



BTC



RESULTS REPORT 2015

Institutional Strengthening and Capacity Development of
Electricity Utility, REG/EUCL

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TABLE OF CONTENTS

ACRONYMS	4
1 INTERVENTION AT A GLANCE	5
1.1 INTERVENTION FORM.....	5
1.2 BUDGET EXECUTION	5
1.3 SELF-ASSESSMENT PERFORMANCE.....	6
1.3.1 <i>Relevance</i>	6
1.3.2 <i>Efficiency</i>	6
1.3.3 <i>Effectiveness</i>	6
1.3.4 <i>Potential sustainability</i>	7
1.4 CONCLUSIONS.....	7
2 RESULTS MONITORING	8
2.1 EVOLUTION OF THE CONTEXT	8
2.1.1 <i>General context</i>	8
2.1.2 <i>Institutional context</i>	8
2.1.3 <i>Management context: execution modalities</i>	8
2.1.4 <i>Harmo context</i>	9
2.2 PERFORMANCE INDICATORS	9
2.2.1 <i>Progress of indicators</i>	9
2.2.2 <i>Analysis of progress made</i>	11
2.2.3 <i>Potential Impact</i>	11
2.3 PERFORMANCE OUTPUT 1.....	12
2.3.1 <i>Progress indicators</i>	12
2.3.2 <i>Progress of main activities</i>	14
2.3.3 <i>Analysis of progress made</i>	14
2.4 PERFORMANCE OUTPUT 2.....	14
2.4.1 <i>Progress of indicators</i>	15
2.4.2 <i>Progress of main activities</i>	17
2.4.3 <i>Analysis of progress made</i>	17
2.5 PERFORMANCE OUTPUT 3.....	17
2.5.1 <i>Progress indicators</i>	18
2.5.2 <i>Progress of main activities</i>	20
2.5.3 <i>Analysis of progress made</i>	20
2.6 TRANSVERSAL THEMES	21
2.6.1 <i>Gender</i>	21
2.6.2 <i>Environment</i>	21
2.6.3 <i>Other</i>	21
2.7 RISK MANAGEMENT	22
3 STEERING AND LEARNING	26
3.1 STRATEGIC RE-ORIENTATIONS	26
3.2 RECOMMENDATIONS	26
3.3 LESSONS LEARNED.....	26
4 ANNEXES	27

4.1	QUALITY CRITERIA.....	27
4.2	DECISIONS TAKEN BY THE STEERING COMMITTEE AND FOLLOW-UP.....	30
4.3	UPDATED LOGICAL FRAMEWORK.....	34
4.4	MORE RESULTS AT A GLANCE.....	44
4.5	"BUDGET VERSUS CURRENT (Y – M)" REPORT.....	44
4.6	COMMUNICATION RESOURCES.....	46

2

1 Intervention at a glance

1.1 Intervention form

Intervention title	Institutional Strengthening and Capacity Development of (EWSA) EUCL, ELECTRICITY UTILITY
Intervention code	RWA12 083 11
Location	Kigali, Rwanda
Total budget	5 Million Euros
Partner Institution	Ministry of Infrastructure (MININFRA) Rwanda Energy Group
Start date Specific Agreement	14 February 2014
Date intervention start /Opening steering committee	15 June 2014
Planned end date of execution period	14 December 2018
End date Specific Agreement	13 August 2019
Intervention Sectors	230106: Energy Policy and administrative management. Energy sector policy, planning and programmes: aid to energy ministries; institution capacity development and advice; unspecified energy activities including energy conservation
Impact⁷	The energy sector is able to provide sufficient, reliable & affordable energy for all Rwandans
Outcome	EUCL is able to provide, in a sustainable way, reliable energy to all its customers.
Outputs	<ol style="list-style-type: none"> 1. Operations and maintenance of electricity infrastructure in the pilot districts are strengthened in order to contribute to the overall reliability of the electricity infrastructure in Rwanda. 2. Management and support functions at EUCL central level are strengthened in order to increase the Utility's performance and enhance strategic management. 3. EUCL's Human Resource staffing and competence development functions are strengthened in order to contribute to the Utility's performance.
Year covered by the report	2015

1.2 Budget execution

	Budget	Expenditure		Balance	Disbursement rate at the end of 2015
		Previous years	Year covered by report 2015		
Total	3,936,000	2014: 115,456	361,319	3,459,225	12%
Output 1	1,538,000	2014: 82,712	194,485	1,260,803	18%
Output 2	1,053,000	2014: 16,372	92,896	943,732	10%
Output 3	1,345,000	2014: 16,372	73,938	1,254,690	7%

⁷ Impact refers to global objective, Outcome refers to specific objective, output refers to expected result

1.3 Self-assessment performance

1.3.1 Relevance

	Performance
Relevance	A

The project is highly relevant to the needs of all target groups and supported by the national policy on improving electricity access to Rwandans with its consistent emphasis on capacity development of the system and of the energy sector employees. The project is critical for the partner who is facing enormous challenges to meet the GOR's targets without presently having the human and technical systems capacity within the organization.

1.3.2 Efficiency

	Performance
Efficiency	C

There are several issues that have affected efficiency during 2015. The first and most significant was the ongoing restructuring of the organization, which made it difficult to complete an accurate baseline study for outputs 2 and 3.

Delays in procurement have severely affected the efficiency of execution of all outputs. Delays can be attributed to a lack of human resources, capacity within the Procurement Unit. Furthermore, it has been difficult to source suitably qualified candidates for Technical Expert roles. (Utility Planning, Network Protection & Distribution Management)

Delays in recruitment of partner staff during the re-staffing of EUCL and BTC recruitment of the ITA Human Resources have also hampered the execution of project activities.

Counterpart support has been intermittent due to both their uncertainty regarding which roles they would occupy within the new organisation and competing priorities in the day to day operations of the Utility.

1.3.3 Effectiveness

	Performance
Effectiveness	B

Initial indications that the outcome will be achieved are promising. An effective working relationship has been established with the partner and other major donors. In addition, the project has successfully adapted its activities and the focus of its activities to ensure that the specific outcome will be achieved. For example, Output 1 activities in the area of generation have been re-focused to support the operation of the newly constructed Nyabarongo hydro plant following a request from the partner and a strategic decision by EUCL to seek to lease out small Hydro plants as opposed to operating them themselves. Furthermore, the project has collaborated with the partner and WB to support the sourcing of long term (2 years) expert consultants both technical and financial to address critical gaps identified. In this regard funds from both the project and BTC Study Fund have been mobilised.

1.3.4 Potential sustainability

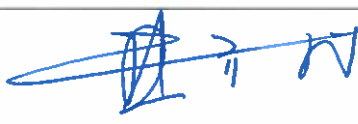
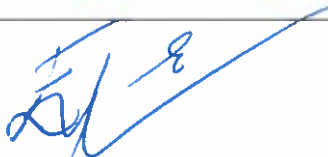
Potential sustainability	Performance
	B

The potential sustainability of the project is good. Although there is always the possibility that any number of external political and economic factors as well as changes to the senior managers at REG could alter this in the long term. Partner support for the intervention is evident, the project steering committee and REG senior management are committed and actively involved in all stages of the implementation process. The intervention is embedded in the organization and should be increasingly able to contribute to building institutional management capacity. The sustainability of project initiatives is highly dependent on the success of the organizational restructuring. Recognizing this, and given the limited financial resources available within the project, the implementation strategy is to focus where feasible, on the establishment of standards, management frameworks and models which will contribute to the operational effectiveness of the new organization and which can be built upon going forward.

