



BTC



RESULTS REPORT 2014

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

RWANDA

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1 Intervention at a glance

1.1 Intervention form

Intervention title	Institutional Strengthening and Capacity Development Of (EWSA) Electricity Utility, REG/EUCL
Intervention code	RWA12 083 11
Location	Kigali, Rwanda
Total budget	5 Million Euros
Partner Institution	Ministry of Infrastructure (MININFRA) Rwanda Energy Group
Start date Specific Agreement	14 February 2014
Date intervention start /Opening steering committee	15 June 2014
Planned end date of execution period	14 December 2018
End date Specific Agreement	13 August 2019
Target groups	Rwanda Energy Group, Human Resources Department, Staff of EUCL, MININFRA, Rwanda Government, People of Rwanda
Impact¹	The energy sector is able to provide sufficient, reliable & affordable energy for all Rwandans
Outcome	EUCL is able to provide, in a sustainable way, reliable energy to all its customers.
Outputs	<ol style="list-style-type: none"> 1. Operations and maintenance of electricity infrastructure in the pilot districts are strengthened in order to contribute to the overall reliability of the electricity infrastructure in Rwanda. 2. Management and support functions at EUCL central level are strengthened in order to increase the Utility's performance and enhance strategic management. 3. EUCL's Human Resource staffing and competence development functions are strengthened in order to contribute to the Utility's performance.
Year covered by the report	2014

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

1.2 Budget execution

	Budget	Expenditure	Balance	Disbursement rate at the end of 2014
		2014		
Total	5,000,000	224,384	4,775,616	4%
Output 1	1,538,000	89,307	1,448,693	6%
Output 2	1,053,000	16,372	1,036,628	2%
Output 3	1,345,000	16,372	1,328,628	1%
General means	1,064,000	102,333	961,667	10%

1.3 Self-assessment performance

1.3.1 Relevance

	Performance
Relevance	A

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

1.3.2 Efficiency

	Performance
Efficiency	C

There are several issues that are affecting efficiency. The first and most significant is the ongoing restructuring of the organization which means that there is no possibility to complete a baseline study for outputs 2 and 3. The central systems are the subject of a review by the World Bank and there are presently no permanent staff in the Human Resources department nor in the rest of the organization. This will be the case until March or April 2015. In addition, the assignment of only a 10% time commitment of the Director of Electricity Utility as the Director of Intervention means that this important resource is often unavailable for consultation.

1.3.3 Effectiveness

	Performance
Effectiveness	A

Although it is very early to predict, the initial indications that the outcome will be achieved are promising. Already in the first three months, an effective working relationship has been established with the partner and other major donors. In addition the project has successfully adapted its activities and the focus of its outputs to ensure that the specific outcome will be achieved.


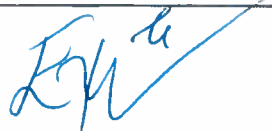
1.3.4 Potential sustainability

	Performance
Potential sustainability	B

The potential sustainability of the project is good. Presently, the overall GOR policy support is evident; the project steering committee and EUCL senior leadership is committed and actively involved in all stages of the implementation process. The intervention is becoming embedded in the organization and should be increasingly able to contribute to building institutional management capacity.

1.4 Conclusions

The project is still in its start-up phase but so far the indications for the accomplishment of the outputs are good. The project will have to be careful to minimize procurement delays, coordinate its activities with other projects and donors to capitalize on synergies and avoid duplication of effort and to manage the change fatigue that staff will likely demonstrate in 2015.

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

² Name and Signature

³ Name and Signature

2 Results Monitoring⁴

2.1 Evolution of the context

2.1.1 General context

The Government of Rwanda embarked on a process of public sector reform through which a new implementing institution Energy, Water and Sanitation Authority (EWSA) was created to implement the energy policy and strategy. As a new institution, EWSA was seen to need expert support in order to execute its mandate. In the framework of ICP 2011-2014, support to the energy sector was agreed through the initiation of the Institutional Strengthening and Capacity Development Project which was signed on 14 February 2014. In August 2014 EWSA was reorganized into two organizations, the Rwanda Energy Group (REG) comprised of the Holding Company with 2 subsidiaries: Energy Utility Corporation Limited (EUCL) and Energy Development Corporation Limited (EDCL) and the Water and Sanitation Corporation. (WASAC) The project is focused on EUCL.

