



CTB



**MINISTRY OF FINANCE
AND ECONOMIC PLANNING**

**2015 ANNUAL REPORT-
STUDIES AND
CONSULTANCIES SUPPORT
PROGRAM**

(PAREC - RWA1309111)

ACRONYMS	3
1 INTERVENTION AT A GLANCE.....	4
1.1 INTERVENTION FORM.....	4
1.2 BUDGET EXECUTION.....	4
2 CONTEXT	5
2.1 GENERAL CONTEXT	5
2.2 MANAGEMENT CONTEXT: EXECUTION MODALITIES.....	5
2.3 HARMO-CONTEXT	6
3 ANALYSIS OF PROGRESS MADE.....	7
3.1 STUDIES.....	7
3.1.1 <i>Progress of studies</i>	7
3.1.2 <i>Analysis of studies completed</i>	8
3.2 EXPERTISE	8
3.2.1 <i>Progress of expertise</i>	8
3.2.2 <i>Analysis of expertise</i>	8
3.3 BUDGET EXECUTION.....	10
3.4 QUALITY CRITERIA	10
3.5 RISK MANAGEMENT	11
4 STEERING AND LEARNING.....	12
4.1 RECOMMENDATIONS.....	12
4.2 LESSONS LEARNED.....	12
5 ANNEXES	13
5.1 “BUDGET VERSUS CURRENT (Y – M)” REPORT.....	13
5.2 DECISIONS TAKEN BY THE JLCB AND FOLLOW-UP.....	15

Acronyms

Ambabel	Belgian Embassy
BI	Beneficiary Institution
BTC	Belgian Development Agency
CDEU	Capacity Development of EWSA Electricity Unit
CFO	Chief Financial Officer
DP	Development Partner
EDCL	Energy Development Corporation Limited
EMONC	Emergency Obstetric Neonatal Care
€	Euro currency
EU	European Union
EWSA	Energy and Water Sanitation Authority
FMBE	Forest Management and Wood Biomass Energy Support Project
ICP	Indicative Cooperation Program
ITA	International Technical Assistant
JLCB - SC	Joint Local Consultative Body – Steering Committee
LKMP	Lake Kivu Monitoring Program
M&E	Monitoring and Evaluation
MINECOFIN	Ministry of Finance and Economic Planning
MININFRA	Ministry of Infrastructure
MOH	Ministry of Health
NFI	National Forestry Inventory
NFMP	National Forestry Management Plan
PAREC	Programme d'Appui à la Réalisation d'Etude et d'Expertises
PO	Program Officer
PUP	Prudent Utility Practices
Q1	Quarter 1
RBC	Rwanda Biomedical Centre
REG	Rwanda Energy Group
RNRA	Rwanda National Resources Natural
SA	Specific Agreement
SEF	Study and Expertise Fund
UNFPA	United Nations Population Fund
WASAC	Water and Sanitation Corporation




1 Intervention at a glance

1.1 Intervention form

Intervention name	Studies and Consultancies Support Program (PAREC)
Intervention Code	RWA 1309111
Location	Kigali/ Rwanda
Budget	€3,732,409.06 ¹
Partner Institution	Ministry of Finance (MINECOFIN)
Date of Specific Agreement	28/10/2010
End date Specific Agreement	27/10/2015
Objective	Providing funds to implement studies and consultancies in support of the bilateral cooperation program and of the Paris Declaration

1.2 Budget execution

Total Budget	Expenditure year 2015	Balance	Total Disbursement rate
€3,732,409.06	€1,574,855.90	€2,157,553.16 ²	42%

National execution official ³	BTC execution official ⁴
 <p>Mr. Ronald NKUSI Director of External Finances Unit/ MINECOFIN</p>	  <p>BTC BELGIAN DEVELOPMENT AGENCY RUE DE LA PAIX 100/101 BP 2009 KIGALI T +250 250 330 59 F INFO REPRWA@BTCCTB.ORG WWW.BTCCTB.ORG</p> <p>Mr. Benoit Piret BTC Rwanda Resident Representative</p>

¹ Initial budget in SA was € 1,154,935.95 then additional feed in of € 1,290,000 (€400,000 EL 07Nov 2013 & and € 890,000 EL 04th Nov 2014), plus additional budget transfer of € 1,287,473.06 from 9 closed projects including former PAREE (EL 25March & 11th May 2015).

