RESULTS REPORT 2016-2017

IMPROVING ACCESS TO RELIABLE ON-GRID ELECTRICITY SERVICES FOR HOUSEHOLDS AND PRIORITY PUBLIC INSTITUTIONS BELGIAN CONTRIBUTION TO EARP – COMPONENT 3 (RWA 15 095 11)

CONTENT

Acronyms

AfDB	African Development Bank
CDEU	Capacity Development Energy Utility
BTC	Belgian Technical Cooperation, the Belgian development agency
DI	Director of Intervention
DP	Development Partner
EARP	Electricity Access Roll Out Program
EDCL	Energy Development Corporation Limited
EDPRS	Economic Development Poverty Reduction Strategy
EPC	Engineering procurement construction
ESMAP	Energy Sector Management Assistance Program
ETR	End term review
EUCL	Electricity Utility Corporation Limited
EWSA	Energy Water and Sanitation Authority
GMO	Gender Monitoring Office
GOR	Government of Rwanda
HOC	Head of Cooperation
ICP	Indicative Cooperation Program (between Rwanda and Belgium)
ITA	International Technical Assistant
M&E	Monitoring and Evaluation
MD	Managing Director
MTF	Multi-Tier Framework
MTR	Mid-term review
PIM	Project Implementation Manual
PMU	Project Management Unit
RAF	Administrative and Financial Responsible
RAFI	International Financial and administrative Responsible
REF	Rural Electrification Strategy
TFF	Technical and Financial File
WB	World Bank

The majority of the remarks, lessons learned and conclusions are similar for all three BE-EARP interventions. Indeed, these interventions are sharing exactly the same human resources and consequently, the team is managing practically the three interventions as one single project.

1 Intervention at a glance

1.1 Intervention form

Intervention title	Improving Access to Reliable On-Grid Electricity Services for Households and Priority Public Institutions Belgian Contribution To EARP
Intervention code	RWA 15 095 11
Location	Eastern Province
Total budget	€ 12,000,000 Belgian contribution : € 10,000,000 Rwandan contribution : € 2,000,000
Partner Institution	Ministry of Infrastructure /Rwanda Energy Group (REG)
Start date Specific Agreement	16/02/2017
Date intervention start	16/02/2017
Planned end date of execution period	15/02/2021 (48 months)
End date Specific Agreement	15/02/2022 (60 months)
Target groups	Households, Social infrastructure- health facilities, schools and administrative offices
Impact[1]	The energy sector is able to provide sufficient, reliable and affordable energy for all Rwandans
Outcome	The access to reliable on-grid electricity services for households and priority public institutions in rural areas is improved
Outputs	Electricity supply is increased by grid upgrade activities EDCL capacity in financial management, planning, supervision and contract management is strengthened
Year covered by the report	February 2017 to June 2017 (5 months)

1.2 Budget execution

	Budget	**Expenditure**		**Balance**	**Disbursement rate at the end of June 2017**
		Previous years	**Period covered by the report**		
Total	**8,938,000**	***N/A***	2017 (End June) : 263.95	8,937,736.05	**0%**
Output 1	7,750,000	*N/A*	2017 (End June 2017) : 263.95	7,749,736.05	1%
Output 2	1,188,000	*N/A*	2017 : 0	1,188,000.00	0%

1.3 Self-assessment performance

1.3.1 Relevance

[1] Impact refers to global objective, Outcome refers to specific objective, output refers to expected result

	Performance
Relevance	A

The GoR's large scale rural electrification strategy has bene reoriented in June 2016 (new Rural Electrification Strategy – RES) from a focus on on-grid connections to a more balanced approach towards off-grid systems (mostly stand-alone solar systems) for the poorest households.

According to the new strategy, the national electric grid should primarily serve "high consumption users and drive economic growth". The RES does no longer explicitly assign to EARP the objective of connecting social institutions, schools and health centres. Therefore, the national grid extension strategy should no longer focus onto connecting as many households as possible.

