to other service providers." It is hoped that a handover process will be taken to make this a reality. It would have been ideal if a clearly documented exit strategy had been put in place.

Evaluation Point of Reflection

Though AERG is committed, and has spot-on fortitude concerning the continuation of ELE's activities after GPAF funding ends in September 2017, there is no exit strategy and sustainability plan to demonstrate how this will be done. As of September 2017, it was not clear what would happen after the project funding period has come to an end.

Challenges and threats to sustainability

In principle, the evaluation concludes that certain activities of the ELE project will continue, but there are challenges to sustainability. On the footing that there is no definite plan on the next steps after the GPAF grant has ended, there could be negative effects in the continuation of several project activities and benefits. Below, the key threats to sustainability are highlighted:

1. **Not all key stakeholders were effectively engaged or played a critical supportive role during project implementation:** Despite the good work done with other stakeholders, the

evaluation identified some partnership gaps in the way that local authorities were engaged in this project. Agreeing that they were fully aware of the project, some local authorities felt that the project did not fully engage them during follow up activities. Similar sentiments were expressed during focus group discussions by project participants who were not confident that local leaders would continue to support them after the project has ended. Likewise, knowledge about, and support for, the project at most district offices was quite remote. Although known through the JADF, i.e. the district coordination role, the level of local authority engagement appears weaker than could be desired.

2. **The project was implemented within a short space of time (30 months):** A key challenge raised by evaluation participants was the limits of the time over which ELE was implemented. In all sense, a 30 month project for a first of such a project is an ambitious target to talk of long term sustainability. This particular project was the first of such a kind for AERG and they were still getting their feet on the ground when the project came to an end. Besides, a large proportion of beneficiaries had not yet accessed loans from the bank, which has meant that the likelihood for them to access loans after the project has ended is minimal.
3. **The project relied on one source of funding (Survivors Fund) and there is no solid fundraising strategy in place:** The ELE project has almost completely relied on the GPAF grant for more than two years. This could have created a sense of dependency and laxity in terms of diversifying revenue streams for this project, which possibly explains the disappointment of AERG management and staff on the end of the project. At the time of this evaluation in September 2017, the project had no more funding except for the counselling component. Although some activities will certainly continue without further funding, several others will stop, thus compromising the sustainability of some of the project benefits.
4. **To become economically independent and self-reliant requires long term investments for young survivors,** most of who partially or wholly depend on government support. As much as the project has clearly demonstrated positive changes in social independence, it would be overstating it to believe that young survivors have attained full economic self-sufficiency and independence through this project.

“The challenge after the end of the project will be that youth will no longer have access to the guarantee that is needed by banks to access loans. The project was our guarantee and if it is no longer there, we don’t have any other guarantee,” (Young person, entrepreneur).
5. **AERG might close their regional offices in Huye and in Rwamagana:** Although SURF has managed to secure a little bridging fund from another partner (Network for Africa) to continue with counselling sessions, this could be for a short space of time. As at the end of this project, it appeared as if AERG would close the regional offices that they had opened to support ELE participants. With no local contact available, distance and time stand as a threat to effective support and follow up for both groups and individuals who have specific issues that need support.
6. **There is no clearly documented plan on outstanding loans given out to beneficiaries:** The evaluation received mixed messages on the extent to which participants in IGA groups would continue to regularly meet and constantly repay their loans after the project has ended. As much

as others were committed to complete their payments, others moaned that their businesses had failed and they had no money to repay. Contrary to the expectation that local sector offices, authorities and FARG will support follow-up of the groups for income generation, the evaluation team did not sense a high-level of commitment from any of these said parties. If current project staff are out of employment, there is no clear direction on how outstanding loans will be repaid. Ultimately, this affects the anticipation that most beneficiaries will graduate to access loans independently of BPR.

Despite the great support of the staff and especially the IGA officers to the beneficiaries, many beneficiaries are struggling to pay back their loans and some businesses failed over time, leading to problems within the IGA groups (Project Annual Report, Year 2)

7. **Funding for survivor related issues is generally dwindling and opportunities for new projects are getting slimmer:** As the nation of Rwanda has progressed in bringing our peace, unity and reconciliation, the priority given to the long-term effects of the genocide seem to be slowly fading away, especially amongst funding partners. This calls for agencies such as SURF and AERG to become more innovative in meeting these needs and to ensure that people affected are not easily forgotten.

Significant Change Story

By: UWINKABIRE Jacinta, Female, Project Participant, Eastern Province

I am a 27-year old single lady. I finished secondary school in 2014 and I got low marks such that I could not get a scholarship to proceed with education. The ELE project came two years when I was just living with my mother, who is a farmer. I was just cultivating, helping my mother to take care of the family. I was then introduced to the project and I came determined to get a certificate. I really enjoyed the training since I could reconnect with my friends. I was so lonely and I had lost all hope of going back to school.

The most significant thing that this project did for me is to give me information and skills. These have helped build self confidence in me. I was successful in the course and I received a certificate. It was at that time that an announcement was made that FARG was giving scholarships and that our certificates from the project would be considered. I took my documents to the district. Since I was the first in the Sector with the highest marks, I was offered a scholarship by FARG. I thank the trainers for encouraging us to apply for a government scholarship. I got a place to study for an access course at the university in Kigali. I started in March and we have written exams. We are now waiting for results to know if I have qualified to continue or not. I have hope that I will be successful and may be able to get a place and scholarship.

I have had challenges. I do not receive any financial support from my family. Although we get tuition fees from FARG, the contribution for other expenses is little and is given after 3 or 4 months. I need extra money for stationery, accommodation and food. That is why I keep being part of my savings group even though I now live in Kigali. I am very happy with this project. I got another a chance to get information and now I have gone back to study – giving me hope again.

3. Conclusions and Recommendations

3.1 Discussion

Summary of achievements against evaluation criteria

The ultimate goal of ELE was to reduce the extreme poverty experienced by young survivors and their dependents, by ensuring that they have the skills, resources and confidence to generate income. This was to be achieved through the core outcome of secure viable livelihoods and empowerment of 2,000 young survivors and their dependents (through capacity building, counselling, access to legal and health assistance).

Overall, the evaluation team concludes that over the past 30 months, Survivors Fund presented a true and credible record of the achievements and challenges made by ELE Project in the annual reviews and log frame. This particular evaluation was structured around OECD-DAC criteria of: relevance, efficiency, effectiveness, impact and sustainability. Following these, the evaluation makes the following conclusions on each of the points:

- ✓ **Relevance:** The ELE project directly contributed to the achievement of the first of Millennium Development Goals (MDGs), i.e. eradication of extreme poverty and hunger. With a target of 70% female participants, the project also focused on MDG 3, i.e. promoting gender equality and the empowerment of women. Reflections on the design of the project strategies reveal that the project was built upon a Theory of Change that supported a range of related activities aimed at creating opportunities for young people toward ending poverty, with a special focus on young survivors of the genocide who were out of school. The project addressed real needs, including a lack of opportunities, resources and confidence to generate income by young survivors who had left school and mostly could not continue to higher levels of education.
- ✓ **Efficiency:** With support from Survivors Fund, the project was delivered according to agreed time plans and within budget. Specific measures were taken to ensure that the grant was efficiently managed. Except for a case of fraud by two members of staff at AERG, the evaluation believes that SURF is a credible organisation that manages donor funds with integrity. All efforts taken to address the embezzlement of funds were well documented and necessary steps were put in place to ensure that the money was repaid.
- ✓ **Effectiveness:** Nearly all planned activities were implemented by the project and targets in the log frame were either achieved or at best exceeded. The project was well monitored and experience from the past utilised to track project progress, achievements and challenges. The evaluation also identified the project's key strengths, including its design based on lessons learnt from previous projects; intensive investments in training and capacity building; the project used a unique wraparound approach that addresses three critical needs of young survivors (economic empowerment, counselling and legal support); as well as, the strength of the implementing organisations, being specifically focusing on survivor groups. Key barriers included unmet expectations of the participants; low repayment rates for loans; time period of the project and limited staff capacity at AERG, owing to time dedicated to the project and high staff attrition.