² Most of this balance is already committed, only €348.602 are not (9%)

³ Name and Signature

⁴ Name and Signature

2 Context

2.1 General context

The year 2015 was mainly marked with consolidation of major reforms in the Rwanda Energy sector administration which started in August 2014. PAREC contributed in financing a good number of consultancies and required expertise to strengthen systems of the newly established Rwanda Energy Group (REG) emanating from the former public EWSA (Electricity, Water and Sanitation Authority). The 2014 Ministerial decree recommended transforming EWSA into subsidized private companies, Energy Group (REG) and Water and Sanitation Corporation (WASAC). The Energy Group was further split into two sister companies, Energy Development Company Ltd (EDCL) and Energy Utility Company Ltd (EUCL). Supporting the establishment of systems in these two new companies has been a major contribution of PAREC in 2015, (with committed support of € 846,000), in complementarity with the Capacity building intervention in EUCL (CDEU project).

Other important contributions of PAREC in 2015 have been towards supporting the Rwanda Biomedical Centre (RBC) in carrying out major assessment of medical equipment and infrastructures across the country as well as assessment of neo-natal care practices, although these assessments encountered unexpected delays due to changing staff across departments of RBC. Committed support to RBC/MOH in 2015 amounted to € 698,078.

2.2 Management context: execution modalities

The study fund is jointly managed by the Ministry of Finance and Economic Planning (MINECOFIN) and BTC. The decisions regarding the Fund are taken by the Steering committee made of the MINECOFIN Head of External Finance Unit (Chair) and BTC Resident Representative (Co-Chair). The collaboration of the chair and co-chair has been "appropriate" in mutual understanding and speeding up decisions, regarding the studies to be funded. However, the fact that Study fund doesn't have a program management unit as other interventions is "not appropriate" as the BTC program officer and designated staff member of External Finance unit assume the role of daily management of the fund and secretary to steering committee but more on a voluntary basis, beside other responsibilities on their shoulders. This causes persistent delays in reviewing study proposals and providing feedback to applying institutions. Additionally, there is no one in charge to organize a well-structured system of advertising, selecting and prioritizing of studies and expertise in the sectors of concentration.

In formulation of the new study and expertise fund (SEF, 2015-2019), this issue of Fund management Unit has been taken care of, where the fund will finance partially (50%) the Fund Manager to be nominated by MINECOFIN and a Fund Co-Manager based in BTC Rwanda, and both will make a Fund Management Unit in charge of daily management of Fund operations.

In terms of execution modalities, most of consultancies and expertise approved by the Fund steering committee in 2015 have been executed under co-management system (€2,261,378 out of total commitments of €2,577,378, that is 87.7%) whereby the procurement process and contracts are managed by the beneficiary public institutions with approval of BTC at three instances (no objection at tender launching, tender awarding and contract signature). Few studies have been funded under regie modality to speed up procurement processes (€315,000 that is 12.3% of total commitments in 2015). A execution agreement modality was also piloted with Rwanda Biomedical Centre (RBC) in implementing one study of *Emergency obstetric neonatal care needs assessment (EMONC)*, without success due to internal issues in RBC and slow procurement process..

2.3 Harmo-context

The Study Fund focuses mainly on priority sectors of the Rwanda-Belgium cooperation, namely Health, Energy and Decentralization. The primary aim of the Fund is to finance studies, consultancies and expertise emerging from the public institutions in those sectors of concentration, when there is no other existing project or program to support them. In most cases those studies and consultancies are prerequisites for further financing of projects and programs by either the Belgium Kingdom or other Donors.

Use of the study fund is frequently discussed in technical working groups or sector working groups or even DP meetings.

