

# Scottish Government Rwanda Development Programme

## End Year Report

1. General Project Information			
1.1	<b>Project Reference Number:</b>	RWA7	
1.2	<b>Name of Organisation:</b>	Challenges Rwanda	
1.3	<b>Lead Partner(s):</b>	Twin Rwanda	
1.4	<b>Project Title:</b>	Rwanda Coffee Market Building for People and Prosperity	
1.5	<b>Reporting Period:</b>	<b>From:</b> 01/04/2018 <b>To:</b> 31/03/2019	
1.6	<b>Reporting Year:</b>	2018-19	
1.7	<b>Project Start date</b>	01/04/2018	
1.8	<b>Project End date</b>	31/03/2022	
1.9	<b>Total Project Budget*</b>	£1,283,668	
1.10	<b>Total Funding from IDF*</b>	£1,283.668	
1.11	Have you made any changes to your logframe? If so please outline proposed changes in the table below. Please note all changes require Scottish Government approval. If changes have already been approved please indicate this in the table.		
<b>Outcome/Output</b>	<b>Proposed Change</b>	<b>Reason for Change</b>	<b>Date Change Approved and by Whom</b>
Output 1 Indicator 1.3	From: "Number of operational improvements in place funded by access to finance" To: "Number of technical, operational and environmental improvements through the project or through access to finance"	Better captures the projects supporting the Co-op and broadens the objectives to become more inclusive without compromising overall goal.  Original dialogue on reason for change. "the project remains behind target here but there is no explanation as to the reason for this, nor any narrative as to how this will be caught up."  Apologies for not providing an explanation for this point, I am assuming this was simply an oversight. It	Approved 21.05.2019

		<p>is anticipated we would catch up by achieving improvements this year through the continued work on expanding the solar mini-grids, building up the CBA and linkages to ethical finance. In addition to the three waste water treatment plants, this would include the five additional waste water treatment facilities kindly provided by extra support from the Scottish Government. However, because of the extra support we would no longer need to find sources of finance for these. That would be 9, so therefore we would be around 7 behind the target for year 3. The shortfall is compounded by the difficulties highlighted in the first year report of the first 6 months and the unlikeliness of meeting 1st year targets. As the waste water treatment is being requested to form Output 4, this would affect output 1.3. Whilst we can continue to work through existing activities on output 1.3, I wonder is to reduce this target given earlier context, but also broaden the wording of the output? Suggested text might be “technical, operational and environmental improvements through the project or through access to finance” this not only broadens the scope for inclusion but still remains clearly in line with the</p>	
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		goals of the original output and outcome in mind.	
Output 1 Indicator 1.4	Create new output indicator:  “construction of five waste water treatment facilities”	Scottish Government kindly provided 21,500GBP for the creation of 5 additional waste water treatment facilities for co-ops. For clarity and use of specific funds, it is appropriate to treat this as a separate output.	Approved 21.05.2019
Impact Indicator 2	From No. of containers (measured in %) to kgs exported	% increase was yielding incoherent data, measuring in kgs much clearer.	Approved 18.03.19
Outcome 1. Indicator 1.2.	<b>New indicator</b> Number of cooperatives whose operative capacity increases by 20%	Information from baseline highlighted the fact that a percentage increase of 20% was more realistic for the majority of cooperatives.	Approved 18.06.18
Outcome 1. Indicator 1.3. Number of cooperatives with 30% increase in jobs created by the end of the project as a result of heightened coffee sales and improved operating capacity	Percentage increase in new jobs created by the end of the project as a result of heightened coffee sales and improved operating capacity.	Percentage increase in jobs a better measurement than the number of cooperatives achieving a 30% increase	Approved 18.06.18
Outcome 2 Indicator 2.1	Average number of new buyers per cooperative introduced by Twin	Wording adjusted to reflect buyers introduced by Twin	Approved 18.06.18
Outcome 2 Indicator 2.2	<b>New indicator</b> Percentage of volume sold to buyers introduced by Twin increased by 5% each project year.	Additional indicator added to capture volume of sales.	Approved 18.06.18
Outcome 2 Indicator 2.3 Increased number of cooperatives exporting to the		Adjusted target since baseline reflected that 6 of the 8 cooperatives are already exporting to the international speciality market	Approved 18.06.18

international specialty market			
Outcome 3 Indicator 3.2 An increase in the number of women engaged in the project (from a current average of 35% across all cooperatives), in addition to increasing participation of other marginalised groups such as people with disabilities, through adaptation of training materials, promotion of equitable money distribution, use of accessible training venues and arranging training around childcare.	A percentage increase in the number of women engaged in the project	Revised to split the women and marginalised persons to allow for more effective impact and measurement.	Approved 18.06.18
Outcome 3 Indicator 3.3	<b>New indicator</b> A percentage increase in the number of marginalised persons engaged in the project	Revised to split the women and marginalised persons to allow for more effective impact and measurement	Approved 18.06.18
Output 1. Indicator 1.2 Number of cooperatives who have developed long term business plans	Number of cooperatives with up to date, comprehensive, long term business plans and pitch decks	Baseline has confirmed that all eight cooperatives have business plans in place, but some have significant gaps and none have pitch decks in place. Adjusted targets.	Approved 18.06.18
Output 2 Indicator 2.1 Number of cooperatives whose cupping scores increase by 5%	Number of cooperatives whose cupping scores are consistently above 83	Revised from increasing the cupping scores as a better measure of improvement and maintenance of performance	Approved 18.06.18
Output 2 Indicator 2.4	<b>New indicator</b> Number of potential new buyers sent samples	Used to track the outcome of increasing the number of new buyers attained.	Approved 18.06.18

