

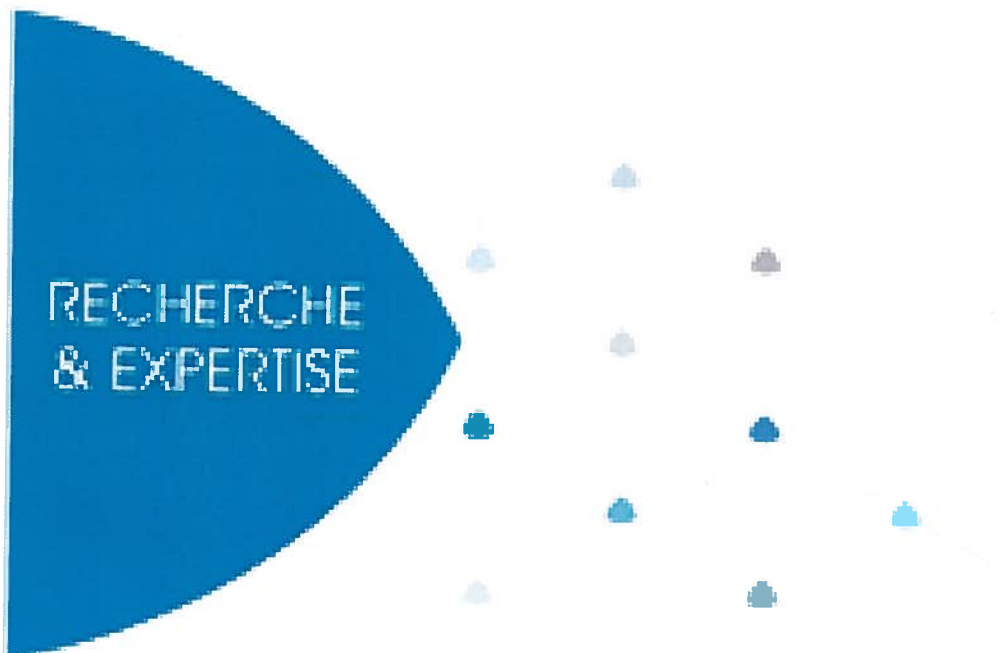


FINAL REPORT

PROJET D'APPUI À LA REALISATION D'ETUDES ET DE CONSULTANCES

RWA 13 09 111 PAREC

August 2018



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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
ENABEL	Belgian Development Agency
€	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
UNFPA	United Nations Population Fund
WASAC	Water and Sanitation Corporation

Intervention form

Intervention name	Programme d'Appui à la Réalisation d'Etudes et de Consultances (PAREC)
Intervention Code	RWA 1309111
Location	Kigali/ Rwanda
Total budget of the intervention	€3,732,409.06
Partner Institution	Ministry of Finance and Economic Planning (MINECOFIN)
Date intervention start /Opening steering committee	28-10-2010 Extension started on 27-10-2015
End date Specific Agreement	27-10-2010 to 27-10-2015 then extended to 27-10-2017
Target groups	Ministries and public agencies
Impact ¹	Various
Outcome	Providing funds to implement studies and consultancies in support of the bilateral cooperation program and of the Paris Declaration
Outputs	Study reports Consultancy reports Workshops, seminars Trainings for public agents Exploratory studies
Period covered by the report	28-10-2010 to 27-10-2017

¹ Impact is a synonym for global objective, Outcome is a synonym for specific objective, output is a synonym for result

Global appreciation

Describe your global appreciation of the intervention (max 200 words):	Describe your global appreciation of the intervention (max 200 words):
<p>PAREC being designed as flexible financing tool for studies has been helpful in complementing sectors by conducting relevant and needed studies and consultancies. Taking the initiative forward, the studies/outcome documents will be shared with different relevant stakeholders particularly the policy makers, to ensure actions are taken and could also be reference material for others.</p> <p>However, the modality of co management seems challenging to us it does not leave full responsibility to the implementing institutions and ownership of the studies and projets. Therefore for ownership purposes and reduction of transaction cost.</p>	<p>The mechanism of the study fund PAREC is seen by the partner and the projects of the belgian-rwandan cooperation portfolio as a flexible way to access a limited budget for financing specific ad hoc needs to complement the analytical knowledge for decision-making process at a strategic level. It has also been used to provide short term expertise to support a reflexion or design and deliver tools.</p> <p>By financing 20 studies and 5 expertise assignments this final objective has been largely achieved. However the implementation of PAREC faced challenges of some long delays to handle various constraints and ensure a certain level of quality. The administrative burden linked to the modality of the co management might not be the most suitable for a study fund which provides to various line ministries (for these reasons the new Study fund proposes already different options). This experience explains the score of the effectiveness.</p> <p>The Steering Committee has played its role although one could have expected a clearer focus in setting priorities.</p>
Score your global appreciation of the intervention ² :	Score your global appreciation of the intervention ³ :
Satisfactory	Satisfactory
National execution official ⁴	Enabel execution official ⁵
<p>Mr. Ronald NKUSI</p> <p>Division Manager of External Finances Division- MINECOFIN</p> <p><i>[Signature]</i> 3/10/18</p>	<p>Mr Anne-Pierre Mingelbier</p> <p>International Program officer at Enabel in Rwanda</p> <p><i>[Signature]</i> 2/10/18</p> <p>Enabel Belgian development agency 10, KN 676T BP 6089, KIGALI RWANDA +250 20 20 7100 INFO.REP.RWA@ENABEL.BE WWW.ENABEL.BE</p>

² Very satisfactory - Satisfactory - Non satisfactory, in spite of some positive elements - Non satisfactory

³ Very satisfactory - Satisfactory - Non satisfactory, in spite of some positive elements - Non satisfactory

⁴ Name and Signature

⁵ Name and Signature

[Handwritten signatures]

PART 1: RESULTS ACHIEVED AND LESSONS LEARNED

1 Assessing the intervention strategy

1.1 Context

*In this chapter, the Final Report should describe contextual elements/evolutions that had a **crucial** influence on the intervention, and its attainment of results (general context, Institutional Context, execution Modalities contexts, Harmo-dynamics context). Only mention the most noteworthy elements.*

Legal and budget history

The study fund is a replenished fund, therefore the PAREC budget has changed over the time:

The initial budget in Specific Agreement was € 1,154,935.95; then it has received an additional feed in of € 1,290,000: of €400,000 by EL of 07 Nov 2013 & and of € 890,000 by EL of 04th Nov 2014). A new additional budget of € 1,287,473.06 was transferred from 9 closed projects including former PAREE (EL 25March & 11th May 2015).

PAREC SA had expired on 27/10/2015 with actual disbursements less than 50%, but following the new Ministerial instructions of Feb 2016 that all balances of closing projects should be returned to the Ministry of public finance at Brussels, it took some time to negotiate the reactivation of the SA, which was effected in EL of 12/10/2016 and 12/01/2017.

New instructions issued in February 2016 from the Minister of Budget in Brussels restricting any further use of balances from closing projects also affected PAREC whose SA had expired on 27/10/2015. It was expected that its balance would be easily transferred to the new study fund (SEF) and that unrealized commitments would continue without any problem, however those new instructions caused considerable delays and uncertainties in approving the already filed funds requests. The Steering committee (BTC-REP RWA and MINECOFIN) had to wait the outcome of Embassy negotiations to reactivate the PAREC SA that came out almost a year later. The duration of this extension of PAREC SA was defined for 2 years. This affected the timing of studies and consultancies, which were to be approved, with delays of almost a year without a response.

Scope

As agreed in the specific agreement PAREC focuses mainly on priority sectors of the Rwanda-Belgium cooperation, namely Health, Energy and Decentralization. The primary aim of the Funds 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.

The solicitations of PAREC financial support in 2016 and first half of 2017 have increased mainly from the Forestry and Natural resources sector (MINIRENA) which uptook over 50% of the remaining PAREC balance for new commitments after reactivation of PAREC SA. This was mainly due to the momentum of the national forest policy review (NFP), development of the Forest Sector Strategic Plan (FSSP), and the new National Forest Management Plan (NFMP), all of which were initiated in beginning of 2016, financially supported by PAREC but technically spearheaded by PAREF Be2 intervention (RWA0907011) which was closed in Dec 2016. Based on recommendations from the closing of PAREF Be2 and from those strategic documents, MINIRENA requested additional support of 622,500 USD to carry out four baseline studies in the



framework of establishing the Results Based Monitoring and Evaluation system (RBM&E) for the Environment and Natural Resources sector (ENR).