In 2015, funding commitments have been mainly shared between Energy sector (€ 1,031,000 committed, directly linked to Energy and indirectly € 944,300 linked to forestry sector), and Health sector (€698,078 committed). Belgium was newly entering in Decentralization sector that no studies and consultancies have been supported yet in this domain.

Overall, the Study Fund has been instrumental in providing expertise and promoting systems, strategies, policy revisions and development of national plans across sectors of concentration to lay a foundation to other Donors and stakeholders. For example, strengthening Distribution systems and strategic business plans in EUCL/ REG; revision of national forestry policy for Rwanda Natural Resources...). Other Development Partners like World Bank (in EUCL/REG), UNFPA (with EMONC in RBC) have taken stock of the expertise provided under study fund. Also, cross-programs / project studies financed under PAREC have boosted dialogue of key Development Partners on specific issues to be addressed to allow donor coordination and aid effectiveness, for example the functional review study of MININFRA which is a pre-requisite for EU € 150 million budget support to MININFRA.

3 Analysis of progress made

3.1 Studies

3.1.1. Progress of studies

SN	Progress of studies ⁵	A	B	C	D	Comments (only if the value is C or D)
1	Lake KIVU Biological baseline study	x				Payments completed in Q1-2015
2	Development of Procedure Manual for EWSA				x	Consultancy initiated in 2012 but encountered serious delays due to reforms of EWSA into REG and WASAC, then REG into EDCL/ EUCL. Draft final report completed but not yet approved
3	National Forestry Inventory (NFI)		x			To be completed in 2016
4	Consultancy services to conduct institutional and Functional review of MININFRA/ Energy Sector				x	Procurement process took over one year. Quality of service so far is problematic.
5	In depth assessment of medical equipment procurement and maintenance system and health infrastructure in the public sector in Rwanda			x		The consultant requested time extension to complete the work given additional workload, but the beneficiary institution has been slow in providing feedback
6	Consultancy services of the Rwanda emergency obstetric and Newborn care (Emonc) needs assessment				x	The tendering process encountered problems of complaints which finally ended up with a decision to relaunch the tender, which has not yet happened in 2015. The process is extremely slow and lacks ownership and leadership from RBC. A meeting is planned in beginning of 2016 with RBC and UNFPA to verify that the study is still a priority for RBC and the MoH.
7	Development of Strategic plan for REG and Business plan for EUCL and EDCL		x			Slow procurement processes
8	Elaboration of National Forestry Management Plan			x		The consultant has been very slow in delivering required outputs and exchange of letters regarding improvements are ongoing
9	Preliminary study of Nyarugenge District Hospital-			x		The consultant has been delivering outputs in parts - rather done entire submission of requirements
10	Complementary Study on Charcoal Value Chain in Rwanda			x		The study was delayed due to conflicting agenda with the formulation of the FMBE intervention (requiring the same local consultants)

⁵ A: Ahead of schedule
 B On schedule
 C Delayed, corrective measures are required
 D Seriously delayed (more than 6 months). Substantial corrective measures are required.

3.1.2. Analysis of studies completed

Title of study:	Lake Kivu Biological baseline study
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	This study was commissioned in 2012 by the then EWSA (Energy and Water Sanitation Authority) under Lake Kivu Monitoring Program (LKMP) , to establish a biological baseline of Lake Kivu, to be able to evaluate to what extent the exploitation of methane gas would be compatible Lake Kivu fishery. The study focused on: (1) assessment of the fish stock (2) Determination of composition and biomass of planktonic communities (3)Assessing primary production and export of organic matter
<i>Have the studies been used as intended?</i>	Although there hasn't yet been any further evaluation, this study will be used in follow up assessments of environmental impact of the KIVU WATT PROJECT that is exploiting the methane gaz into electricity. It is expected to generate 100 MW from lake KIVU.
<i>To what did the study contribute?</i>	The study will contribute to the environmental impact assessments of Lake KIVU Methane Gas exploitation projects. Data bases acquired can be used as a reference for the future.
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did they impact the study or the use of the study?</i>	There were no issues reported, except that to allow enough time of surveillance and report writing the study was extended to additional 4 months (initially expected to end in August 2014, but drat final report was submitted on 31 st December 2014).

