

MID-TERM PERFORMANCE EVALUATION OF RESETTLEMENT AND REINTEGRATION PROJECTS IN GISENYI AND KIBUYE PROVINCES FINANCED BY UNDP IN COLLABORATION WITH GOVERNMENT OF RWANDA (MINALOC).

DRAFT REPORT

EXECUTIVE SUMMARY

The evaluation of the resettlement and socio-economic reintegration projects in Gisenyi and Kibuye provinces implemented by ATEDEC and HELPAGE respectively was aimed at assessing the performance and weaknesses of these projects. Moreover, lessons learnt from implementing these projects will constitute a firm base for the sustainability of the achievements and the future orientations. The evaluation was conducted from the 16th of August 2004 by going through the relevant documents, having discussions with different actors and making field visits where the actual activities are implemented. In the context of the said evaluation, the main conclusions are summarized here below:

- 8) **Objectives.** The objectives set in both projects address clearly the needs of the population with regard to long term socio-economic integration. The prioritization of activities starting with construction of houses was imperative in order to improve conditions of living for the targeted beneficiaries and pave way for other activities of a developmental nature-environmental protection, provision of basic social infrastructure and creation of other opportunities for income generation.
- 9) **Formulation.** The formulation of the two projects was different as well as the modalities of execution. While the success of the two projects is predicated on participation of beneficiaries in the planned activities, the level of funding has created a big disparity on the role of the population in the resettlement areas. The project implemented in Gisenyi requires the people to contribute substantially to house construction- pay masons and technicians, buy doors, windows and build latrines. The project implemented in Gisenyi caters for all this, in addition to road repairs, distribution of livestock and agricultural inputs. Secondly, the project implemented in Kibuye province is in a better position to go into the second phase because needs have been identified, activities planned, budgeted for and roles and responsibilities outlined.
- 10) **Institutional arrangements.** The key to success of these projects naturally depends on the level of mobilization, sensitization and participation of the population in all phases of the projects. The level of participation on the other hand is a factor of the ownership of the project activities by the local administration under the auspices of the MINALOC. The role of MINALOC is not given adequate prominence in the project in Gisenyi province and its constraints are largely attributed to this misplacement of fundamental roles and responsibilities. MINALOC should therefore take over the

mantle in the management of community based projects with other ministries complementing it according to their areas of specialization.

- 11) **Participation.** It is apparent that in both projects beneficiary participation was hard in the beginning but gradually picked up with increased involvement of the local administration, provincial leadership, strength of the implementing NGO's and availability of materials near the sites. Other motivating factors like distribution of livestock, agricultural inputs, food for work and a cash injection (for labour charges) also played a big part in the project implemented in Kibuye province.
- 12) **Difficulties.** Although both projects have had obstacles on the way, it is the project implemented in Gisenyi that is faced with significant delays mainly caused by the non-availability of building materials. This has greatly constrained the morale of the beneficiaries, the operations of ATEDEC and is a threat to the hitherto good working relations of the key actors. The remaining lot of iron sheets should therefore be availed immediately so as to finish the first phase of the project and pave way for the second phase.
- 13) **Partnership with implementing NGO's.** There are clear indications that both NGOs (ATEDEC, HELPAGE) are strong actors with a sound background in implementing integrated rural development projects. Apart from the managerial and technical capacity, they have demonstrated the ability to deal with emerging difficulties, they are well accepted by the beneficiaries and the local administration and have total ownership of the projects implemented in their respective areas.
- 14) **Future orientation.** There should not be any lapse in implementation of the second phases of these projects in order to maintain the momentum and sustainability of the achievements registered so far. The needs in both areas are more or less similar especially in terms of provision of basic social infrastructure, road repairs, creation of opportunities for alternative sources of income and environmental protection.