Output 3 Indicator 3.3 Increased ability of community members to engage in the project through improved access to HH solar light	Increased percentage of community members able to engage in economic activity with access to HH solar light	To allow for better understanding of impact and achievement	Approved 18.06.18
Output 4			
1.12	<b>Supporting Documentation</b> <b>Check box to confirm key documents have been submitted with this report</b>	<b>Up to date Logical Framework, which reflects any changes detailed above.</b>	<input checked="" type="checkbox"/>
		<b>Up to date Budget Spreadsheet</b>	<input checked="" type="checkbox"/>
		<b>Recent Case Study</b> <a href="https://thechallengesgroup.com/future-bright-for-rwanda/">https://thechallengesgroup.com/future-bright-for-rwanda/</a>	<input type="checkbox"/>
1.13	Please highlight any actions identified by the Scottish Government in your most recent review. Please tell us about what action you have taken to address this feedback, if relevant.		
<b>Scottish Government Feedback:</b>		<b>Action taken:</b>	
N/A			
<b>Report Author: [REDACTED]</b>		<b>Signature: [REDACTED]</b>	

## 2. Progress and Results

Please use this section to give an update on the progress the project has made during this reporting period. This section will be reviewed together with your Logical Framework and budget spreadsheet.

2.1	Please give an update on the progress your project has made during the reporting period. Please use this space to update us on what has gone well and any challenges you have experienced, detailing how you have overcome these. (Max 500 words)
	<p>This year has seen substantial progress across all aspects of the project.</p> <p>Business training has seen a total attendance of 156 with 52 (30%) attendees being women. Financial management trainings in February '19 were delivered to managers and accountants. 5 of the cooperatives received QuickBooks to aid record keeping and were trained in how to use it.</p> <p>Coop websites were developed by Rwandan web developer 'Awesomity Lab'. Two of the seven coops that CW is currently working with already had websites in place so five were commissioned. The website for the newly selected cooperative will be developed in Year 3.</p>

The project had a successful visit by two representatives from the Scottish Government.

Business plans have been created for all cooperatives except for one (which already had one in place). These were then used to facilitate working capital loans and linkages with ethical finance (SIDI, others) with Twin issuing letters of pre-finance support to all cooperatives.

Twin delivered training in coffee quality to 6 cooperatives, 127 staff and farmers (34% women) before the 2019 harvest season. The focus of training was to build capacity of the cherry collectors and wet mill staff mainly on traceability of good coffee from the tree to the cupping. The defects, and their classification in the physical stage of coffee quality analysis, were explored.

Kigembe washing station was destroyed in 2018 during heavy rains/floods. The project helped to re-establish infrastructure and funded replacement roofing, new coffee grading channels and additional fermentation and soaking tanks. This is now ready for use in the 2019 harvest.

Rwanda coffee was represented at the African Fine Coffee Association in Kigali Convention Centre, and at an event held with important buyers and coffee producers in Challenges/Twin offices.

A representative from Abateraninkunga ba Sholi coop (Aimable Nshiyе) flew to Scotland to represent the project during Fairtrade Fortnight. Roadshows were held at Challenges' office in Edinburgh and Matthew Algae's office in Glasgow attended by over 60 representatives from coffee roasters, artisan buyers, food and drink industry representatives and general public.

Community facilitators established a supply network consisting of the solar provider (BBOX) agents and cooperative and community leaders to encourage uptake in household solar kits. A total of 52 (an uptake of 11% from those who received training) kits have been bought across all the sites.

A youth network event held in December brought together 2 members from each coop (with exception of Sholi). A total of 12 young leaders (50% female) attended. The result has been 'youth network' launches in each community (100+ members across each site) and the division of site groups into (e.g) gender group, climate group. Partnerships being sought with Oxfam and others to help facilitate and train.