3.2 Expertise

3.2.1 Progress of expertise

Progress of expertise ⁶	A	B	C	D	Comments (only if the value is C or D)
1 Financial Management Expert (CFO -EUCL)		x			EUCL is very satisfied with the performance of the expert and the short term impact of his presence
2 Distribution Systems Management Expert -EUCL			x		The tendering process has registered delays with re advertising to attract more qualified people

3.2.2 Analysis of expertise

⁶ A: Expertise completed in year N
B: Expertise ongoing
C: Expertise in preparatory phase: preperation going as planned (writing ToR, procurement procedure, etc.)
D: Expertise planned but delayed

Title of expertise – name of expert:	Financial Management Expert (CFO -EUCL)
<i>Describe, in a few sentences, what the expertise is/was about</i>	Since August 2014 the former EWSA has gone under transformation into private companies, REG and WASAC. Within REG, there has been an urgent need to rectify the financial management challenges left behind by the old EWSA structure, specifically within EUCL which is the trading arm of the Rwanda Energy Group, with more operational and business risks than the other entities. It is in this regard that a highly qualified financial expert was sought and contracted with support of Study Fund to put in place management systems, and to provide coaching and mentorship to local staff in his unit within a period of two years.
<i>To what extent is the expertise delivering results?</i>	The hired financial expert is in place since August 2015 and so far the appreciation of his contributions stands strong. A close follow up on his outputs is done through the EUCL Capacity Building Project (CDEU intervention also implemented by BTC). It is reported that the Financial expert has pioneered weekly departmental coaching sessions whereby he exchanges knowledge and experiences with the local team. Also for the first time, financial reports have started to be regular.
<i>To what has the expertise contributed?</i>	It is still in implementation phase and early to evaluate the outcomes of this expertise, but the expectations are that at end of the contract, financial systems in place, with a refined manual of systems, procedures and work flow processes for the Finance Department. It is also expected that the expert will contribute in development of EUCL corporate financial strategy to ensure sustained growth of asset base, capital investments and operations.
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did these impact the expertise and the result of this expertise</i>	Up today, there haven't been any issues relevant to report in regards with this consultancy. The only risk is that the study fund has only provided financing of the expert for one year, with commitments of EUCL to take care of the second year of his contract, it might happen that EUCL doesn't manage to retain the expert for the second year, which would leave started systems at embryonic stage.

Title of expertise – name of expert:	Distribution Systems Management Expert -EUCL
<i>Describe, in a few sentences, what the expertise is/was about</i>	Same as above, with the transformational process of EWSA into REG (EDCL and EUCL) and WASAC, the EUCL took over the EWSA utility operations including the associated generation plants, transmission and distribution network and all adjoining facilities. This infrastructure had over the years deteriorated and requires significant improvement and upgrade. A Distribution Management Expert (with international profile) is under recruitment (expected to start with March 2016), to champion the execution of an aggressive Operations and Maintenance programme based on Prudent Utility Practices (PUP) so as to ensure reliable electricity supply for the Nation.
<i>To what extent is the expertise delivering results?</i>	The expert hasn't yet started the work to evaluate the results, expectations mentioned above still hold.
<i>To what has the expertise contributed?</i>	It is expected that the expert in a two years period will transfer knowledge to the Operations Department team of EUCL in terms of operations and maintenance of electrical networks.
<i>Issues that arose, influencing factors (positive or negative)? Unexpected results (positive or negative)? How did these impact the expertise and the result of this expertise</i>	The tendering process has encountered delays and re advertisements, mainly due to shortage of such knowledgeable and experienced people in electrical engineering domain. The fact that the proposed contract periods are of short – time (one year – two years), makes the job less attractive to high calibre people especially they are eagerly sought everywhere. Also there is the same risk that EUCL might fail to keep the expert after one year funding of the study Fund, thus leaving unaccomplished systems.