PERFORMANCE EVALUATION OF THE PROJECT “SUPPORT TO THE RESETTLEMENT AND SOCIO-ECONOMIC REINTEGRATION OF THE PERSONS DISPLACED FROM GISHWATI FOREST AND OTHER VULNERABLE PERSONS IN RUSENYI DISTRICT OF KIBUYE PROVINCE FINANCED BY UNDP IN COLLABORATION WITH GOVERNMENT OF RWANDA THROUGH MINALOC”.

DRAFT REPORT

Background

The Government of Rwanda in collaboration with UNDP initiated the project with a view to resettling and reintegrating vulnerable persons in Rusenyi district of Kibuye province. It conforms to the national policy of settling people in organized habitats so as to protect the environment, promote rational use of land, have access to common and basic social infrastructure and pave way for poverty eradication. It is in this regard that project proposals were made in September 2003 and an agreement signed between the Government of Rwanda and UNDP in December of the same year. The project is formulated in a framework of an integrated rural development project whose implementation mechanism was envisaged to be fast track due to the hardship and vulnerability of the population.

Introduction

The project implemented in Kibuye Province was conceived as a direct response to the problem of resettlement and reintegration of families without permanent areas of domicile. These people had either settled in the Gishwati forest or illegally occupied other peoples' houses, church and school premises. This is a project with short-term objectives of providing shelter to vulnerable families as well as long-term objective of socio-economic sustainability through provision of basic infrastructure to the new settlements. The UNDP in collaboration with MINALOC decided to initiate a mid-term performance review for this project implemented in the province of Kibuye by hiring the services of a consultant. This document is a draft report of the evaluation mission on the project implemented in Rusenyi district of Kibuye province, which is structured along the following chapters:

- Chapter 1 outlines the objectives of the evaluation and the methodology used;
- Chapter 2 provides general information about the project-objectives, relevance, timing of implementation, areas of intervention, budget structure and execution
- Chapter 3 delves into project implementation issues with a presentation of the achievements of the project and constraints encountered;
- Chapter 4 looks into the strengths and weaknesses;
- Chapter 5 sheds light on the lessons learnt and future orientation of the project;
- Chapter 6 prescribes recommendations for sustainability of the results; and
- Chapter 7 concludes the report.

Chapter I: Objectives and methodology of the evaluation

1.1 Objectives of the evaluation

This evaluation aims at giving an independent evaluation of the implementation of the project “Resettlement and Reintegration in Kibuye Province”. Reference has been made to the terms of reference and in addition account has been taken of discussions held with the authorities and UNDP. The review targets the following objectives:

- Appreciation of the relevance of the objectives of the project and the manner in which they were formulated;
- Appreciation of constraints, weaknesses and slippages in the implementation of the project;
- Appreciation of the lessons learnt and recommending future orientations, where necessary.

1.2 Methodology of the evaluation

1.2.1 Evaluation steps

The review went through four steps described here below:

- **Step 1: understanding / limitation of the mission.** This is the initial phase of the evaluation mission, which aims at understanding the terms of reference. This was immediately followed by discussion held with the authorities MINALOC, UNDP and the implementing NGO (HELPAGE). The discussions provided additional clarifications on the objectives of the evaluation and to the right premises for the course of action to be followed.
- **Step 2: Analysis of the relevant documents.** Key documents were read and cross-references made. These include the project document, quarterly reports submitted by HELPAGE, annual budget execution and commitment levels, correspondences regarding budget execution and request for intra-budget transfers, and minutes of meetings conducted on the sites. The information contained in these documents gave the first impression of the objectives of the project, achievements and obstacles encountered. This phase enabled planning of the evaluation mission and the listing of stakeholders to be contacted.
- **Step 3: Data collection.** After going through the documentation, data was collected from the different actors, namely MINALOC, UNDP, HELPAGE Project Coordinator and provincial administration. Complimentary information was obtained from other actors near the sites like counselors, HELPAGE site supervisors and beneficiaries during field visits. This draft report is based on the findings collected during this phase.

- **Step 4: Restitution.** The contents of the draft evaluation report will be shared with key stakeholders through presentation of findings in a plenary session. Observations made at this stage will be integrated into the draft report in order to come up with a final report.