Series of workshops on entrepreneurship delivered to pilot community youth, business incubation through financial products in partnership with local MFIs and BDF (Rwanda Business Development Fund). Working with Enactus to support soap making enterprise by introducing neem oil

	<p>into production as mosquito repellent. Average attendance was 77, with over 50% of participants being women.</p> <p>Challenges have been minimal from mid-year point. Slow start to M&amp;E processes caused a lag in data gathered from trainings. In-depth review process and support from UK team has ensured processes now in place.</p> <p>Issue with initial baseline has meant measuring % or # increase from initial point has been lacking in some instances. Support from Twin and knowledge from Challenges in-country staff has mitigated the issue.</p> <p>Twin led internal audit led to the discovery that Kopakama CEO has been misappropriating funds. He and the cooperative accountant have been removed from their positions and are the subject of further enquiry.</p>
2.2	<p>Has the focus or plans for delivery changed significantly during the last year? Please highlight what issues or challenges prompted this change and how you anticipate any changes in focus will impact on the previously agreed outcomes. (Max 250 words)</p> <p>There has been no significant change to delivery plans during the last year.</p>
2.3	<p>Taking into consideration what you have achieved during the last year, along with any challenges you have experienced, please highlight to us what lessons you have learned in this reporting period, and how these will be applied in the project in the future. (Max 250 words)</p> <p>Effective project communication was not as good as it should have been at the beginning of Year 2. Communication channels between project stakeholders, particularly operating internationally, faced some reporting issues. However, this was resolved during the February 2019 stakeholder workshop.</p> <p>Adequate preparation for training is key. Our most effective trainings have been those with the materials provided, a clear path for follow up and support and the utilisation of relevant case studies. Going forward, no training will be conducted without a checklist of activities being used and followed.</p> <p>Focusing on participatory methods of interacting with cooperative management and cooperative communities as a route to identifying key areas of need and intervention has proven to be highly effective. Engaging beneficiary stakeholders in the process has enabled the trainers to tailor delivery to needs of recipients, and further, community action has seen a significant swell in engagement and support when it has been done by working alongside and through existing social structures.</p>

	Continuing this, we aim to close the feedback loop prior to the next phase of training. After the conclusion of each training session we receive feedback through surveys and verbal interactions. This has certainly informed the development of our trainings. To complete this process we will feedback our changes to the recipients along with the reasoning for suggested follow-up. Research and experience shows this to be an effective method of engagement.										
2.4	<b>Project Impact</b> In the table below, please list each of your project Impacts, and provide further detail on your progress and results over this reporting period. Describe any delays or other challenges that you have experienced and how these have been addressed, and provide information about any unexpected results. Progress should be updated within the logframe										
Impact : Improved quantity and quality of coffee produced in Western and Southern Rwanda leading to an increase in the \$2.4m value of exports to international markets											
<table border="1"> <thead> <tr> <th>Impact Indicator</th> <th>Milestone / Achievement</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>1.1: Number of systemic barriers to growth identified and addressed ( eg government regulations/ policy, compliance/standards, access to global data/ IT/communications,logistical and infrastructural)</td> <td>4</td> <td>5. Through the integrated and multifaceted approach taken by the project we are simultaneously tackling several systemic barriers to growth. Including:               <ul style="list-style-type: none"> <li>- Access to energy/Access to Clean Energy</li> <li>- Lack of opportunity to youth/high youth unemployment</li> <li>- Inequality of opportunity for women</li> <li>- Access to information/education</li> <li>- Standards in Certification</li> </ul> </td> </tr> <tr> <td>1.2: Number of kilogrammes exported by 8 cooperatives in the project.</td> <td>324828</td> <td>364,380</td> </tr> </tbody> </table>			Impact Indicator	Milestone / Achievement	Progress	1.1: Number of systemic barriers to growth identified and addressed ( eg government regulations/ policy, compliance/standards, access to global data/ IT/communications,logistical and infrastructural)	4	5. Through the integrated and multifaceted approach taken by the project we are simultaneously tackling several systemic barriers to growth. Including: <ul style="list-style-type: none"> <li>- Access to energy/Access to Clean Energy</li> <li>- Lack of opportunity to youth/high youth unemployment</li> <li>- Inequality of opportunity for women</li> <li>- Access to information/education</li> <li>- Standards in Certification</li> </ul>	1.2: Number of kilogrammes exported by 8 cooperatives in the project.	324828	364,380
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1.2: Number of kilogrammes exported by 8 cooperatives in the project.	324828	364,380									
2.5	<b>Project Outcomes</b> In the table below, please list each of your project Outcomes, and provide further detail on your progress and results over this reporting period. Describe any delays or other challenges that you have experienced and how these have been addressed, and provide information about any unexpected results. Progress should also be updated within the relevant fields of your logframe										
Outcome: Operating capacity of 8 cooperatives increases											
<table border="1"> <thead> <tr> <th>Outcome Indicator</th> <th>Milestone / Target</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>1.1: Number of cooperatives whose operating capacity increases by 50%</td> <td>2 cooperatives</td> <td>2 (No additions to the 2 reported at mid year)</td> </tr> </tbody> </table>			Outcome Indicator	Milestone / Target	Progress	1.1: Number of cooperatives whose operating capacity increases by 50%	2 cooperatives	2 (No additions to the 2 reported at mid year)			
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1.2: Percentage increase in new jobs created by the end of the project as a result of heightened coffee sales and improved operating capacity	5%	0% Although we have seen growth in cooperative production in the year and a half of the project, tracking increase in new jobs is best conducted after the completion of the coffee harvest, which is June. We are unable to supply figures before this.
Outcome: Strengthened coffee value chain leading to an increase in access to international markets and total export levels.		
Outcome Indicator	Milestone / Target	Progress
2.1: Average number of new buyers per cooperative introduced	1	3  Sholi 1 container Atlas Koakaka 1 container Atlas Cocagi 1 container GEPA
2.2: Percentage of volume sold to buyers introduced by Twin increased by 5% each project year	5%	13% No change from 13% at mid year
2.3: Increased number of cooperatives exporting to the international specialty market	1	7  All cooperatives producing coffee cupping over 83 is specialty coffee. All cooperatives are therefore now selling coffee on the specialty market.
Outcome: Community resilience strengthened and community livelihood barriers reduced through initiatives identified, and implemented by, community members.		
Outcome Indicator	Milestone / Target	Progress
3.1: Improvements in coffee storage, equitable farming practices, community market literacy and HH solar PV providing an ability to work/study in the evening	2 community initiatives, 10% of total HHs adopt solar PV	4 community initiatives, 11% increase on uptake of HH solar PV  4 community initiatives are: Community loans to youth (FITY model) Establishment of women groups Youth network groups People's Pension Trust
3.2: A percentage increase in the number of women engaged in the project	Ave 5% increase of women involved in project	12.5%: This total reflects the number of women attending trainings in cooperative management and community

