



USAID | **RWANDA**
FROM THE AMERICAN PEOPLE

System Transformation for Income, Market and Employment (S-TIME) Project

PROJECT APPRAISAL DOCUMENT (PAD)

Public Version of the PAD - August 2017

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I. INTRODUCTION AND OVERVIEW

This project appraisal document (PAD) informs the design of activities supported by USAID/Rwanda to increase and sustain economic opportunities for the Rwandan people. Providing sufficient funds availability, these mechanisms and activities constitute the System Transformation for Income, Market and Employment (S-TIME), a five-year (2017-2021) Project.

USAID/Rwanda's Country Development Cooperation Strategy 2015-2020 (CDCS)¹ aims to accelerate Rwanda's progress to middle income status and better quality of life through sustained growth and reduction of poverty by realizing four development objectives (DO). DO1 — Economic opportunities increased and sustained — acknowledges the links between the agriculture and rural development and the country's economic growth while taking into account the different and unique needs of female and male farmers. USAID's contribution to DO1 is further broken down into two intermediate results (IR): IR 1.1, focused on increasing productivity and nutrition outcomes of agriculture, and IR 1.2, focused on enhancing Rwandan private sector competitiveness. The S-TIME Project will address both IR 1.1 and IR 1.2. The CDCS prioritizes gender-sensitive approaches, global climate change adaptation and institutional capacity building as key foundations of both achieving and sustaining all of USAID's objectives in Rwanda.

USAID/Rwanda's S-TIME PAD supports the Government of Rwanda's Economic Development and Poverty Reduction Strategy (EDPRS) II, which includes a focus on growth and poverty reduction through increased agricultural productivity and structural transformation of the economy away from an over reliance on agriculture and towards off-farm employment. As such, the S-TIME Project will focus on increased agricultural productivity in conjunction with enhanced private sector competitiveness to spur increased and sustained economic opportunities for Rwandans. In particular, the S-TIME Project's development hypothesis is that by increasing the productivity of agriculture (to create food surpluses that free up agricultural labor) and enhancing private sector competitiveness to improve opportunities for off-farm employment, economic opportunities for the Rwandan people will be increased and sustained.

The S-TIME Project will be managed by the Economic Growth Office, but with strong coordination and collaboration with the Health and Education Offices that have mutually reinforcing projects and activities; in particular the Community Health and Integrated Nutrition (CHAIN) and Youth Employment projects. The CHAIN project is the cross-office project focused on nutrition. Nutrition focused activities funded by the Economic Growth Office will therefore be authorized under CHAIN. Considering that agriculture productivity and increased income are pathways to improve nutrition, the divide between nutrition and non-nutrition economic growth activities is not stark. The Economic Growth team is therefore placing activities which in the first instance were conceived for the primary purpose of improving nutrition under CHAIN, and activities whose primary purpose is improved income or productivity under the S-TIME Project .

¹ USAID/Rwanda. *Country Development Cooperation Strategy: 2015-2020*. Janvier 2015.
<https://www.usaid.gov/sites/default/files/documents/1860/Rwanda-CDCS-Approved-Public-Version.pdf>

II. PROJECT DESCRIPTION

Problem statement

With 60% of the population practicing subsistence agriculture, the impacts of persistent low productivity, limited off-farm economic opportunities, and vulnerability to climate change are limiting efforts to sustainably reduce poverty and food insecurity. In order to achieve the Mission Goal of “Accelerating Rwanda’s progress to middle income status and better quality of life through sustained growth and reduction of poverty,” USAID/Rwanda must address economic inequalities currently present in the Rwandan society. The set of activities that constitute the S-TIME Project have the dual focus of supporting the agricultural productivity of smallholder farmers and addressing the conditions that impede the development of a more vibrant off-farm economy, including:

- Low agricultural productivity:

Food crop production	<i>Rwanda</i>	Globally
Maize	<i>1,7 MT/ha</i>	4 MT/ha
Irish Potato	<i>6,8 MT/ha</i>	15 MT/ha
Climbing Beans	<i>1,05 MT/ha</i>	2 MT /ha

- High poverty rates- 39% of the Rwandan population lives in poverty;
- High rates of food insecurity- 34% of the population are food insecure;
- High stunting rates- 38% of children under 5 are stunted.

Development hypothesis

The S-TIME Project development hypothesis is that if 1) the productivity of agriculture is increased (to create food surpluses that free up agricultural labor) ; and if 2) the private sector’s competitiveness is enhanced, then, economic opportunities for Rwandans will increase and be sustained. As such, the S-TIME Project will focus on expanding economic opportunities for households in rural areas, by fostering the transformation of the agricultural sector from its current predominantly subsistence nature to a market-led, demand-driven, sector that continues to expand domestic market and export growth in the country. In doing so, S-TIME will focus on addressing constraints related to access to improved inputs, extension services, and build farmers’ resilience to climate change. At the same time, the S-TIME Project will foster private sector competitiveness and encourage the growth in off-farm employment. This will be done through promoting a better business environment, removing non-tariff barriers to trade, increasing access to finance, providing support for entrepreneurship, and supporting the development of feeder roads and power infrastructure.

Geographic focus and coverage

Given the nationwide prevalence of the conditions that give rise to poverty, hunger, and malnutrition in Rwanda, the geographic focus of the S-TIME Project will be 27 predominantly rural districts - the entirety of the country outside of the three districts of the capital, Kigali. This focus on “rural Rwanda” as a geographic area will cover roughly 85 percent of the country’s population, roughly 10.2 million people. In terms of value chains, S-TIME will focus on maize and beans, which are focus value chains under the Rwanda FTF strategy, and will add Irish potato, orange fleshed sweet potato and horticulture due to their income generation and nutrition potential.