2.1.2 Institutional context

The institutional context of the project has changed since the formulation of the project. The institution has been through two major reorganizations in the past three years, with the last and most impactful occurring just as the project began. Not only did the organization structure change from a Government institution to a government owned limited corporation but all of the staff presently working in the organization have to apply and be selected for a position in the new structure. The work of the Utility remains the same and the need for the support that the project is designed to give, is now even greater. REG management have been tasked with completing the whole restructuring exercise within one year. As part of the restructuring, REG immediately adopted a Human Resources Capacity Strategy whereby all staff of the former EWSA are required to apply for, and be recruited for a position in one the two subsidiary companies. Normally, as part of the formulation of Output 3, this work would have been done by the HR Department and the project staff. However, the project change co-manager did not arrive until mid-September and there was no internal HR capacity to take on this activity. Therefore, REG contracted KPMG to assist them with the recruitment of the top three levels of management (70 positions). In the EUCL subsidiary there are more than 1000 staff. The recruitment process began in September with revisions to the job descriptions and competency profiles. The recruitment interviews began in December and for the first three levels. These 70 recruitments are expected to be completed by the end of March 2015. The adoption of this Human Resources strategy has created an organization where all staff are all in limbo, waiting to see if they will have a place in the new structure. As could be expected, this has led to low morale, high anxiety and a slowing of activity as staff wait to see what will happen to them.

This has also meant that completion of the baseline study could not be completed.

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

2.1.3 Management context: execution modalities

The execution modalities are well aligned with the requirements of the project. A change was made, transferring the National Procurement Officer, Accounting Officer and driver positions from “direct management” to “co-management” in order to align with other BTC projects. The reporting relationship of position of RAF was changed to report directly to the Resident Representative with the RAF responsible for both the Institutional Strengthening and Capacity Development and the EARP Project. On the partner’s side, a complete change of the senior management team occurred with the restructuring in August 2014.

2.1.4 Harmo context

BTC and CDEU project staff is working very closely with the partner organization. We meet regularly with the project counterparts, the CEO, the Managing Director, World Bank Advisor on the restructuring, as well as the World Bank Country Representative for the Energy Sector in Rwanda. The World Bank is funding the establishment of a \$30 million USD Management Information System for EUCL. BTC /CDEU has been working together with REG and the World Bank to harmonise funding of REG activities. In harmonization with the REG/World Bank plan, BTC will fund seven initiatives critical to the success of the reform and in alignment with the initiatives being funded by the WB.

2.2 Performance Outcome

In December 2014 three of the four members of the project team attended an M&E, baseline and risk assessment workshop. The following tables reflect indicators from the TFF and the indicators discussed during the workshop. These will be completed in 2015.

2.2.1 Performance Indicators



Outcome: EUCLs Electricity Utility is able to provide in a sustainable way, reliable energy to its customers.		
Results / Indicators	Baseline value 2015	End Target 2019
1. Number of transformer failures per year		
2. Outages :duration of outages per year* 3. Outages: Number of outages per year* *(Differentiate for national level-pilot district level)		
4. Operating expenses covered by revenues. (%)		
5. Losses, transmission (%) (Differentiate for national level-pilot district level.)		
6. Average operating expenses per KWH		

2.2.2 Analysis of progress made

These indicators are present in the TFF. During the backstopping mission, the team discussed that they do not necessarily measure the “ability to provide” but rather the quality of the provision itself. At present, the indicators to measure :ability to provide are not readily available. The above mentioned indicators are quite relevant for reliability and are already available. The team discussed adding “The time to react to faults/outages” as a sign of this “ability to provide”

The team also identified three aspects that will be important to capture “sustainability” and should be measured:

1. Good leadership and management practices
2. Having the right people with the right skills in the right positions at the right time in EUCL.
3. Sufficient technical resources.