In December 2015, there was a change in management at EUCL. A new Managing Director was appointed. The project will seek to establish the same positive relationship as existed with the previous MD.

1.4 Conclusions

The project is now in the implementation phase and so far indications for the accomplishment of the outputs are good. The project budget is small so that the partner and other donors need to agree on a strategy to optimize the value for money being spent by CDEU by identifying and supporting key levers that will ensure the accomplishment of the results. The project will have to be careful to capitalize on synergies, avoid duplication of effort and to support EUCL to manage change fatigue and combat the continuing "fire-fighting" mode of operation.

<p>National execution official² Director of Intervention Mr. Vincent Mpaka</p>	<p>BTC execution official³ Project Co-manager Ms. Eileen Woods</p>
	

² Name and Signature

³ Name and Signature

2 Results Monitoring⁴

2.1 Evolution of the context

2.1.1 General context

The Government of Rwanda embarked on a process of public sector reform through which a new implementing institution Energy, Water and Sanitation Authority (EWSA) was created to implement the energy policy and strategy. As a new institution, EWSA was seen to need expert support in order to execute its mandate. In the framework of ICP 2011-2014, between Rwanda and Belgium, support to the energy sector was agreed through Institutional Strengthening and Capacity Development was foreseen

Furthermore, in August 2014 EWSA was reorganized into two organizations, the Rwanda Energy Group (REG); itself comprised of a Holding Company with 2 subsidiaries: Energy Utility Corporation Limited (EUCL) and Energy Development Corporation Limited (EDCL) and the Water and Sanitation Corporation. (WASAC) The project is focused on EUCL.

The goal of the present intervention is to transform this engagement into action by strengthening the functioning and performance of the Energy Utility (EUCL) within REG

2.1.2 Institutional context

The institutional context of the project has changed significantly since formulation. The institution has been through two major reorganizations in the past three years, with the last and most impactful occurring just as the project began. The organization structure changed from a government institution to a government owned Limited Corporation. Furthermore, all staff working in the organization had to apply and be selected for a position in the new structure. The work of the Utility remains the same and the need for the support that the project is designed to give, is now even greater. REG management was tasked with, and completed the restructuring exercise from July 2014 to July 2015. As part of the restructuring, REG immediately adopted a Human Resources capacity strategy whereby all staff of the former EWSA were required to apply for, and be recruited for a position in one of the two subsidiary companies. Normally, as part of the formulation of Output 3, the recruitments would have been done by the HR Department supported by the project staff. However, the project change co-manager did not arrive until mid-September 2014 and there was no internal HR capacity to take on this activity. Therefore, REG contracted KPMG to assist them with the recruitments. In the Energy Utility section of the former EWSA, there were more than 1000 staff. The recruitment process began in September 2014 and was largely completed by July 2015. The adoption of this Human Resources strategy created an organization where staff were in limbo, waiting to see which position, if any, they would hold in the new organization. As could be expected, this led to low morale, high anxiety and a slowing of activity as staff waited to learn what would happen to them. Following completion of re-staffing, many individuals found themselves in new roles and all staff were required to understand and adapt to the new organisation and their roles and responsibilities within it.

A key element of the restructuring strategy was to attract high quality external candidates to key positions. To achieve this, it was necessary for REG to offer competitive compensation packages which are considerably higher than those previously in place for managers as public employees. However, a revised salary structure proposal for the organisation was rejected at Ministry level

2.1.3 Management context: execution modalities

On the partner's side, a complete change of the senior management team at EUCL occurred with the

⁴ Impact refers to global objective, Outcome refers to specific objective, output refers to expected result

commencement of the restructuring program in August 2014. Since then there has been a further change with the appointment of a new Managing Director in December 2015.

At the first project Steering Committee a change was made, transferring the National Procurement Officer, Accounting Officer and Driver positions from “direct management” to “co-management” in order to align with other BTC energy sector projects. In June 2015 following a review of the effectiveness of the execution modalities, it was decided to return these positions to direct management as originally foreseen in the TFF.

The position of RAFI reports directly to the Resident Representative; the RAF being responsible for both the CDEU and Be1 EARP Projects.

Two additional national staff were recruited in 2015 for the positions of Procurement Specialist and Project Accountant.

2.1.4 Harmo context

BTC and CDEU project staff are working very closely with the partner organization. Regular meetings are held with the project counterparts, the CEO, the Managing Director, World Bank Restructuring Advisor, as well as the World Bank Country Representative for the Energy Sector in Rwanda. The World Bank is funding the establishment of a Management Information System for EUCL. CDEU collaborates with REG, the World Bank and JICA to harmonise funding of EUCL activities. In alignment with the REG / World Bank Plan, BTC is funding seven initiatives deemed critical to the success of the restructuring.

The project also coordinates with the Be1 EARP project on areas of overlapping activities such as network strengthening and capacity development.

2.2 Performance Indicators



2.2.1 Progress of indicators

“EUCL is able to provide, in a sustainable way, reliable energy to all its customers.”

The intervention's direct influence on Outcome level indicators is limited. The project is one of many active in the energy sector, which cumulatively contribute to the achievement of the desired Outcome. Our contribution, however is small.

The team decided in 2015, to revise the Outcome Indicators. It was the view of the team that there were too many Indicators and some were very difficult to measure. It was decided to simplify the approach and use international standard Utility Performance Indicators. Baseline data are not currently available. It is, however, a Utility priority to implement improved data collection and management systems. The first such systems will be implemented during 2016. These will evolve in quality and complexity year by year.

Network reliability data is a good indicator of improvement in the Performance of the Utility and consequently progress toward achieving the desired Outcome. This will also serve as a metric with which EUCL can be benchmarked relative to other Regional Utilities.

Data collection and management will be greatly improved with the implementation of a centralized "Incident Management System". This will form part of the Utility MIS system. It will be used to log and manage the rectification of Network faults countrywide. It is expected to be operational in 2018

Reliability Indicators: Reliability of power supply can be defined as the performance of the elements of a bulk system resulting in electricity being available to customers in the desired quantity. The degree of reliability may be measured by the frequency, duration, and magnitude of adverse effects (faults) in the electricity supply. The most common indices used to measure reliability are: SAIDI, SAIFI and CAIDI.

SAIDI stands for System Average Interruption Duration Index. It defines the total number of minutes on average that a customer on a distribution network is without electricity in a year.

$$\text{SAIDI} = \frac{\sum \text{Interruptions [interruptions durations (minutes) } \times \text{ number of customers affected]}}{\text{Total number of customers}}$$

SAIFI stands for System Average Interruption Frequency Index. It is the average number of times a customer's supply is interrupted per year.

$$\text{SAIFI} = \frac{\text{Total number of Interruptions}}{\text{Total number of customers}}$$

CAIDI stands for Customer Average Interruption Duration Index. It is the average duration for each interruption.

$$\text{CAIDI} = \frac{\sum \text{Interruptions [interruptions durations (minutes) } \times \text{ number of customers affected]}}{\text{Total number of Interruptions}}$$

$$\text{CAIDI} = \frac{\text{SAIDI}}{\text{SAIFI}}$$

Outcome: EUCL is able to provide in a sustainable way, reliable energy to all its customers.		
Results / Indicators	Baseline value 2014	End Target 2018⁵
1. SAIDI	Not monitored	6000
2. SAIFI	Not monitored	50
3. CAIDI	Not monitored	120

⁵ Targets based on performance data available from the National Utilities of Kenya and Uganda and will be revised once EUCL Baseline data becomes available

2.2.2 Analysis of progress made

The project has worked in close collaboration with EUCL management and other development partners, particularly the World Bank, to coordinate efforts to identify and address the institution's immediate needs towards improving the reliability of energy supply.