- ✓ **Impact:** The project delivered its four main results that are emerging still. First, the project has empowered young people with knowledge, skills and ability to either start a business, find employment or go back to school. Second, the project addressed trauma related challenges through counselling and thirdly, the project supported young survivors to access justice, especially through the legal support for those who had lost their land and other properties during or after the genocide. Overall, the project has resulted in greater social inclusion and participation of young survivors, most of whom had felt excluded from community.
- ✓ **Sustainability:** The design and implementation of the project had sustainability as one of the key areas of concern. There is commitment to continue supporting young survivors by both AERG and SURF. While the knowledge and skills gained by the participants, as well as groups formed through this project, are likely to remain after the project has ended, prospects of sustainability are mixed. The project was for only 30 months and change takes longer than that. A large proportion did not succeed in their income generating activities and others did not access capital for income generating activities. These people expressed pessimism in relation to the continuity of the project activities and benefits if no further funding is secured. Certainly the project had a good start by using sector and district authorities as an entry point to identify and recruit participants. Nonetheless, feedback from the evaluation indicated that the project could have done more to build stronger relationships at local levels with government authorities. It was also established that if the project had worked more closely with development focused microfinance institutions, such as SACCOs or Urwego Opportunity Bank, rather than BPR, then there would be assurance of ongoing support after the project closes.

Key driving and enabling factors

Several factors that have contributed to driving the achievements of the project, both directly and indirectly have been identified as follows:

1. **The project was built upon lessons learnt from previous SURF livelihood projects and two AERG youth entrepreneurship projects**, all of which provided a model for sustainable income generation. While SURF had the capacity to mobilise resources and technical expertise to support survivor organisations, AERG had the required confidence and experience to deliver support to the target population, in addition to its nation-wide presence and student membership. AERG was responsible for implementing all project activities, with technical and management support from SURF, which had a specific focus on strengthening AERG's capacity to undertake effective monitoring and evaluation of ELE.
2. **The project offered intensive training opportunities to young survivors of genocide who were out of school through the experience of Akazi Kanoze NGO:** The project imparted a series of trainings to participating individuals and groups to increase their knowledge and capacity. Besides building individual abilities, these training opportunities helped to create stronger grassroots institutions and strengthen social capital.
3. **The availability of a Loan Guarantee Fund was a key success factor to encourage the microfinance institution (BPR) to extend loans to individuals and groups they would otherwise not accept as loan clients.** Without this support, most of the young survivors who were either unemployed or underemployed, had no loan security or collateral, would not have accessed loans to start up their businesses. The Loan Guarantee Fund was managed by BPR who also disbursed financing to selected IGA groups. Towards the end of year one, SURF also

secured an additional £15,000 for the Loan Guarantee Fund, enabling a greater number of IGA groups to access to financing in year two.

4. **Survivors Fund managed the grant in a credible and professional way, taking all necessary steps to manage and mitigate potential and emerging risks:** SURF demonstrated due diligence in confronting and addressing emerging issues, such as the risk of fiduciary activities by some of AERG's representatives. Overall, necessary steps were taken to respond and comply with the extensive terms and conditions that came with the grant. Management took the required actions to report the incidence of fraud when it was detected, and essential measures have been put in place to ensure the full repayment of the sum embezzled, with interest.
5. **The ELE project had a sound monitoring and evaluation system, based on lessons drawn from implementing similar projects in the past.** Cost effectiveness and efficiency in data collection were further enriched through the use of mobile survey technology – which both saved time and ensured greater accuracy in data. Lessons learned were well captured in annual reporting, which was commended by the Funding Manager and these widely shared through SURF and AERG's networks, online platforms, websites, etc.

Project barriers and constraints

Several constraining factors were identified during this evaluation, some of which were internal and others external, to the project. Key issues raised included:

1. **Livelihoods and economic empowerment activities did not yield exceptional results to ascertain poverty reduction:** Discussions with numerous project beneficiaries pointed out that several income generating activities had not been profitable. Some of the factors associated with failure of a number of businesses included limited amounts given as loans to beneficiaries, compared to their needs; unprofitable income generating projects initiated by participants; high taxes levied on beneficiaries by the government; and for some, lack of access to loans – despite having been trained. Several participants in Nyanza, Ngoma and Gisagara stated that their small livestock, such as goats and chicken were stolen, which meant they lost their businesses. In almost all group discussions, it was also clear that only a few people accessed loans, which meant that they could not get capital to initiate small business enterprises. In addition, market linkages were reported as being weak, partly due to the modest quality of products that were produced by the beneficiaries, compared to their competitors who have more resources for their businesses.
2. **Project participants had unfulfilled expectations and onmet needs from the project:** One of the greatest challenges faced by the project was the extent of need among the target group, which is largely affected by extreme poverty and hunger, a large number exhibiting trauma symptoms, and a high number of outstanding legal disputes. During the evaluation, a sizeable number of beneficiaries complained that the project had not fully met their needs, including issues such as homelessness, which were outside of the scope of the project. Other areas of need were the amount of money that was made available as loans, which was reported to have been lower than needed, and as well, the larger proportion of the participants who did not access the loan at all.
3. **The project did not secure partnerships and collaborations that could assure continued support for project beneficiaries after the GPAF grant funding has come to an end:** As

much as there were reports of reaching out to local authorities and microfinance institutions as part of stakeholder engagement for this project, the evaluation did not find very strong collaboration in place, including relationships with cell, sector and district levels, as well as, banking officials who did not give as much support as was expected. Although local authorities were instrumental in recruiting young survivors into the project, there was a general lack of ownership of the project. Some local authorities felt that they had not been effectively involved in the implementation of the project after helping with the recruitment of the participants.

4. **A sense of dependency by young survivors:** Accounts from both key informant interviews and focus group discussions highlighted the high dependency syndrome that is often associated with survivors of the genocide in Rwanda. Key informants felt that project beneficiaries have, for long, believed that resources invested for survivors belong to them. Therefore, some do not feel like paying back loans as they have been accustomed to free handouts, creating over-reliance on state support. In some cases, such feelings have been perpetuated by cell leaders who are reported to have been discouraging young survivors from paying back loans, resulting in lower loan returns.
5. **Certain participant groups did not pay back loans given to their members, which restricted the amounts of loans available for other participants:** Several reasons were identified as to why the status of ELE IGA group repayments were lower than anticipated. Some of the reasons for poor repayments included a lack of close follow up by loan officers; failure by bank officials to work closely with the beneficiaries, as had been agreed in the memorandum of understanding; weak coordination and communication between project staff and loan officers during loan beneficiary selection and follow up. BPR officials, spoken to during the evaluation, admitted that they had not done any follow up to the loans after disbursement, which has had a big impact on non-repayment of loans. This was as a result of a change in the bank's policy as ownership of it transferred during the project, with the new owners demonstrating no interest in committing any resource than absolutely necessary to such as small loans programme. In addition, project participants also claimed that their small businesses had not been successful – giving them excuses for not paying back loans to the bank.