This change of strategy has severely affected the relevance of BE1- and BE2-EARP, as they are mainly focused on grid extension. BE3-EARP is more adapted to this new strategy, as it is focused on strengthening the national grid, and the project's objectives therefore remain relevant.

1.3.2 Efficiency

	Performance
Efficiency	N/A

As the project has only started very recently, it is too early to assess its efficiency. At the same time, the start-up of the intervention did not happen as quickly as it should. This is due to the small size of the project teams and the many challenges experienced in the implementation of BE1 and BE2EARP.

1.3.3 Effectiveness

	Performance
Effectiveness	N/A

As the project has only started very recently, it is too early to assess its effectiveness.

1.3.4 Potential sustainability

	Performance
Potential sustainability	C

Potential sustainability is the degree to which the benefits of the intervention continue to be delivered after its completion.

There is a strong political will to maintain the grid. This should ensure that benefits continue in the future. Improving the existing grid makes sense as it is supposed to allow its users to access higher access tiers (4 and 5), which is not the case today.

At the same time, there are fundamental questions about the financial sustainability of the grid as many users do not buy enough electricity to ensure the financing of its proper operation and maintenance. Without subsidies, EUCL cannot properly operate and maintain the grid.

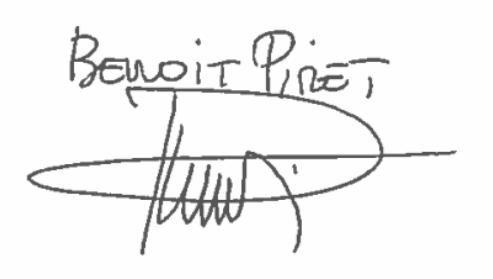
Affordability is also a big challenge. In the present context, Rwanda has one the most expensive electricity in Africa. This is a problem for rural households that cannot not afford the cost.

1.4 Conclusions

- As the project has only started very recently, it is too early to assess its performance in a useful way. However, the objectives of the project are still relevant and the type of activities

and related output and outcome are likely to be sustainable;

- As the project is managed by the same team that manages BE1- and BE2-EARP projects, lessons learned from both projects will be taken into consideration. However, it is likely that the challenges of BE1- and BE2-EARP, namely the ongoing delays in those projects, the insufficient human resources and co-management modality, will also affect BE3-EARP, as all three components are being considered as one single intervention.

National execution official	BTC execution official
Clementine Umugwaneza Due to the particularly difficult context of the intervention since January 2017 and the unavailability of our partners to invest time in anything else than the strict follow-up of the priority activities (implementation of the construction tenders), we have abandoned the idea to obtain their feedback and approval of this report. The report reflects the position of BTC project team and representation. It is highly probable that our partner would not have signed off this report	**Benoit Piret** 

2 Results Monitoring[2]

2.1 Evolution of the context

2.1.1 General context

In June 2016, the Government of Rwanda adopted a new rural electrification strategy (RES). This strategy emphasizes the use of home-solar systems for rural electrification, rather than on-grid electricity. Indeed, such systems are considered better adapted for large-scale rural electrification. Therefore, the new strategy lowers the target for new on-grid connections. The adoption of the new strategy has not had any impact so far on the implementation of EARP (see paragraph on relevance in the previous chapter).

2.1.2 Institutional context

The recent (May 2017) hiring of a new CEO for REG did not change the orientation of the EARP program until now. The new CEO urges to increase collaboration between EDCL and EUCL. This is likely to have an impact on our BE3EARP project (provision of expertise) and on the collaboration between the two BTC projects in REG (EARP with EDCL and CDEU with EUCL).
There is a lack of coordination at ministry and REG levels on off-grid and on-grid. Indeed, there is a risk that households get off-grid connection just before having the grid built close to their home.