Consequently, there has been a change away from targeting technical activities in Pilot areas and toward a strategy of addressing areas of immediate technical need within the Utility. Furthermore, there has been a shift in focus away from Generation toward Transmission & Distribution; these being the technical areas of greatest need and thus having the greatest negative impact on reliability of supply.

At central level, it was agreed that the project would focus its activities on providing funding for a number of initiatives to fill serious technical and management system capacity gaps that threaten the operational viability of the Utility. These include the provision of a number of expert counterparts and consultancies:

- Distribution Management Expert
- Utility Planning Expert
- Network Protection Expert
- Financial Management Expert
- Strategic Business Planning Consultancy
- Human Resources International Technical Assistant
- Monitoring and Evaluation International Technical Assistant

The above represents a strategic re-orientation of the project made in collaboration with the partner and other development actors with the aim of cumulatively increasing our ability to achieve the project Outcome. Little progress has been made in the implementation of this plan during 2015, primarily due to delays in procurement outlined earlier.

The Financial Management Expert was the only one who was brought on board during 2015. The others are expected during the first half of 2016

2.2.3 Potential Impact

It is too early to assess.

In many cases project activities involve the establishment of systems not previously in existence rather than the development of existing ones. With the provision of several expert counterparts and consultancies, the expectation is that the standard of technical and management support systems will improve significantly in 2016 which will contribute to an improvement in reliability and sustainability of supply, although the latter may not be immediately apparent or measureable

Due to the restructuring program, senior management and directors have been newly appointed, with several having little or no prior experience in the energy sector. The impact of capacity development initiatives at this level should also become apparent over the course of the project.

2.3 Performance Output 1



Operations and maintenance of electricity infrastructure in the pilot districts are strengthened in order to contribute to the overall reliability of the electricity infrastructure in Rwanda*

* Activities have been re-oriented to address areas of need rather than Pilot areas

2.3.1 Progress indicators

Results / indicators	Baseline value 2014 year 1	Final Target Value	Target Value 2015	Actual Value 2015	Comments
OUTPUT 1: Operations and maintenance of electricity infrastructure in the pilot district are strengthened in order to contribute to the overall reliability of the electricity infrastructure in Rwanda.					
1.1 Number of generation plant trips (average per plant)	Nyabarongo Plant not in Service Ntaruka Plant, 2 from 3 Units in Service Mukungwa Plant In Service < 10 Trips Plant trips recorded in Monthly reports	<10	Operational statistics monitoring system Implemented	70% Implemented	Monitoring in place (MS Sharepoint Database) for Nyabarongo plant. To be extended to other facilities in 2016
1.2 Generation plant availability (Nyabarongo, Mukungwa, Ntaruka)	Nyabarongo Plant not in Service Ntaruka Plant, 2 from 3 Units in Service. Availability (of running units) Ca. 95% Mukungwa Plant in Service. Availability Ca. 85% Plant availability recorded in Monthly reports	>90%	Operational statistics monitoring system Implemented	70% Implemented	Monitoring in place for Nyabarongo plant. To be extended to other facilities in 2016

1.3 LTA (Lost Time Accidents) / 100K person hours Utility wide	Not Currently Monitored	<0.5	Monitoring System Implemented	0% Implemented	Utility Health & Safety Officer only recruited in Dec 2015. Consultant support to establish Utility H&S Policy planned 2016
1.4 Central Reporting tool in use	No Operations-wide standard in use	100% implemented	First revision in use	30% Implemented	In use for Generation, to be extended to T&D
1.5 Number of distribution transformer failures / 1000 units installed	38 / 3000 (approximately)	<10	Monitoring System Implemented	0% Implemented	Not monitored in 2015, No dedicated transformer group in the new organisation. Will form part of T&D monitoring which will begin in 2016
1.6 O&M Procedures in place for Generation infrastructure	Manufacturer's manuals only available	100%	30%	30%	O&M Policy documents drafted. Detailed maintenance plans in place for Nyabarongo Plant
1.7 O&M Procedures in place for Transmission & Distribution infrastructure	0%	100%	20%	15%	O&M Policy documents drafted.

2.2.3 Progress of main activities

Progress of <u>main</u> activities ⁶	Progress:			
	A	B	C	D
1 Technical assistance to Nyabarongo power plant - Instrumentation Technician		X		
2 Technical assistance – Network Protection Expert			X	
3 Provision of maintenance tools and equipment			X	
4 Provision of technical training			X	
5 Standardisation of reporting and data management		X		
6 Development of technical procedures		X		

2.2.4 Analysis of progress made

One initiative successfully implemented in 2015 was the provision of a technical expert to support the first year of operation of the newly constructed Nyabarongo Hydro Power Plant. As has been mentioned, this was in response to a Partner request and was supported due to the criticality of the Nyabarongo plant to the stability of the Electricity Network. A technician was successfully sourced at short notice and worked on site throughout 2015. The initiative was successful, local staff were trained and maintenance planning was developed. The plant is operating in a stable manner with an availability in excess of 95%.

Delays in procurement have impacted progress across all project Outputs. For Output 1, procurement of equipment and technical training, foreseen to be completed in 2015 is still ongoing. Furthermore, it has proven much more difficult than anticipated to source expert consultants for long-term assignments. In Output 1 the Network Protection Expert initially foreseen to be in place during the first half of 2015, will now most likely not be in place until Q2 2016, one year later.

Activities of the ITA in the areas of development of procedures and data management are progressing. In relation to technical procedures, work has been done to review and substantially improve the quality of technical procedures produced by KPMG under a BTC funded consultancy (Study Fund).

Overall, progress of activities has been less than expected. Procurement has been an issue and the impact of the on-going restructuring (staff uncertainty) and the demands of day to day operational issues on technical staff has been more significant than anticipated. Going forward, several procurements, which have been significantly delayed, are now nearing completion and implementation can begin in early 2016. While progress has been slower than forecast, the improvement strategy remains valid.