1.2.2 Approach

Three methodological approaches were used throughout the evaluation phases mentioned above:

- **Review of document contents:** this was the first methodological approach used in the evaluation. It mostly helped the evaluator in providing the required insight into the framework of the project and availing the starting point for evaluation the project.
- **Informal and semi-structured discussions:** different persons were contacted to get their impression on the relevance of the project, its implementation and its achievements. The resource persons contacted can be placed in four categories:
 - (iv) Those in charge of the coordination of the project at the UNDP, MINALOC and HELPAGE;
 - (v) Administrative and political authorities;
 - (vi) HELPAGE site supervisors and beneficiaries.
- **Field visits:** site visits were conducted in all the sites where the settlement villages are located.

1.2.3 Limitations of the evaluation

This evaluation went on well without obstacles. The evaluator was able to work on the assessment in conditions that a permit to make a reasonable opinion on the project. Nonetheless it is important to highlight some limitations, which might affect the interpretation of this report. The limitations are summarized here below:

- *Field visits to sub-sites.* All the settlement villages have subsites, which are dispersed on different hilltops. Altogether, there are 18 sub sites located on 5 sites of Murambi, Giko, Nyarubuye, Nyagahima, and Kizenga. It was not possible to visit all the sub sites to verify the information given by the site supervisors.
- *Distribution of livestock.* It was not practical to verify the number of people who had benefited from this scheme and reliance was thus made on the account of HELPAGE project coordinator on the status of this component, which is not empirical at this stage.
- *Discussions with Rusenyi district officials.* It was not possible to get the views of the district administration as the visit coincided with other national duties.

- *Discussion with other stakeholders.* It was not possible to get in touch with other actors and have their opinion on the performance of the project.

However, the observations made as included in this report represent a rational outcome of the evaluation mission and its findings.

Chapter 2. Objectives and coverage of the project

The project had broad objectives as well as specific objectives.

2.1 General objectives

The general objectives were to create a conducive environment for the settlement of 625 families identified as vulnerable, through construction of houses, revamping of economic activities and construction or rehabilitation of social infrastructure. The underlying objective was to resettle and reintegrate a group of people into a new area and new life.

2.2 Specific objectives

In order to achieve the long term objectives of socio-economic integration, the project focuses on the following specific objectives:

- (i) Resettling 625 families through construction of modest houses;
- (ii) Provide access to basic social infrastructure to the newly settled families;
- (iii) Develop appropriate economic activities suitable for socio-economic reintegration and poverty reduction;
- (iv) Environmental protection;
- (v) Strengthen institutional and organizational capacity of local administration;
- (vi) Strengthen grass root community initiatives; and
- (vii) Promote peaceful co-existence and national reconciliation in the different communities.

2.3 Relevance of the project

The project formulation was a timely intervention to address an emergency situation but with a long term objective of transforming the livelihoods of a vulnerable population into a better future. The general and specific objectives are clear, the modality of execution, roles and responsibilities are well defined. If well implemented, this project can become exemplary to other projects of a similar nature in future. A positive aspect about the formulation of this project is that needs for present and future interventions have been identified and preliminary modes of execution have been listed. Apart from the urgency in construction of houses, an inventory of other problems has been done in other areas like roads, health, water and education where key interventions are required.

2.4 Timing of implementation of the project

The project was envisaged to be implemented over a period of one year stretching from January 2003 to December 2004 with 625 houses constructed and basic infrastructure rehabilitated and/or constructed. It is evident that this implementation schedule was latched on an ambitious agenda even if all resources (human and material) were to be availed in time. It should be noted that the success of the project lay firstly, on the capacity of the local administration to undertake prior actions-identify vacant land, demarcate and allocate the plots both for farming and construction of houses.

Secondly, the local administration had the huge task of sensitizing the population to participate in construction of houses and other components of the project. Thirdly, success of the project also would depend on the willingness, ability and ownership of the population to participate in all the planned activities. This necessitated enormous effort in mobilization and sensitization of the beneficiaries who were in a state of fragility and vulnerability.