Lessons learned

As important as these quantitative outputs were, it is the knowledge and lessons generated by the project that would help SURF, AERG and their partners, including financial service practitioners to develop more effective and scalable programs for young survivors, including other vulnerable rural youth who are living in extreme poverty. Key lessons drawn from this project included the following:

1. The creation of young survivor social groups generates great positive social values and sense of unity, as it facilitates greater access to safer spaces for meetings, and exchange of opinions and ideas. Activities carried out during these meetings, such as ideas on generating income and other social issues, have significantly helped transform the lives of young survivors involved in this project - eliminating long standing fears, seclusion and isolation.
2. Personal understanding of one's rights is a fundamental step towards attaining their entitlements and enabling them to claim what rightfully belongs to them. In relation to ELE's activities, a number of cases were reported where young people learnt of their rights and sought legal support and justice on cases that had been outstanding for a long time.

3. A sustainable intervention focuses its efforts on identifying, engaging and maintaining strategic partnerships with critical stakeholders in various settings, who have responsibility or a passion to support the project's beneficiaries. The project recognised government, civil society agencies and private services such as financial institutions as key partners to ensure effective interventions for young survivors of the genocide in Rwanda.
4. Projects developed for young survivors may offer opportunities to reach out to the community at large. While the main focus of the ELE project was young survivors who were out of school, the effects of the project have been extended to the general community, including dependents and other survivors who had not realised their need for psychosocial support, as well as, general community members who have learnt to be more inclusive and supportive of young survivors.
5. Short term funding is useful to start up a potentially effective project, but it has limitations in terms of accomplishing measurable impacts over time. Funding received through the GPAF grant over the 30-months period was certainly worth the investment, showing evidence of potentially positive results. Nevertheless, the process to sustainable impact is long term; and for ELE, evidence of sustainable change could have been affected by the restricted timeframe by which the project was implemented.
6. Complementarity between outputs and integration of activities within a project setting is an effective way of meeting actual needs and priorities of its audience in a sustainable manner. The combination of business/employment skills training with legal and counselling support have resulted in changes in the mindset of young people who stopped seeing themselves as vulnerable victims of circumstances to a sense of positive self-esteem and confidence.

3.2 Recommendations

Recommendations to communities, government and other stakeholders

1. Community members should seek to engage young survivors in local development initiatives, dialogues and activities. Besides reducing the isolation that young survivors face, it also helps increase social support systems that are weak for, and around, them. It would be useful for agencies such as AERG to also play a role to support local members of the community to actively engage in these activities through skills building, as well as training and capacity building opportunities.
2. MFI or Bank loan officers are encouraged to collaborate with supporting agencies, such as AERG, to ensure follow up of with all groups and individuals who borrow and remain with outstanding loans. While AERG retains a core responsibility to arrange meetings with beneficiary groups, bank loan officers should give time to meet with the participants. Where possible, bank loan officers are also encouraged to visit beneficiaries' homes and businesses to ensure timely repayment of loans and reduce risks such as loan defaulting and debt accumulation.
3. It will be important to ensure that relevant Government departments and local leadership, including sector and cell leaders, get involved in the delivery and support of community focused projects till the end. To achieve a smooth transition of the project after funding has ended, AERG ought to develop and share an exit strategy, which has to be discussed with other key stakeholders.

4. FARG is encouraged to continue supporting young survivors of the genocide, considering the key aspects covered by the project, i.e. economic strengthening and employment opportunities; counselling and legal support. A particular area of concern for young survivors was in relation to going back to school for those who dropped out, continuation to higher levels for those who qualify; and access to pursue technical educational vocational skills for the others.
5. Funding partners are encouraged to consider long term funding to ensure project impact and sustainability. This project was a two and half year project, which is considerably short for a project of this nature.

Recommendations for AERG

6. In future programmes like ELE, more regular meetings and improved coordination between AERG and MFI representatives should be promoted and maintained. Key activities ought to include: sharing assessment of individual and group applications for loans before approval; joint field visits to check on group progress and troubleshoot on challenges; carrying out regular meetings between AERG and loan managers; as well as, sharing information on loan repayments on a more regular basis. Part of these expectations need to be clearly documented, and key meetings to review progress, carried out in a systematic manner.
7. AERG is encouraged to identify and consider resources that are essential to sustain the work of ELE so as to address both persistent and emerging issues affecting young survivors of the genocide in Rwanda. To this end, AERG must look for a diverse range of other funders and reduce over-reliance on only on one major source of funding for a project such as ELE.
8. AERG (in partnership with SURF) may need to reconsider the nature of partnerships they forge with private banks. Creating partnerships with development oriented financial institutions, such as SACCO or Urwego Opportunity Bank, could be of greater benefit for rural young survivors compared to working with business focused entities such as BPR. The level of cooperation received from BPR in the end was far lower than could be anticipated. While this was partly due to a lack of effective coordination by the implementing partners, the bank also had other competing priorities and did not fully give support to the project.
9. AERG needs to develop and implement appropriate human resource management policies and practice to ensure recruitment and retention of the right kind of personnel that would effectively deliver on their work with fewer distractions, such as high staff turnover. The evaluation also noted the need to strengthen and/or professionalise the executive board of AERG, which changes every two years – and disturbs continuation of project activities.
10. AERG needs to further strengthen their advocacy and lobbying capacity in order to fully represent their constituents (young survivors) in an effective manner. Although there is evidence of this happening, there is a need for greater investments in skills building and resource allocation to ensure that issues outside the scope of the project could be addressed through advocacy. Examples of issues identified from this project included homelessness, mental health issues and other justice related issues. During this project, efforts by the ELE team to advocate for the GoR, in particular FARG, to provide support and follow up extreme cases of need were noted, but the need to intensify these efforts should remain high on the agenda of future initiatives.
11. AERG will need to become more deliberately inclusive in consideration of gender representation in leadership and be able to demonstrate how they are practically inclusive for persons with

disabilities. More specifically, AERG has to increase the number of young women and of persons with disabilities in leadership at local and national levels.

12. It is critical for AERG to strategically consider a whole range of options, resources and insights that exist, and could be tapped into, for sustaining gains made by ELE. Examples of resources include useful local contacts within the community and area, various funding sources, as well as, learning from the opinions or experiences of project participants and supporters in mapping the way forward.
13. In the absence of assured funding for the continuation of ELE's activities, AERG is recommended to make an official handover of the project to local authorities, including a plan on following up outstanding loans.