Another main PAREC support that continued was the provision of technical experts for the consolidation of the newly established Electricity Utility Corporation Limited (EUCL), which was formed because of splitting the former EWSA (Electricity, Water and Sanitation Authority) in 2014, from which emanated 2 private corporations, Rwanda Energy Group (REG), and Water and Sanitation Corporation (WASAC). REG was further subdivided into EUCL and EDCL (Electricity Development Corporation). PAREC contributed in financing a good number of consultancies and required expertise to strengthen systems of that newly established EUCL in order to uplift it to the level of sustainable self-financing.

Management modalities

PAREC was jointly managed by the Ministry of Finance and Economic Planning (MINECOFIN) and BTC/Enabel. The decisions regarding the Fund are taken by the Steering committee made of the MINECOFIN Head of External Finance Division (Chair), BTC Resident Representative (Co-Chair) and HOC of Belgian Embassy. The collaboration of the chair and co-chair remain satisfactory, though the year 2016 and 2017 was marked with slow decision-making process in terms of approving studies. However, the slow pace could be attributed to the overall budgetary revisions in the Belgium-Rwanda bilateral cooperation, following which MINECOFIN was given the task to find where to cut about 18 million Euro in 2016.

While the issue of the Fund Management Team (FMT) had been thought of and budgeted for in the new study fund SEF, with a half-time budget support for MINECOFIN SPIU Coordinator who plays the role of Fund manager and the BTC program officer who plays the role of fund co-manager. Unfortunately the disbursement of that staff-salary support did not meet the MINECOFIN criteria, and the business continued as usual without anyone well committed to spearhead the study fund at MINECOFIN, apart the Division Manager of External Finance Division who plays the role of chair for the steering committee. This makes that the BTC program officer was almost the only one to follow up on approved studies and reviewing new applications to be submitted to the SC. Thus the issue of timely daily management of the fund at MINECOFIN side remains, since the concerned staff feel obliged to do it on voluntary basis while they have other responsibilities on their shoulders.

1.2 Important changes in intervention strategy

Describe how the intervention was supposed to work and how it worked out in reality. If important strategic reorientations were made, mention why this decision was made.

Not applicable.

2 Results achieved

2.1 Monitoring matrix

There is no monitoring matrix developed in the TFF of PAREC. The main indicator is quantitative, which is to measure the number of studies or consultancies financed by the fund and the expenses execution rate over time.

The sole indications provided in the specific agreement are that the eligible operations are as listed in 2 categories:

1. Support to prior sectors of the ICP in Rwanda or to implement Paris Declaration :
 - a. Identification of projects/programs
 - b. Preparation of technical specifications for studies



- c. Consultations/missions of less than 12 months for the formulation or implementation of programs
- d. Strategic analysis in prior sectors
- e. Seminars and workshops
- f. Trainings for the staff of the Rwandan public administration to improve skills in preparation and implementation of programs.
- g. Studies, missions, trainings, ...to integrate cross-cutting themes in sectorial approaches, programs and projects

Allocation of the budget for the category 1.f is limited to a maximum of 10% of the Belgian contribution to PAREC.

2. Exploratory studies in preparation or support to the implementation of the ICP

Allocation of the budget is limited to a maximum of 25% of the Belgian contribution to PAREC for operations related to the implementation of the Paris Declaration on harmonization and alignment of aid.

The mechanism for monitoring PAREC is the Steering committee which the main structure in charge of the coordination of the fund. Its responsibilities count among others:

- control of the use of PAREC
- validation of the manual of procedures
- conducting compliance checks on procedures used
- assessing the relevance of the results
- suggesting adaptations of procedures
- proposing a replenishment of the fund
- supervise the closure and approve the final report

2.2 Analysis of results

Describe the attainment of results by the intervention

General assessment of the performance of the fund

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

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

Whereas one can say that to increase the strategic impact of such a fund it requires a clearer guidance from MINECOFIN/Government of Rwanda to rank priorities by and within the sectors. There are no mechanism in place to assess the priorities of the needs/requests in a better coordinated/strategic way. The Sector coordination platforms (e.g. SWG) can improve as well the identification of necessary studies and expertise. The National Institute of Statistics (NISR) has a crucial role to play.

Efficiency: *the degree to which studies and expertise have been executed on time and on budget.*

Score C: 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. Due to delays, some studies/ consultancies end up being cancelled).

Effectiveness: *the degree to which studies and expertise actually contribute to their intended objectives.*

Score B-C: Results were variable. Some studies/expertise were of better quality than others, some were better used than others. Some results have facilitated the implementation of existing interventions or laying a foundation for further projects or programs of Belgium or of other donors. In some cases, the final stage of formal validation by the senior management was not reached. In these cases those studies didn't contributed to their ultimate intended objectives.

2.2.1 To what extent will the intervention contribute to the impact⁶ (potential impact)?

PAREC fund has contributed essentially to the category 1 of eligible operations and in particular to:

- b. Preparation of technical specifications for studies
- c. Consultations/missions of less than 12 months for the formulation or implementation of programs
- d. Strategic analysis in prior sectors

However the impact of those studies and consultancies is not possible to measure since there have been neither indicator proposed nor impact evaluation conducted after PAREC implementation.

The management at the time being has seemingly decided not to conduct a mid-term or final evaluation. The reason is probably that it would have been complex to assess so many various assignments led by a diversity of actors/beneficiary institutions.

The general management of PAREC could have been evaluated which not the case is according to the RepRWA audit reports since 2010.

2.2.2 To what extent has the outcome/output been achieved? Explain

Each studies or consultancies has its specific outcomes/ouputs that needs to be described, therefore the table below presents the list of studies and expertise achieved.

	Study Title	Beneficiary Institution	Start date	End date
1	Evaluation du Gisement Eolien au Rwanda	MININFRA	February 2009	December 2010 This was additional funding to previous study fund
2	Elaboration d'un Plan Stratégique National de maintenance des équipements de production et de distribution des énergies renouvelables	MININFRA	January 2009 (RESING) May 2010 (MARGE)	June 2009 (RESING) July 2010 (MARGE)
3	Ligne Energie Rurale au Rwanda	MININFRA	September 2010	December 2010 (S-YNERGIE)
4	Monitoring des travaux de construction Musee de l'environnement -Karongi	Institut des Musées Nationaux du Rwanda	February 2010	May 2012
5	Appui Scientifique –guidance pour transition approche projet à programme intégré / Ecole de Sante Publique	MOH	September 2010	October 2011
6	Support to Public Sector Capacity Building	PSCBS	August 2010	August 2011

⁶ Terminology : Impact = General Objective ; Outcome = Specific Objective; Outputs = Expected Result