2.4 Performance Output 2

Management and support functions at the Electricity Utility central level are strengthened in order to **increase the Utility's performance and enhance strategic management.**

- ⁶
- 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

2.4.1 Progress of indicators

Results / indicators	Baseline value 2014 year 1	Final Target Value	Target Value 2015	Actual Value 2015	Comments
OUTPUT 2: Management and support functions at EUCL central level are strengthened in order to increase the Utility's performance and enhance strategic management.					
2.1 A set of KPIs (Organizational) is identified and is being measured	0% not identified	KPIs identified for all departments	KPIs defined	Not Defined	Strategic Business Plan not yet completed
2.2 Set of Standard reports and reporting schedule at all management levels exists	0%	100%	10%	0%	There are some reports but they are not standardized
Finance					
2.3 Number of audit queries	80	<20*non-recurrent	<60		Not available until June 2016
2.4 Financial Ratios (rec./payable, etc.) (To be determined which ratios)	Not Available	TBD	TBD	N/a	To be agreed with Financial Expert in June 2016
2.5 Manual of systems, procedures and workflows in place	30%	100%	100%	100%	Completed. This indicator will be removed
2.6 Capacity development plan for Director of Finance designate established	0%	100%	100%	100%	Completed. This indicator will be removed
2.7 Capacity development plan for Director of Finance designate implemented according to plan	0%	100%	10%	10%	Plan is in the process of being implemented
2.8 Capacity development plan for Finance department staff established	0%	100%	100%	100%	Completed. This indicator will be removed
2.9 Capacity development plan for Finance department staff implemented according to plan	0%	100%	5%	15%	Plan is in the process of being implemented
Operations					
2.10 Operations procedure manual in place for all technical departments	5%	100%	25%	15%	O&M Policy documents drafted by KPMG. Detailed procedure to follow
2.11 5&10 year network development plans in place	5%	100%	15%	5%	Behind schedule due to difficulty in sourcing Planning Expert to

					work with local staff
2.12 Network Protection philosophy defined and relay settings review plan in place and implemented	5%	100%	15%	5%	Behind schedule due to difficulty in sourcing Network Protection Expert to work with local staff
2.13 Network reliability statistics compiled	5%	100%	15%	10%	Ongoing. Slower progress due to quality of field data recording
Procurement					
2.14 Avoidable delays between procurement process steps	Not recorded	<3 days over entire process	Tracking Sys in place	Tracking Sys in place	For project tenders only, to be extended to include all tenders
2.15 Planned procurement vs executed: EUCL	79%	100%	85%	76%	Procurement submit weekly, monthly and annually report for procurement execution
Strategic & Business planning					
2.16 Ten Year strategic business plan is in place, reviewed annually and implemented	Does not exist	Exists & is implemented	Plan formulated	Plan not formulated	Procurement of consulting firm in progress
2.17 Five year business plan is in place (reflects strategic goals), reviewed annually and implemented	Does not exist	Exists & is implemented	Plan formulated	Plan not formulated	Procurement of consulting firm in progress
Human Resources Information System					
2.18 Implementation of Human resources management system • Staffing • Performance management • Staff planning • Capacity development • Compensation & Benefits • Administrative management	10%	100%	10%	5%	Some elements exist but need review and revision
2.19 Human resources procedures manual in place	30%	100% Complete & implemented	100%	80%	KPMG completed but BOD approval has not been given

2.4.2 Progress of main activities

Progress of main activities ⁷	Progress:			
	A	B	C	D
1 KPIs				X
2 Financial management system		X		
3 Procurement management system			X	
4 Operational planning system			X	
5 Distribution management			X	
6 Human resource management system			X	

2.4.3 Analysis of progress made

Strengthening the central systems of EUCL has taken on increased importance in achieving the project outcome and outputs.

As part of the restructuring, the World Bank did a review of the central systems of EUCL and found them to be at a critical state. The WB is now developing with EUCL a comprehensive Management Information System to address these critical systems to improve the performance of these core functions. The system will take two years to design and implement. In harmonization with the World Bank initiative, the project has undertaken to fund and support projects in the financial and asset management, utility operations, strategic planning and human resource management. These projects are designed to lay the groundwork for the effective implementation of the MIS initiative.

The development of the TORs and procurement process has occupied a good deal of the time of the project staff in 2015. A Financial Expert was recruited and is in place since August 2015. Procurement is ongoing for experts in Distribution Management, Utility Planning, Network Protection and Strategic Business Planning. We anticipate the commencement of services in Q1 and Q2 2016 with significant strengthening of the functions becoming evident in late 2016 and in 2017.

A consultancy is currently under procurement to facilitate the development of a 10-year strategic plan for REG and 5-year business plans for EUCL & EDCL. It is planned to begin in Q2 of 2016 and be completed in Q4 of 2016. Until these plans are in place it is not possible to establish accurate and relevant KPIs.

2.5 Performance Output 3

EUCL's Human Resource Staffing and Competence Development Functions are strengthened in Order to contribute to the Utility's Performance.

⁷ 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.

2.5.1 Progress indicators

Results / indicators	Baseline value 2014 year 1	Final Target Value	Target Value 2015	Actual Value 2015	Comments
OUTPUT 3: EUCL's Human Resource Staffing and Competence Development Functions are Strengthened in Order to Contribute to the Utility's Performance					
Staffing					
3.1 Staff planning system is established	0%	100%	10%	0%	System is not in place yet
3.2 Staff plan execution rate: Plan vs Actual	0%	100%	10%	0%	System is not in place yet
3.3 Job profiles are validated annually	0%	100%	100%	100%	Was completed during restructuring but annual review is not embedded in the HR system
3.4 Recruitment processing time	60 days	40 days	60 days	60 days	This was supported by consultants in 2015. Measurement is required in 2016
3.5 Cost of recruitment per person	2 m Rwf.	1 m Rwf.	2 m Rwf.	2mRWF	These were the costs recorded during the re-staffing recruitment carried out by KPMG
3.6 Number of applicant complaints regarding recruitment	Not Available	<3 year	<5 year	5	Data provided by HR
3.7 On-boarding system established and implemented	20%	100%	40%	20%	System not established but some activities are in place
3.8 Induction program implemented	0%	100%	100%	5%	Program established but not implemented at all staff levels
Performance Management					
3.9 Performance management system is effective in accurately assessing individual performance (performance ratings of staff match the Utilities' Performance)	Not Available	100%	Not Available	Not Available	Auditor General's report needed to get information
3.10 Personal Performance ratings reflect the attainment of documented key results	Not Available	100%	Not Available	Not available	Can be measured in 2016 as all departments now have written performance contracts

3.16 Promotion system, policy & procedures is established and implemented	Not Available	100%	Not Available	0%	Because of the reorganisation and late arrival of HR staff, these Policies and Procedures were not established in 2015
Capacity Development					
3.17 Capacity development is incorporated as a key result in Managers' performance evaluation	0%	100%	90%	30%	Item is there but Execution can't be seen until end of fiscal year 2016-2017
3.18 Annual Individual, Departmental and Organization wide capacity development plan is established and prioritised	0%	100%	20%	5%	Finance Department has completed this
3.19 Capacity development / training plans are itemized in the budget	0%	100%		0%	Was not possible because of the re-staffing of the organisation. Will be measured in 2016
3.20 Critical positions have been identified and three year succession plans exist and are implemented.	0%	100%	25%	0%	Some positions identified during reorganisation but succession plans have not been established or implemented
Compensation and Benefits					
3.21 Compensation and benefits strategy and policy are established	0%	100%	50%	30%	Strategy has been formulated for senior levels. Needs to be revised in light of strategic plan
3.22 Salary structure reflects core business priorities	Not Available	100%	10%	10%	Structure was prepared but only partially approved and adopted. Needs to be revised in light of strategic plan
3.23 A system for salary and benefits review and Benchmarking is established and implemented	Not Available	100%	80%	30%	Formal Benchmarking will be done every three years. Informal annual salary review needs to be planned.
3.24 Number of voluntary staff resignations	Not Available	<1%	0.5%	0.05%	Staff were just hired in 2015 under reorganization a more representative measure can be expected in 2016

Human Resources Information					
3.25 Standard HR information reporting is established	Not Established	100%	70%	70%	Reporting in place needs review and revision
3.26 Monthly HR reports provided to all levels of management	Not Established	100%	100%	100%	Completed. This indicator will be removed
3.27 Information reported is accurate	Not Measured	100%	95%	95%	Need to examine measuring system to authenticate
3.28 Gender statistics are included in reporting	Data Available	100%	50%	50%	Some information on gender reported
3.29 Operations departmental gender ratio m/f	96 / 4%	70 / 30%	96 / 4%	96 / 4%	Operations is far below the government target. Gender initiative to target Operations area is required

2.5.2 Progress of main activities

Progress of <u>main</u> activities ^a	Progress:			
	A	B	C	D
1. Staffing		x		
2. Performance Management			x	
3. Capacity Development			x	
4. Compensation and benefits			x	
5. Human resources information			x	

2.5.3 Analysis of progress made

The restructuring and re-staffing of the organization was largely completed in September 2015 with some new hires not in their positions until October/ November. This includes the staff of the Human Resources Department. Therefore, it has not been possible in 2015 to assess the needs of the staff or HR systems.