2.2.3 Potential Impact

It is too early to assess the potential impact. However, the project has good potential to positively impact the reliability and sustainability aspects of the outcome. The design of the TFF restricting the work in Output 1 to pilot districts greatly reduces the potential to fully realize the outcome during the

project period.

The learning from these projects in the Pilot District may help formulate an approach to similar issues in the rest of the organization.

2.3 Performance Output 1⁵



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

2.3.1 Progress of Indicators

Output 1: Operations and maintenance of electricity infrastructure in the pilot districts are strengthened in order to contribute to the overall reliability of the electricity infrastructure in Rwanda					
Indicators	Baseline value 2015	Value year 2016	Value year 2017	Target year 2018	End Target
In the pilot districts, working procedures for all sub-areas of O & M are in place for: All generation infrastructures All transmission infrastructures All distribution infrastructures					
In the pilot districts, reporting procedures are in place to follow-up on the functioning – from the decentralized level to central level-of: All generation infrastructures All transmission infrastructures All distribution infrastructures					
O & M procedures are used and respected Staff make suggestions for improvement of O&M					
Reporting to central level also included recommendations and analysis					
Number of transformer failures in the pilot district					

o/)

Number of plant trips in the pilot district					
General plant availability in the pilot district					
LTA/week (hours) in the pilot district					
Clear MIS Reports in the pilot district					
Hours of Line outage/year in the pilot district					

The first five indicators are in the TFF, during the backstopping mission, the team decided to add the latter six. We need to discuss further before the indicators can be finalized in 2015.

The above mentioned indicators, if measured in the pilot area, will provide important management information about the strengthened O&M of electricity infrastructure. This type of information is not difficult to collect and is common practice in the energy sector in Rwanda. Before the O&M is fully strengthened, which will translate in changes in the above mentioned quantitative indicators; different O&M components need to be in place. The team reconfirmed that it would definitely be useful to keep track of the following "milestones":

- O&M Working Procedures for all sub-areas of O&M are in place
- O&M Working Procedures are used and respected
- Reporting systems are in place to follow-up on the functioning of the energy infrastructure
- Preventive management is done

2.3.2 Progress of main activities

Progress of <u>main</u> activities ⁶	Progress:			
	A	B	C	D
1 Baseline for Output 1 is completed	x			
2 Nine projects have been identified for output 1		x		
3 Terms of reference for each project activity are being developed.		x		
4. Nyabarongo Experts		x		

2.3.3 Analysis of progress made

The project began in June 2014 with the arrival of the ITA who works primarily on Output 1: Operations & Maintenance of electricity infrastructure in the pilot district. At that time, the organization was EWSA. The ITA was able to conduct a baseline study for the pilot districts and identified several projects. TORs will be developed for implementation of these projects in 2015.

The progress of Output 1 is on track. The baseline report was accepted by the Project Steering Committee. A request for three experts to support the operation of the new Nyabarongo Power Plant was accepted to be funded from Output 1 of the project. One of the three experts has been recruited. The remaining two will be recruited in 2015.

The baseline values and the system to measure them will be finalized in 2015.

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

2.4 Performance Output 2

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

2.4.1 Progress of Indicators

Output 2: Management and support functions at EUCL central level are strengthened in order to increase the Utility's performance and enhance strategic management.					
Indicators	Baseline value 2015	Value year 2016	Value year 2017	Target year 2018	End T2019ar get
A set of KPIs is identified and is being measured					
Procedures for logistics and procurement are established in EUCL					
Sound, regular reporting to the different management levels exists					
O&M is included in new energy policy					
Financial management system: Number & grading of audit comments Timely reporting & accuracy of reporting Financial Ratios (rec./payable, etc.) Accurate budgeting (planned versus actual)					
Operational planning system: Less fire-fighting actions (to be measured by costs) Involvement of O&M in new infrastructure Public tenders for infrastructure take into account O&M Training in O&M					
Asset management system: Accuracy of assets in use versus book value					