3.3 Budget execution

The PAREC execution rate by 31st December 2015 stands at 42% (see annex 5.1). Although the disbursement rate is still low, all the funds have been committed, only € 348, 602 remains as a balance (0.09%).

At the beginning of the 2015 financial year, PAREC total budget had accrued to €2,444,935.96 from €1,154,935.96 initial budget in SA.

With exchange of letters in March and May 2015, additional amount of € 1,287,473.06 was transferred to PAREC from 9 closing projects of ICP 2007-2011. This made a total Year to date budget of €3,732,409.06 for PAREC.

Meanwhile, given that the Specific agreement establishing PAREC was ending on 27th October 2015, a proposal was made by Rwanda to close the fund and transfer its balance to the newly signed (December 2015) Study and Expertise Fund (SEF). Belgium did not accept the proposal and asked for an extension of the specific agreement of PAREC until the end of the commitments, which would be around July 2017. The needed exchange of letters has not yet been initiated.

In parallel, a new specific agreement establishing a new Study and Expertise fund (SEF) was signed on 17th December 2015 between the Government of Rwanda and the Kingdom of Belgium, with initial budget allocation of €710,000.

3.4 Quality criteria

Relevance: The degree to which studies and expertise are in line with local and national priorities

Efficiency: Degree to which studies and expertise have been executed on time and on budget.

Effectiveness: Degree to which studies and expertise actually contribute to their intended objectives

Criteria	Score
Relevance	A
Efficiency	C
Effectiveness	B

Relevance:

All studies originate from real felt need of public institutions, thus the Fund remains very relevant to responding to emerging needs of the country when there are no other projects/ programs to outsource in.

Efficiency:

Has suffered from very lengthy and slow processes of procurement whereby for some studies/ consultancies, tendering process has taken more than a year (example of MININFRA Functional Review; Emonc study, etc.). Due to delays, some studies/ consultancies end up being cancelled.

Effectiveness:

Remains fairly good, with studies and expertise results facilitating the implementation of existing interventions or laying a foundation for further projects or programs of Belgium or of other donors (see Harmo context above)

3.5 Risk management

Risk Identification			Risk analysis			Risk Treatment			Follow-up of risks	
Description of Risk	Period of identification	Risk category	Probability	Potential Impact	Total?	Action(s)	Resp.	Deadline	Progress	Status
Delays in implementation of approved studies and expertise to be funded by PAREC (Indepth, Emonc, NFMP, Functional review...)	Results delivery	Efficiency	High	Medium	C	To contact frequently the beneficiary institutions to find out reasons of delays	BTC PO & respective ITAs & Procurement Units	Recurrent	Several meetings held with RBC, RNRA, MININFRA	on track
Low quality of studies/consultancies due to limited follow up and "Laissez-faire" attitude of beneficiary institutions (when BTC is not directly involved through an intervention in the implementation of the study)	Results delivery	Effectiveness	Medium	High	C	Set up steering committees to follow up on each study on regular basis	BTC Representation & associated development partners	Recurrent	Such meetings have been taking place especially with MININFRA	On and off track
Unbalanced allocation of study funds across the sectors	Approval level	Relevance	Medium	Medium	B	Modernize application process through calls for proposals	Fund Management Team/ Steering Committee	Recurrent	No action taken yet	Delayed

7

High	B	C	D
Medium	A	B	C
Low	A	A	B
	Low	Medium	High
Potential impact			
Probability			