7	Etude de faisabilité du projet du développement du Macadamia	Kayonza district, Eastern Province	March 2011	October 2011
8	Development of Procedure Manual for EWSA	REG (EDCL/EUCL)	June 2012	Expected to end by Nov 2012. However due to reshuffle of EWSA, the procedure manual was put on hold. Finally approved by Board of REG in August 2016
9	KIVU Lake Biological baseline study	EWSA	November 2011	November 2013 extended to December 2014
10	Production of 6 documentary films for Institut National Musee Rwanda, on energy sources in Rwanda	Institut des Musées Nationaux du Rwanda	Februari 2013	July 2013 extended to September 2013
11	Geothermal Validation workshop	EWSA/MININ FRA	December 2011	
12	DAD- Strengthening and integrating Development Assistance Database	MINECOFIN	August 2011	
13	ESIA -Karisimbi and Kinigi geothermal exploration drillings	EWSA	May 2013	August 2013
14	Execution of the National Forestry Inventory (NFI)	MINIRENA/ RNRA	June 2015	October 2016
15	Institutional and Functional review of MININFRA/ Energy Sector	MININFRA	October 2015	Final report submitted end of April 2016 however with poor quality. Negotiations led until March 2017.
16	In Depth Assessment on medical equipment procurement & maintenance system and health infrastructure in the public sector in Rwanda	RBC	?????	January 2017.
17	Financial Management Expert (CFO -EUCL)	REG/ EUCL	August 2015 12 months contract	Concluded by August 2016 under PAREC. Contract extended for additional 12 months under financing of CDEU project
18	Financing the « Distribution Systems Management Expert » -EUCL	REG/ EUCL	March 2016 12 months contract	Concluded by February 2017 under PAREC. Contract



				extended for additional CDEU project.
19	Elaboration of National Forestry Management Plan	MINIRENA/ RNRA	July 2015	May 2017 after 3 contract amendments (completed with delays)
20	Preliminary feasibility study and Master plan of Nyarugenge District Hospital	MOH	September 2015	December 2015 but not finalized, due to contractual issues with the consultant.
21	Complementary Study on Charcoal Value Chain	MININFRA	November 2015	April 2016
22	Conduct 4 baselines studies to support the development and the implementation of the Results Based M&E system for the Environment and Natural Ressources sector	MINIRENA	November 2014	December 2017
23	Update of Biomass strategy	MINIRENA		
24	Financing of ITA Forests expert for the Consolidation and customization of tools developed under PAREF Be2.	MINIRENA/ RNRA	December 2016	30 Jan 2017
25	Financing of RAB Strategic Advisor for FFS/ TWIGIRE MUHINZI.	MINAGRI	December 2016	August 2017



A. Details on the CATEGORY 'Studies'

Title of study:	1. Evaluation du Gisement Eolien au Rwanda
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The Ministry of the Infrastructure of the Republic of Rwanda - MININFRA – requested this study on “ Assessment of the potential for wind energy in Rwanda ” in July 2008. The Contract has been awarded and signed with 3E based in Brussels in March 2009 for a duration of 18 months. A no cost extension till December 2010 has been approved.
<i>Have the studies been used as intended?</i>	No information on the use of the recommendations yet.
<i>To what did the study contribute?</i>	To identifying in 5 zones that could have wind power resources and performing wind studies there, in collaboration with a local office expert in renewable energy. The WAsP methodology was used to calculate for 3 types of wind turbine with different powers the expected annual production. Conclusions & recommendations on page36/37 of the report.
<i>Issues that arose, influencing factors (positive or negative)?</i>	No incident, only time extension requested.
Title of study:	2. Elaboration d'un Plan Strategique National de maintenance des équipements de production et de distribution des énergies renouvelables
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The Ministry of the Infrastructure of the Republic of Rwanda - MININFRA – requested this study in February 2010. The Contract has been awarded and signed with MARGE based in Brussels in March 2009 for a duration of 18 months. A no cost extension till December 2010 has been approved. The final report delivered in July 2010.
<i>Have the studies been used as intended?</i>	No information on the use of the recommendations yet.
<i>To what did the study contribute?</i>	L'objectif est d'élaborer un plan stratégique, un plan d'action et un budget pour la maintenance des équipements de production et distribution d'énergie électrique renouvelable notamment les systèmes photovoltaïques et les microcentrales hydroélectriques. (i) Collecter toutes les informations suivantes : - recensement sommaire des types d'approvisionnement énergétique existant en milieu rural : écoles, administrations, centres de santé et hôpitaux, collectivités, secteur privé ... (raccordé, non raccordé au réseau, générateurs diesel, Solaire PV, éolien, hydroélectrique) - état de fonctionnement et causes de dysfonctionnement des installations d'alimentation des institutions publiques par l'énergie électrique ; - les différents types de systèmes de maintenance mis en place par les utilisateurs (aspects techniques, financiers et institutionnels) ; (ii) Analyser les informations collectées de manière à faire ressortir les besoins en maintenance pour les divers types d'approvisionnement énergétique. (iii) Présenter un projet de stratégie nationale pour la maintenance des équipements tenant compte de tous les aspects déjà cités et des besoins constatés. Cette stratégie est appelée à être adoptée par le Gouvernement et ensuite par les partenaires de développement, la société civile et les intervenants en général dans la réalisation de leurs programmes d'électrification rurale par les énergies renouvelables. Conclusions & recommendations on page 45 of the final report.
<i>Issues that arose, influencing factors (positive or negative)?</i>	No incident.
Title of study:	3. Etude du potentiel d'électrification dans les différentes régions du Rwanda. Déterminer la meilleure technologie adaptée.
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The Ministry of the Infrastructure of the Republic of Rwanda - MININFRA – requested this study in April 2010. The Contract has been awarded and signed with S-YNERGIE based in Brussels in March 2009 for a duration of 18 months. A no cost extension till December 2010 has been approved. The final report delivered in July 2010.



<i>Have the studies been used as intended?</i>	No information on the use of the recommendations yet.
<i>To what did the study contribute?</i>	Mettre à disposition des décideurs/planificateurs du secteur iun outil de planification qui permette d'effectuer une plnification efficient de l'énergie en milieue rural pour la prise en compte des ressources renouvelables disponibles lcalement et par l'extension du réseau de RECO.
<i>Issues that arose, influencing factors (positive or negative)?</i>	No incident.
Title of the study	5. Appui Scientifique – guidance pour passage harmonieux de l'approche projet à un programme intégré dans le secteur de la santé.
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Requête de MINECOFIN/UNR en septembre 2010 pour un appui ayant deux objectifs : <ul style="list-style-type: none"> - Identifier les priorités en termes d'intervention et d'amélioration du fonctionnement du système de santé, sur base d'une analyse consensuelle à partir de l'expérience des acteurs, y compris ceux des zones d'intervention de la coopération belgo-rwandaise. - Assurer l'appui nécessaire à l'UNR-Ecole de Santé Publique afin de lui permettre de répondre le plus efficacement à ses nouvelles responsabilités. Contrat signé en Janvier 2011 avec l'Ecole de Santé publique/UNR, durée de 12 mois.
<i>Have the studies been used as intended?</i>	No information on the use of the report
<i>To what did the study contribute?</i>	No information
<i>Issues that arose, influencing factors (positive or negative)?</i>	No information
Titel of the study	6. Support to Public Sector Capacity Building
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Public Sector Capacity building Secretariat (PSCBS) requested the services of an international and national consultant to develop Capacity Needs Assessment and Capacity development plan templates and procedures for Public sector institutions in Rwanda. 2 short-term contracts signed in August 2010 (Rwanda and Gambia).
<i>Have the studies been used as intended?</i>	Full report and handbook delivered. Conclusions and recommendations on p 254 of the final report.
<i>To what did the study contribute?</i>	<ul style="list-style-type: none"> - Review of existing CD practices and tools used in the public sector to determine capacity gaps an set-up CD plans - Revisew opportunities and constraints for public institutions to undertake CAN and Plans - Design of templates & procedures for CAN and plans - Pilot the use of the templates in Public institutions - Set up recommendations
<i>Issues that arose, influencing factors (positive or negative)?</i>	No incident.
Titel of the study	7. Etude de faisabilité du projet de développement et de traitement de la culture du Macadamia dans le district de Kayonza
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The request from the Kayonza district has the objective to assess the technical, economic ad financial viability of the comprehensive project to develop the macadamia industry in Kayonza district. Contract signed with SOGEROM SA for a duration of 4 months. Final report received in October 2011
<i>Have the studies been used as intended?</i>	No information on the use
<i>To what did the study contribute?</i>	The report presents the following content : <ul style="list-style-type: none"> • Market analysis • Technical analysis • Financial analysis • Legal and institutional framework and business plan