		engagement (total of 47.5%, baseline was 35%)
3.3: A percentage increase in the number of marginalised groups engaged in the project	Average 5% increase in number of marginalised persons involved in project	97% Baseline indicated 9 young people were engaged in the project at baseline (employed by cooperatives, We have currently engaged with 330 young people.
Please add additional Outcomes / indicators as required as required		
2.6	<b>Project Outputs</b> In the table below, please list each of your project Outputs, and provide further detail on your progress and results over this reporting period. Describe any delays or other challenges that you have experienced and how these have been addressed, and provide information about any unexpected results. Progress should be updated within the logframe	
Output: Improved capacity of the cooperatives in key business areas.		
Output Indicator	Milestone / Target	Progress
1.1: Number of staff trained in budgeting, cost management, book-keeping, price risk management, cash flow, marketing, leadership.	200 Individuals Trained	466 trained. We've had significant success in attracting cooperative and community members for these topics. We have delivered 3 rounds of bespoke trainings to cooperative staff on different topics. A large number of youth have received training in these modules in pilot community.
1.2: Number of cooperatives with up to date, comprehensive, long term business plans and pitch decks	8	7 One cooperative left the project because they were able to get the same support from a coffee buyer. A replacement coop has been selected and training in developing business plans will be provided to this coop next year.
1.3: Number of operational improvements in place funded by access to finance	6 initiatives in place and funded through access to finance	3
Output: Strengthened Coffee Value Chain		
Output Indicator	Milestone / Target	Progress
2.1 Number of cooperatives whose cupping scores are consistently above 83	8	7 All scores are between 83-87. One coop not included in project being

		replaced. Expected to be 8 by EoY 2020
2.2 Number of marketing initiatives including videos	5	6 <ul style="list-style-type: none"> <li>- Attending AFCA conference in Kigali March 2019</li> <li>- Event held at Twin/Challenges office with buyers and other organisations</li> <li>- Fairtrade fortnight attended by [REDACTED] of Sholi cooperative</li> <li>- Film produced by SFTF</li> <li>- Leaflets and external communications in the United Kingdom</li> <li>- Twin London marketing activities (sending samples etc)</li> </ul>
2.3 Number of cooperative staff and farmers trained and complaint with best practice quality standards	20	382 (28% female)  Farmers and cooperatives all receive trainings, meaning the numbers are significantly higher than expected. Training is delivered by experienced Twin staff known to the cooperatives. Next steps are improving the process through feedback with recipients.
2.4 Number of potential new buyers sent samples	8	15  Marketing team has distributed 9 before the mid-year and 6 more following further marketing activities
Output: Reduced community livelihood barriers		
Output Indicator	Milestone / Target	Progress
3.1 Number of community solutions identified through mapping process and acted upon	8	8 Community issues identified and being acted upon 1. Lack of access to electricity - Household solar kits 2. lack of access to education (inclusion) - Rural trainings in Kigembe 3. Lack of access to information sharing (network building)