4 Steering and Learning

4.1 Recommendations

Recommendations	Source	Actor	Deadline
<i>Description of the recommendation</i>	<i>The sub-chapter to which the recommendation refers (e.g. 3.2.3)</i>	<i>The person responsible for recommendation</i>	<i>e.g. Q1, Q2, Q3 or Q4 of year N+1</i>
Extension of PAREC Specific Agreement to allow completion of on-going studies and disbursement of committed funds without interfering with new study and expertise fund	3.3 Budget execution (delays)	Belgium Embassy (exchange of letters)	Q1-2016
Set up a Fund Management Unit (Manager and co-Manager) fully responsible of daily management of the Fund	2.2. Management context	Fund Steering Committee	Q1-2016
Decide the execution modality of each study / consultancy (REGIE/ COGESTION) case by case based on expected time lead and thorough analysis of capacities in the applying beneficiary institution	2.2. Management context	Fund Steering Committee	recurrent
Identify relevant key development partners to form a steering committee of each study approved to ensure quality deliverables	2.3 Harmo-context 3.5 Risk management	Fund Management Unit	recurrent
Systematize calls for proposals quarterly) to provide equal opportunity to all public institutions in all concentration sectors, but also to allow systematic follow up of study bunches	2.3 Harmo-context 3.5 Risk management	Fund Management Unit	Q3 -2016

4.2 Lessons Learned

Lessons learned	Target audience
Description of the lesson learned.	The audience that may be interested in the lesson learned.
Involving other Development Partners in the steering of studies and consultancies allows for better sectorial coordination and more incentive for beneficiary institutions to own the studies / consultancy results	Chairs and co-chairs of sector working groups and technical working groups
Requesting a mandatory financial contribution (certain percentage) of the public institution applying for funds would increase active involvement of BI leadership and more ownership of the results. (Some times after the study / consultancy has been approved, BIs tend to forget about it and in most cases consultants work with a mindset of consuming Donor money)	All lead Ministries of sectors of concentration.

5 Annexes

5.1 "Budget versus current (y - m)" Report

Budget vs Actuals (Year to Date) of RWA1309111

Project Title: PAREC

Budget Version: H04
Currency: EUR

YTD: Report includes all valid transactions, registered up to today

	Status	Fin Mode	Amount	Start - 2015	Expenses 2016	Total	Balance	% Exec
A BALANCE FOR NEW STUDIES AND EXPERTISE								
01 balance for new studies and expertise			376 660,00	0,00	0,00	376 660,00	0%	0%
02 BALANCE FOR NEW STUDIES AND EXPERTISE			276 660,00	0,00	0,00	276 660,00	0%	0%
02 ALLOCATED FUNDS			3 348 445,00	1 570 510,20	0,00	1 570 510,20	1 773 934,80	47%
01 GISEMENT EOLIEN			17 213,48	17 213,48	0,00	17 213,48	1,51	100%
02 STRATEGIE NAT.P VOLT			8 015,00	8 014,20	0,00	8 014,20	0,80	100%
03 UGNE ENERGIE RURAL			59 235,00	59 228,51	0,00	59 228,51	1,48	100%
04 MUSEE DE L'ENVIRONNEMENT KARONGI			51 870,00	51 867,66	0,00	51 867,66	2,34	100%
05 APPUI SCIENTIFIQUE/ESP			59 520,00	59 519,02	0,00	59 519,02	0,98	100%
06 PUBLIC SECTOR CAPACITY BUILDING			48 790,00	48 787,43	0,00	48 787,43	2,57	100%
07 ETUDE DE FAISABILITE DVPT			81 430,00	81 428,81	0,00	81 428,81	0,19	100%
08 PROCEDURE MANUAL EWSA			96 000,00	57 574,59	0,00	57 574,59	38 425,41	60%
09 KIVU LAC BIOLOGICAL BASELINE STUDY			287 400,00	287 641,41	0,00	287 641,41	-241,41	100%
10 INSTITUT NATION MUSEES RWANDA			51 330,00	51 328,20	0,00	51 328,20	1,80	100%
11 GEOTHERMAL VALIDATION WORKSHOP			46 630,00	46 630,83	0,00	46 630,83	-0,83	100%
12 DAD			68 275,00	68 272,14	0,00	68 272,14	2,86	100%
13 GEOTHERMAL ADVISORY BOARD			0,00	0,00	0,00	0,00	0,00	7%
14 STUDY ON SMART SUBSIDIES TO			0,00	0,00	0,00	0,00	0,00	7%
15 ESIA			104 439,78	104 439,78	0,00	104 439,78	0,24	100%
16 THE EXECUTION OF FORESTRY INVENTORY			764 300,00	518 270,81	0,00	518 270,81	246 029,19	68%
REGIE			418 000,00	14 205,00	0,00	14 205,00	403 795,00	3%
COGES			3 314 406,06	1 560 650,90	3,63	1 560 654,53	1 753 751,53	47%
TOTAL			3 732 406,06	1 574 855,90	3,63	1 574 859,53	2 157 549,53	42%