However, in the Finance Department where BTC funded a Finance Expert and where staff were mostly in place, a capacity needs assessment was completed in Q4 of 2015 with individual training plans and budget allocations made.

With the arrival of the International Technical Assistant, HR in Q1 2016, the organization-wide capacity assessment and the HR Systems assessment will begin. Training activities will be based on Utility priorities and recommendations of expert consultants funded by BTC / CDEU.

^a 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

2.6 Transversal Themes

2.6.1 Gender

A preliminary analysis of the gender profile of the organization shows that in all departments except Operations, we see an employee gender ratio close to the government target of m/f 70/30. In the Operations Department the ratio is 96/4. One reason for this imbalance is the engineering educational background and specific technical skills required for jobs in Operations.

An organisation wide analysis is required examining the roles occupied by women, level of responsibility and salary equity in order to form a more comprehensive understanding of the status of women within the organisation. This will be undertaken in 2016 and form the basis of the project's gender initiative.

2.6.2 Environment

The project takes into consideration the environmental impact of its activities. The direct environmental impact of project activities is limited, but at an organisational level the project contributes to the government strategy of transitioning away from costly and environmentally damaging oil-fuelled power generation and toward *green* sources of energy.

In 2014 BTC Energy Sector Projects contributed to the *Se4all* (Sustainable Energy for All) country analysis. *See4all* is a UN sponsored initiative aimed at promoting renewable energy, energy access and energy efficiency in the developing world. Recommendations from the analysis are being considered for adoption into the National Energy Policy.

2.6.3 Other

N/A

2.7 Risk management

Risk Identification			Risk Analysis			Risk Treatment	
Risk/ Issue Event	Period	Category	Likelihood	Impact	Magnitude	Action(s)	Comments
Poor Interest for Capacity Development. CD seen as a "nice to do" compared to the hardware objectives in the electricity sub-sector	Formulation	Effectiveness	Medium	High	High Risk	Interest and positive image of the project has suffered due to delays in the procurement process outside the control of the project. Expected to improve with the completion and implementation of the first tenders	Interest and positive image of the project has suffered due to delays in the procurement process outside the control of the project. Expected to improve with the completion and implementation of the first tenders
Lack of implementation of the recommendations and suggestions made by the project team, in particular in relation to change management at the highest level	Formulation	Effectiveness	Medium	Medium	Medium Risk	This risk cannot be accurately quantified at this time. There was an unforeseen change of the Managing Director in December 2015. The project expects to develop a similar strong collaborative relationship with the new MD as existed with his predecessor	
Restructuring of EWSA triggering the change of project scope and management arrangement	Formulation	Effectiveness	High	Low	Medium Risk	Scope has been impacted by restructuring but project has re-focused to address the newly identified needs	
Staff resistance to change. Can be perceived as an increase in the control on their schedule and workload	Formulation	Effectiveness	Medium	High	High Risk	Most applicable to lower levels in the organization. Management must effectively communicate the necessity of change and the positive results expected. Induction program initiated	

						by the project in 2015 will contribute to this	
High staff turnover within EUCL. (Update September 2015) Risk now perceived to be impact of the failure to source suitably qualified personnel for some key positions and the magnitude of capacity development needs	Formulation	Sustainability	Medium	Medium	Medium Risk	See updated Risk definition	Now that the staffing is 85% complete, we expect this risk to decrease over the next quarter by developing Human resources strategies
Lack of accurate information	Formulation	Sustainability	Low	Low	Low Risk		
Delays in procurement a lack of project guidelines for procurement and the heavy agenda of restructuring.	Start-up	Efficiency	High	High	Very High Risk	Experience gained from past tenders is being used to streamline and improve the procurement workflow	Scope has been impacted by restructuring but project has re-focused to address the newly identified needs
Inadequate understanding of CD and its added Value by EUCL staff	Formulation	Effectiveness	Low	Low	Low Risk	Issue is perceived not to be a lack of understanding of CD & its benefits but rather an issue of competing operational priorities.	
CD tools (developed by NCBS) and solutions not adapted to the realities of EUCL	Formulation	Effectiveness	Low	Low	Low Risk	No standard tools received to date	

9

Existing budgets within EUCL for O&M are decreased	Formulation	Effectiveness	Low	Low	Low Risk		
Management of EUCL and policy makers do not make use of strategic information produced in the electricity utility	Formulation	Effectiveness	Low	Medium	Low Risk	Issue perceived as being more the lack of strategic information rather than an unwillingness to act upon it	
EUCL budget of HR and training decreases	Formulation	Effectiveness	Low	Medium	Low Risk		
Low knowledge transfer from TA's	Formulation	Sustainability	Low	Medium	Low Risk	Substantial network reliability issues limits availability of counterparts for capacity development	
O&M procedures developed by KPMG await to be approved by REG Board.	Formulation	Sustainability	High	Medium	High Risk	Efforts will focus on demonstration of the positive benefits of new O&M practices where possible.	
Insufficient availability of budget to respond favourably to legitimate requests from EUCL to fund activities not initially foreseen in the TFF	Start-up	Effectiveness	High	High	Very High Risk	Project budget already provisionally allocated, limited possibility to support new initiatives / requests	
EUCL has deferred recruitment of approximately 20% of planned staff positions in the new organization. There is a risk that reduced staffing levels will be insufficient to operate the	Implementation	Effectiveness	Medium	High	High Risk	New risk 7/1/2015. Will be better able to evaluate this risk by end of 2016	

Utility effectively							
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3 Steering and Learning

3.1 Strategic re-orientations

The instability of the organization during this transition phase continued throughout 2015. This project was able to respond to this in terms of re-orientation of project priorities and approaches. For example; Output 1 activities were expanded to address areas of need within the operations department rather than focus on pilot areas. Furthermore, it was decided to fund an additional four high level experts to lead and manage critical departments and develop local counterparts. To achieve this, additional funds were mobilized via the BTC Study Fund.

A new Managing Director was appointed in late December. This may result in further strategic re-orientation under his leadership.

Local project staff who were to be employed under co-management have been transferred to direct management to minimize administrative complications.