<i>Issues that arose, influencing factors (positive or negative)?</i>	No issues
Title of the study	8. Development of Procedure Manual for EWSA
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	EWSA Ltd requested a support to develop the procedures manual consistent with the Rwanda gov't manuals and procedures as with the Donor agencies manuals, procedures and practices, and review the existing one. It will produce one single PM for EWSA. Contract signed with KPMG in June 2012 for a duration of 5 months.
<i>Have the studies been used as intended?</i>	Procedures manual was being implemented by the CDEU program
<i>To what did the study contribute?</i>	Production of a procedures manual with the goal of increasing operational efficiency and strategic effectiveness in the energy and water supply services sector thereby contributing to national targets. These procedures manuals were meant to cover Administration, Human Resources Management, Procurement, Accounting and Finance, Monitoring and Evaluation, Reporting mechanisms, Audit and Utility Services Management. The overriding objective was to improve the efficiency of internal systems
<i>Issues that arose, influencing factors (positive or negative)?</i>	Some delays and institutional changes occurred. The new Law repealing EWSA Ltd of January 2014 changed the legal environment and the institutional set up. This came into being when the ongoing assignment had largely been executed up to 80%. It was recognised that the split of Energy and Water operations into two separate corporate entities would invalidate the new manuals. As such it was agreed by the parties that the Consultants halt the work until the separation has taken place so that the final outcome meets the operational requirements of the new company. The Consultants have since met the Management of the new Company, Rwanda Energy Group (REG) and have undertaken to complete the existing assignment by September 30, 2014 and provide the relevant manuals to meet the legal, institutional and operational requirements of the new Company.
Title	9. KIVU Lake Biological baseline study
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	MININFRA, dans son programme de Monitoring du Lac Kivu voudrait initier une Baseline biologique du lac Kivu afin d'évaluer les effets à long et moyen terme de l'exploitation du gaz pour la protection de l'écosystème et du biozone (ECOSYKI) Contrat signé entre EWSA ltd et FUNDP de Namur en Novembre 2011 pour une durée de 24 mois. Extension du contrat de 5 mois. Rapport final soumis en décembre 2014.
<i>Have the studies been used as intended?</i>	No information on the use
<i>To what did the study contribute?</i>	Cette étude se divise en trois objectifs principaux : 1) Stock actuel du poisson - acquérir le matériel d'échosondage - développement des capacités humaines en échosondage - établir de manière précise la biomasse actuelle du poisson et ses variations spatio-temporelles 2) Détermination de la composition et de la biomasse des communautés planctoniques (phytoplancton et zooplancton) - acquérir le matériel nécessaire au monitoring du plancton - développer les capacités humaines locales en monitoring du plancton - établir la ligne de base du développement actuel du plancton 3) Exportation de la matière organique - acquérir les équipements nécessaires à la mesure en continu de la production primaire et de la sédimentation - d'établir le taux d'exportation de la matière organique (mesure simultanée de la production primaire et de la sédimentation)



<i>Issues that arose, influencing factors (positive or negative)??</i>	Some delays
Title	10. Production of 6 documentary films for Institut National Musee Rwanda, on energy sources in Rwanda
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The Institute of National Museums of Rwanda, IMNR To perform on behalf of the Client the following services in order to produce six documentary films on sources of energy in Rwanda among others: <ul style="list-style-type: none"> - Physical Power, - Methane Gas, - Geothermal, - Solar energy, - Hydropower - and Biomass energies That will be exhibited in the Environmental Museum in Karongi District. Contract signed with G.K.-Media & Audiovisual Company-Ltd (G-K-MAC-LTD) for a duration of 150 days.
<i>Have the studies been used as intended?</i>	Yes. Documentaries are showed in the Museum
<i>To what did the study contribute?</i>	Idem above. Films available on USB and CD
<i>Issues that arose, influencing factors (positive or negative)?</i>	Extension of 60 days. May be updated if the Museum gets refreshed.
Title of study:	11. Geothermal Validation workshop
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	MININFRA/EWSA requested the fund to finance an assessment and validation workshop on geothermal prospects in Rwanda. Contract signed with Institute of Earth Science and Engineering (IESE) of University of Auckland. Final report on October 2012
<i>Have the studies been used as intended?</i>	Yes
<i>To what did the study contribute?</i>	Further detailed surveys of the North Rwanda geothermal prospects which includes: a range of geological and geophysical studies. With investigations of thermal manifestations and surface geology (including petological work). MT, TEM and CSAMT resistivity surveys, micor-earthquake and heat flow studies.
<i>Issues that arose, influencing factors (positive or negative)?</i>	No issues. Very comprehensive and qualitative report available.
Title of study:	12. ESIA -Karisimbi and Kinigi geothermal exploration drillings
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Request form Geothermal Advisory Board-MININFRA/EWSA. Provide support to the GAB with advice and guidance in all aspects of geothermal development including finance, drilling, power plant design, reservoir, scientific studies and environment.
<i>Have the studies been used as intended?</i>	
<i>To what did the study contribute?</i>	
<i>Issues that arose, influencing factors (positive or negative)?</i>	
Title of study:	13. Strengthening and integration of the Development Assistance Database (DAD)
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Requested in June 2011 by MINECOFIN. This to sthrengthnen the role and effectiveness of the DAD informing and providing timely, quality , reliable and useful information on aid inlight of the national planning, budgeting and execution processes and for the quality of dialogue around development cooperation.
<i>Have the studies been used as intended?</i>	Yes
<i>To what did the study contribute?</i>	The scope of work will focus on development of the following modules : <ul style="list-style-type: none"> - Planned disbursmenet schedule modue



	<ul style="list-style-type: none"> - NGO/s/CSO Module - MTEF projections in donor profile - Integration of Gor4s chart of account - Role-based permission - Quality assurance - Training on the new DAD
<i>Issues that arose, influencing factors (positive or negative)?</i>	No issue. Joint financing with UNDP
Title of study:	14. The National Forest Inventory (NFI)
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	<p>Initiated under PAREF Be2 project but with financial support of PAREC. Commissioned end of 2014 by MINIRENA /RNRA to assess the current state of forests in Rwanda.</p> <p>Among many findings, it was revealed that:</p> <ul style="list-style-type: none"> -Privately owned forests (small woodlots) represent 67% of the national forest cover -Public (State forests and District owned forests) represent 33% -Productivity of private forests is suboptimal, with less than 7m3 /ha while there is a potential to double with supply 14m3/ha. This is mainly due to poor management. -The demand for woody biomass is very far beyond the capacity of sustainable supply, thus calling for urgent measures and changing from the business as usual. <p>The study established permanent sample plots, which should be measured on periodic basis without a need to carry out another comprehensive study.</p>
<i>Have the studies been used as intended?</i>	The NFI study has been highly valued in the country and became a game changer: from it the revision of the national forest policy and development of the forest sector strategic plan were initiated.
<i>To what did the study contribute?</i>	The information got from the 2015 NFI is influencing the new systems of forest management at national level, with the current focus of developing the Public-Private Partnerships (PPPs) through forests concessions, in order to allow better management of the public forests, while at the same time sensitizing for simplified forest management plans for the private forests and woodlots.
<i>Issues that arose, influencing factors (positive or negative)??</i>	<p>Findings have been corner stones for the change in national policy and strategy, as well as the way of collecting and sharing information: a web-based Forest Monitoring and evaluation system (FMES) was initiated at the national level but with the regular inputs and updates from the district based forest officers.</p> <p>The revelations from NFI regarding the issue of gap between demand and supply of woody biomass have also led to the revision of the Biomass Energy Strategy at MININFRA.</p>
Title of study:	15. Institutional and Functional review of MININFRA/ Energy Sector
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	<p>The EU through its 11th EDF will be supporting the Energy sector with an amount of 200 M° eur of budget support. It is against this background that MININFRA carries out an institutional functional review.</p> <p>Contract signed with Capacity Development consultants Ltd. In October 2015 for a period of 3 months. Final report in July 2016.</p>
<i>Have the studies been used as intended?</i>	Not been validated.
<i>To what did the study contribute?</i>	<p>Identify the organizational, functional, capacity gaps and bottlenecks of the Ministry and give concrete recommendations on how they can be effectively be remedied.</p> <p>Give the authorities a clear transformation and turnaround plan on the human and management resources and competencies, budget, responsibilities, planning and expected results.</p>
<i>Issues that arose, influencing factors</i>	Delays and resistance from MININFRA