In addition, the same population was required to undertake a number of activities at the same time- construction, road repair, attend to other national duties – and at the same time look after their families. Some families had left some of their relatives in Gisenyi and as they got exposed to harsh conditions in plastic sheeting, with insufficient food supplies and children not going to school, some of them traveled back to Gisenyi in search of means of survival. This instability on the sites was not conducive for fast construction of houses coupled with multiple demands to carry on other activities at the same time.

2.5 Area of intervention (sites visited)

As agreed with MINALOC and in collaboration with the local administration in Rusenyi district, five sites were identified for settlement, namely Kizenga (for 120 houses), Nyagahinga (for 120 houses), Nyarubuye (for 125 houses), Giko (for 130 houses) and Murambi (for 130 houses) making a total 625 houses. These sites are completely dispersed and previously unoccupied except some scattered homes around the new villages that belong to the old inhabitants. Most sites are lacking in basic social infrastructure and in addition roads to the sites are in bad condition rendering some of them inaccessible during the rainy season. According to the needs assessment conducted, all the roads leading to the sites need repairs and thanks to the efforts of implementing agency, the WFP will shortly provide food supplies that will be used to pay for the labor of repairing the road network.

2.6 Budget structure and execution

The budget for the UNDP/MINALOC project implemented in Kibuye Province amounts to USD 1,300,000 dedicated for resettlement of 625 families. It is evident that this budget is much higher than the project implemented in Gisenyi Province with a budget of slightly over USD 1 million for resettling 3500 families. The difference arises from the formulation of the projects and modalities of their execution.

The project being implemented in Kibuye Province has a budget to cater for all the costs of building a house-materials, labour charges up to the provision of doors, windows and latrines. Beneficiaries too, benefit from these payments if they constitute part of the labour force. Secondly, beneficiaries in Kibuye province have had access to donations of livestock and agricultural inputs as part of the motivation package to make them stable in their new villages. And lastly, the Kibuye project intends to undertake construction and/or rehabilitation of social infrastructure like schools, health centers and water supply systems.

It is clear that even if the budget seems to be adequate, there are certain factors that have necessitated intra-budgetary allocations amounting to more than 30% of the initial budget. The main factors for these changes are:

- Price changes on the market. There has been a continued rise in prices of all building materials some having doubled or tripled compared to the initial values when the project was formulated;
- Some activities had been planned to be undertaken by the beneficiaries themselves – bush clearing, terracing and plastering. But due to the vulnerability of the population, the hard terrain on some sites and the long distances involved to the water points, these activities have now been contracted out in order to speed up construction of houses;
- The project formulation was done in 2003 while its implementation started in mid-2004; and during this period some basic infrastructure have deteriorated further which will necessitate construction instead of rehabilitation as initially planned; and
- Ex-post consultations between the key actors (UNDP, MINALOC, MINITERE) have recommended that the population being resettled be given a cow per family and not two families to share a cow as initially budgeted for.

Despite the short period of project execution (slightly less than three months), the total funds used so far amount to Rwf 393.3 million out of a total budget of around Rwf 722.2 million (or 54%). At the present rate of activities and assuming that other things remain equal, the whole budget will be fully absorbed.

Chapter 3. Achievements of the project

The first achievement of this project is that it is transforming the lives of 625 families who prior to its existence were in a state of abject poverty, totally lacking in the basic needs of life like food and shelter. This overall achievement has been attained due to the following complimenting factors:

- Fully-financed project with funds availed on time;
- Identification and knowing the composition of beneficiaries;
- Availability and allocation of land for both house construction and cultivation;
- Identification and costing of the basic needs in infrastructure;
- Distribution of agricultural inputs and livestock;

- Initiating collaboration with WFP and carrying out road repairs to make the sites accessible;
- All building materials available and near the sites;
- Initiating mobilization and sensitization of the population to be part of the process;
- Introducing a temporary cash economy in the rural areas, which needs to be sustained through creation of income generating activities (off-farm employment);
- Bringing the communities together to live in peaceful co-existence and share community facilities for a common interest.