3.2 Recommendations

Recommendations	Actor	Deadline
Given the limited project budget relative to the Utility's capacity development needs and the cost of required improvements to central systems, it is necessary to continue to collaborate with other Donors and EUCL to target project activities in areas where they will have the greatest impact.	CDEU, BTC, EU, WB, JICA, EUCL	Ongoing
Develop a simple procurement management system (flow management system) to increase procurement efficiency – while waiting for it to be covered by the MIS	EUCL	ASAP

3.3 Lessons Learned

Lessons learned	Target audience
The effectiveness of a capacity development project such as this can only be maximised in a relatively stable organization; where issues such as technical deficiencies in infrastructure, adequate staff numbers and technical resources are largely under control. This should be considered during formulation of future projects in particular in relation to the timeframe required to achieve the desired results.	BTC
Flexibility to adapt project implementation strategy and activities, enables the project to positively respond to the partner's changing needs. This is particularly relevant for a project operating in a very dynamic environment such as the restructuring of the Utility. This enables the project to be more effective. This flexibility is important attribute to be continued in future project formulations	BTC

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				
<i>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</i>				
Assessment RELEVANCE: total score	A	B	C	D
	A			
1.1 What is the present level of relevance of the intervention?				
	A	Clearly still embedded in national policies and Belgian strategy, responds to aid effectiveness commitments, highly relevant to needs of target group.		
x	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	Intervention 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				
<i>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</i>				
Assessment EFFICIENCY : total score	A	B	C	D
			C	
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.		
x	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		

x	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.
X	C	Some outputs 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
		B		
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.		
x	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.		
x	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).				
<i>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</i>				
Assessment POTENTIAL SUSTAINABILITY : total score	A	B	C	D
		B		
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.		
x	B	Financial/economic sustainability is likely to be good, but problems might arise namely from changing external economic factors.		
	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. Likelihood 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

N°	Decision		Actions needed to implement the decision (if any)				Follow-up of actions 21/01/2016	
	Decision	Source	Action	Organization in charge	Resp.	Progress	Status	
1	PMU to review the possibility of following-up and reporting on the use of the Rwandan contribution	SC	Meeting with CFO to get understanding about current and future reporting abilities on Rwandan contribution by REG	REG/Project	Project Coordinator and RAFI	The first report on the Rwandan contribution was presented at PMU level in August, it was agreed that an update will be done every three months	completed 10/06/2015	
2	Project Management unit to review outputs 2 and 3	SC	Project Coordinator work closely with the Finance Department in order to have a reporting system in place	REG/Project	Project Coordinator	The first project report jointly signed between CDEU and MD EUCL was transmitted to MINECOFIN on August 2015	Completed 10/06/2015	
3	For each expert (international or national), one or more national counterparts must be appointed to ensure effective capacity building and knowledge transfer.	SC	PSC has requested to amend the organization chart of the project to include appointed counterparts	Project	Project Coordinator	Reviewed and importance of outputs 2 & 3 to the successful transformation of the organization deemed critical	Completed 1/7/2015	

4	An action for monitoring synergy & cooperation between EARP and CDEU projects must be elaborated	SC		PMU	ITA O&M	Monthly coordination meeting established to discuss progress of both projects and cooperation initiatives	Completed 1/7/2015
5	PMU to analyse the possibility of incorporating the recruitment of 3 experts for the Nyabarongo power plant in the project action plan	SC		REG/Project	Project	Instrumentation Technician sourced. Based on operational performance of Nyabarongo plant the PMU decided to discontinue the recruitment of two additional experts and to reallocate the funds to other activities. Technician's contract was completed in January 2016	Completed 21/1/2016
6	The PMU to include measurement indicator for the (presence/availability) of the DI in the project	SC		PMU	Project Coordinator	The assessment was completed and the DI is currently spending 15% of his time to the project. Presently this is seen as sufficient.	Completed 10/06/2015
	Technical counterparts should be included in PMU meeting monthly			PMU	ITA O&M	Following discussions between PMU and EUCL management a decision was taken to integrate the ITA O&M more closely into EUCL technical departments. To this end the ITA will join the technical team at NCC and be included in operations department technical meetings.	Completed 1/12/2015

10	CDEU had been following up the execution of four tenders outstanding from the EPRER project related to Micro-hydro plants. Given that micro hydro plants have been leased out by EUCL, it was requested by them that these tenders be cancelled and the funds reallocated	SC		PMU	DI, Co-manager, ITA O&M	Completed 16/09/2015
11	Approval of project operational plan	SC		SC		Completed 16/09/2015
12	Approval of Budget modification related to the transfer of local project support personnel from EUCL to BTC contracts	SC		SC		Completed 16/09/2015



4.3 Updated Logical framework

Logic of the Intervention	Indicators	Source of verification	Hypotheses / Assumptions
Global Objective (Impact) The Energy sector is able to provide sufficient, reliable and affordable energy for all Rwandans	Price / kWh (Breakdown for subsidies)	RURA & EUCL Reporting	Because of EUCLs improved ability to deliver reliable energy in a more cost-effective manner. Price to consumers will decrease
	Cost of electricity generation per MWh	EUCL Financial Reporting	
Specific Objective (Outcome) The Energy sector is able to provide sufficient, reliable and affordable energy for all Rwandans	SAIDI System Average Interruption Frequency Index	O&M Records	Improvements, particularly in the area of operations and network planning will, over time, increase the stability of supply.. Standard Utility performance metrics facilitates benchmarking
	SAIFI System Average Interruption Frequency Index	O&M Records	
	CAIDI Customer Average Interruption Duration Index	O&M Records	
Delivery of Outputs			
Result 1 (Output 1) Operations and Maintenance of Electricity infrastructure are strengthened in order to contribute to the overall reliability of the electricity network in Rwanda	1.1 Number of generation plant trips (average per plant)	O&M Records	O&M Procedures are of good quality
	1.2 Generation plant availability (Nyabarongo, Mukungwa, Ntaruka)	O&M Records	O&M Procedures evolve based on experience
	1.3 LTA (Lost Time Accidents) / 100K person hours in the pilot district	Safety Statistics	Reporting systems are correctly used and produce relevant information
	1.4 Central Reporting tool in use	N/a	

	1.5 Number of distribution transformer failures	O&M Records	
	1.6 O&M Procedures in place for Generation infrastructure	Procedures database	
	1.7 O&M Procedures in place for Transmission & Distribution infrastructure	Procedures database	
Delivery of Outputs			
Result 2 (Output 2) Management and support functional the Electricity Utility central level are strengthened in order to increase the Utility's performance and enhance strategic management	2.1 A set of KPIs (Organizational) is identified and is being measured	Performance management reports	Relevant KPI's are developed and are being measured
	2.2 Set of Standard reports and reporting schedule at all management levels exists	Central reporting archive	
	Finance		
	2.3 Number of audit queries	Audit report	Input data from all levels of the organisation is provided in a timely manner and is accurate
	2.4 Financial Ratios (rec./payable, etc.) (To be determined which ratios)	Financial records	
	2.5 Manual of systems, procedures and workflows in place	Procedure manual	
	2.6 Capacity development plan for Director of Finance designate, with quarterly progress reports established and executed	Capacity Development plan	
	2.7 Capacity development plan for Director of Finance designate, with quarterly progress reports implemented on time	Capacity Development plan	

2.8 Capacity development plan for Finance department staff, with quarterly progress reports established and executed	Capacity Development plan	
2.9 Capacity development plan for Finance department staff, with quarterly progress reports implemented on time	Capacity Development plan	
Operations		
2.10 Operations procedure manual in place for all technical departments	Manual database	Procedures are operationalised and regularly reviewed and revised
2.11 5&10 year network development plans in place	Manual database	
2.12 Network Protection philosophy defined and periodic review of relay settings plan in place and being executed	Manual database	
2.13 Network reliability statistics compiled	Operational database	
Procurement		
2.14 Avoidable delays between procurement process steps	Tracking Sys.	
2.15 Planned procurement Vs executed	EUCL Reports	
Strategic & Business planning		
2.16 Ten Year strategic business plan is in place, reviewed annually and implemented	Strategic planning documents	
2.17 Five year business plan is in place (reflects strategic goals), reviewed annually and implemented	Strategic planning documents	