2.1.3 Management context: execution modalities

The intervention is mainly in **co-management modality**. This modality, as implemented today, has mainly two major drawbacks:

- **Strong limitation for quick implementation and decision-making process.** For example, public procurement processes are generally taking more than 9 months (in some cases even more than 12 months) between publication and contract signature. The application of the principle of co-management has led to too many and too long discussions on organizational and operational aspects, in particular on bidding documents and on acceptability of deliverables of service tenders, with unreasonable delays as direct consequence.
- **Unclear responsibility concerning contract management**. The partner signs the contract alone while BTC wants to remain involved in the daily management of the contracts. For new partners not accustomed to the traditional co-management approach (when BTC used to sign the contract with the partner), this new situation generates questions of accountability towards their own hierarchy and audit authorities. A number of questions on how to practically implement co-management in this context have not been properly answered at the start-up of the intervention and has created tensions.

2.1.4 Harmo context

The intervention is relatively well harmonized for the following reasons:

- On-grid electrification strategy is based on a study performed by SOFRECO in 2013, dividing Rwanda in different lots to electrify. Consequently, there is no overlap between source of financing for on-grid electrification.
- Coordination between donors exists at Sector Working Group and Technical Working Groups. It does not deal with EARP operational issues though. An EARP steering committee would be a useful innovation but other donors are reluctant to share much information. This is done on an ad-hoc basis and not systematically. For example, BTC suggested joint evaluations of EARP with WB and AfDB. In theory, Head of Cooperations agreed. In practice, implementers resist (“ok, if this is not more work for us!” is the attitude). But doing a joint evaluation IS more work …
- There is a collaboration with another BTC intervention at EUCL, namely the CDEU-project,

[2] Impact refers to global objective, Outcome refers to specific objective, output refers to expected result

which aims at strengthening the capacity of the utility. However, this collaboration should be improved. The Request from the new CEO is an opportunity.

2.2 Performance outcome

Outcome: ***The access - including use of - reliable on-grid electricity services for households, enterprises and priority public institutions in peri-urban and rural areas is improved***

2.2.1 Progress of indicators

The baseline report and also the indicators for this intervention are not yet finalized.

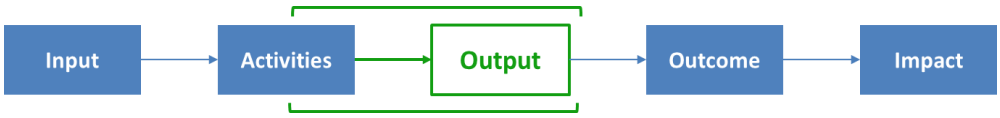
2.2.2 Analysis of progress made

No progress has been made so far.

2.2.3 Potential Impact

At this early stage of the project implementation, it is too soon to assess the potential impact. However, unlike BE1- and BE2-EARP, the specific objective of this component remains relevant and it can be assumed that the obtained results can be reached.

2.3 Performance output 1



Outcome 1: Electricity supply is increased by grid upgrade activities

2.3.1 Progress of indicators

The baseline report and also the indicators for this intervention are not yet finalized.

2.3.2 Progress of main activities

Progress of main activities [3]	Progress:			
	A	B	C	D
1 Needs assessment and feasibility analysis	Too early to assess			
2 Design and supervise grid upgrade works	Too early to assess			
3 Grid upgrade works	Too early to assess			

2.3.3 Analysis of progress made

Too soon to assess.

[3] A: The activities are ahead of schedule
B The activities are on schedule
C The activities are delayed, corrective measures are required.
D The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

2.4 Performance output 2

Output 2: EDCL capacity in financial management, planning, supervision and contract management is strengthened

2.4.1 Progress of indicators

The baseline report and also the indicators for this intervention are not yet finalized.

2.4.2 Progress of main activities

Progress of main activities [4]	Progress:			
	A	B	C	D
1 Technical assistance	Too early to assess			
2 EDCL staff support	Too early to assess			

2.4.3 Analysis of progress made

Too soon to assess. Tender documents for consultants to perform the activities are under preparation.