		<ul style="list-style-type: none"> <li>- Youth network building</li> <li>4. Gender inequality (inclusion in trainings)</li> <li>- Women inclusive in trainings</li> <li>5. Poverty through unemployment</li> <li>- 3 businesses set up in Kigembe</li> <li>6. Economic diversification</li> <li>- Community loans for rural businesses, finding ways to diversify coop income</li> <li>7. Combatting gender based violence</li> <li>- working with Oxfam, project just starting</li> <li>8. Female empowerment</li> <li>- Promotion of women in roles in cooperatives and communities.</li> </ul>
3.2 Increased range of community members involved in livelihood project	5%	10% Community initiatives, have widely engaged women and young people with over 800 attending training overall
3.3 Increased percentage of community members able to engage in economic activity with access to HH solar light	5% (10% total)	11% Successful network building across the communities with solar agents and through community hierarchies as proven an effective route to promoting uptake
Please add additional Outputs / indicators as required		
2.7	<p>If data is not available to update progress against planned milestones or targets for any Outcome or Output indicators, please provide an explanation below, including how you plan to overcome any gaps in monitoring data. (Max 250 words)</p> <ul style="list-style-type: none"> <li>- Outcome Indicator 1.2 Employment levels of cooperative management are relatively static. We aim to demonstrate job growth by two means: management numbers (long term) and increased productivity demonstrated by increased numbers of seasonal workers during harvest. However this data is unavailable until after the harvest season has been completed</li> </ul>	
2.8	<p>Have any evaluations/ reviews been produced during the reporting period? Please give details of these below, including any key recommendations from these and how they will be addressed. Please attach any evaluations to the report. (Max 200 words)</p> <p>A project review was held over a 3 day period in Kigali, Rwanda. In addition to in-country staff, attendees included the Head of Programmes for Twin, Regional Manager for Twin, Head of Accounts for Challenges Worldwide, Programme Manager for Challenges Rwanda, <b>[REDACTED]</b>, Challenges Trustee, and <b>[REDACTED]</b>, Challenges Trustee. The key</p>	

activity was looking at the log-frame and ensuring that activities and milestones were on track and planning for Year 3.

Key recommendations from the review:

1. Improved reflections after training – what went well, what still needs to be improved, need for training materials to be left behind. Ensuring openness to adapt to new learnings
2. Revision of communications strategy for key project partners
3. Further strengthening economic diversification.
4. To speed up the process of Twin financial projections and reporting.

Actions taken:

1. Templates in place, closer collaboration between M&E offices (UK and Rwanda for both organisations), conducting more analysis with the goal of improving training
2. More coherence in steering calls, decision to divide time between operational and strategic focus. Project partners to be more consistent in frequent reporting. Closer links between Challenges in country programme manager and Twin London Marketing team
3. Review of possible opportunities for cooperative staff and communities to engage in alternative means of income generation, including: tourism, agroforestry, alternative produce (honey, geranium).

2.9 **Changes to Logframe**  
Please outline any changes you have made (with permission from SG) or would like to propose, to your logical framework. Please include full justification for proposed changes below.

Indicator no	Proposed change	Reason for change	Date Change Approved and by Whom.
Outcome 1.1	Change from operating capacity to operating effectiveness	Indicator is currently too imprecise	To be approved
Have you included an updated version of your logical framework, which reflects these proposed changes?			Yes

**3. Partnerships and collaboration**  
This section allows you to discuss how partnership working is progressing on the project, as well as wider collaboration and sharing of learning.

3.1 Please give an update on how partnership working has progressed during this reporting period, letting us know about any highlights, challenges or changes to roles and responsibilities. (Max 350 words)

The partnership between Challenges and the lead project partner has strengthened as the project has progressed. Increasingly frequent and open meetings between respective programme managers has resulted in highlights such as joint efforts in producing business plans and working together to identify and deliver climate justice installations. A challenge arose from a disconnect between UK team for Twin, engaged in a large portion of Outcome 2 activities, and

	<p>Rwanda based Challenges team, but clear communication has established a better plan going forward.</p> <p>The partnership with Scottish Fairtrade Forum continues to be a strong partnership. In combination with Twin staff, MyStory (in Kigali) and Media Coop (Glasgow), the partnership produced a film that has since been shown in Scottish Parliament during Fairtrade Fortnight and other events. Further, SFTF delivered alongside Challenges a successful programme of events during Fairtrade Fortnight.</p> <p>Matthew Algae has supported Challenges by working with them on the best ways to market Rwandan coffee, and also hosted an event for Fairtrade Fortnight in their Glasgow office.</p> <p>There was little activity during the first part of the year with the partnership with Enactus. The second half saw the emergence of an arrangement to build on a successful Enactus soap-making project in Malawi to support a women's project that wanted to establish soap-making. ENACTUS will support the enterprise through capacity, knowledge sharing and marketing, and Challenges will provide on-ground support and training.</p>
3.2	<p>How are you monitoring and assessing your partners capacity to manage and deliver the project as it progresses? Please outline any plans for training, capacity building or shared learning between your organisation and your partner (s). (Max 300 words)</p>
	<p>Monthly steering calls give each partner an opportunity to deliver updates of work delivered and all other partners an opportunity to enquire and check on progress or activities. All project-wide tasks are shared with relevant stakeholders in regular intervals. For example, the film for the project, under SFTF's responsibility, was regularly shared with the steering group at different stages to ensure that feedback was incorporated. Likewise, during Fairtrade Fortnight the marketing of the event and the communications strategy for the period was conducted collaboratively with communications officers from each organisation having input. This collective method enables a sense of ownership from all organisations that has a positive correlation with quality control.</p> <p>A challenge has been in a slight dissonance between the monitoring needs of Challenges as the lead organisation and the normal methods employed by Twin. In Rwanda, this has been ameliorated via the project manager having frequent meetings with M&amp;E officer and regional head to ensure delivery is aligned. There has also been a discussion over the need for more information on Twin's London activities and how to effectively monitor and report on these.</p> <p>There is a constant process of shared learning between the organisations. For example, the delivery of business plan training was strengthened by building on Twin's expertise and knowledge of the coops. Challenges' Business Trainers were able to increase their knowledge through this process</p>
3.3	<p>Please give details below of all visits to country during this reporting period, the purpose and outputs of each visit.</p>