<i>(positive or negative)??</i>	
Title of study:	16. In Depth Assessment on medical equipment procurement and maintenance system and health infrastructure in the public sector in Rwanda
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Request by MoH/RBC in November 2014. Contract signed in August 2015 with AMPC International consultants, Netherlands for a duration of 4 months. Extension was necessary. Contract closed in December 2017.
<i>Have the studies been used as intended?</i>	Yes. RBC/MTI and ITA of UB program use the findings at a strategic level.
<i>To what did the study contribute?</i>	It is a situation report on medical equipment status and public hospital infrastructure in Rwanda. Nationwide. <ul style="list-style-type: none"> - Country profile and health care system - Equipment assessment - infrastructure assessment - Management of equipment and hospital infrastructure - Conclusions and strategic orientations
<i>Issues that arose, influencing factors (positive or negative)??</i>	Initial duration much too shortly assessed, lack of availability and ownership by the beneficiary. The goodwill of the consultant has much contributed to the production of a qualitative comprehensive final report.
Title of study:	19. Development of National Forest Management Plan (NFP)
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Commissioned in July 2015 on behalf of MINIRENA/RNRA and comprised 3 deliverables: <ol style="list-style-type: none"> 1. Updating the National Forest Policy (NFP); 2. Developing the Forest Sector Strategic Plan (FSSP) 3. Developing the National Forest Management Plan (NFMP) <p>These three deliverables were found of high priority after the NFI which was carried out in 2015 had revealed serious problems regarding the forests productivity (both public and private) due to poor management. The serious issue of widening gap between the demand and supply of woody biomass (current stock being able to supply only 2.5MT /year while the demand is at 5.7 MT/year). Thus continuing the business as usual, by 2019 the country would be completely depleted with overexploitation of current stock to meet the demands.</p>
<i>Have the studies been used as intended?</i>	All the 3 deliverables have been finalized. NFP and FSSP have been approved by the Cabinet as national policy and strategic documents. Thus, the support of the study fund was highly valued.
<i>To what did the study contribute?</i>	The study contributed in developing new policy statements and priority strategic objectives, tabling issues of forest resources management capacity; involvement of private sector, etc.
<i>Issues that arose, influencing factors (positive or negative)?</i>	The consultancy process has encountered delays due to poor quality deliverables from the first study team leader who was later on replaced by the consulting firm (DFS). Another issue that arose amidst the development of this consultancy is about the inconsistencies in reporting the actual forest cover estimate, with very controversial data. This led to further investigations to be financed by FMBE project and IUCN to be able to accurately update the national forest cover.
Title of study	20. Preliminary feasibility study and Master plan of Nyarugenge District Hospital
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Request from MoH to fund a preliminary architectural plan submitted in May 2015. Contract signed with 'Group Search' partner of TE-GS (framework contract BTC).
<i>Have the studies been used as intended?</i>	No. Various changes in the initial design/ToR and lack of quality. Assignment cancelled before full completion because of mutual issues (January 2016)



<i>To what did the study contribute?</i>	Unfortunately it failed.
<i>Issues that arose, influencing factors</i>	Tensions between client and service provider.
Title of study	21. Complementary Study on Charcoal Value Chain in Rwanda
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Request from MININFRA Contract signed with DFS Deutsche Forstservice GmbH based in Munchen on December 2015 till May 2016. In collaboration with EMS (Entreprise Multiservices)
<i>Have the studies been used as intended?</i>	Used by the beneficiary MINRENA and ITA of FMBE program.
<i>To what did the study contribute?</i>	<ul style="list-style-type: none"> - With the purpose of providing to MININFRA and RNRA any technical information/analysis requested for the design of a detailed action plan for the improvement of the charcoal value chain: <ol style="list-style-type: none"> 1.1. Review of all existing pertinent information requested; 1.2. Identify missing or contradictory information and complementary investigation/analysis needed for action plan design; 1.3. Proposed detailed methodology for implementation of these complementary investigation/analysis - Conduct complementary investigation/surveys. Preliminary results will be presented in the interim-report. - Based on results from 1 and 2, animate/facilitate participatory meeting with main stakeholders/deciders on the ideal technical solutions to be recommended and draft a concrete and detailed action plan for the improvement of the charcoal value chain. Results will be presented in the Final report.
<i>Issues that arose, influencing factors</i>	Long delays and some quality issues due to complicated expertise. Finally ended well.
Title of study	22. Conduct 4 baselines studies to support the development and the implementation of the Results Based M&E system for the Environment and Natural Ressources sector
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Ministry of Natural Resources and RNRA through the program 'Strengthening Institutional Capacity of MINRENA initially had a budget of 5 million USD from UNDP to support the development and implementation of the Results based monitoring and evaluation system. Suddenly a massive fall in the budget affected the implementation. Since 2015 the firm to develop and implement the RBM&E system was in place. PAREC was asked to complement the financing of the baseline studies. Approved in February 2016. Contracts were signed already by UNDP with NIRAS based in Sweden.
<i>Have the studies been used as intended?</i>	Yes.
<i>To what did the study contribute?</i>	Four baseline studies conducted in the areas of : <ul style="list-style-type: none"> -Water use and conflicts study -Level of green investment -Environmental pollution study



	-Forest Ecosystems services study
<i>Issues that arose, influencing factors (positive or negative)?</i>	Contract was signed already. Compliance with tender procedures have been checked out by BTC Headquarters and invoices paid after validation by Steering committees.
Titel of study	23. Update of biomass strategy
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	According to the biomass sub-sector plan defined in the Energy sector strategic plan (ESSP 2013-2018) MININFRA had to update its biomass strategy during FY 2015/16. Request was made in January 2016. Contract was signed with CAMCO/C&E advisory. All four reports were available end of December 2017.
<i>Have the studies been used as intended?</i>	Yes.
<i>To what did the study contribute?</i>	Development of the Rwanda Biomass Energy Strategy (BEST):
<i>Issues that arose, influencing factors</i>	Some delays but have been managed.

B. Details on the CATEGORY 'expertise'

Title of expertise	4. Monitoring des travaux de construction Musée de l'environnement -Karongi
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Depuis 2007- 2008 des études géotechniques, topographiques et architecturales ont été faites respectivement par l'Université Nationale du Rwanda (UNR) et le Bureau d'Etudes TECOS en collaboration avec l'architecte belge LODE Van Pee afin de construire un Musée de l'Environnement comme outil pédagogique pour la vulgarisation des connaissances, des techniques et mesures de prévention et de protection de l'environnement. La requête faite en novembre 2009 par l'Institut de Musées Nationaux du Rwanda (IMNR) Vu la complexité des plans architecturaux du Musée de l'Environnement, le monitoring des travaux nécessite une expertise appropriée d'un Architecte Muséologue. L'objectif de l'expertise est double : <ul style="list-style-type: none"> - Suivre les travaux de construction dans le respect des plans architecturaux et le cahier des charges ; - Elaborer, en collaboration avec l'IMNR et ses partenaires, le dossier relatif à l'exposition, car le contenu de l'exposition consistera, d'une part, à fournir une information sur les rapports d'interdépendance entre les êtres vivants et leur environnement et, d'autre part, à susciter une prise de conscience des visiteurs tant nationaux qu'étrangers sur la dégradation de l'environnement au Rwanda et ailleurs. Contrat attribué en mars 2010 à Mr Lode VAN PEE, durée de 2 ans, et extension de 2 mois.
<i>Have the studies been used as intended?</i>	Travaux fournis.
<i>To what did the study contribute?</i>	Supervision des travaux et conception de l'exposition
<i>Issues that arose, influencing factors (positive or negative)?</i>	No incident.

Title of expertise	17. 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 was in place since August 2015, financed by PAREC for the first year, then from August 2016, the expert was taken on board by other BTC project within EUCL, CDEU. The contribution of the expert to the institutional change was highly appreciated by the partner EUCL.
<i>To what has the expertise contributed?</i>	The expert contributed a lot in mentoring the local finance team, review of the procedures manual 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</i>	There haven't been any issues relevant to report in regards with this consultancy
Title of expertise	18. 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 required significant improvement and upgrade. A Distribution Management Expert (with international profile) was recruited and started with March 2016, expected 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 has so far worked for One year, then transferred from study fund to CDEU project. His contributions are highly appreciated as well by the Partner institution, EUCL.
<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)?</i>	Though the tendering process encountered delays (with re advertisements, mainly due to shortage of such knowledgeable and experienced people in electrical engineering domain), finally the expert was hired and started with March 2016. There have been however challenges of capacity transfer from the expert to the local team, due to high turnover of the technical teams in EUCL, including even the Director of Operations and Maintenance who resigned within the 6 months after the expert arrival, while he was the direct counter part of the expert.