	Human Resources Information System		
	2.18 Implementation of Human resources management system <ul style="list-style-type: none"> • Staffing • Performance management • Staff planning • Capacity development • Compensation & Benefits • Administrative management 	HR Records	Management at all organisational levels dedicate sufficient time for the assessment and development of their team members
	2.19 Human resources procedures manual in place	HR Records	
Delivery of Outputs			
Result 3 (Output 3) EUCLs HR Staffing and competence development functions are strengthened in order to contribute to the Utility's performance	Staffing		
	3.1 Staff planning system is established and implemented	HR Records	Sufficient budget is made available to meet staffing needs
	3.2 Staff plan execution rate	HR Records	
	3.3 Job profiles exist for all roles and have been validated	HR Records	
	3.4 Recruitment processing time	HR Records	
	3.5 Cost of recruitment	HR Records	
	3.6 Number of applicant complaints regarding recruitment	HR Records	
	3.7 Onboarding system established and implemented	HR Records	
	3.8 Induction program established and implemented	HR Records	

Performance Management		
3.9 Performance management system is effective in accurately assessing individual performance (performance ratings of staff match the Utilities' Performance)	HR Records	Individual performance targets are relevant and linked to business goals
3.10 Performance ratings reflect the attainment of documented key results	HR Records	
3.16 Promotion system, policy & procedures is established and implemented	HR Records	
Capacity Development		
3.17 Capacity development is incorporated as a key result in Managers' performance evaluation	HR Records	
3.18 Annual Individual, Departmental and Organization wide capacity development plan is established and prioritised	HR Records	
3.19 Capacity development / training plans are itemized in the budget	HR Records	
3.20 Critical positions have been identified and three year succession plans exist and are implemented.	HR Records	
Compensation and Benefits		
3.21 Compensation and benefits strategy and policy are established	HR Records	Utility Salaries are competitive

3.22 Salary structure reflects core business priorities	HR Records	
3.23 A system for salary and benefits review and Benchmarking is established and implemented	HR Records	
3.24 Number of voluntary staff resignations	HR Records	
Human Resources Information		
3.25 Standard HR information reporting is established	HR Records	
3.26 Monthly HR reports provided to all levels of management	HR Records	
3.27 Information reported is accurate	HR Records	
3.28 Gender statistics are included in reporting	HR Records	
3.29 Operations departmental gender ratio m/f	HR Records	

	Components and Activities under Output 1	Means	Belgian Contribution
R1	Output 1: Operations and Maintenance of Electricity infrastructure are strengthened in order to contribute to the overall reliability of the electricity network in Rwanda		Cost in Euros
A1.1	<p>Component 1.1 Operations and maintenance of generation infrastructure in the pilot district are strengthened</p> <p>Example of activities under this component:</p> <ul style="list-style-type: none"> • Functional review of key processes • Identify indicators for M&O performance and develop systems to monitor them • Develop, together with O&M staff adapted working procedures and implement them 	Purchase of tools and equipment Training Data collection systems	310,000
A1.2	<p>Component 1.2 Operations and maintenance of transmission and distribution infrastructure in the pilot district are strengthened</p> <p>Example of activities under this component:</p> <ul style="list-style-type: none"> • Functional review of key processes • Identify indicators for M&O performance and develop systems to monitor them • Develop, together with O&M staff adapted working procedures and implement them 		304,000

A1.3	<p>Component 1.3 Experiences in increasing performance in Operations and Maintenance in Electricity Generation, Transmission and Distribution are capitalized and communicated to relevant stakeholders.</p> <p>Example of activities under this component:</p> <ul style="list-style-type: none"> • Workshops with other stakeholders, local and international • Communication and reporting of lessons learned 	<p>Consultancies Workshop/seminar Budget for publications</p>	<p>60,000</p>
A1.4	<p>Component 1.4 Long-term Technical Assistance</p>	<p>ITA O&M Co-manager</p>	<p>864,000</p>
	<p>Components and Activities under Output 2</p>	<p>Means</p>	<p>Belgian Contribution</p>
R2	<p><u>Output 2:</u> Management and support functional the Electricity Utility central level are strengthened in order to increase the Utility's performance and enhance strategic management</p>		<p>Cost in Euros</p>
A2.1	<p>Component 2.1 The organization of management and support functions at the Electricity Utility Central level is strengthened</p> <p>Example of activities under this component:</p> <ul style="list-style-type: none"> • Functional review of key management and support processes • Development of adapted working procedures and their implementation • Develop procurement and financial and logistical management functions within Utility 	<p>Consultancies Workshops Field visits</p>	<p>225,000</p>

A2.2	<p>Component 2.2 The capacity of the EUCL Electricity Utility to report regularly and accurately on KPIs for operational management, strategic management and policy making is strengthened</p> <p>Example of activities under this component:</p> <ul style="list-style-type: none"> • Identify operational and strategic KPIs in EUCL Utility • Develop an M&E system to monitor KPI's • Contribute to GIS exercise in distribution • Refine existing analysis and reporting processes on KPIs for operational management, strategic management and policy-making purposes 		180,000
A2.3	Component 2.3 Long-term Technical Assistance	ITA M&E Co-manager	648,000
	Components and Activities under Output 3	Means	Belgian Contribution
R3	Output 3: EUCLs HR Staffing and competence development functions are strengthened in order to contribute to the Utility's performance		Cost in Euros
A3.1	<p>Component 3.1 A comprehensive approach to competence development for EUCL is developed and implemented in the Utility</p> <p>Example of activities under this component:</p> <ul style="list-style-type: none"> • Develop enhanced training policy. • Develop standardized function profiles and training curricula • Develop training database for management and Quality monitoring • Elaborate a capacity building plan 	<ul style="list-style-type: none"> • Consultancies • Junior(s) • Mentoring and coaching • Equipment and materials • Dedicated budget complementing CBF and training budget for local, regional and international training or industrial attachment 	412,000

A3.2	<p>Component 3.2 EUCL short, medium and long term need for adequate training facilities is supported</p> <p>Example of activities under this component:</p> <ul style="list-style-type: none"> • Provide technical equipment for training • Develop partnerships with training centres and industry 		185,000
A3.3	<p>Component 3.3 A comprehensive approach to staffing is developed for EUCL and implemented</p> <p>Example of activities under this component:</p> <ul style="list-style-type: none"> • Develop and test a new recruitment planning approach 		100,000
A3.4	Component 3.4 Long-term Technical Assistance	ITA HR Co-manager	648,000

4.4 MoRe Results at a glance.

Logical framework's results or indicators modified in last 12 months?	Yes
Baseline Report registered on PIT?	No (Pending)
Planning MTR (registration of report)	02/2017 (estimate)
Planning ETR (registration of report)	03/2019 (estimate)
Backstopping missions since 01/01/2012	December 2014