End-of-project outcome

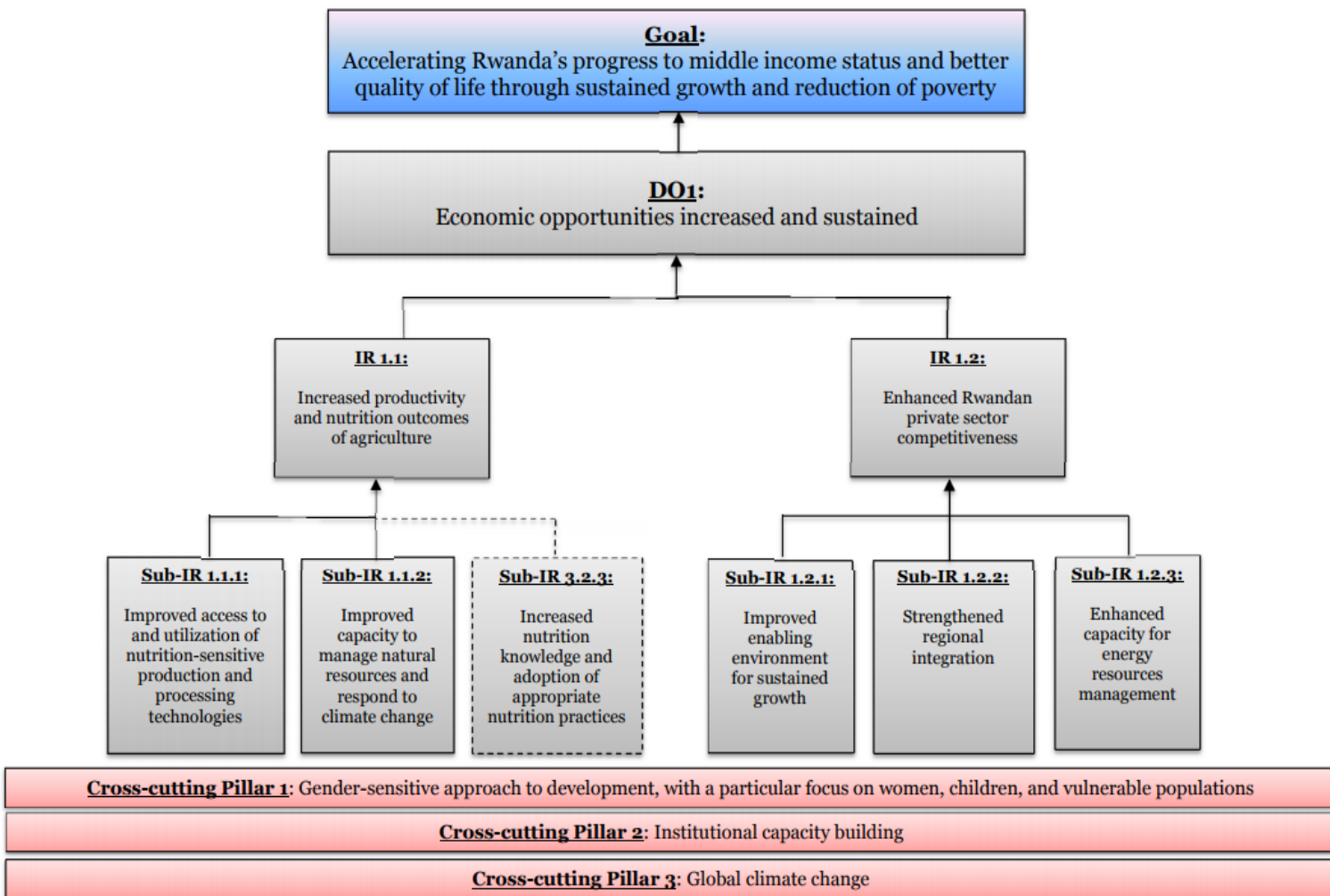
By the end of the S-TIME Project, as the agricultural sector transforms, the percentage of the population employed in subsistence agriculture-related activities, predominated by women, will reduce. Increased availability and quality of information regarding climate change, as well as technologies and practices to address the effects of climate change, will increase the resilience of farming households, thus, positively affecting their food security and their natural resource base. A stronger and more competitive private sector will result in more off-farm job creation, increased market opportunities for agricultural production, and increased trade, which will provide opportunities for exports and improved living standards from cheaper imports. Rwanda's shift towards a more pro-business policy environment will incentivize private investment in a range of sectors, including off-farm businesses and green energy. Ultimately, the S-TIME Project will create greater economic opportunities for the Rwandan people.

These indicative outcomes will be measured through six project purpose-level indicators:

Indicator	FY 18 Target
IR.1. Increased productivity and nutrition outcomes of agriculture	
Value of incremental sales (collected at household level) attributed to Feed the Future (FTF) implementation	\$15.0 M
Farmer's gross margin per hectare, obtained with USG assistance	\$ 550
Number of hectares under improved technologies or management practices as a result of USG assistance	22,314
IR.2. Enhanced Private Sector Competitiveness	
Value of new private sector investment in the agriculture sector or food chain leveraged by FTF implementation	\$ 12.9 M
Number of firms receiving USG-funded technical assistance for improving business performance	1,050
Value of exports of targeted agricultural commodities as a result of USG assistance	\$8.4 M

Results Framework

The USAID/Rwanda Economic Growth Office contributes to the following portion of the Mission's results framework:



The purpose of the S-TIME Project is “to increase and sustain economic opportunities for the Rwandan people.” This purpose will be achieved through sub-purposes and sub-sub-purposes with each activity contributing to the results framework as follows:

Sub-Purpose 1: Increase agricultural productivity

While Rwanda has seen impressive production and yield gains under the GOR’s Crop Intensification Programme, agricultural productivity has grown from a narrow base, and, overall, remains quite low. The vast majority of farmers, especially women, still practice subsistence farming on small hilly plots with degraded soils.

Increasing access to and adoption of improved agricultural technologies and practices among farmers, especially women, as well as improving the capacity of rural households to manage natural resources and to adapt to climate change, will result in increased agricultural productivity. The resulting productivity will increase household food security and incomes, particularly when interventions are undertaken with consideration to gender issues and women’s empowerment. Particular attention will be paid to addressing constraints faced by women— especially their current access to extension services, finance, other productive assets— as well as their ability to engage in more effectual marketing of their products. The project will work with male and female producers to improve production methods along the targeted value chains in order to increase yields and productive capacity, to promote effective storage and post-harvest handling practices, to foster market linkages, to improve access to information (extension, market, climate) and services (business development,

financial), and to promote climate-smart agriculture to reduce risks and to improve management of natural resources.