[4] A: The activities are ahead of schedule
B The activities are on schedule
C The activities are delayed, corrective measures are required.
D The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

2.5 Transversal Themes

2.5.1 Gender

This part is similar for all BE-EARP interventions.

2.5.1.1 According to you and your implementing partner what are the main gender gaps in the areas / outcomes covered by your intervention?

Up to date, the project has not been giving significant consideration to gender due to lack of time and human resources. However, a gender profile on the energy sector is under development through the Study and Expertise Fund (SEF) and in close collaboration with the Gender Monitoring Office (GMO). The study will help the project to better understand the gaps in the energy sector.

2.5.1.2 How does your intervention take gender into account?

The project does little for gender activities. This is mainly due to the lack of time and human resources (one team managing three different interventions). Nevertheless, the project has done or is planning to do the following:

- Ensure a gender balance regarding the selection of interns.
- Collect gender sensitive data when connecting new households.
- Perform gender sensitization activities while connecting new households.
- Ask a gender action plan to the contractors performing grid extension.

2.5.1.3 Has your intervention been through a Gender budget scan or through any other method to mainstream gender?

A tentative gender budget scan was conducted in early 2017, as an exercise to help the project team to understand the gender sensitiveness of the intervention. So far, this exercise did not lead to any concrete actions.

2.5.1.4 Did your intervention organized any awareness activity for the staff, implementing partner? (Workshops, trainings, etc.)

No.

2.5.1.5 Do you collaborate or are you in contact with a gender-friendly actor in Rwanda?

No such awareness activities have been organized.

2.5.1.6 What are your challenges to take gender into consideration in your intervention?

The project has contacted the Gender Monitor Office and had few meetings. A collaboration program is supposed to be prepared.

2.5.1.7 What are your proposal to address those challenges?

Currently the project does not have proposals.

2.5.2 Environment

There is no major issue related to environment.

2.6 Risk management

No risks identified yet.

3 Steering and Learning

3.1 Strategic re-orientations

There are no strategic re-orientations yet.

3.2 Recommendations

No recommendations.

3.3 Lessons Learned

This part is similar for all 3 components.

Lessons learned	Target audience
The execution modality (co-management) leads to a slow and heavy system and the project should integrate this fact in planning.	Project implementation team
The project is managing three different interventions and the sum of all activities were way above its capacity to implement them all in an effective manner.	Formulation team
Human resources are really the key of success of the interventions. Recruitment should be really in the centre of attention of all involved stakeholders.	All stakeholders.
Technical knowledge within the project implementation is key to ensure the success of the interventions.	All stakeholders

4 Annexes

4.1 Quality criteria

1. RELEVANCE: The degree to which the intervention is in line with local and national policies and priorities as well as with the expectations of the beneficiaries					
In order to calculate the total score for this quality criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D'= C; at least one 'D' = D					
Assessment RELEVANCE: total score		**A**	**B**	**C**	**D**
		x			
1.1 What is the present level of relevance of the intervention?					
X	**A**	Clearly still embedded in national policies and Belgian strategy, responds to aid effectiveness commitments, highly relevant to needs of target group.			
	B	Still fits well in national policies and Belgian strategy (without always being explicit), reasonably compatible with aid effectiveness commitments, relevant to target group's needs.			
	C	Some issues regarding consistency with national policies and Belgian strategy, aid effectiveness or relevance.			
	D	Contradictions with national policies and Belgian strategy, aid efficiency commitments; relevance to needs is questionable. Major adaptations needed.			
1.2 As presently designed, is the intervention logic still holding true?					
X	**A**	Clear and well-structured intervention logic; feasible and consistent vertical logic of objectives; adequate indicators; Risks and Assumptions clearly identified and managed; exit strategy in place (if applicable).			
	B	Adequate intervention logic although it might need some improvements regarding hierarchy of objectives, indicators, Risk and Assumptions.			
	C	Problems with intervention logic may affect performance of intervention and capacity to monitor and evaluate progress; improvements necessary.			
	D	**I**ntervention logic is faulty and requires major revision for the intervention to have a chance of success.			