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

Budget vs Actuals (Year to Month) of RWA1208311								
Project Title: Institutional Strengthening and Capacity Development - Energy Sector								
Budget Version: E01								
Currency: EUR Year to month: 31/12/2015								
YtM: Report includes all closed transactions until the end date of the chosen closing								
	Status	Fin Mode	Amount	Start to 2014	Expenses 2015	Total	Balance	% Exec
02 Administrative and financial staff		REGIE	0,00	6 595,03	0,00	6 595,03	-6 595,03	7%
03 Other support staff		REGIE	0,00	0,00	0,00	0,00	0,00	7%
04 Local Administrative and Financial Staff		COGES	12 294,00	0,00	12 294,07	12 294,07	-0,07	100%
05 Other local Support Staff		COGES	6 753,00	630,74	6 922,63	6 753,27	-0,27	100%
06 Local Administrative and Financial staff		REGIE	156 506,00	0,00	14 191,76	14 191,76	122 314,24	10%
07 Other Local Support staff		REGIE	41 247,00	0,00	-3 063,96	-3 063,96	44 330,96	-7%
02 Investment			80 000,00	68 242,55	10 221,87	78 464,12	1 535,88	86%
01 IT and office equipment		REGIE	20 000,00	6 691,93	6 164,74	12 856,67	7 143,33	64%
02 Vehicles		REGIE	60 000,00	61 550,62	4 056,83	65 607,45	-5 607,45	109%
03 Operating Costs			100 400,00	5 420,54	38 779,78	36 200,32	64 199,68	36%
01 Fuel and maintenance		REGIE	48 000,00	1 387,08	3 766,37	5 153,45	42 846,55	11%
02 internet & Co		REGIE	9 600,00	67,97	1 369,03	1 377,00	8 223,00	14%
03 Telecommunication costs		REGIE	6 400,00	141,76	3 294,18	3 435,93	4 964,05	41%
04 Office consumables		REGIE	14 400,00	924,71	11 929,29	12 850,00	1 550,00	89%
05 Mission costs		REGIE	16 000,00	1 863,26	8 736,17	7 599,43	8 400,57	47%
06 WAT Direct Management		REGIE	0,00	1 035,76	4 638,44	6 674,20	-6 674,20	7%
07 WAT Co-Management		COGES	0,00	0,00	0,00	0,00	0,00	7%
08 Other expenses		REGIE	2 000,00	0,00	80,68	80,58	1 919,42	4%
09 Other expenses		COGES	2 000,00	0,00	29,71	29,71	1 970,29	1%
04 Audit et Suivi et Evaluation			145 000,00	10 133,94	0,00	10 133,94	134 866,06	7%
01 M&E		REGIE	80 000,00	9 553,51	0,00	9 553,51	70 446,49	12%
02 Technical backstopping BTC		REGIE	30 000,00	580,43	0,00	580,43	29 419,57	2%
		REGIE	2 971 153,00	220 664,26	333 668,28	554 332,51	2 416 820,49	19%
		COGEST	2 028 847,00	887,01	169 623,23	170 510,24	1 858 336,76	8%
		TOTAL	5 000 000,00	221 551,27	603 291,48	724 842,75	4 275 157,25	14%

Budget vs Actuals (Year to Month) of RWA1208311

Project Title: **Institutional Strengthening and Capacity Development - Energy Sector**
 Budget Version: **E01**
 Currency: **EUR** Year to month: **31/12/2015**
 YIM: **Report includes all closed transactions until the end date of the chosen closing**

	Status	Fin Mode	Amount	Start to 2014	Expenses 2015	Total	Balance	% Exec
A OUTCOME / SPECIFIC OBJECTIVE (SO)			5 900 000,00	115 405,84	301 516,35	478 774,87	3 459 225,00	12%
01 Operations and Maintenance of electricity infrastructure			1 530 000,00	82 711,51	97 826,25	180 237,76	1 367 762,24	19%
01 O&M of Generation infrastructure in the pilot district are		COGES	310 000,00	0,00	0,00	0,00	310 000,00	0%
02 O&M of transmission and distribution infrastructure in the		COGES	304 000,00	0,00	8,60	0,00	304 000,00	0%
03 Experiences in increasing performance in O&M are		COGES	60 000,00	0,00	0,00	0,00	60 000,00	0%
04 Long Term technical Assistance		REGIE	864 000,00	82 711,51	97 826,25	180 237,76	683 762,24	21%
02 Management and support functions at the Electricity			1 053 000,00	16 372,06	189 886,60	206 227,56	846 772,44	39%
01 Organization and functioning of management and support		COGES	225 000,00	0,00	40 888,94	40 638,94	184 341,06	18%
02 The capacity of the EWSA Electricity Utility to report on		COGES	180 000,00	0,00	96 999,07	96 959,07	83 040,93	54%
03 Long Term technical Assistance		REGIE	648 000,00	16 372,06	82 237,48	68 609,55	579 390,45	11%
03 EWSA's HR staffing and competence development			1 345 000,00	16 372,07	73 937,68	90 309,65	1 254 690,35	7%
01 Competence development for EWSA is developed and		COGES	412 000,00	0,00	0,00	0,00	412 000,00	0%
02 EWSA short, medium and long term need for adequate		COGES	185 000,00	0,00	13 036,43	13 036,43	171 963,57	7%
03 Staffing is developed for EWSA and implemented		COGES	100 000,00	0,00	646,87	646,57	99 353,43	1%
04 Long and Medium Term technical Assistance		REGIE	648 000,00	16 372,07	60 264,88	76 626,65	571 373,35	12%
X CONTINGENCY			301 800,00	61,80	78,91	137,71	301 662,29	0%
01 Contingency			301 800,00	61,80	78,91	137,71	301 662,29	0%
01 Co-Management		COGES	231 800,00	56,27	78,91	132,18	231 667,82	0%
02 Direct Management		REGIE	70 000,00	5,53	0,00	5,53	69 994,47	0%
Z GENERAL MEANS			782 300,00	106 033,83	141 884,34	247 930,87	514 369,13	33%
01 Wages and salaries			438 800,00	22 236,80	100 884,89	123 131,69	313 668,31	38%
01 Project co-management		REGIE	240 000,00	14 811,03	71 570,49	86 381,52	153 618,48	36%
		REGIE	2 971 153,00	220 664,26	333 888,25	554 332,51	2 416 820,49	19%
		COGEST	2 028 847,00	887,01	169 823,23	170 510,24	1 858 336,76	8%
		TOTAL	5 000 000,00	221 551,27	503 291,48	724 842,75	4 275 157,25	14%

Budget vs Actuals (Year to Month) of RWA1208311

Project Title: **Institutional Strengthening and Capacity Development - Energy Sector**
 Budget Version: **E01**
 Currency: **EUR** Year to month: **31/12/2015**
 YIM: **Report includes all closed transactions until the end date of the chosen closing**

	Status	Fin Mode	Amount	Start to 2014	Expenses 2015	Total	Balance	% Exec
03 Audits		REGIE	35 000,00	0,00	0,00	0,00	35 000,00	0%
99 Conversion rate adjustment			0,00	0,00	0,00	0,00	0,00	7%
99 Conversion rate adjustment		REGIE	0,00	0,00	0,00	0,00	0,00	7%
99 Conversion rate adjustment		COGES	0,00	0,00	0,00	0,00	0,00	7%

		REGIE	2 971 153,00	220 664,26	333 888,25	554 332,51	2 416 820,49	19%
		COGEST	2 028 847,00	887,01	169 823,23	170 510,24	1 858 336,76	8%
		TOTAL	5 000 000,00	221 551,27	503 291,48	724 842,75	4 275 157,25	14%



4.6 Communication resources

CDEU Project Brochure completed and distributed

20 20 20
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