The gender assessment conducted on behalf of the Economic Growth Office in 2015 found that while women have the potential to increase their production, they are frequently hampered by heavy workloads, a lack of control over their household income and assets, low literacy rates, and a limited understanding of and access to markets and extension services. Rwandan gender norms are such that rural women are often excluded from household and community decision-making and leadership roles. Despite the new constitution which explicitly states otherwise, women may not be allowed to access to land and/or to hold land titles in their name. The S-TIME Project will develop tailored approaches to overcome these expressed barriers that Rwandan women often face. The project will also retain a dynamism that will afford intervention flexibility, thereby enabling it to respond to changing needs and priorities of the GOR, take advantage of emerging opportunities, or respond to emerging threats. Consequently, new value chains may be added, climate change activities may be expanded, and more emphasis on youth and employment opportunities developed, including spin-off activities in rural towns from improved agricultural productivity. In order to achieve improved access to, and adoption of, production and processing practices, the S-TIME Project will use a nuanced, gender approach towards improving men and women's knowledge and skills on improved agricultural practices by facilitating increased access to inputs, extension services, business development services, and financial services. When coupled with increased access to post-harvest technologies and improved capacity of compliance to standards and by facilitating broader market linkages, the S-TIME Project will ensure increased income opportunities targeted for rural Rwandan women that takes into account their scarce time, low literacy, and mobility challenges.

Sub-sub-purpose result 1.1: Increased access to and utilization of improved agricultural production and processing technologies

Contributing activities:

- Feed the Future Rwanda Hinga Weze activity
- Borlaug Higher Education in Agricultural Research Development (BHEARD) activity
- USDA agricultural statistics activity
- Africa Great Lakes region coffee research support activity
- Seed systems strengthening activity (NEW)

The S-TIME Project activities will promote increased productivity and market access of maize, beans, Irish potato, orange fleshed sweet potato, and horticulture for increased rural population income. As the Rwandan context evolves, and opportunities or constraints arise, the project may revise its targeted crops.

The Hinga Weze activity, which started mid 2017 will strengthen the national extension program, and increase smallholder farmers' access to quality extension services in the maize, bean, Irish potato, orange fleshed sweet potato and horticulture value chains. The resulting adoption of improved agricultural practices by the assisted farmers will contribute to increasing productivity. Similarly, the new seed activity will contribute to an increase in agricultural productivity as well as promote the production and dissemination of seed varieties with higher yield potential, tolerance to climate changes such as drought, heat, and pest resistance. By improving the capacity of GOR institutions (MINAGRI, RAB and NISR) in data collection and statistical analysis, the USDA agricultural statistics activity will also increase the capacity of the GOR to develop evidence-based policies that will contribute to an increase in agricultural productivity. The African Great Lakes Region Coffee Support Program conducts field research to identify solutions to control and eradicate the potato taste defect in coffee. In doing so, this activity will also increase the productivity of coffee as the fungus responsible of the aforementioned defect also reduces the productivity of coffee trees.

The Borlaug Higher Education in Agricultural Research Development (BHEARD) activity builds capacity through degree programs in agricultural research. The activity supports master's and doctoral

degree training for key GOR officials to further build capacity in various disciplines broadly related to agricultural development. This could include production, extension, natural resources management, agricultural economics, and other related programs. The activity will include women in these programs to provide increased gender perspectives in their professions, develop their expertise and give equal chance to both men and women.

Sub-sub-purpose 1.2: Improve capacity to manage natural resources and respond to climate change

Contributing activities:

- Feed the Future Rwanda Hinga Weze
- Climate Services for Agriculture
- BHEARD
- Sustaining Biodiversity Conservation in and around Nyungwe National Park
- New seed systems strengthening activity (NEW)

A climate change impact assessment conducted by the Stockholm Environment Institute in 2009 shows that existing climate variability imposes significant economic costs in Rwanda and that the country is not adequately prepared to deal with future climate risks. It is expected that some districts will face increased rainfall intensity leading to higher frequency of landslides, crop losses, health risks, damage to infrastructure, and population displacement. Others will face prolonged droughts resulting in crop losses, livestock losses, food insecurity, and population displacement.

The S-TIME Project will strengthen the GOR's capacity to manage natural resources, conserve biodiversity, and respond to global climate change. It will provide targeted support to GOR institutions and farmers to use climate data in agricultural production and to better manage the natural resources that support their agricultural endeavors. Due to the vulnerability of the smallholders to climate change— particularly women given that they undertake the majority of agricultural work— S-TIME Project activities will explore and promote climate change adaptation related practices and technologies, including improved soil fertility and watershed management, integrated pest management, agricultural diversification, and resilience to weather variability. Efficiency-based mitigation of greenhouse gas emissions interventions will also build smallholder farmers' resilience to changing weather patterns and, where possible, reduce greenhouse gas emissions.

Currently, climate information resources in Rwanda, including meteorological and hydrological systems, have several constraints that hinder the country's ability to analyze meteorological data for sound climate projections. For example, Rwanda's historical meteorological data record has a 15-year information gap following the 1994 genocide. Even in cases where climate information is available, most climate service activities focus on building capacity to deliver services, and do not address the needs of the farmers who are the end users of the information.

To support resiliency, the new seed sector strengthening activity will foster availability of improved seeds such as drought tolerant seeds which perform well in a shorter growing cycle and pest resistant varieties. Instrumental to achieving improved climatic predictions for rural agronomic households will be the development of a coherent institutional framework that will sustain delivery of these services to farmers. The Climate Service for Agriculture activity will provide weather information and climate advisory services and train stakeholders to use the information to better manage the climate related risks by taking good and timely decisions on the timing of planting or harvesting. It will build climate knowledge and response capacity and focus on engaging agricultural extension agents and working with local users to ensure that the climate services provided are relevant to local decision making contexts. Efforts will be made to ensure that extension workers develop approaches to ensure that women farmers gain easy access to the information and technologies/practices to ensure that they equally benefit all.