Budget vs Actuals (Year to Date) of RWA1309111

Project Title : **PAREC**

Budget Version: **H04**
 Currency : **EUR**

Report includes all valid transactions, registered up to today

	Status	Fin Mode	Amount	Start - 2015	Expenses 2016	Total	Balance	% Exec
17		COGES	100.000,00	0,00	0,00	0,00	100.000,00	0%
18		COGES	200.000,00	37.723,22	0,00	37.723,22	162.276,78	19%
19		COGES	460.000,00	0,00	0,00	0,00	460.000,00	0%
20		COGES	0,00	0,00	0,00	0,00	0,00	7%
21		COGES	200.000,00	0,00	0,00	0,00	200.000,00	0%
22		COGES	0,00	0,00	0,00	0,00	0,00	7%
23		COGES	0,00	0,00	0,00	0,00	0,00	7%
24		COGES	160.000,00	81.064,12	0,00	81.064,12	88.935,88	45%
25		COGES	170.000,00	0,00	0,00	0,00	170.000,00	0%
26		COGES	0,00	0,00	0,00	0,00	0,00	7%
27		COGES	0,00	0,00	0,00	0,00	0,00	7%
28		REGIE	160.000,00	0,00	0,00	0,00	160.000,00	0%
29		REGIE	50.000,00	14.205,00	0,00	14.205,00	35.795,00	28%
30		REGIE	85.000,00	0,00	0,00	0,00	85.000,00	0%
03 IMPREVUS			9.284,08	4.345,70	3,63	4.345,33	4.934,73	47%
01		COGES	1.284,08	104,66	0,00	104,66	1.179,40	8%
02		COGES	5.000,00	4.241,04	3,63	4.244,67	755,33	85%
03		REGIE	500,00	0,00	0,00	0,00	500,00	0%
04		REGIE	2.500,00	0,00	0,00	0,00	2.500,00	0%
99 Conversion rate adjustment			0,00	0,00	0,00	0,00	0,00	7%
99		COGES	0,00	0,00	0,00	0,00	0,00	7%
		REGIE	418.000,00	14.205,00	0,00	14.205,00	403.795,00	3%
		COGEST	3.314.409,06	1.560.650,90	3,63	1.560.654,53	1.753.754,53	47%
		TOTAL	3.732.409,06	1.574.855,90	3,63	1.574.859,53	2.157.549,53	42%



5.2 Decisions taken by the JLCB and follow-up

Decisions							Action		Follow-up	
Decision	Period of identification	Timing	Source	Actor	Action(s)	Resp.	Deadline	Progress	Status	
Analyze the possibility to finance a salary paid by REG instead of a service contract	24/04/2015	ASAP	Request from EUCL	EUCL / BTC	Do the analysis	CDEU	31/05/2015	Possibility approved	Closed	
Request the reactivation of the PAREC specific agreement in order to allow the proper termination of committed studies and expertise	28/10/2015	ASAP	Steering Committee	MINECOFIN / Ambabel	Prepare the exchange of letters	Ambabel	30/11/2015	In progress	Open	
Request to close PAREC once the new SEF is approved and transfer all on-going activities in to the new study fnd	28/10/2015	Within 6 months	Steering Committee	MINECOFIN / Ambabel	Prepare the exchange of letter	Ambabel	30/11/2015	The Belgian government refused the proposal and requested PAREC to be extended in order to allow termination of all ongoing activities	Closed	
No need for MINECOFIN to sign contract for endorsement once the activity has been approved by the Steering Committee	28/12/2015	ASAP	Steering Committee	BTC	Inform beneficiary institutions	BTC	30/11/2015	Done	Closed	