Recommendations for Survivors Fund

14. Continue providing capacity building opportunities for their implementing partners. This helps on sustainability when funding comes to an end and also ensures that their partners will have sufficient capacity to continue with activities with minimal support from SURF. Consideration of capacity development interventions for AERG include: supporting partnership and communication between beneficiaries and external stakeholders; resource mobilisation, advocacy and lobbying skills; as well as, results based monitoring, reporting and management.
15. SURF ought to ensure greater care is taken when working with partners on managing grants to ensure transparency and accountability and to reduce risks such as fiduciary activities from happening. Although necessary steps were taken to identify and address issues emerging from ELE, due diligence should be taken to avoid losing the organisation's credibility in the future.
16. Collaborate with AERG to share and disseminate key findings from this project. Much has been achieved, learned and many rewards attained. There are significant change stories that need to be shared. An essential part of these findings could include sharing this report and possibly developing reader friendly briefings on the key impacts, lessons learnt and recommendations documented through this review process.
17. Consider post-funding support to AERG. Where funding opportunities are limited, support could be focused on technical related inputs to support AERG to move forward with the work that was initiated through ELE.
18. Efforts should be invested to mobilise resources for a much longer term to ensure that measurable impacts are achieved and sustained over time. While it is appreciated that funding could sometimes be determined by the donor, there is need to keep advocating for longer term funding.

4. Annexes

4.1 Annex 1: List of key informants and respondents

No.	Name	Institution	Role
1	AKAYEZU Solange	AERG	IGA Entrepreneurship trainer
2	BAKINA Ismael	AERG	Executive Secretary
3	BIZIMANA Christian	AERG Executive	1 st Vice coordinator
4	BYARUHANGA John	Munyiginya Sector	Executive Secretary
5	DUSHIMIRIMANA Jean Paul	AERG	Coordinator -Southern Region
6	DUSHIMIYIMANA Callixte	AERG Executive	Communication & Information
7	HABIYAMBERE Emmanuel	Gashanda Sector	Executive Secretary
8	HAKAMINEZA Fabien	AERG Executive	Auditing President
9	HAVIGUMANA Raban	Survivors Fund	Project Officer
10	KAMANZI Emmanuel	AERG Executive	CRC Adviser
11	KAYIRANGA Jean Nepomuscene	AERG	Volunteer
12	MAROUSCHKA Buyten	Survivors Fund	Programme Manager
13	MASENGESHO Felicien	AERG	Volunteer (Counsellor Assistant)
14	MUHIRWA Gilbert	BPR/ Rwamagana	Branch manager
15	MUJAWAYEZU Angelique	AERG	Legal Assistant
16	MUMARARUNGU Solange	Ndora Sector	Executive Secretary
17	MUNDERERE Samuel	Survivors Fund	Chief Executive
18	MUTERAMBABAZI Delphine	AERG	Southern Regional Counsellor
19	MUYENZI Ange	AERG Executive	Com. Sport& culture
20	MWISENEZA Venant	AERG	Coordinator - Eastern Region
21	MWIZERWA Beni	AERG	IGA Entrepreneurship trainer
22	NDAYISABA Jacques	AERG Executive	Communications & Production
23	NIYITEGEKA Innocent	AERG Executive	CRC V/C president
24	NKURUNZIZA Justin	Munyiginya Sector	Social Affairs
25	NSANZUMUHIRE Jean Damascene	AERG	Chief Legal Officer

No.	Name	Institution	Role
26	NSAZIYINKA Prosper	AERG Executive	Com. Discipline Secretary
27	NYAUMA Vincent	Survivors Fund	Accountant
28	NYINAWUMUNTU Edissa	AERG Executive	Vice Coordinator
29	NZASENGAMUNGU Edouard	BPR/ Nyanza	Commercial Officer
30	NZAYISENGA Leonidas	BPR / Kayonza	Blanch manager
31	RUSSELL David	Survivors Fund	UK Coordinator
32	TWAGIRUMUKIZA Thomas	AERG Executive	Adviser Committee Member
33	TWAHIRWA Sylvestre	AERG	Project Manager
34	UWASE Pauline	BPR/ Nyanza	Commercial Officer
35	UWIMANA Devotha	AERG Executive	Auditing Vice President
36	UWIMBABAZI Agnes	AERG	IGA Entrepreneurship trainer
37	UWINGABIRE Jacinta	Gashanda Sector	Social Affairs

4.2 Annex 2: List of documents consulted

1. Baseline Analysis Report – produced by SURF and AERG in 2015 at the start of ELE.
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4.3 Annex 3: Terms of reference for the evaluation

Terms of Reference for the Review of Survivors Fund (SURF) “Empowering Vulnerable Young Survivors who have left Secondary School to Create, Secure and Sustain Employment” (ELE) Project funded by UK Aid

About Survivors Fund (SURF)

Founded by Mary Kayitesi Blewitt OBE in 1997, Survivors Fund (SURF) supports survivors of the 1994 genocide against the Tutsi in Rwanda through local partner organisations established and managed by survivors themselves, including AERG (National Student’s Association of Genocide Survivors) and AVEGA (Association of Widows of the Genocide). Survivors Fund (SURF) delivers technical support including capacity-building and monitoring and evaluation to these local partner organisations to deliver projects ranging from healthcare to housebuilding, education to entrepreneurship. Survivors Fund (SURF) is a UK registered charity (No. [1065705](#)), managed and run out of its head office in Kigali, Rwanda.

From 1997 to 2012, SURF delivered ten projects for [Comic Relief](#) including a £1 million [shelter project](#) in 2006/7, constructing 362 homes for 1,810 [orphans](#) and widows of the genocide. 50 memorial sites across Rwanda have been erected to provide a decent burial for over 300,000 victims of the genocide through a £500,000 [hearing and healing](#) project. In 2005 SURF received a grant [a grant of £4.25 million](#) from the UK Department for International Development (DFID) committed to support 2,500 HIV+ women survivors and their dependents on a five-year Care and Treatment Project for HIV+ Women Survivors (CTP). The funding was channelled through an independent organisation which SURF co-managed. The grant enabled two of SURF’s principal partner organisations, AVEGA and Solace Ministries, to establish dedicated health clinics as well as develop infrastructure to holistically care for beneficiaries (through income-generating activities (IGAs), psychosocial counselling and hardship support). DFID funding ended in March 2010, and the project was independently evaluated concluding that the project had been a success, though there had been significant challenges and weaknesses in the delivery of the IGA component of the work.

From 2012 to 2015 we delivered two integrated three-year projects funded by DFID and the Big Lottery Fund in partnership with AVEGA to deliver support to over 15,000 widowed survivors of the genocide, and their dependents, across the Southern, Western and Northern Regions of Rwanda. The primary focus of the project was on developing widows’ livelihoods through income-generating cooperatives to support their social integration, as well as securing their ownership of land and property, and empowering them to access available health services. The projects were positively evaluated as achieving their aim to reduce extreme poverty of widows and empower them to integrate into Rwandan society.

Partner organisation

[AERG](#) (Association des Etudiants Et Éléves Rescapés Du Genocide) is an association of student survivors of genocide created in 1996 at the National University of Rwanda. Now AERG is represented nationally at 27 universities and institutes of higher learning and 300 secondary schools in Rwanda, with a total countrywide membership of 43,397.

The national AERG coordination office is based in Kigali, which liaises with the AERG University and Secondary School AERG sections.

The main mission of AERG is to connect and represent all student survivors (those whose parents and relatives were killed during Tutsi genocide) involved in higher learning or attending secondary school.

AERG is now dedicated to providing financial support, moral help, fighting genocide ideology and ensuring that students overcome trauma, homelessness, and financial problems. AERG is an organization run by students for students and as such many people are involved on a voluntary basis. The executive committee at the national office consists entirely of voluntary personnel. AERG does, however, have 5 paid staff members based at the national coordination office.