Through the new Feed the Future Rwanda Hinga Weze activity, agriculture productivity will be linked with improved natural resource management and climate smart practices and technologies to

improve the resilience and sustainability of farms and food systems. It will have a strong component of soil conservation and land husbandry structures development such as radical terracing, agroforestry, and marshland development that are important in climate risk management, especially in preventing and mitigating floods and landslides in the case of increased rainfall intensity. Women, who are among the most vulnerable, will be specifically targeted with the aim of improving their ability to manage risks. The BHEARD activity is building the capacity of Rwandan agricultural professionals in areas such as seed breeding, soil conservation techniques, environment and climate change. USAID expects that the new knowledge acquired by these professionals will be used to develop technologies to mitigate the effects of climate change. Finally, through increased cook stove distribution, the promotion of conservation education and awareness, and community-based livelihoods financing tools, the Nyungwe Biodiversity Conservation activity assists in the protection of the Nyungwe national park, a vital natural reservoir which provides more than 70% of the country water resource.

Sub-Purpose 2: Enhance Rwandan private sector competitiveness

The EDPRS II recognizes the small size of Rwanda's private sector as a major limiting factor to economic growth, and recommends a structural transformation to allow the private sector to become the main driver of economic growth and job creation.² In order to contribute to strengthening the private sector, the S-TIME Project will focus on enhancing market opportunities through improving the environment for private sector-led economic growth, strengthening trade capacity and regional integration, and fostering energy development.

The project will support market development by enabling more transactions between producers (both male and female) and consumers, increasing returns to production, expanding agricultural investment, promoting specialization, smoothing seasonal production and consumption cycles, incentivizing quality, strengthening competition, and ultimately benefiting consumers with lower food prices. This will be achieved through a focus on building stronger market linkages through market access and trade capacity building activities.

In addition, the S-TIME Project will address constraints to the emergence of a higher productivity non-agricultural sector that can provide markets for rural agricultural production and ultimately higher wage employment to allow Rwandans to move out of subsistence agriculture. This is important as non-farm wage employment averaged 377,000 RFW in 2011 compared to 192,000 RFW for median agricultural income.³ With the poverty line in 2011 set at 118,000 RFW, it is clear that the development of a vibrant modern economy, which generates productive wage employment for significant numbers of rural households, is the pathway to higher standards of living. As has been the case in all countries which have become rich, a structural transformation away from smallholder agriculture into higher value added off-farm (though potentially agriculture-related) sectors is the key to long-run growth, poverty reduction, and broad-based economic development.

While micro firms employing 1-3 people account for 93% of all firms, they account for just 52% of employment. Medium and large firms, which employ over 30 people, account for just .5% of all firms but contribute over 24% of all employment.⁴ While traditionally USAID projects and activities have been biased towards micro, small and medium-sized firms, the S-TIME Project will take a size and sector agnostic approach with a bias being towards larger, formal sector firms which are more likely to absorb rural labor out of subsistence agriculture.

Sub-sub-purpose 2.1: Improve the enabling environment for sustained growth

Contributing activities:

- Feeder Road Development Project

² RORG (2013), Economic Development and Poverty Reduction strategy (2013-2018) – Shaping our Development.

³ *Rwanda Employment and Jobs Study*, World Bank, June 2015. Page 17.

⁴ *Rwanda Employment and Jobs Study*, World Bank, June 2015. Page x.

- Private Sector Driven Agricultural Growth PSD-AG
- Access to Finance Rwanda
- Feed the Future Rwanda Nguriza Nshore (NEW)

Target activities will ensure stronger linkages of smallholder farmers to national, regional and international markets in order to increase opportunities to sell produce, gain employment, and increase incomes.

Broadening physical access to rural markets through feeder road infrastructure is a key component of the S-TIME Project, which works in conjunction with the World Bank and other development partners on the \$50 million Feeder Road Development Project. The Feeder Roads activity will improve at least 375 km of rural feeder roads in five districts. Improving feeder roads improves agricultural competitiveness in domestic and regional markets by reducing costs of transport of inputs and of marketable commodities. While rural roads improve women's ability to access markets, they also face numerous barriers. Cultural norms discourage women from using motorcycles and bicycles, forcing them to use more expensive hired trucks or sell at lower prices at the farm gate. Insecurity and gender-based violence are realities for women that need to be addressed as the rural road improvement activity progresses. Sensitization of men, women, and youth on road safety, gender-based violence, and development of safe pedestrian areas are some actions that will be considered.

The S-TIME Project will focus on institutional coordination, transparency, and uniformity with regard to the partnerships the GOR builds with the private sector in its effort to commercialize agriculture and promote investment. To do this, the project will work with the GOR to develop and implement an effective investment promotion framework, and provide capacity building for GOR institutions. The capacity building will include raising awareness of gender dimensions and youth potentials and barriers. This work is and will primarily be carried out through the Private Sector Driven Agricultural Growth activity.

To allow more private investment in both on- and off-farm sectors, the S-TIME Project will work directly with financial institutions, entrepreneur support organizations and borrowers to improve the operation of the financial sector, which is a key driver of investment. This is crucial as more investment generates employment opportunities which lead to higher wages and therefore to poverty reduction. While Rwanda has a growing and fairly competitive financial sector, USAID support to Access to Finance Rwanda and the Nguriza Nshore activity will address constraints and market failures that inhibit the efficient functioning of the financial sector and create a more conducive environment for entrepreneurship.

The S-TIME Project has designed activities to reduce or mitigate the negative impact of change in the agribusiness environment. Access to Finance Rwanda, PSD-AG and Nguriza Nshore all offer opportunities to the private sector for increased investments in its production and processing operations aimed at helping businesses protect and diversify their supply chains. This is important as change may have different effects in different parts of the country and at different times.