Date of visit	Key achievements / outputs of visit	Follow up actions
24/01/19	Scottish Gov representatives [REDACTED] and [REDACTED] visited Kopakaki cooperative with the programme manager and business trainer. They were shown the waste water treatment site and around the washing station and plantation. The representatives were able to see the impact of the project on various participants, and also enabled programme manager and SG reps to talk about future possibilities	Challenges programme manager to meet with Oxfam around women's programme in Rwanda. Wastewater treatment site to be implemented in all coops (5 sites identified).
11/02/19 – 22/02/19	Twin senior staff including Head of Marketing, Head of programmes and the Managing Director –attended the AFCA convention and represented Rwanda coffee and other programmes. They met with buyers and visited producer organisations. Head of Programmes stayed in country to review project with Challenges senior staff	Increased marketing opportunities
18-22/02/19	Head of Accounts and two Board members for Challenges Worldwide arrived to conduct review of project, and conduct site visit (three coops)	Various action points including: - Developing economic diversification strategies for coops - Working with new partners (ie World Agroforestry Centre) to develop new sub-projects - refining partner communications strategies - Ensuring MEL processes are aligned.

*Add more rows if required*

3.4	<p>Please tell us about any dissemination and learning throughout this reporting period. How have you promoted effective learning across the project? Please explain what processes you have used both internally and externally to share learning from the project so far, and how this learning is being used. (Max 300 words)</p> <p>The dissemination around the learnings across project has several aspects.</p> <p>A) The business trainers focus on delivering accredited management training to cooperative employees. The adaptation of training materials and delivery styles has been very effective. The community facilitators were able to draw on the experience and lessons of the business</p>
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	<p>trainers to understand, design and deliver more effective trainings when beginning their programme of workshops to community youth and women.</p> <p>B) There has been significant dissemination and shared learning between this project and CW's recently approved project in Malawi. Specifically this as included the sharing of CMI training modules which have been adapted for a rural context, sharing of M&amp;E templates and frequent dialogue between Project Managers in both countries on effective project delivery. CW has invested in significant staff development with all Business Trainers being supported through higher levels CMI courses so that they have increased skills and knowledge to provide business training</p> <p>C) The project had planned a cross –learning visit (by bus) for coop representatives to visit a Twin flagship coop in Uganda but this has had to be deferred because of border issues.</p> <p>D) Learning is also being shared throughout the organisation, part of a continuous process of improving our service offerings, in this case learning and development. Doing so has facilitated projects in agribusiness and rural contexts in Ghana and Zambia, with the Scottish Government programme being used explicitly as a reference point.</p>
3.5	<p>With reference to Q39a &amp; 39b in your original application form, please highlight how you are maintaining an awareness of others working in this region, giving details of collaboration, joint working or partnerships with others. (Max 300 words)</p>
	<p>The project has continued to track activity in the sector and this led to the suggestion that one cooperative should be withdrawn from the project because it was getting similar support from Beautiful Coffee. Good relationship building between Challenges Rwanda and the cooperatives means that we're well aware of partners of the cooperatives, similar initiatives in the area and government/local government programmes.</p> <p>Because of this approach we are confident that we continue to be the only programme offering such a comprehensive programme of services and trainings to these cooperatives.</p> <p>All possible collaborative opportunities are explored by the project. For example, when approached by People's Pension Trust, an organisation set up to facilitate financial pension products to those in the informal sector, we saw an opportunity to support the existing savings groups in the cooperatives. This is being followed up.</p> <p>We also explored the possibility of collaborating with Technoserve, a multinational NGO that operates in the coffee sector in Rwanda (and elsewhere). It has developed relevant tools, e.g. a financial metric tracking platform. This has not been followed through since it looked as though this would duplicate current systems.</p> <p>Through Scottish Government support, Challenges has also began a partnership with Oxfam. Oxfam are currently conducting a SG funded</p>



programme to prevent GBV and support victims of GBV. Through our network building in communities around cooperatives, we are connected with many young women for whom this is a serious issue. Therefore, we are working with Oxfam to introduce their programme, or elements of their programme, into our own in order to ensure the best possible support for those women's groups we now work with is available.

**4. Inclusion & accountability**

With reference to question 38 in section E of your original application, please use this section to tell us how you are mainstreaming through your project, ensuring that you are aware of and actively working to reach vulnerable and marginalised groups.