3.1 Results in house construction

As it is correctly observed, this project has other components that are pertinent in formulation as well as in implementation. However, to start with, the first priority is to build houses for the beneficiaries. Progress varies from one site to the other depending on the level of organization and supervision at the site. At the time of the field visit, which is approximately three months of execution of the project, the results are satisfactory and can be summarized as follows:

- Plots for construction allocated so far are 550 (or 88%) out of the planned 625 plots;
- Out of the 625 houses planned, 419 (or 67%) have been elevated;
- Half of the planned houses have been roofed;
- 256 houses are at roofing level; and
- 70 houses have plastered walls.

3.2. Results in other areas

Although the immediate attention is to build houses for a vulnerable population, there are other complementing economic activities that will improve the lives of the people to make them sustainable in those areas. These activities are:

- Distribution of livestock;
- Provision of agricultural inputs;
- Road network rehabilitation;
- HELPAGE initiatives to do project proposals submitted to WFP for provision of foodstuffs (2,000 tons) to be used in the implementation of some activities using food for work (FFW) strategy;
- Mobilization and sensitization of the population to undertake community activities for their own interest;
- Part of the population has acquired basic skills in construction and other areas;
- Implementation of activities in teamwork leads to identification of organizational behaviour and skills for future community leadership;
- Introduction of a temporary cash economy in the settlements and adjoining areas.

3.3 Constraints encountered

The project is a success at this stage even though it encountered a number of problems right from the beginning. These obstacles can be listed as follows:

- Consultations took considerable time on whether to use the approach of assisted house construction or fully financed construction;
- The first funding installment was availed on 31/03/2004, more than one year after the project formulation;
- By the time funds were available, demarcation of plots had not yet begun;
- Many plots (up to 100) were in dispute;
- Participation of the population was lacking mainly due vulnerability;
- Very hard terrain on some sites (makes terracing and excavation difficult);
- Distant water points from some sites;
- Inadequate participation of the local administration in identification of plots and mobilization of the population;
- An unstable population that kept shuttling between Kibuye and Gisenyi;
- Food supplies from MINALOC were not availed in time thereby making the population unstable and going around in search of food;
- Actual activities started in may 2004, almost 11/2 years after formulation of the project;
- HELPAGE technicians / site supervisors not integrated in the population; and
- Delay in transfer of funds from BCR to BACAR headquarters and then to its branch in Kibuye.

Chapter 4. Strengths and weaknesses of the project

4.1 Strengths

The project is laid on a strong foundation, which needs to be maintained and reinforced through the appropriate implementation mechanisms that respect the calendar of activities. The strengths of this project lie mainly in its formulation and the modalities of implementation, described in greater detail in the following paragraphs

4.1.1 Formulation. As opposed to its sister project implemented in Gisenyi Province, this project was formulated with clear hindsight of the state of beneficiaries – their vulnerability. In this regard, the financing of the activities of the project caters for a substantial part of the work to be done. For comparison purposes, the project implemented in Gisenyi in the construction of houses provides only the roofing kit, hoop iron and nails – it does not provide for payment of technicians, masons, building and roofing poles, doors windows and latrines. The beneficiaries have to take care of these needs and the related activities. The Kibuye

project on the other hand takes full care of the requirements mentioned above even through the participation approach is advocated in both cases.

4.1.2 Roles and responsibilities. A clear stipulation of roles and responsibilities for all stakeholders is an asset for the implementation of the project. There is no ambiguity in the functions of beneficiaries, local administration, MINALOC, UNDP, other ministries and the implementing agency (HELPAGE). It was envisaged to put in place a two-tier committee, one in charge of decision making and the other to do monitoring and evaluation. The composition of the two committee was also clarified with the former having a representation of four members, each from MINITERE (formerly responsible for habitat), the province, UNDP and implementing NGO. The steering committee was responsible for taking major decisions concerning the project and its overall management, including procurement of materials, mobilization of resources for funding of other related activities and oversee the management of the project budget.