Sub-purpose 2.2: Strengthened regional integration

Contributing activities:

- Ongera Ubucuruzi activity

While trade is necessary for all economies to maximize their potential and increase standards of living for consumers, trade is particularly important for small, land-locked economies such as Rwanda that face severe constraints on their domestic productive capacity. Imports are essential for Rwandan citizens to have access to a wide variety of low-cost, high quality goods. Exports are also critical to provide locally produced goods access to regional markets. As such, the S-TIME Project will promote economic development in Rwanda through deeper integration with regional markets. Ongera

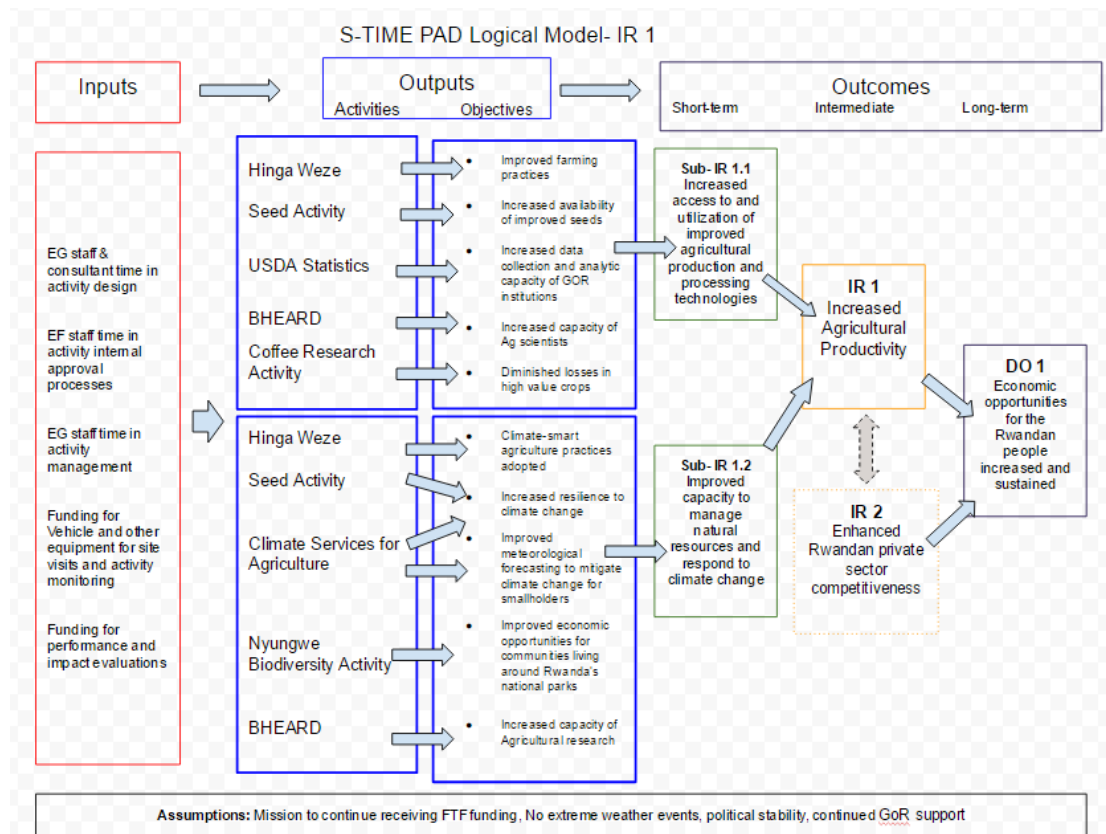
Ubucuruzi will address constraints to increasing cost and time to import and export goods, which includes access to standards certification, persistent technical barriers to trade, such as quotas and customs delays, and inefficient trade processes and systems. Ongera Ubucuruzi will also tackle the limited export capacity of Rwandan businesses through improved quality and cost of products and services, and improved export knowledge and market intelligence.

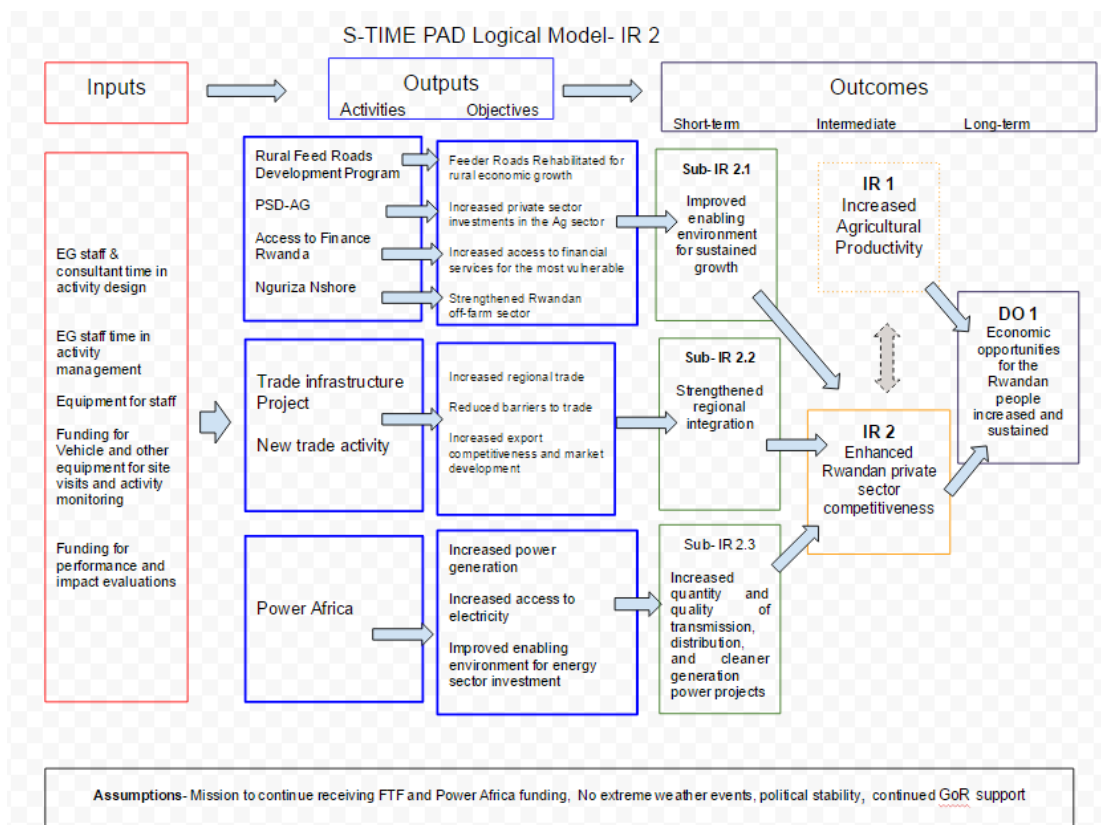
Sub-purpose 2.3: Increase quantity and quality of transmission, distribution, and cleaner generation power projects.