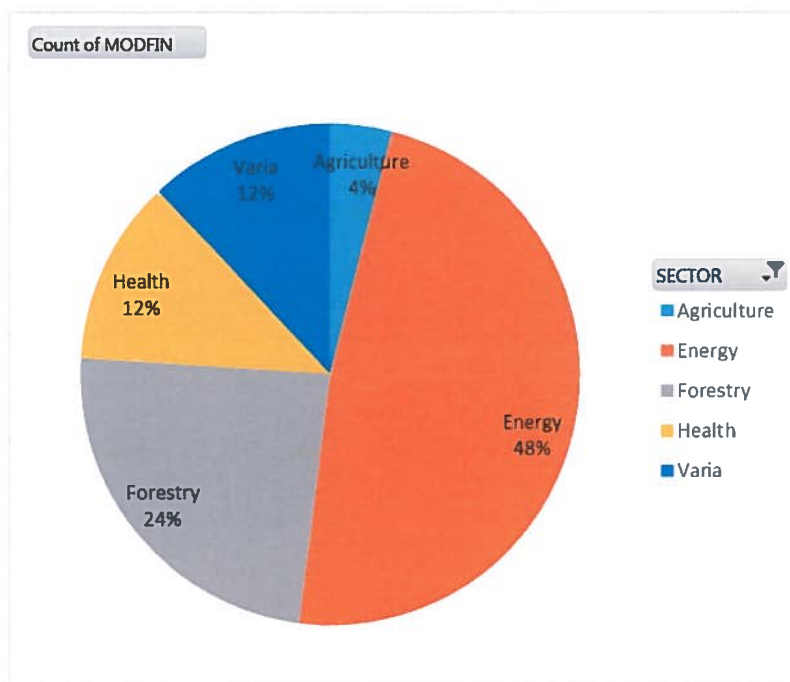
Title of expertise	24. Financing of 2 months ITA Forests expert for the Consolidation and customization of tools developed under PAREF Be2
<i>Describe, in a few sentences, what the expertise is/was about</i>	Request submitted by the Rwanda Natural Resources Authority (RNRA) in November 2016, the PAREC Study Fund accepted to support an ITA in forest management (4 months, from 1st December 2016 to 31st March 2017) in order to ensure the consolidation of main tools developed under the PAREF.be2 project.
<i>To what extent is the expertise delivering results?</i>	<ol style="list-style-type: none"> (1) Ensure last finalization of 6 developed DFMPs/SFMPs, ensuring integration in each DFMP of technical orientations and guidance given by FSSP and NFMP (2) Ensure the development of documentation required for the long term concession of Forest Management Unit, and support validation/approval process (3) Ensure the development or improvement of template of MoU to be apply for different cases of participatory forest management and PPP (4) Based on above activities and lessons learned from PAREF.be2 , finalized the "Guidelines for DFMP/SFMP design and implementation" (5) Support the DFNC in coordination of the data collection and treatment in FMES
<i>To what has the expertise contributed?</i>	Considering that the FMBE specific convention has been signed end of December 2016, and considering that the ITA has been selected as in support of this new project, main tasks of the above "tool consolidation consultancy" should be ensured by the ITA in the context of this new FMBE implementation starting February 2017. These tasks are fully in line with activity to be implemented through FMBE
<i>Issues that arose, influencing factors</i>	No issues.
Title of expertise	25. Financing of RAB Strategic Advisor for FFS/ TWIGIRE MUHINZI.
<i>Describe, in a few sentences, what the expertise is/was about</i>	Request submitted by RAB to ensure consolidation and customization of different outputs under SPAT2.
<i>To what extent is the expertise delivering results?</i>	Full achievement of the outputs. Ownership by the beneficiary after end of expertise was certainly to be followed and sustain by RAB itself. No information received.
<i>To what has the expertise contributed?</i>	
<i>Issues that arose, influencing factors</i>	No issues.



2.2.3 Assess the most important influencing factors. What were major issues encountered? How were they addressed by the intervention?⁷

About a fair distribution of funds among sectors

Looking at the distribution of the sectors having benefitted from the fund, Energy and forestry sector has received the bigger shares of the funding. At the time of those have been committed the co-manager of PAREC were also the Program officer supervising those two sectors. It might have influenced the visibility on the existence of availability of complementary flexible funds. Indeed a systematic communication strategy to encourage the partner's institutions to request funds doesn't exist. Transmission by word of mouth is more the reality.



March 2018 – Sectorial distribution of the budget of PAREC.

Good practice to retain:

- In the framework of the new fund (Study and expertise fund – SEF) there has been a recent initiative from the managers who requested MINECOFIN to inform directly the permanent secretaries of prior sectors striving them to introduce new requests for financing. This is seen as a good practice therefore the distribution is currently better balanced.
- An alternative is to have a study fund in each sector. The sector than has to be clear about priorities (more money for interventions, or more for studies,...).

About delays of implementation

Implementing service contracts such as studies, researches requires a particular attention all along the process. Difficulties can arise from the decision on eligibility, validation of the terms of reference, setting-up and conducting tender committees assessing the reality of the competence of a proposed expert or team of experts and of the methodology associated, solving conflicts of

⁷ Only mention elements that aren't included 1.1 (Context), if any.

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interpretation about the scope of a contract, dealing with lack of data or liability of the statistics, managing ego's and inter-cultural relationship issues, and more.

Good practices to retain:

- Rigor in writing technical specifications. Useful to take enough time to cross-check the quality with an internal expert in the domain
- Include data management experts or academic searchers in the quality assurance committee. This to support the methodology when dealing with statistics and interpretation of indicators.
- Plan a budget to fund some external experts (data management, academic searchers, statisticians,...) to participate in the quality assurance. To formalize this incentive for assuring their participation it can be through a Memorandum of understanding (MOU).
- Continuous and dynamic follow-up from the manager: clear process of responsibility, maintain the pace to collect and consolidate inputs to ensure proper validation.
- Mutual understanding of what a 'validation process' implies and identify the responsibilities between the institution and BTC/Enabel to organize it with sufficient resources of budget, time and adequate audience.

About quality assurance

- Implementing Studies such as research, the availability and liability of data's is a key component to ensure a certain level of quality. The skills to interpret data appropriately is also very important. This competence is not necessarily present on the local market which implies to recruit internationally. Although the objective to use the local market for this type of assignment in order to contribute to strengthening of local skills in the sphere of academic and scientific researches, the reality is that one shall think of accompanying measures: collaborate with a research institute as member of any quality committee can be very useful to assess the methodology (surveys method, ...) proposed by the consultant. This approach provides an additional guarantee in terms of quality of the final findings.
- Recruiting an Expert for a short or middle period of time (maximum 12 months) has different challenges: besides the classical constraints of a public tender, one can highlight the width of the expertise network (international, regional, national), the capacity of the expert to adapt quickly to a specific context, the writing skills, the back-up the expert received or not from his/her consultancy bureau, etc...The main point of attention is of course the quality of a detailed CV and concrete references to be checked before awarding the service tender.

About ownership and sustainability

The ownership by the beneficiary institution depends a lot from the involvement of the focal person nominated to follow-up on the request, tender and contract. There have been unequal experiences with positive or negative effects.

Recommendations:

- Claim for strict availability, goodwill and competence of the nominated focal person
- Ask for a follow-up on the use of the findings after completion and transmission of the final report to the beneficiary institution
- Disseminate and share the final reports/executive summaries with the concerned stakeholders (partner's institution, DP's, NISR, private sector)
- Plan resources for designing, printing and disseminate extracts of key content
- Organize the internal knowledge management about the findings if relevant for Enabel

2.2.4 Assess the unexpected results, both negative and positive ones

No specific unexpected results observed.

2.2.5 Assess the Integration of Transversal Themes in the intervention strategy

There has been no specific initiative to ensure the integration of transversal themes in the intervention strategy since no request for such thematic expressed by the partner.

2.2.6 To what extent have M&E, backstopping activities and/or audits contributed to the attainment of results? How were recommendations dealt with?