The monitoring and evaluation committee (M&E) on the other hand has a composition of thirteen members selected from beneficiaries (5), sectors (5), one representative each from implementing NGO, Rusenyi district and Kibuye Province and/or the representative from the department of habitat in the ministry. The M&E committee, which is answerable to the steering committee, has the following responsibilities:

- Oversee the drawing of criteria for vulnerability in the allocation of houses and farming plots;
- Ensure effective participation of each actor;
- Put in place permanent consultative mechanisms;
- Conflict resolution and management of obstacles encountered;
- Ensure that land titles are processed and availed to the beneficiaries.

4.1.3. Implementation arrangements

Other favourable factors to this project relate to the following aspects:

- Technical and management capacity of the implementing NGO;
- Availability and allocation of cultivable land;
- Timely delivery of building materials (stores are near the sites);
- Road repair to make the sites accessible (in collaboration with WFP);
- Identification of pertinent needs in social infrastructure and making the required budgetary allocations;
- Strong institutional arrangements and ownership by some actors (mainly MINALOC, provincial administration, UNDP and HELPAGE); and
- Personal effort and involvement of the Provincial Governor and the Secretary General of MINALOC.

4.1.4. Weaknesses

Although the project has good groundwork favouring its implementation, it nonetheless, has been characterized by a number of weaknesses, namely:

- Congested plan of action involving construction of houses, formulation of income generating projects, road repairs, rehabilitation of existing infrastructure, formation of community based associations, environment protection and capacity building to local administration;
- Inadequate involvement of local authorities;
- Instability and vulnerability of some of the beneficiaries greatly hindered their participation in construction activities;
- Preliminary distribution of farming tools, agricultural inputs and livestock to a hungry population led to the disposal of some of these handouts in order to get money;
- Vacant posts in the project organization structure such as those responsible for rural development, environment protection and infrastructure.

Chapter 5. Lessons learnt and future orientations

5.1 Lessons learnt.

This project provides a number of lessons that can be emulated for other future interventions of a similar nature and for reformulating the current activities for better implementation of the other aspects of the project. In this regard and for purposes of continuity and sustainability of the project, the following lessons have been drawn from the initial phases of the project:

- *Ownership.* Adequate ownership by the actors, especially those on the ground has been a big pillar success. The zeal of the Secretary General MINALOC and the Provincial Governor, Kibuye Province cannot be overemphasized. It is of paramount importance that the local administration (mayor, executive committee, district council, sectors) gets fully involved in all the stages of the project – problem identification, planning, implementation, monitoring and evaluation. In essence, the local administration should be the integral and central actor in the overall management of the project;
- *Adequacy and availability of resources.* This aspect was well taken care of and there is hardly any complaint from the implementing NGO and the Ministry about lack of funds or timely disbursements, unlike the Gisenyi Project where there has been a chronic lack of building materials and delayed payments to the implementing NGO;
- *Supervision and coordination.* All the key actors especially MINALOC, Province, District and HELPAGE could have done a lot better with a much more close supervision and collaboration through the established committees;
- *Monitoring and evaluation.* It would have been better to assign responsibility for monitoring and evaluation to the Steering Committee;

- *Partnerships.* Existing partnership between UNDP / Ministry / HELPAGE can be used to convince other potential donors to join the networks for purposes of sustainability of the project;
- *Timing and sequencing of activities.* Such a big project being implementing on a big geographical area and with many components needs to have an execution agenda that is realistic. It was set on an ambitious program without taking stock of some of the risks outlines in the project document such as the requisite roles of the local administration and participation of beneficiaries;
- *Accountability and respect of chain of command.* The design and composition of committee alone is not enough to make them functional. Even if they become operational, they more often that not fade into redundancy because of anonymity of the members. It is always preferred to have individuals within the groups who are answerable and accountable to their supervisors in the bureaucratic chain of command (respect for hierarchy);
- *Qualities of implementing agency.* A strong and experience NGO is required to handle the vast problems on the field, which sometimes call for its readiness to intervene where other actors have shown weaknesses;
- HELPAGE can do a lot better if its field staff stays near or inside the sites for a more effective supervision.