Contributing activity:

-Power Africa (NEW)

Electricity access in Rwanda is low, at roughly 30% at the beginning of 2017, which hampers economic activity and growth. The Government of Rwanda aims to address this challenge by increasing generation capacity to 563 MW (from 208 MW currently) and expanding access to electricity to 70% (from 30% now) by 2018. Thus, the S-TIME Project will promote economic development in Rwanda by support to increased generation capacity and expanding access to electricity. A Power Africa activity will support the Government’s 2018 targets, as well as Power Africa’s program-wide goals of increasing generation capacity by 30,000 MW and enabling 60 million new electricity connections by 2030.





III. PROJECT IMPLEMENTATION MECHANISMS

Overview of Project Activities

The S-TIME Project will be implemented through approximately 16 activities authorized under this and other USAID/Rwanda PADs, reflecting contributions from across the entire spectrum of USAID/Rwanda DOs. The activities currently awarded or already listed on the USAID Business Forecast are catalogued in the table below.

Current S-TIME Implementing Partners

	ACTIVITY NAME	PARTNER	START DATE	END DATE	TECHNICAL OFFICE
Activities Previously Authorized Under FTF Project					
1	Private Sector Driven Agricultural Growth (PSD-AG)	Engility	9/2/14	8/31/19	Economic Growth
2	Feeder Road Development Project	World Bank	4/8/15	6/30/23	Economic Growth
3	Trade Infrastructure Program	Trademark East Africa	6/20/14	6/19/17	Economic Growth
4	Access to Finance Rwanda	DFID	4/6/16	3/30/19	Economic Growth
5	African Great Lakes Coffee Support Program	Michigan State Univ.	10/1/15	9/30/18	Economic Growth
6	BHEARD (Borlaug Higher Education in Agriculture Research and Development)	Michigan State Univ.	8/1/15	7/31/20	Economic Growth

7	USDA Statistics	USDA	10/1/14	9/30/17	Economic Growth
8	Climate Services for Agriculture	CIAT	6/15/15	6/14/19	Economic Growth
9	Biodiversity Conservation	Wild Conservation Society	5/1/12	9/30/18	Economic Growth
10	Hinga Weze (Farm for better Harvest)	CNFA	6/22/17	6/21/22	Economic Growth
Contribution to CHAIN PAD					
11	Orange Fleshed Sweet Potato	CIP	10/1/15	9/30/18	Economic Growth
12	Scaling Iron Bio fortified Beans	Harvest Plus/CIAT	6/15/15	6/14/18	Economic Growth
13	Marketplace for Nutritious Foods	GAIN	4/28/15	9/29/17	Economic Growth
14	Gikuriro (Better child growth)	CRS	11/11/15	11/10/20	Health
15	Tworore Inkoko Twunguke (Raise chicken and make profit)	Univ. of Tennessee	12/31/16	12/30/19	Economic Growth
Contribution to Youth Employment PAD					
16	Huguka Dukore (“Get trained and Let’s work”)	EDC	12/7/16	12/6/21	Education

ANNEX A: Logical Framework

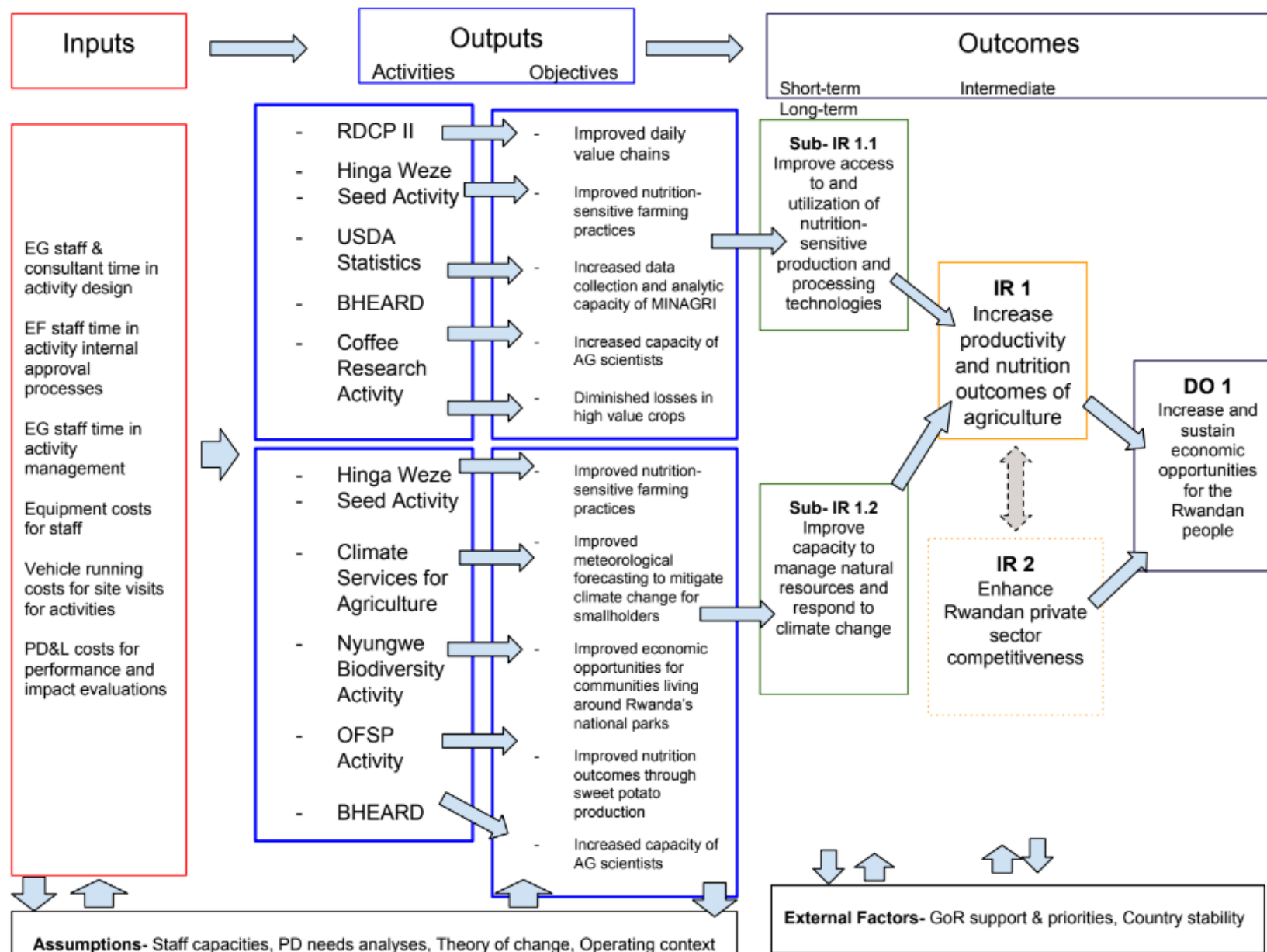
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ANNEX B: M&E PLAN