4.1 Is the project still relevant for the beneficiaries you are working with? Please highlight how you ensure accountability on the project, ensuring beneficiaries have the opportunity to feedback on the project and influence its development? (max 250 words)

Prior to the project Twin Rwanda had been running an 18 month project with TMEA with the same cooperatives. The current project was based on feedback from the coops on the need for business training and market access.

The continued relevance of the project is demonstrable by improvements in coffee quality, increased number of buyers and new sales for cooperatives, new access to finance through the availability of business plans and improvements in record keeping and business acumen.

Challenges' focus on participatory development methods is fundamental to our ethos and to how we conduct programmes. After each training session feedback is collected from recipients in written and oral form and used to shape further interventions. This is true for both management and community/youth recipients.

Further, activities are planned in reference to the knowledge developed by Twin and Challenges field staff and trainers. Direction is dictated in a large part by the experience and understanding these individuals have in the requirements and specificities of the cooperatives themselves. A specific example of this is in business training. When planning and designing a field training session on finance management, this process was informed by conversations with cooperative accountants and managers. Following this consultation process implementation was divided, with those with a significant gap in financial management knowledge brought together to receive training on fundamentals, and others receiving more tailored content, such as QuickBook training, to suit their needs.

4.2 Do you have an awareness of particularly vulnerable or marginalised groups within the community in which your project is working? Please give details on how you are disaggregating data to recognise these groups across the project. (Max 250 words)

	<p>Throughout the project, numbers of young people and women are disaggregated and collated to better understand the project's reach to these groups. We do this by taking records of attendance at our trainings, which also ask for gender and age. More generally in the communities we are working with, we are also aware, and keep track of, the number of women cooperative members. We believe young people and women constitute marginalised groups, especially young women in rural communities who are often reduced to cultivation roles (with managerial roles dominated by men), face limited opportunities and are faced with gender based violence or unwanted pregnancy from a young age. In rural contexts young people in general face significant rates of unemployment, lack of opportunity and lack of education. By having this focus we are aware of, for example, the lack of young people in cooperative management, an issue we're investigating different possibilities to tackle.</p> <p>One group we have not done so well to investigate possible inclusion into the project are those with disabilities, either mental or physical. Quantitative data collection is difficult in these environments, but going forward we are examining ways of overcoming this and introducing the project to this demographic.</p>
4.3	<p>How is your project working to actively meet the needs of these vulnerable and marginalised groups, ensuring they are benefiting from the project? Please outline any mechanisms you are using. (Max 250 words)</p> <p>Several aspects of the project are specifically designed to deliver to young people and women. For example, we have worked with youth leaders from each cooperative community. This intervention has included developing leadership skills, as well as promoting and facilitating youth networks. Through this we have reached hundreds of young people.</p> <p>In one pilot project, this has been developed into a project delivering a series of workshops on entrepreneurship and business skills, after which we provide both access to finance and financial products with which to support nascent businesses. This aspect of the project specifically aims to empower young people to create their own jobs, tackle unemployment and strengthen the local economy.</p> <p>Women's groups that have emerged through these youth networks have brought opportunities to partner with Oxfam to tackle issues such as gender based violence. There have also been interventions on unwanted teenage pregnancies. In the next 12 months we want to develop this connection to this network to build more connections and projects around systemic issues faced by women, and young women, to prevent, promote and empower.</p> <p>Finally, through monitoring and feedback, we became aware that youth in agribusiness (including coffee cooperative management) is a diminishing demographic, with consequences for the long-term sustainability of the cooperatives . We have engaged an intern to help us better understand the</p>

	push and pull factors in rural-urban migration in order to develop measures that will encourage youth people to remain in agriculture.
4.4	<p>Taking into consideration some of the challenges of mainstreaming, please describe any challenges you have faced in reaching vulnerable and marginalised groups, how you have overcome these or plans you have developed to support inclusion on the project. (Max 250 words)</p> <p>The project has found it particularly challenging to engage with people with disabilities but continues to explore how this might be possible.</p> <p>Going forward, we have reached out to Rwanda Aid which has an entrepreneurship and business capacity building project with people with disabilities in the Kamembe sector, south-west Rwanda. Since we work with two cooperatives in this area there are opportunities for overlap and we are exploring the possibility of a collaborative project with Rwanda-Aid. The aim will be to deliver our typical service offerings, particularly the learning and development trainings, to empower individuals Rwanda-Aid is working with.</p>

## 5. Financial Reporting

This section will be reviewed alongside your budget report, which should be included alongside your narrative and logframe. Please ensure this spreadsheet is completed with both a detailed breakdown of expenditure for this financial year, along with your projected spend for the next financial year.

Please note carry over of funds to the next financial year should have been agreed with the Scottish Government by January 31<sup>st</sup> of the current financial year.

5.1 With reference to your budget spreadsheet, please give a detailed explanation of any variances between planned and actual expenditure, including reasons for the variances and whether these are as a result of timing issues, price achieved, quantity etc. If these are temporary variances, please outline plans for expenditure. (Max 350 words)

Some Office costs were slightly higher than expected because of increased staff in the shared office of 15 person capacity. This will be mitigated going forward by moving offices to a co-working space in a 'hub'. Security and Wifi costs are included in the rent, which brings it within budgeted amount.