5.2 Future orientations

This project has got ample support now from all actors to see it achieve its primary objective – resettlement of the people by assisting them to construct their own houses. This phase is likely to be over within the next couple of months. Since all ground is laid for the other components, support should be immediately rendered to deal with the lack of basic infrastructure facilities – water, schools and health centers. These shall be complimented in the near future with activities that will consolidate the socio-economic integration of the people into their new areas of settlement. It is worthy noting that once the construction activities are over, there will not be any more money supply in these villages and without alternative sources of income, people might resort to selling of their meager property or migrate in search of employment. In such circumstances, they won't have the time to participate in community activities such as environment protection and benefit from training programs offered to grass root associations. These people therefore, should be bound together by availability of the basic necessities of life-shelter, water, health care, environment protection and assisted to find alternative sources of income through income generating activities.

Chapter 6. Recommendations

The project has had adequate preparations to turn itself into a sustainable integrated rural development project. The institutional arrangements and modalities of execution are all laid out; all that is needed is to streamline them with a view to making them more dynamic and proactive. Specifically therefore, the following features are required to move the project faster

into the last stages of construction and into an interface of socio-economic resettlement and reintegration:

- Review the objectives and timing of the implementation of the other components of the project, namely:
 - (i) Provision of basic infrastructure;
 - (ii) Identification of other road networks for rehabilitation in collaboration with WFP
 - (iii) Support to socio-economic activities in general with particular emphasis on modern techniques of farming (such as land terracing) and livestock keeping;
 - (iv) Support to socio-economic activities initiated by women;
 - (v) Environmental protection with special emphasis on introduction of energy saving stoves;
 - (vi) Capacity building to local administration; and
 - (vii) Creation of capacities of the communities through training and awareness in skills and welfare activities.
- Delivery of doors and windows should be done immediately;
- Review working methods of the committees in place rather than creating new ones;
- Sites that lack key basic infrastructure like schools should get them as soon as possible (Murambi, Nyagahima);
- Strengthen the institutional framework as it is today;
- Apply other poverty reduction approaches like PDL-HIMO to the area;
- Fast means of transfer of funds should be sought;
- Accord logistical support to provincial administration to enable them to make an effective follow up;
- For faster construction, HELPAGE and the district can source for technicians from other districts;
- Maintain good working relationship with HELPAGE (Rwanda);
- District authorities should process the land titles so as to encourage ownership of the property by the population;
- Seek the support of other actors (donors) to strengthen the partnership and make the project sustainable.

Chapter 7. Conclusion

The project Resettlement and Reintegration in Kibuye province was a timely and relevant intervention for the needs of that particular population in that area. The project is well managed and its achievements are remarkable in its short time of implementation. This is largely attributed to a favourable institutional arrangement, a sufficient budget, good logistical arrangements, and participation of the beneficiaries and other actors. The other components of the project are still relevant and their timely implementation is called for. The success in mobilizing the population to participate in construction of their own houses was slow in the beginning but gradually picked up, thanks to the efforts and persistence of the implementing NGO (HELPAGE) in collaboration with the local administration. The role of MINALOC as the anchor for community based projects cannot be emphasized as it leads to more

participation and mobilization of the population to get actively involved in project implementation. This in turn generates ownership and sustainability and encourages new actors to come in with additional resources.