Background to ELE

[Survivors Fund \(SURF\)](#) was awarded a grant by the UK's Department for International Development (DFID). In 2015. Delivered in partnership with the [National Student's Association of Genocide Survivors \(AERG\)](#), the £323,000 project "Empowering Vulnerable Young Survivors who have left Secondary School to Create, Secure and Sustain Employment" (ELE) aims to help 9,000 vulnerable people to improve their lives.

The 30-month ground-breaking project, commenced in mid-April 2015, with a target to deliver support to 2,000 young adults, in the Eastern and Southern regions of Rwanda and reach out to a further 7,000 people (dependents and employees of new businesses). Recognizing the incredible challenges faced particularly by young women in Rwanda, the project has a 70% gender focus on women. In doing so, ELE will empower women to engage more in local decision making, and increase the number of female entrepreneurs in Rwanda.

The achievements of Rwanda in rebuilding from the devastating genocide to become a leading light in East Africa are remarkable. Severe post-conflict issues and extreme poverty have been addressed in a systematic and effective fashion, yet today nearly five million people still live below the poverty line.

Youth in Rwanda represent most the population (over 60%) and many are disadvantaged due to their low socioeconomic status. Young survivors, predominantly young women, face considerable problems and grave psychological, social, and economic challenges in securing employment. Many survivors were very young when they saw their entire families wiped out in brutal conditions and they have in most cases had to face life alone as children and young adults and had to fend for themselves.

Despite the support networks that were gradually put in place through local and national government support and through NGOs, many have fallen through the gaps and today in their early to late 20s are struggling to either complete their education or find meaningful employment. As these kids begin to consider parenthood and adult life, ELE provides some of them with a significant opportunity to bridge the gap, and transform their lives from extreme poverty to self-sustaining lives allowing them to become strong and confident, to support their dependents and to participate fully in their communities.

The project strongly builds on the model of support that SURF has developed and learnings from programmes with [DFID](#), [Big Lottery](#) and [Comic Relief](#) work with genocide widows, in partnership with AVEGA, as well as our [youth entrepreneurship](#) projects, in partnership with AERG. ELE coordinates closely with local government in selecting the beneficiaries and in facilitating the delivery of the project. It is anticipated that aspects of the trainings will reach out to the wider community and other young people, in addition to the resulting income generation projects providing jobs and improved conditions for all.

As the first large scale, institutional funding secured with AERG, ELE is a necessary innovation in providing wraparound support to young survivors that are still suffering from the consequences of the genocide. The project is empowering this vulnerable, and often forgotten target group, to build their confidence and create their own solutions to the poverty they face. It is also consolidating the work between SURF and AERG in recent years to help build this vibrant youth survivor organisation to become an even stronger player in Rwandan civil society whilst focusing on its core mission.

Project aims

Working in collaboration with AERG (National Student's Association of Genocide Survivors), ELE is aiming to reduce the extreme poverty experienced by young survivors and their dependents, by ensuring that they have the skills, resources, and confidence to generate income. Many will have fallen outside of the AERG or other association membership, and so this will also be an opportunity for beneficiaries to reconnect with group life. The project goals are being achieved by facilitating training to develop viable livelihoods, empower youth to access legal and health services, and access capital for the establishment of new businesses. By enabling them to create and secure income, ELE is aiming to eradicate their extreme poverty and hunger, and support them to live more productive, self-sufficient lives.

The Evaluation

The evaluation will be undertaken in the final quarter of the final year of the project, and will present an opportunity for the evaluation team to see the project in action, as well as to review all the work undertaken to date. The evaluation will seek to assess how effective AERG has been in delivering the outcomes of the project, and how effective SURF's role has been in enabling AERG and DFID's contribution to the project. The final evaluation report will address the following areas:

1. Wider political, economic, and social issues affecting the work of AERG - What are the issues and what solution?
2. Who has been involved in assessing the project's work, and how are users/beneficiaries involved
3. Progress of AERG in delivering the project outcomes of ELE, and addressing the learning questions, as identified in the grant application to UK Aid, and challenges, issues, and recommendations for taking forward the work in future
4. How inclusive are the project activities, in respect to beneficiary selection (entrepreneurship and work readiness training, counselling, legal support, etc.)? Can the lack of inclusivity on any of the project activities be justified?
5. What has been the impact of the entrepreneurship and work readiness training component of the programme and how does that compare with previous iterations of ELE (such as YETP)?
6. Identify how SURF and AERG applied the lessons of their work together to date; examine current strengths and weaknesses of the model established through ELE and what has worked and not worked.
7. How sustainable will be the impact of the project beyond the duration of the grant, the entrepreneurship and work readiness component, as well as the transition of beneficiaries into sustaining and scaling their ventures in future? What are the lessons and resources required for the further sustainability of the work ahead?
8. Identify the strength / weaknesses of AERG including management capacity, technical expertise and staffing levels, and approach to working with its membership in implementing ELE

Key questions for evaluation

In consultation with AERG and survivors, the evaluation will focus on the impact of the ELE over the 30 months funding period, and its contribution to delivering the outcomes identified in the original grant application, and the

future challenges and issues for the work ahead. It will also address the learning questions identified by SURF and the partner organisation as important in the original application. Specifically, the evaluation will address the following questions:

What difference has the project made to people's lives (what, who, where, when)?

- To what degree have project outcomes been achieved?
- Are they likely to be sustainable in the long term?
- Have there been changes to policies, practice and attitudes of decision and policy makers to benefit the project's target groups?
- To what extent has the project contributed to the achievement of broader national and international policies, conventions, targets etc. in the country/ies where the project is working?
- To what extent has the achievement of the changes / outcomes been influenced by external context and other factors?

How has the project made this difference?

Approaches used by the project and implementing organisations:

- What was the overall theory of change for this project? Has it been effective in bringing about lasting change? Were there any gaps?
- What have been the most effective methodologies and approaches the organisation used to bring about changes to people's lives? What has worked and what has not? What lessons have been learned? Who have they been shared with?
- How has the type of organisations funded (e.g. user-led, social enterprise, national or international NGO), both UK and local, helped or hindered the delivery of lasting change?
- How have relationships between partners throughout the relationship chain (looking at UK organisation-local partner-target groups) helped or hindered the delivery of change /outcomes?
- How effective have the project's management, monitoring, learning and financial systems been? How have they helped or hindered the delivery of lasting change?
- Has the project been cost effective?

Approaches used by DFID

- How have DFID's grant making policies and processes (e.g. how we define our programme strategies and outcomes, how we assess applications) helped or hindered the delivery of lasting change?
- How has DFID's approach to grant management (e.g. individual work with grant holders, and learning activities with other funded organisations) helped or hindered the delivery of lasting change?
- How has the way DFID used its organisational assets helped or hindered the delivery of change (e.g. use of the media, access to decision makers)?
- Are there any other ways in which DFID has helped or hindered the delivery of change?

Learning questions

1. How does AERG's approach specifically address the needs of its members?¹⁹

¹⁹ Describe the approach, training, etc.

2. Will new businesses set up during the project be sustained beyond the ELE's lifetime?
3. What further support is required by AERG members to enable them to secure or create employment?