2. EFFICIENCY OF IMPLEMENTATION TO DATE: Degree to which the resources of the intervention (funds, expertise, time, etc.) have been converted into results in an economical way					
In order to calculate the total score for this quality criterion, proceed as follows: 'At least two 'A', no 'C' or 'D' = A; Two times 'B', no 'C' or 'D' = B; at least one 'C', no 'D'= C; at least one 'D' = D					
Assessment EFFICIENCY : total score		**A**	**B**	**C**	**D**
2.1 How well are inputs (financial, HR, goods & equipment) managed?					
	A	All inputs are available on time and within budget.			
	B	Most inputs are available in reasonable time and do not require substantial budget adjustments. However there is room for improvement.			
	C	Availability and usage of inputs face problems, which need to be addressed; otherwise results may be at risk.			
	D	Availability and management of inputs have serious deficiencies, which threaten the achievement of results. Substantial change is needed.			
2.2 How well is the implementation of activities managed?					
	A	Activities implemented on schedule			
	B	Most activities are on schedule. Delays exist, but do not harm the delivery of outputs			

	C	Activities are delayed. Corrections are necessary to deliver without too much delay.
	D	Serious delay. Outputs will not be delivered unless major changes in planning.
2.3 How well are outputs achieved?		
	A	All outputs have been and most likely will be delivered as scheduled with good quality contributing to outcomes as planned.
	B	Output delivery is and will most likely be according to plan, but there is room for improvement in terms of quality, coverage and timing.
	C	Some output are/will be not delivered on time or with good quality. Adjustments are necessary.
	D	Quality and delivery of outputs has and most likely will have serious deficiencies. Major adjustments are needed to ensure that at least the key outputs are delivered on time.

3. EFFECTIVENESS TO DATE: Degree to which the outcome (Specific Objective) is achieved as planned at the end of year N				
In order to calculate the total score for this quality criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D'= C; at least one 'D' = D				
Assessment EFFECTIVENESS : total score	**A**	**B**	**C**	**D**

3.1 As presently implemented what is the likelihood of the outcome to be achieved?		
	A	Full achievement of the outcome is likely in terms of quality and coverage. Negative effects (if any) have been mitigated.
	B	Outcome will be achieved with minor limitations; negative effects (if any) have not caused much harm.
	C	Outcome will be achieved only partially among others because of negative effects to which management was not able to fully adapt. Corrective measures have to be taken to improve ability to achieve outcome.
	D	The intervention will not achieve its outcome unless major, fundamental measures are taken.
3.2 Are activities and outputs adapted (when needed), in order to achieve the outcome?		
	A	The intervention is successful in adapting its strategies / activities and outputs to changing external conditions in order to achieve the outcome. Risks and assumptions are managed in a proactive manner.
	B	The intervention is relatively successful in adapting its strategies to changing external conditions in order to achieve its outcome. Risks management is rather passive.
	C	The intervention has not entirely succeeded in adapting its strategies to changing external conditions in a timely or adequate manner. Risk management has been rather static. An important change in strategies is necessary in order to ensure the intervention can achieve its outcome.
	D	The intervention has failed to respond to changing external conditions, risks were insufficiently managed. Major changes are needed to attain the outcome.

4. POTENTIAL SUSTAINABILITY: The degree of likelihood to maintain and reproduce the benefits of an intervention in the long run (beyond the implementation period of the intervention).				
In order to calculate the total score for this quality criterion, proceed as follows: At least 3 'A's, no 'C' or 'D' = A ; Maximum two 'C's, no 'D' = B; At least three 'C's, no 'D' = C ; At least one 'D' = D				
Assessment POTENTIAL SUSTAINABILITY : total score	**A**	**B**	**C**	**D**
		X		

4.1 Financial/economic viability?		
	A	Financial/economic sustainability is potentially very good: costs for services and maintenance are covered or affordable; external factors will not change that.
	B	Financial/economic sustainability is likely to be good, but problems might arise namely from changing external economic factors.