Travel: International travel is lower than expected due to variations on seasonal travel and flight availability. Travel for In-country Project Manager was slightly higher than expected due to staff changes early in the year. The underspend of international flights has been requested to be carried over to support transition of UK Project Managers for an early trip to Rwanda. In country travel was higher than expected because of higher costs associated with disseminating business plans in addition to normal travel.

Output 1: There was some underspend on CMI and financial training. However, the financial training will increase in Year 3 and include additional training to committee members to better promote good governance financial checks. This is in part a response to the activities we would like to undertake in response to the Kopakama co-op financial mismanagement. Another key issue under output 1 were boarder issues which prevented teams crossing the boarder into Uganda for the planned cross-learning trips. These activities are expected to happen when boarder issues resolve and spending is delayed.

Output 2: there was some overspend on key activities largely due to logistical delays in collecting buyer feedback and dissemination activities. Infrastructural activities are taking longer than predicted, so funds for this are delayed to year 3 where these activities will be caught up.

Output 3: There was a slight underspend on the youth networking activities and solar PV activities, but as these activities have been successful in year 2 we anticipate increased activity in year 3 with planned extensions of networks into other co-ops and solar kits rapidly expanding. A key issue for output 2 is the lower than expected spend on community projects access to working capital since not all funds were transferred to start up businesses by the end of the year. These funds have been delayed since these will be utilised early in Year 3.

Monitoring, Learning and Evaluation: Slight underspend on field surveys due to lower levels of activity.

Dissemination costs: there was slight overspend on dissemination due to higher than expected costs for the delivery of the film developed. There was a significant overspend on the production costs due to the development of website templates for all co-ops. The reason for this overspend was it was going to be more efficient to get templates for websites for each coop produced at the same time, rather than two a year. This will enable us to spend more time working with coops on development and content production. In order to frontload the overspend for these costs, 3704GBP was borrowed from Capital Costs in Y2 from the 21500 line for waste water facilities provided by Scottish Government. These costs will be recouped through a reduction in Y3 production costs budget line, and lower than expected activities on workshop and production activities in Y3 onwards.

Capital costs: There was a slight overspend on laptops due to the cost for repairs being higher than anticipated. There was a underspend on overall capital costs for solar PV. However, as this would be supportive for year 3 activities, we request this amount be rolled over. Similarly, there as a small underspend on furniture, but the cost for this is requested to roll over to support furnishing of new office.

3704GBP was utilities in Y2 from the 21500 budget for waste water facilities to frontload the cost for website development for all co-ops. These costs will be recouped in Y3 from lowered budget line for production costs. Activities under production costs are expected to be much lower in Y3

### **True underspend and delayed spend**

International Airfares: Request that 216GBP true underspend reallocated to international flights to support early visit to Rwanda by new UK project manager. This will support transition from old project manager's retirement.

Output 1: Delayed spend of 2260GBP for cross exchange visit to Twin flagship project in Uganda. This is because the initial planned trip in Y2 had to be postponed because of border issues. These activities expected when boarder issue clears up.

Output 2: Delayed spend of 5177GBP added to Y3 budget for continued activities: This is 492 for delayed training to co-op (initially the co-op was not ready for training) that will happen in Y3 + 4685 for continued infrastructural improvements which were running slower than planned - these activities will be caught up in Y3.

Output 3: Delayed spend of 8795GBP added to Y3 budget for continued activities. This is to continue work on community projects since not all funds were transferred to start up businesses by the end of the year. These funds will continue to be utilised early in Year 3.

Capital Costs: 21500 delayed spend for additional funds provided by Scottish Gov. for waste water treatment facilities that will take place in Y3. 17796 of this is delayed spend, and 3704 is recouped spending from borrowed capital for frontloading websites. This will be recouped in Y3 dissemination cost budget + efficiency through now reduced activities under workshops and promotional videos budget line in Y3.

5.2 Please give details of any capital expenditure in this reporting period.

Solar PV installation for coffee washing station at Buhanga. Implementing partner was Meshpower Ltd, an internationally recognised solar micro-grid implementer.

Installation included:

- Charging ports throughout office
- Solar Batteries
- Lights throughout office and washing station
- Was the first time the cooperative has had electricity in the office.
  
- Office furniture ( £105)

5.3

Please explain how you are working to ensure cost effectiveness on the project, whilst maintaining the quality of delivery. (Max 250 words)

For office capital costs, multiple quotes were considered. Quotes could not be secured for the Solar PV unit, since Meshpower were only implementer that could facilitate such a project.

For other costs, various considerations are taken into account, including expediency, productivity and otherwise. Costs are relatively low for training preparation, due to knowledge of trainers keeping external costs down. When external support required, multiple bids are considered.

Travel and accommodation is considered for practicality and cost-effectiveness. These costs are relatively low consistently

## **6. Any other Information**

Please use this section to tell us any other relevant information regarding your project. If the additional information included within this section is urgent please ensure it is highlighted. (Max 250 words)