Methodology

The review methodology will take a participatory approach involving consultations with the implementing partner AERG, survivors and other relevant stakeholders in Rwanda (and the UK) and will entail:

(a) Document review

The review team will look at documentation/reports related to the project and those from other recommended organizations and agencies. This may include the following:

- Project monitoring data and performance reports
- Funding and annual reports for DFID and SURF
- AERG's reports on implementation of the project
- National statistics/reports on support to survivors in Rwanda particularly from the national social protection sector
- National policies and policy initiatives
- Other related documentation

The sources of these documents will be SURF, AERG, DFID and any other organisation or agency recommended by SURF or DFID

(b) Meetings and consultations

An initial consultation meeting with AERG's representatives will be undertaken to review these ToRs before field visit is made. This will also enable the review team to capture the successes and lessons learned in designing and implementing the project. A number of sites will be selected for field visits, to meet and discuss with beneficiaries, with the provincial representatives and with the relevant local authorities. The review team will also meet with key government officers and representatives of some NGOs and donors who have also supported AERG in Rwanda. The consultant(s) will also interview relevant DFID and SURF staff in London to ensure that their perspectives are fed into this review.

(c) Debriefing

At the conclusion of the field research, preliminary findings and recommendations will be presented to the project team (SURF, AERG) at a half-day workshop in Kigali at which there will be an opportunity for input. Once the written report is finalised, there will be a final debriefing with SURF.

Roles and responsibilities

It's envisaged that the review team will be facilitated by two independent consultants.

(i) Team Leader – Lead Independent Consultant

The lead consultant will:

- Lead and coordinate the review
- Design the detail of the methodology and any tools needed (e.g. questionnaires)
- Coordinate and revise activity plan if necessary
- Provide overall technical direction to all aspects of the assignment

- Write the report of findings and key recommendations (30 pages max)
- (ii) Local Independent Consultant
- Assist lead consultant with design of methodology (e.g. questionnaires)
 - Local language translation where necessary
 - Assist with document reviews and consultations etc.
 - Assist with drafting the report of findings

The SURF Chief Executive in Rwanda will support the consultants' visit.

Outputs

The Report

The report should be clear and simply written, free of jargon. The main body of the report should not exceed **30** pages and should include an executive summary and recommendations. Technical details should be confined to appendices, which should also include a list of informants and the evaluation team's work schedule. Background information should only be included when it is directly relevant to the report's analysis and conclusions.

The report's authors should support their analysis of a project's achievements with relevant data and state how this has been sourced. Recommendations should also include details as to how they might be implemented.

We expect the report to include guidance on the process by which findings will be shared and discussed with all stakeholders including those who are benefiting from the project and how any resulting changes in the report will be included.

Survivors Fund (SURF), and AERG will own the report.

The key findings and recommendations to be included in report will be presented and discussed with members of the project team in Rwanda.

A draft of the report will then be shared with SURF and DFID for comment and feedback. This will be followed by a final report which will incorporate the feedback.

Proposed work-plan

Possible time allocation for partner visits in Rwanda (to be confirmed):

- | | |
|---------------------------|--------|
| 1. SURF Rwanda | 1 day |
| 2. AERG Kigali | 2 days |
| 3. AERG Southern Province | 1 days |
| 4. AERG Eastern Province | 1 day |

Experience

The evaluation consultant(s)

ACTIVITY	WK 1	WK 2	WK 3	WK 4	WK 5
I. Set-up					
• Negotiating and agreeing contract					
• Agree implementation plan					
II. Document Review					
• Agree on documents to be reviewed					
• Make relevant documents available					
• Review of documents					
III. Data Collection & Analysis					
• Design methodology and tools					
• Data collection					
• Data analysis					
IV. Report Findings & Writing					
• Presentation of findings					
• Initial draft of report for comment					
• Final draft of report					

The Independent Evaluator should be a suitably-qualified and experienced consultant or consulting firm. The consultant profile should include:

- An evaluation specialist with a minimum of seven years' experience in programme/project evaluation in an international development context.
- Experience of results-based monitoring and evaluation;
- Ability to design and plan the evaluation approaches and research methodologies, including quantitative and qualitative research methods.
- Informed by relevant subject matter knowledge and experience such as education sector, gender, non-state actors and economic growth to ensure the evaluation design and research methods are as relevant and meaningful as possible given the aims and objectives of the project and the context in which it is being delivered;
- Ability to manage a potentially large-scale and complex evaluation and research process from end-to-end, including interpreting baseline data and conducting a final impact evaluation;
- Ability to design, manage and implement primary research in potentially challenging project environments, such as fragile and conflict affected states. This may include the design of surveys, in-depth interviews, focus group and other research methods;
- The evaluation team should demonstrate that they have appropriate country knowledge/experience. This includes language proficiency to conduct the research required or that resources be made available (e.g. translator or social gatekeeper) to enable the research to proceed smoothly; and

Deliverables and timeframe

The independent final evaluation consultant will submit the final report within three months of the project's completion.

4.4 Annex 4: Project log frame: targets and achievements

ORGANISATION NAME	Survivors Fund											
PROJECT NAME	Empowering Vulnerable Young people who have left Secondary School in Rwanda to Create, Secure and Sustain Employment (ELE)											
GPAF ref. No.	INN-07-074											
IMPACT	Impact Indicator 1		Baseline		Milestone 1 (March 2016)		Milestone 2 (March 2017)		Target (September 2017)			
Reduced poverty and food insecurity (MDG 1) in the Southern and Eastern provinces of Rwanda	Percentage of households that are living below the poverty line in the Southern and Eastern provinces	Planned	South: 31% East: 21%		South: 30%, East: 20%		South: 28%. East: 18%		South: 27%, East: 15%			
		Achieved			TBD							
		Source										
	Government of Rwanda data (EICV), UN data											
	Impact Indicator 2		Baseline		Milestone 1 (March 2016)		Milestone 2 (March 2017)		Target (September 2017)			
	Measurable improvement in food consumption and food security in i) the Southern and ii) Eastern provinces (% of households that are considered to have acceptable food security and consumption)	Planned	South: 80%, East: 85%		South: 80.5%, East: 85.5%		South: 81%, East: 86%		South: 82%, East: 87%.			
Achieved				TBD								
Source												
World Food Program, Ministry of Agriculture Food Security Nutrition Survey (% of regional population not considered 'poor' or 'borderline' food secure), UN												
OUTCOME	Outcome Indicator 1		Baseline (Women)	Baseline (Men)	Milestone 1 March 2016 (Women)	Milestone 1 March 2016 (Men)	Milestone 2 March 2017 (Women)	Milestone 2 March 2017 (Men)	Target September 2017 (Women)	Target September 2017 (Men)	Target September 2017 (Total)	Assumptions
Secure viable livelihoods, income security and empowerment of young survivors and their dependents	Number (and %) of young men and women survivors who i) have established or improved their enterprise with project	Planned	0	0	i) 70 ii) 18	i) 30 ii) 10	i) 210 ii) 42	i) 90, ii) 18	i) 350, ii) 70	i) 150, ii) 30	600 (30%)	AERG secures and sustains office space for programmes in the Eastern and the Southern
		Achieved			i) 127 ii) 13	i) 65 ii) 10	i) 103 ii) 27	i) 106 ii) 19	i) 538, ii) 32	i) 140, ii) 23	733	
		Source										

(2,000 targeted for direct support, 7,000 indirect)