X	**C**	Problems need to be addressed regarding financial sustainability either in terms of institutional or target groups costs or changing economic context.
	D	Financial/economic sustainability is very questionable unless major changes are made.
4.2 What is the level of ownership of the intervention by target groups and will it continue after the end of external support?		
	A	The steering committee and other relevant local structures are strongly involved in all stages of implementation and are committed to continue producing and using results.
X	**B**	Implementation is based in a good part on the steering committee and other relevant local structures, which are also somewhat involved in decision-making. Likeliness of sustainability is good, but there is room for improvement.
	C	The intervention uses mainly ad-hoc arrangements and the steering committee and other relevant local structures to ensure sustainability. Continued results are not guaranteed. Corrective measures are needed.
	D	The intervention depends completely on ad-hoc structures with no prospect of sustainability. Fundamental changes are needed to enable sustainability.
4.3 What is the level of policy support provided and the degree of interaction between intervention and policy level?		
	A	Policy and institutions have been highly supportive of intervention and will continue to be so.
x	**B**	Policy and policy enforcing institutions have been generally supportive, or at least have not hindered the intervention, and are likely to continue to be so.
	C	Intervention sustainability is limited due to lack of policy support. Corrective measures are needed.
	D	Policies have been and likely will be in contradiction with the intervention. Fundamental changes needed to make intervention sustainable.
4.4 How well is the intervention contributing to institutional and management capacity?		
	A	Intervention is embedded in institutional structures and has contributed to improve the institutional and management capacity (even if this is not an explicit goal).
X	**B**	Intervention management is well embedded in institutional structures and has somewhat contributed to capacity building. Additional expertise might be required. Improvements in order to guarantee sustainability are possible.
	C	Intervention relies too much on ad-hoc structures instead of institutions; capacity building has not been sufficient to fully ensure sustainability. Corrective measures are needed.
	D	Intervention is relying on ad hoc and capacity transfer to existing institutions, which could guarantee sustainability, is unlikely unless fundamental changes are undertaken.

4.2 Decisions taken by the steering committee and follow-up

No formal steering committee has been organized yet.

4.3 Updated Logical framework

No update.

4.4 MoRe Results at a glance

Logical framework's results or indicators modified in last 12 months?	No
Baseline Report registered on PIT?	No
Planning MTR (registration of report)	End 2018/beginning 2019
Planning ETR (registration of report)	End 2020
Backstopping missions	No