13. Annexes

13.1 Schematic presentation of the evaluation phase

Evaluation phases

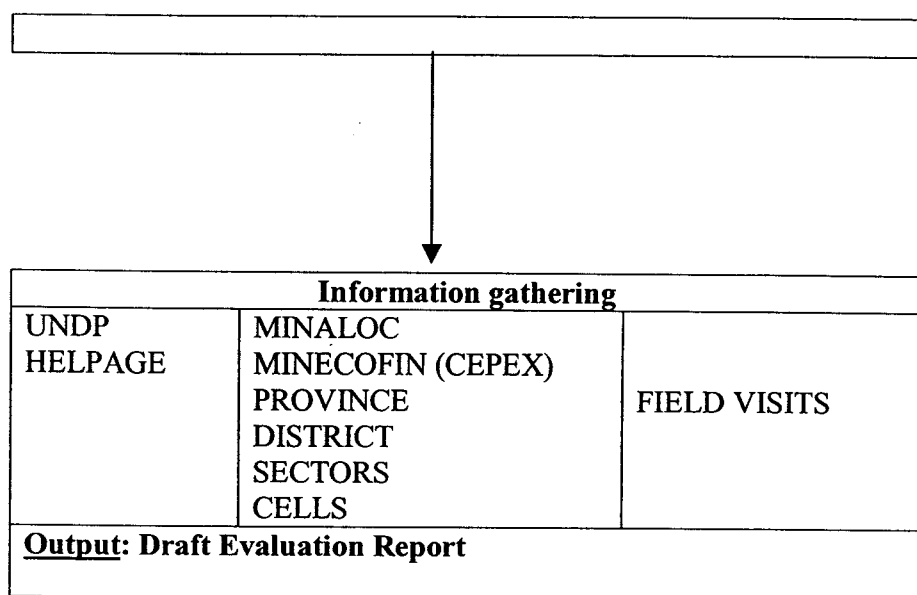
Phase 1

Understanding the project / Limitations of the mission
<ul style="list-style-type: none"> • Terms of reference • Discussions with MINALOC Officials • Discussions with UNDP officials • Discussions with HELPAGE officials
<u>Output:</u> Framework for the evaluation mission

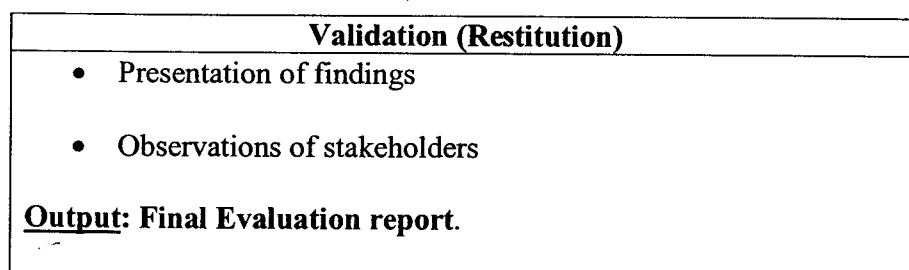
Phase 2

Analysis of available documents
<ul style="list-style-type: none"> • Project document • Project budget execution and commitments • HELPAGE quarterly reports • Minutes of meetings • Correspondences on budgetary reallocations
<u>Output:</u> Guide to evaluation, list of resource persons.

Phase 3



Phase 4



– 13.2 Persons contacted

Person

TITLE

1. Eugene BARIKANA	Secretary General, MINALOC
2. Théogène KARAKE	Provincial Governor, Kibuye Province
3. Laurent RUDASINGWA	Programme Officer, UNDP
4. Bonaventure UWIMANA	Director of Programmes, HELPAGE
5. Gabo KAYITARE	Project Coordinator, HELPAGE Kibuye

6. Charles NSANZABAGANWA	Site supervisor (Nyagahima), Rusenyi district
7. Obed HABIMANA	Site supervisor (Nyarubuye), Rusenyi district
8. Moise MBONEZA	Chef de camp (Murambi), Rusenyi district
9. Cyprien SIKUBWABO	Assistant site supervisor (Nyarubuye)
10. Jean Laurent NTUKANYAGWE	Storekeeper (Nyarubuye)
11. Hassan KAGOMBAYIRE	Beneficiary (Nyarubuye)

(Prepared by Camille KARAMAGA-Consultant), August 2004