		AERG member records, baseline, midline and endline surveys ('improved' defined by beneficiaries with existing businesses that have increased employee numbers or income) quarterly reports, reviews, IGA officer reports. Indirect beneficiaries measured as dependents of young survivors or those employed in enterprises created.								
Outcome Indicator 2		Baseline (Women)	Baseline (Men)	Milestone 1 March 2016 (Women)	Milestone 1 March 2016 (Men)	Milestone 2 March 2017 (Women)	Milestone 2 March 2017 (Men)	Target September 2017 (Women)	Target September 2017 (Men)	Target September 2017 (Total)
Number (and %) of individual young men and women who increase their annual income from i) 0-9%, ii) 10-20%, iii) Above 20%	Planned	0	0	i)140, ii) 7, iii) 0	i) 60, ii) 3, iii) 0	i) 322, ii) 21 iii) 7	i) 138, ii) 9, iii) 3	i) 511 ii) 35, iii) 14	i) 219 ii) 15, iii) 6	i) 730 ii) 50 iii) 20 = 800 (40 %)
	Achieved			i) 377 ii) 0, iii) 297	i) 162 ii) 0, iii)128	i) 0, ii) 0, iii) 576	i) 0, ii) 54, iii) 163	i) 67 ii) 0 iii) 589	i) 0 ii) 24 iii) 261	i) 67 ii) 24 iii) 851 = 942
		Source Baseline, midline and endline surveys, beneficiary surveys, focus groups, quarterly reports								
Outcome Indicator 3		Baseline (Women)	Baseline (Men)	Milestone 1 March 2016 (Women)	Milestone 1 March 2016 (Men)	Milestone 2 March 2017 (Women)	Milestone 2 March 2017 (Men)	Target September 2017 (Women)	Target September 2017 (Men)	Target September 2017 (Total)
Number and % of young survivors with active savings accounts	Planned			210	90	294	126	420	180	600 (30%)
	Achieved			231	54	644	366	651	334	985
		Source Baseline, midline and endline surveys (number of beneficiaries who report depositing savings 'at least every 3 months'), beneficiary surveys, focus groups, quarterly reports								
Outcome Indicator 4		Baseline (Women)	Baseline (Men)	Milestone 1 March 2016 (Women)	Milestone 1 March 2016 (Men)	Milestone 2 March 2017 (Women)	Milestone 2 March 2017 (Men)	Target September 2017 (Women)	Target September 2017 (Men)	Target September 2017 (Total)
Number (and %) of young men and women survivors reporting improved life satisfaction as a result of the project	Planned			280	120	630	270	1,120	480	1600 (80%)
	Achieved			406	122	883	326	1193	492	1684
		Source Baseline, midline and endline surveys (beneficiaries reporting improved well-being), beneficiary surveys, focus groups, counselling evaluation surveys (baseline, midline, endline)								
Outcome Indicator 5		Baseline (Women)	Baseline (Men)	Milestone 1 March 2016 (Women)	Milestone 1 March 2016 (Men)	Milestone 2 March 2017 (Women)	Milestone 2 March 2017 (Men)	Target September 2017 (Women)	Target September 2017 (Men)	Target September 2017 (Total)

province

Funding and support still available for young survivors from FARG

Favourable market conditions for new enterprises

Counselling sessions will be well attended and result in improved life satisfaction

Employment will be increased as a result of the business development and sensitisation workshop

	Number (and %) of young men and women trained and/or received guidance provided by the project who are taking/have taken steps to secure access to land/resolve legal disputes	Planned			35	15	140	60	210	90	300 (15%)		
		Achieved			231	61	353	105	402	215	617		
		Source											
		Baseline, midline and endline surveys, beneficiary surveys, legal officer records, quarterly progress reports											
INPUTS (£)	DFID (£)		Other (£)				Total (£)		DFID SHARE (%)				
	249,968		75,185				325,153		77%				
INPUTS (HR)	DFID (FTEs)												
	SURF: Director of Operations (.1), Chief Executive (.1), Programme Manager (.8), Accountant (.1), Clinical Psychologist (.2). AERG: Executive Secretary (.5), Programme Manager (1), 8 Entrepreneurship trainers (.5), 2 Counsellors (.5), 2 legal support advisors (.5), 2 IGA officers (1), 1 Programme Manager (AERG) (1), 2 Regional Project Coordinator (1), Legal officer (1), Accountant (.5), Entrepreneurship consultant												
OUTPUT 1	Output Indicator 1.1		Baseline (Women)	Baseline (Men)	Milestone 1 March 2016 (Women)	Milestone 1 March 2016 (Men)	Milestone 2 March 2017 (Women)	Milestone 2 March 2017 (Men)	Target September 2017 (Women)	Target September 2017 (Men)	Target September 2017 (Total)	Assumption	
Targeted young survivors have the inputs, skills and knowledge to establish their own businesses and/or find quality employment. (2,000 young survivors targeted for support)	Number (and %) of young men and women trained in i) entrepreneurship and work readiness, or ii) business development and micro-finance.	Planned			i) 350, ii) 350	i) 150 ii) 150	i) 700 ii) 700	i) 300 ii) 300	1,400	600	2,000 (100%)	Low interest rates will be maintained based on the MOU of AERG and the MFI to generate loan applications	
		Achieved			i) 425 ii) 275	i) 165 ii) 81	ii) 960 ii) 375	i) 380 ii) 170	ii) 960 ii) 403	i) 380 ii) 182	1,925		
		Source										Young survivors will make the time to complete the training	
		IGA Officer and trainer records, AERG member records, Beneficiary surveys, baseline, midline and endline surveys, Quarterly Reports, Workplans, Reviews											
	Output Indicator 1.2		Baseline (Women)	Baseline (Men)	Milestone 1 March 2016 (Women)	Milestone 1 March 2016 (Men)	Milestone 2 March 2017 (Women)	Milestone 2 March 2017 (Men)	Target September 2017 (Women)	Target September 2017 (Men)	Target September 2017 (Total)	Entrepreneurship training will foster the self-confidence, as well as the skills, for young survivors to set up businesses. Training will build the confidence and knowledge to ensure high	
Number (and %) of young men and women graduating from training in, and with increased understanding of, entrepreneurship and work readiness.	Planned				280	120	560	240	560	240	800 (40%)		
	Achieved				335	138	799	327	799	327	1126		
		Source											
		IGA Officer and trainer records, Beneficiary surveys (beneficiaries reporting increased knowledge and understanding on training modules), focus groups, Progress Reports, Quarterly Reports, End of training test assessment											
IMPACT WEIGHTING (%)	Output Indicator 1.3		Baseline (Women)	Baseline (Men)	Milestone 1 March	Milestone 1 March	Milestone 2 March	Milestone 2 March	Target September	Target September 2017 (Men)	Target September		