Only Steering committee meeting's recommendations and decisions have been guiding the management of PAREC. No backstopping activities, M&E or audits occurred during the implementation of the fund.

Sustainability

In this chapter, by answering the questions underneath, interventions need to describe how results achieved will be sustained and whether a specific exit-strategy has been developed in order to guarantee this.


2.2.7 What is the economic and financial viability of the results of the intervention? What are potential risks? What measures were taken?

The results delivered by PAREC are study and consultancy reports, providing specific analytical findings, advises, etc., in a large range of areas and sectors. The economic viability of the produced information depends on the quality of those reports and on the effective use of it by the beneficiary institution (generally it is a Ministry or a public agency).

Risk observed	Number of occurrence over 20 studies	Number of occurrence over 5 expertises	Comments/ Actions
Poor quality of the delivered products: which occurs in case of the ToR, expertise, methodology unfortunately missed the point.	7/20 ⁸ In 2 cases final quality became an issue. In others process was delayed to give time for necessary revisions up to standards	0/6	Contract extensions are requested Technical negotiations among experts (client/consultants) can lead to blockage.
No validation of the report and findings. :Which means recommendations are not followed-up, or the report is not disseminated wider, not published.	8/20 ⁹ Most of the time no information received from the beneficiary about publication.	0/6 Expertise has been provided with satisfaction for the beneficiary.	Clarify validation process and conditions before the start with the beneficiary. Enabel can put efforts to publish reports on its website.

⁸ Studies concerned are : n° 5,6,8,11,12,15,20

⁹ Studies concerned are :



	Approval process is participatory. Delays because of no-availability, disagreement, lack of ownership. This can lead to no formal validation;		
Loss of institutional memory in a very volatile institutional context: which has a direct negative impact on the potential use of reports and effective implementation of the findings or recommendations.	Almost in all sectors we can observe institutional volatility, insufficient coordination among actors, or filing systems to ensure the information is conserved.	1/5 Assignments 4,17,18,24 use experts who remain in the organisation.	PAREC SC can organize the follow up to find out about the effective use of the reports; Can become a condition/criteria of eligibility.

2.2.8 What is the level of ownership of the intervention by target groups and will it continue after the end of external support? What are potential risks? What measures were taken?

With regards to the management of the fund itself: the national institution involved MINECOFIN chairs the steering committee and avails a manager to implement the fund together with the co-manager BTC/Enabel. In fact the manager has demonstrated a weak interest and no effective availability for operationalizing the fund i.e supervising the implementation of the studies, the quality of the delivered products and the dissemination strategy to assure knowledge management.

The co-manager of BTC/Enabel was therefore the main resource for ensuring the performance of PAREC.

With regards to the category 'studies': the level of ownership of the findings and reports depends on each beneficiary institutions.

With regards to the category 'expertises': experts availed as strategic advisers are embedded within the beneficiary organization for a maximum of 11 months. The level of ownership depends on the capacity of the department to plan the support adequately, to collaborate efficiently, to absorb the transfer of knowledge.

A key measure to take is to assess the form request, the ToR associated to the request, to enter in a dialogue with the beneficiary institution and check twice the real needs. Specific efforts to set up the quality assurance committee by identifying the adequate expertise to accompany implementation all along. Ask for the expected degree of validation and for the dissemination actions that will be taken for sharing the final findings.

2.2.9 What was the level of policy support provided and the degree of interaction between intervention and policy level? What are potential risks? What measures were taken?

Requests for studies and consultancies come from Ministries and public agencies that have identified a gap of information, data useful for complementing the strategic management of the



sectors they are in charge of. Usually the ministerial level coordinates annually the identification of the needs for researches, in collaboration with the National institute for Statistics and Research (NISR). Therefore the requests address strategic and policy level needs. The findings shall automatically feed in the policy level, of course at the condition that a proper use of the report's findings is ensured (!). Of which BTC/Enabel is not made systematically aware of.

Since the fund is mainly dedicated in priority to the concentration sectors of the Rwanda-Belgium program, requests can come at the initiative of the program management (DI-Delco) to complement the program strategy/outcome.

In this case, the follow-up of the use of the final findings is eased by the BTC/Enabel experts who are more able to influence the strategic or policy levels. Ex: Forestry, Energy, Health.

2.2.10 How well has the intervention contributed to institutional and management capacity? What are potential risks? What measures were taken?

The prior objective of PAREC intervention is to deliver analytical reports and strategic advises to the beneficiary institutions. In some cases it has conducted organisational assessments which unfortunately weak or no effect at the end because of rejection of the findings by the institution itself. Ex: MININFRA functional review.

PAREC had no ambition to contribute to the improvement of managerial skills as such; however the implementation modality of co-management could have been the occasion to influence positively the management skills of the manager availed by MINECOFIN. By establishing a regular collaboration to seek for the best practices to conduct tenders and to manage such specific contracts that researches and studies can be, mutual learning and institutional reinforcement could have been expected. Unfortunately this has not been the case.

One can conclude that BTC/Enabel has benefitted from PAREC fund's lessons's learning by building its own expertise internally: either to improve its quality assurance requirements, processes and risks management, either in the field of procurement therefore BTC/Enabel procurement expert and officer have more than frequently provided technical support at the tendering stage (staff was involved in evaluation/awarding committees) or during contract implementation (advising on negotiation of addendum, contract extensions,..).

3 Learning: Lessons & Recommendations

Capture important Lessons Learned from the intervention's experience. Lessons Learned are new insights that must remain in the institutional memory of Enabel and partners.

Category	Lessons	Recommendations	Target audience
Strategic Management	Set-up a secretariat for the entire management of the fund. Preferred modality is 'own management' - Regie	Allocate a specific budget and staff	Enabel
Operational Effectiveness	Specific attention on quality of studies/ consultancies due to weak methodology, limited follow up and "Laissez-faire" attitude of beneficiary institutions (when BTC/Enabel is not directly involved through an intervention in the implementation of the study)	Improve technical specifications Improve selection of experts Set up adequate steering committees to follow up on each study on regular basis	Enabel Representation & associated Development partners



Strategic Relevance	Unbalanced allocation of study funds across the sectors	Modernize application process through calls for proposals Authorize access to a wider range of beneficiaries: academic institutions, think-thanks, private sector. Adequate contracting modalities need to be developed accordingly.	Fund Management Team/ Steering Committee
Strategic Relevance	Need for a clear guidance on priorities and eligibility criteria for requests to be approved.	The specific agreement /TFF need to be specific and anticipate the risks of confusion during implementation. Setting clear priorities by the senior level/ sectors.	Donor and Partner.
Strategic Sustainability	Involving other stakeholders (DP's specialists, research institutes) in the steering to allow for better sectorial coordination, quality and more incentive for beneficiary institutions to own the studies / consultancy results	Emphasis on good layouts of executive summaries/findings to be attractive and share in SWG, TWG or other platforms	Chairs and co-chairs of sector working groups and technical working groups
Strategic Sustainability	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.		All lead Ministries of sectors of concentration.
Strategic Sustainability and reputation	Visibility of the final findings	Allocate budget for specific events, products	Enabel, beneficiary institutions

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PART 2: Synthesis of (operational) monitoring

1 Follow-up of decisions by the JLCB

Report on the follow-up of decisions. Provide an overview of the **important strategic decisions** taken by the JLCB during the intervention (do not include minor decisions).