4.5 "Budget versus current (y – m)" Report

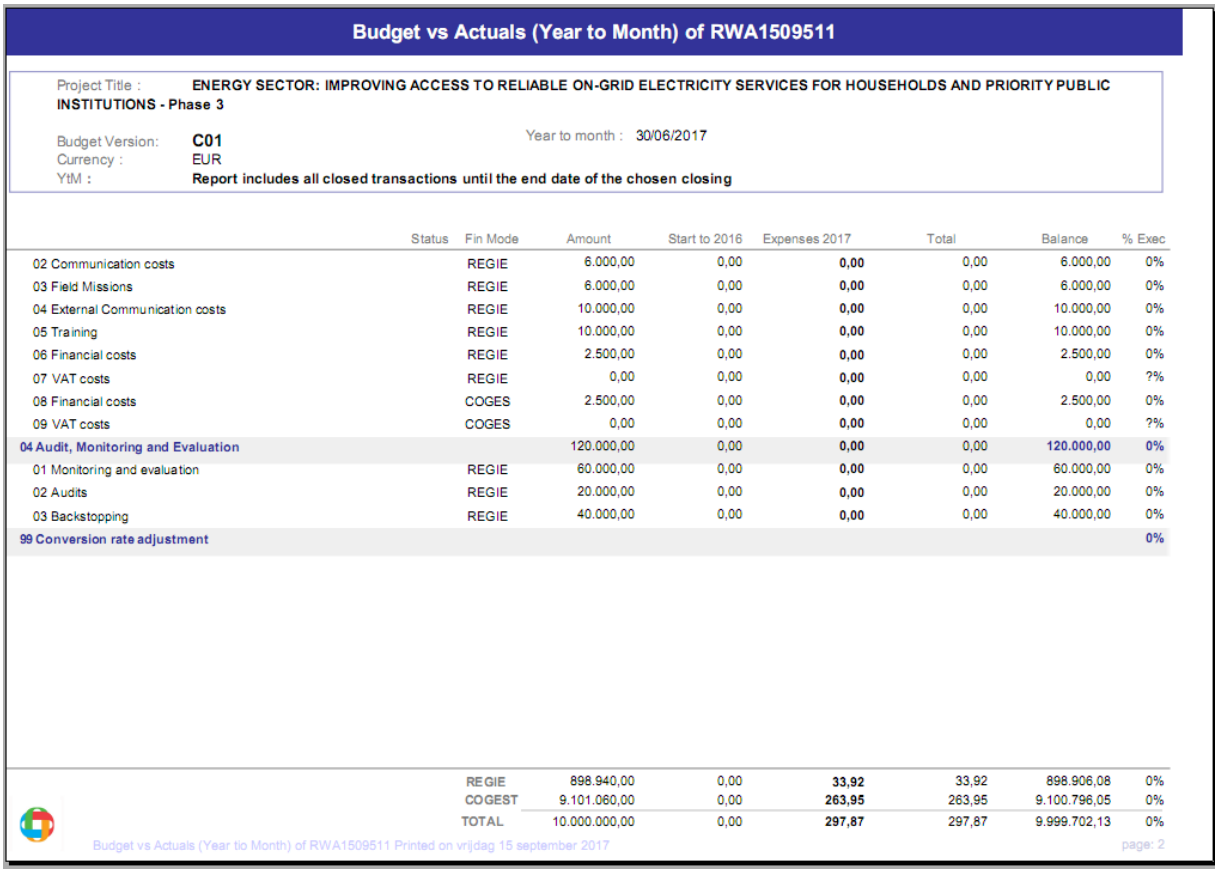
Budget vs Actuals (Year to Month) of RWA1509511

Project Title : **ENERGY SECTOR: IMPROVING ACCESS TO RELIABLE ON-GRID ELECTRICITY SERVICES FOR HOUSEHOLDS AND PRIORITY PUBLIC INSTITUTIONS - Phase 3**

Budget Version: **C01**
Currency : EUR
YtM : **Report includes all closed transactions until the end date of the chosen closing**
Year to month : 30/06/2017