					2016 (Women)	2016 (Men)	2017 (Women)	2017 (Men)	2017 (Women)		2017 (Total)	loan repayment rates of youth.	
70%	Number (and %) of young men and women survivors that access micro-finance for IGAs	Planned			70	30	140	60	210	90	300 (15%)		
		Achieved			26	9	181	92	249	142	391		
			Source										RISK RATING
			IGA Officer and trainer records, AERG member records, Beneficiary surveys and focus groups, baseline, midline and endline surveys, Quarterly Reports, BPR loan officer records										Medium
INPUTS (£)	DFID (£)		Other (£)		Total (£)			DFID SHARE (%)					
	174,977												
INPUTS (HR)	DFID (FTEs)												
	SURF: Chief Executive (.05), Director of Operations (.05), Programme Manager (.5). AERG: Programme Manager (.7), 8 Entrepreneurship trainers (1), 2 IGA officers (1), 2 Regional Project Coordinators (.05), Executive Secretary (.05), Entrepreneurship consultant (1)												
OUTPUT 2	Output Indicator 2.1		Baseline (Women)	Baseline (Men)	Milestone 1 March 2016 (Women)	Milestone 1 March 2016 (Men)	Milestone 2 March 2017 (Women)	Milestone 2 March 2017 (Men)	Target September 2017 (Women)	Target September 2017 (Men)	Target September 2017 (Total)	Assumptions	
Targeted young women and men survivors attend sessions to overcome issues of trauma and foster hope, which will empower them to better engage in training and access sustainable incomes (1,000 young survivors targeted for support)	Number (and %) of young survivors (men and women) who receive i) group counselling sessions ii) individual counselling made available by the project.	Planned			i) 280 ii) 25	i) 120, ii) 10	i) 560, ii) 49	i) 240, ii) 21	i) 560, ii) 49	i) 240, ii) 21	870 (87%)	Presenting the sessions as mandatory ""reflective"" sessions will reduce the stigma of counselling session, resulting in full attendance Quality counsellors will be able to transition the focus of sessions from entrepreneurship to underlying issues	
		Achieved			i) 283 ii) 31	i) 86 ii) 12	i) 666 ii) 142	i) 246 ii) 55	i) 666 ii) 181	i) 246 ii) 68	1161		
			Source										
			Counsellor records, Baseline, Midline and endline records, Beneficiary surveys and focus groups, Progress Reports, Quarterly Reports, baseline, midline and endline counselling evaluation										
IMPACT WEIGHTING (%)	Output Indicator 2.2		Baseline (Women)	Baseline (Men)	Milestone 1 March 2016 (Women)	Milestone 1 March 2016 (Men)	Milestone 2 March 2017 (Women)	Milestone 2 March 2017 (Men)	Target September 2017 (Women)	Target September 2017 (Men)	Target September 2017 (Total)		
20%	Number (and %) of young men and women survivors reporting that they	Planned			350	150	420	180	490	210	700 (70%)		
		Achieved			191	82	538	163	455	238	692		
			Source										Counsellors will be capable of

	have increased social support as a result of the project.		Counsellor records, Baseline, Midline and endline records, Beneficiary surveys and focus groups, Progress Reports, Quarterly Reports, baseline, midline and endline counselling evaluation									addressing trauma which can be triggered in survivors through many means, including identification"
	Output Indicator 2.3		Baseline (Women)	Baseline (Men)	Milestone 1 March 2016 (Women)	Milestone 1 March 2016 (Men)	Milestone 2 March 2017 (Women)	Milestone 2 March 2017 (Men)	Target September 2017 (Women)	Target September 2017 (Men)	Target September 2017 (Total)	
	Number (and %) of young men and women survivors who are oriented to other counselling support services in the area and/or report having accessed other counselling support services.	Planned			35	15	105	45	140	60	200 (20%)	
		Achieved			16	7	109	24	111	25	136	
			Source									RISK RATING
			Counsellor records, Baseline, Midline and endline records, Beneficiary surveys and focus groups, Progress Reports, Quarterly Reports, baseline, midline and endline counselling evaluation. Orientation of counselling services is determined by beneficiaries provided reference and/or are linked to other counselling services in the area (including other INGOs, mental health hospitals, one stop centers, etc).									Medium
INPUTS (£)	DFID (£)		Other (£)				Total (£)	DFID SHARE (%)				
	49,994											
INPUTS (HR)	DFID (FTEs)											
	SURF: Director of Operations (.03), Programme Manager (.2), Accountant (.1), Clinical Psychologist (.2). AERG: Executive Secretary (.2), Programme Manager (.2), 2 Counsellors (.5), 1 Programme Manager (AERG) (.2), 2 Regional Project Coordinator (.5), Accountant (.5),											
OUTPUT 3	Output Indicator 3.1		Baseline (Women)	Baseline (Men)	Milestone 1 March 2016 (Women)	Milestone 1 March 2016 (Men)	Milestone 2 March 2017 (Women)	Milestone 2 March 2017 (Men)	Target September 2017 (Women)	Target September 2017 (Men)	Target September 2017 (Total)	Assumption
Target beneficiaries have improved knowledge and skills to a) secure their rights of access to land and property and b) resolve outstanding legal disputes. (1,000 young survivors targeted for support)	Number(and %) of young men and women survivors who i) receive guidance from paralegals and ii) are supported to document legal disputes/cases.	Planned			i) 70 ii) 35	i) 30 ii) 15	i) 140 ii) 56	i) 60 ii) 24	i) 161 ii) 63	i) 69 ii) 27	i) 230 ii) 90 = 320 (32%)	SURF/AERG will have the capacity to undertake outreach to identify and document legal cases, and sensitize members of their legal rights
		Achieved			i) 117 ii) 126	i) 35 ii) 20	365	99	365	99	464	
		Source										
			AERG member records, Paralegal records, Beneficiary surveys, Baseline, Midline and Endline surveys, Quarterly Reports, Workplans, Reviews									
	Output Indicator 3.2		Baseline (Women)	Baseline (Men)	Milestone 1 March	Milestone 1 March	Milestone 2 March	Milestone 2 March	Target September	Target September 2017 (Men)	Target September	Allied organisations

					2016 (Women)	2016 (Men)	2017 (Women)	2017 (Men)	2017 (Women)		2017 (Total)	can be engaged to support legal cases of young survivors to ensure resolution
	Number (and %) of young men and women attending legal sessions who report knowing the steps required to secure access to land and resolve legal issues	Planned			280	120	560	240	700	300	1,000 (100%)	
		Achieved			331	112	714	272	714	272	986	
			Source AERG member records, Paralegal records, Beneficiary surveys, Baseline, Midline and Endline surveys, Quarterly Reports, Workplans, Reviews									
IMPACT WEIGHTING (%)	Output Indicator 3.3		Baseline (Women)	Baseline (Men)	Milestone 1 March 2016 (Women)	Milestone 1 March 2016 (Men)	Milestone 2 March 2017 (Women)	Milestone 2 March 2017 (Men)	Target September 2017 (Women)	Target September 2017 (Men)	Target September 2017 (Total)	
	Number (and %) of young men and women survivors who are oriented to other legal support services and/or report having accessed other support services.	Planned			49	21	98	42	154	66	220 (22%)	
10%		Achieved			138	42	240	80	240	80	320	
				Source AERG member records, Paralegal records, Beneficiary surveys, Baseline, Midline and Endline surveys, Quarterly Reports, Workplans, Reviews. Orientation of legal services is determined by beneficiaries provided reference and/or are linked to other legal services in the area (including other iNGOs, local mediation authorities, the local judicial authorities, legal aid forum, the legal helpline, etc).								
INPUTS (£)	DFID (£)		Other (£)			Total (£)		DFID SHARE (%)				
	24,997											
INPUTS (HR)	DFID (FTEs)											
	SURF: Director of Operations (.02), Programme Manager (.2), Director (.02). AERG: Programme Manager (.3), Legal Officer (.5), 2 Legal Assistants (1), 2 Regional Project Coordinators (.3), Executive Secretary (.05)											