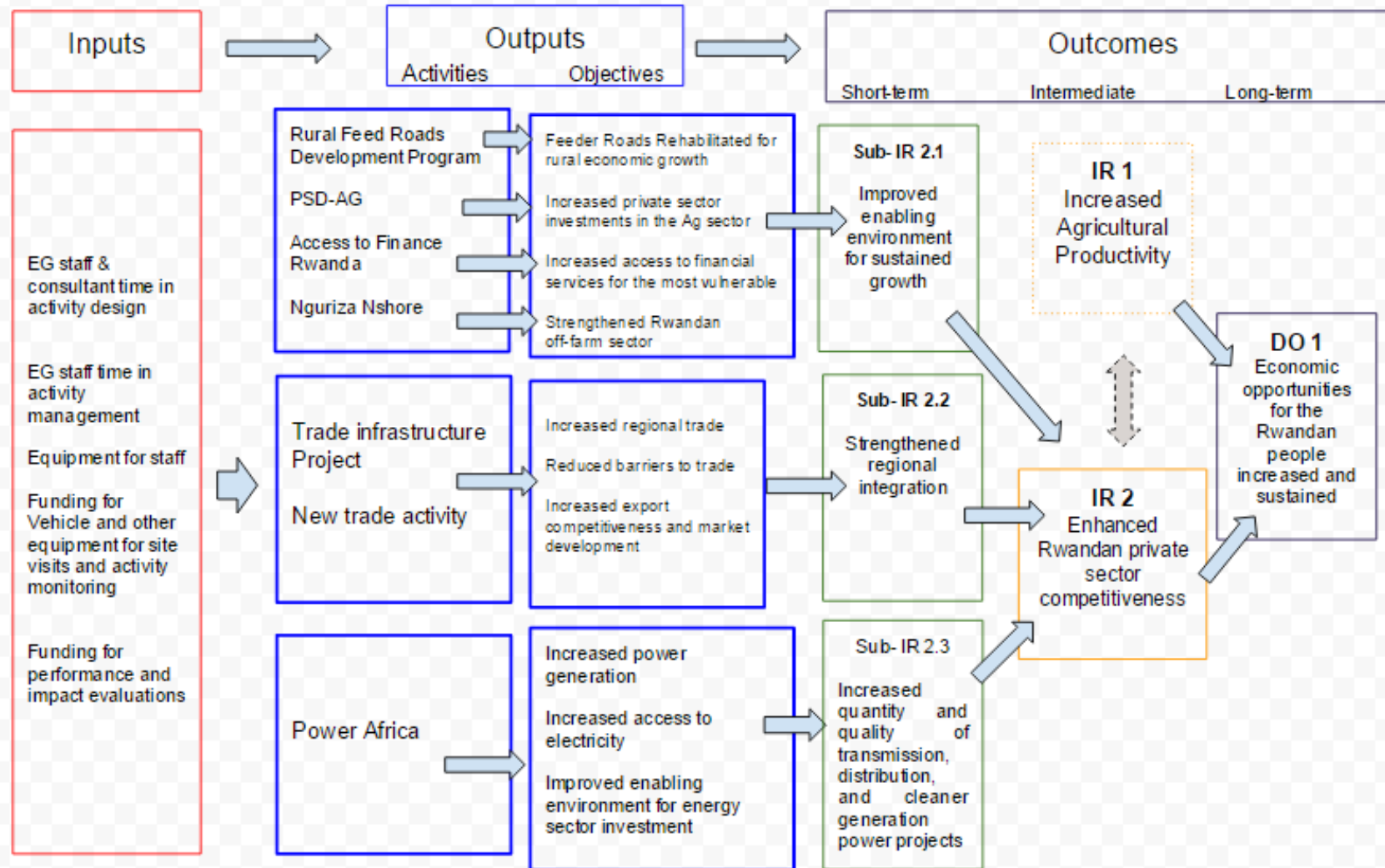
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ANNEX A: Logical Framework

Economic Growth PAD Logical Model- IR 1



S-TIME PAD Logical Model- IR 2



Assumptions- Mission to continue receiving FTF and Power Africa funding, No extreme weather events, political stability, continued GoR support