	Status	Fin Mode	Amount	Start to 2016	Expenses 2017	Total	Balance	% Exec
A THE ACCESS TO RELIABLE ON-GRID ELECTRICITY SERVICES			8.938.000,00	0,00	263,95	263,95	8.937.736,05	0%
01 Electricity grid reliability is increased through targeted			7.750.000,00	0,00	263,95	263,95	7.749.736,05	0%
01 Needs and feasibility analysis		COGES	50.000,00	0,00	263,95	263,95	49.736,05	1%
02 Design and supervision of grid upgrade works (10%)		COGES	700.000,00	0,00	0,00	0,00	700.000,00	0%
03 Grid upgrade works		COGES	7.000.000,00	0,00	0,00	0,00	7.000.000,00	0%
02 EARP planning, implementation and supervision			1.188.000,00	0,00	0,00	0,00	1.188.000,00	0%
01 International technical assistance		REGIE	180.000,00	0,00	0,00	0,00	180.000,00	0%
02 EDCL/EARP technical team		COGES	1.008.000,00	0,00	0,00	0,00	1.008.000,00	0%
X CONTINGENCIES			176.440,00	0,00	0,00	0,00	176.440,00	0%
01 Contingencies			176.440,00	0,00	0,00	0,00	176.440,00	0%
01 Contingencies Co-management		COGES	90.000,00	0,00	0,00	0,00	90.000,00	0%
02 Contingencies direct management		REGIE	86.440,00	0,00	0,00	0,00	86.440,00	0%
Z GENERAL MEANS			885.560,00	0,00	33,92	33,92	885.526,08	0%
01 Salaries			700.560,00	0,00	33,92	33,92	700.526,08	0%
01 Shared resources		REGIE	270.000,00	0,00	0,00	0,00	270.000,00	0%
02 Project Co-manager		REGIE	180.000,00	0,00	33,92	33,92	179.966,08	0%
03 BTC EARP Support staff		COGES	236.160,00	0,00	0,00	0,00	236.160,00	0%
04 Drivers		COGES	14.400,00	0,00	0,00	0,00	14.400,00	0%
02 Investments			10.000,00	0,00	0,00	0,00	10.000,00	0%
01 ICT and office equipment		REGIE	10.000,00	0,00	0,00	0,00	10.000,00	0%
03 Running Costs			55.000,00	0,00	0,00	0,00	55.000,00	0%
01 Vehicle Operating Costs		REGIE	18.000,00	0,00	0,00	0,00	18.000,00	0%
		REGIE	898.940,00	0,00	33,92	33,92	898.906,08	0%
		COGEST	9.101.060,00	0,00	263,95	263,95	9.100.796,05	0%
		TOTAL	10.000.000,00	0,00	297,87	297,87	9.999.702,13	0%

Budget vs Actuals (Year tio Month) of RWA1509511 Printed on vrijdag 15 september 2017 page: 1



Budget vs Actuals (Year to Month) of RWA1509511

Project Title : **ENERGY SECTOR: IMPROVING ACCESS TO RELIABLE ON-GRID ELECTRICITY SERVICES FOR HOUSEHOLDS AND PRIORITY PUBLIC INSTITUTIONS - Phase 3**

Budget Version: **C01**
Currency : EUR
Year to month : 30/06/2017
YtM : **Report includes all closed transactions until the end date of the chosen closing**

	Status	Fin Mode	Amount	Start to 2016	Expenses 2017	Total	Balance	% Exec
02 Communication costs		REGIE	6.000,00	0,00	**0,00**	0,00	6.000,00	0%
03 Field Missions		REGIE	6.000,00	0,00	**0,00**	0,00	6.000,00	0%
04 External Communication costs		REGIE	10.000,00	0,00	**0,00**	0,00	10.000,00	0%
05 Training		REGIE	10.000,00	0,00	**0,00**	0,00	10.000,00	0%
06 Financial costs		REGIE	2.500,00	0,00	**0,00**	0,00	2.500,00	0%
07 VAT costs		REGIE	0,00	0,00	**0,00**	0,00	0,00	?%
08 Financial costs		COGES	2.500,00	0,00	**0,00**	0,00	2.500,00	0%
09 VAT costs		COGES	0,00	0,00	**0,00**	0,00	0,00	?%
04 Audit, Monitoring and Evaluation			120.000,00	0,00	**0,00**	0,00	**120.000,00**	**0%**
01 Monitoring and evaluation		REGIE	60.000,00	0,00	**0,00**	0,00	60.000,00	0%
02 Audits		REGIE	20.000,00	0,00	**0,00**	0,00	20.000,00	0%
03 Backstopping		REGIE	40.000,00	0,00	**0,00**	0,00	40.000,00	0%
99 Conversion rate adjustment								**0%**
		REGIE	898.940,00	0,00	**33,92**	33,92	898.906,08	0%
		COGEST	9.101.060,00	0,00	**263,95**	263,95	9.100.796,05	0%
		TOTAL	10.000.000,00	0,00	**297,87**	297,87	9.999.702,13	0%

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4.6 Communication resources

No communication resources yet.