Decisions	Period of identification	Actor	Progress	Status
Request the reactivation of the PAREC specific agreement in order to allow the proper termination of committed studies and expertise	28/10/2015	MINECOFIN / Ambabel	In progress	Closed
Request to close PAREC once the new SEF is approved and transfer all on-going activities in to the new study fund	28/10/2015	MINECOFIN / Ambabel	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	BTC	Done	Closed
After reviewing the ongoing studies and available balance ready for commitments, SC recommended to hasten the PAREC reactivation process and to extend the specific agreement up to 28th October 2017	17/06/2016	MINECOFIN / Ambabel		Closed
The approval of the financing of studies will be considered as a commitment if made 6 months before the end of CA at the latest	10/03/2017	Enabel		Closed
Principle to exhaust the current balance of the budget of PAREC with one additional study (Gender profile) if approved one time	10/03/2017	GMO / MINECOFIN	Advocacy by GMO succeeded but not on time. Request funded by new fund SEF.	Closed
Request from MINECOFIN to maintain the budget balance (transfer to SEF or IC)	16/05/2017	MINECOFIN / Ambabel	Ambabel recalled the instruction according to which the request is not approvable	Closed
Transfer the final budget balance to the Belgian treasury after closure	09/10/2017	Enabel	Final balance of 274.379,12 Eur.	Closed
Validation of final narrative report	09/10/2017	Enabel / MINECOFIN		Closed



2 Expenses

PAREC BUDGET EXECUTION END PROJECT

DESCRIPTION	MODFIN	BUDGET	EXPENSES	BUDGET BALANCE	% Exec
A. 02 ALLOCATED FUNDS		€ 3.723.325,00	€ 3.498.494,65	€ 274.790,35	0,93
01 GISEMENT EOLIEN	COGEST	€ 17.215,00	€ 37.213,49	€ 1.51	1,00
02 STRATEGIE NAT. P. VOLIT	COGEST	€ 9.015,00	€ 9.014,20	€ 0,80	1,00
03 LIGNE ENERGIE RURAL	COGEST	€ 58.290,00	€ 58.228,51	€ 1,49	1,00
04 MUSEE DE L'ENVIRONNEMENT KARONGI	COGEST	€ 51.870,00	€ 51.867,66	€ 2,34	1,00
05 APPUI SCIENTIFIQUE/ESP	COGEST	€ 58.590,00	€ 58.519,02	€ 0,98	1,00
06 PUBLIC SECTOR CAPACITY BUILDING	COGEST	€ 48.790,00	€ 48.787,43	€ 2,57	1,00
07 ETUDE DE FAISABILITE DVPT	COGEST	€ 61.490,00	€ 61.429,81	€ 0,19	1,00
08 PROCEDURE MANUAL EWSA	COGEST	€ 102.574,59	€ 105.028,10	-€ 2.453,51	1,02
09 KIVU LAC BIOLOGICAL BAS ELINE STUDY	COGEST	€ 287.400,00	€ 287.943,41	-€ 543,41	1,00
10 INSTITUT NATION MUSEES RWANDA	COGEST	€ 51.390,00	€ 51.328,30	€ 1,80	1,00
11 GEOTHERMAL VALIDATION WORKSHOP	COGEST	€ 46.690,00	€ 46.630,83	-€ 0,83	1,00
12 DAD	COGEST	€ 66.275,00	€ 66.272,14	€ 2,86	1,00
15 ESIA	COGEST	€ 104.440,00	€ 104.438,76	€ 0,24	1,00
16 THE EXECUTION OF FORESTRY INVENTORY	COGEST	€ 764.300,00	€ 742.133,58	€ 22.166,42	0,97
17 INSTIT FUNCTIONAL REVIEW - MININFRA	COGEST	€ 91.427,97	€ 65.312,69	€ 26.115,28	0,71
18 INDEPTH NEEDS ASSESS MEDIC EQUIP PROC & MAINTENANCE SYSTEM	COGEST	€ 225.858,00	€ 214.984,81	€ 11.873,19	0,95
24 FINANCIAL MANAGEMENT EXPERT	COGEST	€ 146.000,00	€ 145.499,95	€ 500,05	1,00
25 DISTRIBUTION SYSTEM MANAGEMENT EXPERT	COGEST	€ 170.000,00	€ 161.457,13	€ 8.542,87	0,95
28 ITA NATIONAL FORESTRY MANAGEMENT PLAN	REGIE	€ 217.966,00	€ 218.177,98	-€ 211,98	1,00
29 PRELIMINARY STUDY NYARUGENGE DISTRICT HOSPITAL	REGIE	€ 25.000,00	€ 24.697,56	€ 302,44	0,99
30 (COMPLEMENTARY STUDY ON CHARCOAL VALUE CHAIN IN RWANDA	REGIE	€ 85.000,00	€ 84.883,48	€ 116,52	1,00
31 MINIRENA Resilient Based MILET (RBM&E)	COGEST	€ 565.980,00	€ 484.071,91	€ 81.898,09	0,86
34 UPDATE OF BIOMASS STRATEGY	COGEST	€ 300.000,00	€ 171.162,50	€ 122.837,50	0,59
35 FMBI ATI TEMPORARY FINANCING	REGIE	€ 21.993,44	€ 21.933,93	-€ 0,49	1,00
36 TWIGIRE MUHINZI	REGIE	€ 145.000,00	€ 141.400,57	€ 3.599,43	0,98
	S/TOT REGIE	€ 494.899,44	€ 491.091,52	€ 3.807,92	0,99
	S/TOT COGEST	€ 3.228.225,56	€ 2.957.323,13	€ 270.902,43	0,92
A. 03 IMPREVUS		€ 9.284,06	€ 9.615,29	-€ 331,23	1,04
01 FRAIS ADMINISTRATIFS ET FINANCIERS	COGEST	€ 1.284,06	€ 190,36	€ 1.093,70	0,15
02 AUTRES FRAIS	COGEST	€ 5.000,00	€ 4.244,67	€ 755,33	0,85
03 FRAIS ADMINISTRATIFS ET FINANCIERS	REGIE	€ 500,00	€ 69,12	€ 430,88	0,14
04 AUTRES FRAIS	REGIE	€ 2.500,00	€ 4.689,60	-€ 2.189,60	1,88
05 TVA en compte COGESTION	COGEST	€ 0,00	€ 422,54	-€ 422,54	
06 TVA en compte REGIE	REGIE	€ 0,00	€ 0,00	€ 0,00	
	S/TOT REGIE	€ 3.000,00	€ 4.757,72	-€ 1.757,72	1,59
	S/TOT COGEST	€ 6.284,06	€ 4.857,57	€ 1.426,49	0,77
	TOT REGIE	€ 497.899,44	€ 495.849,24	€ 2.050,20	1,00
	TOT COGEST	€ 3.234.509,62	€ 2.962.181,70	€ 272.328,92	0,92
	TOT GENER	€ 3.732.409,06	€ 3.458.029,94	€ 274.379,12	0,93

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3 Disbursement rate of the intervention

	Budget	Cumulated Expenditures REGIE	Cumulated Expenditures COGESTION	Total Expenditures	Balance on 31.03.2018 - transferred	Disbursement rate
Total Belgian contribution	€3,732,409.06	€495.849,24	€2.962.180.70	€3.458.029,34	€274.379,12	93%
Contribution of the Partner Country	0	N/A	0	0	0	0
Other sources	0	N/A	0	0	0	0

4 Personnel of the intervention

1.	National personnel put at disposal / MINECOFIN	F	Ingrid MUTIMA, SPIU coordinator & Tom Butera, Program officer in charge of follow up of Belgian development aid (2015-2017)
2.	Support personnel, locally embedded at BTC/Enabel/RepRWA	M	
	- Procurement officer based at RepRWA, part-time: advise tendering and contract management.	F	Françoise Mushimiyimana, Procurement officer (2015-2017)
3.	International experts, embedded at BTC/Enabel/RepRWA:	M	Ahmad Parsa, Program officer (full 2015)
	- 3 successive staff in charge of the co-management of the fund, part-time.	M	Vincent Nsabuwera, Program officer (full 2016)
	- Procurement expert, part-time: advise tendering and contract-management.	F	Anne-Pierre Mingelbier, Program Officer (2017 till end)
		F	Léa Ingabire, Procurement Expert (2016-2017)

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5 Public procurement

Insert public procurement table.

6 Public agreements

N/A

7 Equipment

List equipment acquired during the intervention – N/A

8 Original Logical Framework from TFF

Include the original logical framework as presented in the TFF

Not applicable

9 Complete Monitoring Matrix

Include the last (full) version of the monitoring matrix

Not applicable

10 Tools and products

In this annex, mention any material on the effects of the intervention or any experiences gained with the application of specific methods or tools. (Scientific)Publications, Capitalisation reports, Audio-visual material, Other resources, M&E approach/system, Methods

Only final reports of studies and of consultancies are delivered & available.