ANNEX B: M&E PLAN

S-TIME Indicator Tracking Table

Narrative summary	Indicator Code	Objective verifiable indicators	Unit of Measure	Baseline Year: Source:	End Targets	Targets EX: 2020				Frequency	Data Source/ Methodology	Responsibility for Data Collection
						Oct 2017	Oct 2018	Oct 2019	Oct 2020			
S-TIME Purpose: Increase and sustain economic opportunities for the Rwandan People												
Context Indicators	EG. 3-a	Daily per capita expenditures in USG-assisted areas	US Dollar (2010)	2015 PBS	\$1.81	1.64			1.81	Triannually	PBS	PBS data collection partner
	EG-b	Depth of Poverty: Mean percent shortfall relative to the \$1.25/day poverty line	Percent	2015 PBS	16%	23.2%			16%	Triannually	PBS	PBS data collection partner
	EG.3-b	Women's empowerment in Agriculture Index	Number	2015 PBS	99%	96%			99%	Triannually	PBS	PBS data collection partner
Sub-Purpose 1: Increased agricultural productivity												
Sub-Purpose 1 Increased agricultural productivity	EG.3.2-19	Value of incremental sales (collected at household level) attributed to Feed the Future (FTF) implementation	(Millions) US Dollar	2014 Survey \$23,865,089	\$15 Million	\$3.82	\$8.1	\$12	\$15	Annually	Survey and project reports	IP M&E teams
	EG.3-6	Farmer's gross margin per hectare, with USG assistance	Dollars/hectare	2014 Survey	\$975	\$644	\$692	\$878	\$975	Annually	Survey and project reports	IP M&E teams

	EG.3-7	Farmer's gross margin per animal, per cage obtained with USG assistance	Dollars/ animal	2011 Survey \$162.22	\$300	\$264	\$277	\$291	\$300	Annually	Survey and project reports	IP M&E teams
	EG.3.2-18	Number of hectares under improved technologies or management practices as a result of USG assistance	Hectares	2014 Survey 2,609	55,540	62,956	57,746	55,540	55,540	Quarterly	Project reports	IP M&E teams
Sub-Sub Purpose 1.1 Increased access to and utilization of improved agricultural production and processing technologies	EG.3.2-20	Number of private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations that applied new improved organization-level technologies or management practices as a result of USG assistance	Number	2014 Survey 1,462	2200	550	1,050	1,050	2,200	Quarterly	Project reports	IP M&E teams
	EG.3.2-17	Number of farmers and others who applied improved technologies or management practices as a result of USG assistance	Number	2014 Survey 41,272	288,463	296,475	288,463	288,463	288,463	Quarterly	Project reports	IP M&E teams
Sub-Sub Purpose 1.2 Improved capacity to manage natural resources and respond to climate change	EG.11-6	Number of people using climate information or implementing risk-reducing actions to improve resilience to climate change as supported by USG assistance	Number	2014 Survey N/C	300,000	150,000	160,000	270,000	300,000	Quarterly	Project reports	IP M&E teams
Sub-Purpose 2 Enhanced private sector competitiveness												
	EG.3.2-22	Value of private sector investment in the agriculture sector or food chain leveraged by FTF implementation	(Million s) US Dollars	2014 Partner records \$28,277,76 4	\$6	\$1.2	\$12.9	\$6	\$6	Annually	Project reports	IP M&E teams
	EG.5.2-1	Number of firms receiving USG-funded technical assistance for improving business performance	Number	2017 Partner Records	150	75	300	150	150	Quarterly	Project reports	IP M&E teams

Sub-Purpose 2.1 Enhanced private sector competitiveness				Baseline to be collected by Nkuriza Nshore-SAIL when awarded.								
Sub-Sub Purpose 2.1.1 Improved enabling environment for sustained growth	EG.3.1-12	Number of agricultural and nutritional enabling environment policies analyzed, consulted on, drafted or revised, approved and implemented with USG assistance	Number	2015 Partner Records 0	7	7	7	7	7	Annually	Project reports	IP M&E teams
	F 1.6.1-14	Number of financial intermediaries serving poor households and micro-enterprises supported by USG assistance	Number	2015 Partner Records 0	50	10	20	30	50	Quarterly	Project reports	IP M&E teams
Sub-Sub Purpose 2.1.2 Strengthened regional integration	Custom	Changes in ranking on Trading Across Borders (Doing Business IFC)	Number/ ranking out of total countries in list X/189	2010 Survey 159/183	151	154	153	152	151	Annually	Trademark East Africa reports, Secondary reports	IP records
	Custom	Average time to process export and import clearance including inspections receiving USG assistance	Time in minutes by channel: Blue channel; Yellow channel; Red Channel	2014 Partners records Blue channel: 492 minutes Yellow channel: 4320 minutes Red channel: 5760 minutes	B: 156; Y: 1,837; R: 2,834	B: 194; Y:2,268 R: 3,499	B: 174; Y: 2,041; R: 3,149	B: 156; Y: 1,837; R: 2,834	B: 156; Y: 1,837; R: 2,834	Annually	Trademark East Africa reports, Secondary reports	IP records

	Custom	Number of beneficiaries (firms) receiving USG assistance that have obtained certification with (an) international quality control institutions) in meeting minimum product standards.	Number	2014 IP records 0	8	6	7	8	8	Annually	Trademark East Africa reports, Secondary reports	IP records
Sub-Sub Purpose 2.1.3 Increase quality and quantity of transmission, distribution, and cleaner generation power projects to expand access to electricity and to spur economic growth.	Custom	Number of laws, policies, regulations, or standards to enhance energy sector governance formally proposed, adopted, or implemented as supported by USG assistance	Number	2016 Partner Records 0	3	2	2	2	3	Annually	Project reports	IP M&E teams
	Custom	Number of new grid and off-grid actual direct connections	Number	2016 Partner Records 0	55,000	50,000	50,000	50,000	55,000	Annually	Project reports	IP M&E teams
	Custom	Number of MW from transactions that have achieved financial close	Number	2016 Partner Records 0	90	30	50	70	90	Annually	Project reports	IP M&E teams