Availability of spare parts Security loss ratio					
Procurement management system: Public tenders are standardized Lead time in procurement decreases Standardization of interface with partners Procurement duration time Planned procurement versus executed procurement Planned versus unforeseen procurement					

The first three indicators are found in the TFF. The team reflected on the different elements of strengthened management and support functions and agreed that important indicators/progress markers should be identified under the management functions of Planning, Monitoring and Evaluation, Financial Systems, Asset Management and Procurement as they are key components of Output 2.

The baseline values will be in place in the third quarter of 2015.

2.4.2 Progress of main activities

Progress of main activities	Progress:			
	A	B	C	D
1 KPIs			x	
2 Financial management system		x		
3 Procurement management system		x		
4 Asset management system		x		
5 Operational planning system		x		

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

Until EUCL's strategic and business plans are in place, it is not possible to establish accurate KPIs.

2.4.3 Analysis of progress made

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

Without a serious and ongoing focus from the project and the WB project, it was assessed that the entire system may deteriorate. Therefore, our immediate focus and project activities in this area will ensure that the organization remains viable.

2.5 Performance Output 3

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

2.5.1 Progress of Indicators

Output 3: EUCL's Human Resource Staffing and Competence Development Functions are Strengthened in Order to Contribute to the Utility's Performance					
Indicators	Baseline Value	Value year	Value Year	Target Year	End Target
	2015	2016	2017	2018	2019
HR planning Succession planning system Identification of critical positions work forecasting system					
Staffing system : Function profiles Job descriptions competency profiles recruitment policy & procedures on-boarding system staff orientation					
Performance management system: Performance contracts -KPIs Performance reviews Skills gap analysis					
Compensation system: Salary & benefits benchmarked yearly Connected to organization performance.					
Employee engagement					

Communication survey					
HR policies and procedures manual					
Gender balance initiative : Target 30%					
Training and Development system : Annual EUCL training plan Individual career development plans Budget Training evaluation system					
Human Resources Information management System					
Management Development Programming: Senior Middle management Supervisory Personal work skills					

2.5.2 Progress of main activities

Progress of <u>main</u> activities ⁷	Progress:			
	A	B	C	D
1 Staff capacity assessment: waiting for staff to be appointed.			x	
2 HR Systems assessment			x	

⁷ A: The activities are ahead of schedule
B: The activities are on schedule
C: The activities are delayed, corrective measures are required.
D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

2.5.3 Analysis of progress made

Due to the on-going restructuring and re-staffing of the organization it has not been possible to assess the needs of the staff or HR systems. Therefore, the progress indicators are a reflection of discussions with the senior management team about what they see as important areas for capacity development.

2.6 Transversal Themes

2.6.3 Gender

Until the positions in the organization are filled, it is not possible to do a complete and accurate analysis of the gender profile of the organization. Generally, in Utilities, we see a lack of women in the operations and maintenance only areas where the positions require engineering degrees and technical training. The GOR has set a 30% target for female representation at all levels of organizations. An initial look at the O&M area shows that there are only 23 women staff in a complement of 450 staff. Women represent only 5% of the employees in the O&M function.

2.6.4 Environment

The project takes into consideration the environmental issues of its activities that need to be identified. The partner has specialist within the organization to advice on how to mitigate the risks where they may exist and to recommend on how to minimize their effects.

2.6.5 Other

N/A

2.7 Risk management

Risk Identification			Risk analysis			Risk Treatment			Follow-up of risk	
Description of Risk	Period of identification	Risk category	Probability	Potential Impact	Total	Action(s)	Resp.	Deadline	Progress	Status
High Staff Turnover	Sept-Dec 2014	Sustainability	High	High	Very High	Introduce small changes that will clearly assist the new staff members in their new roles	PMU	ongoing		
Staff Resistance to Change	Sept-Dec 2014	Effectiveness	High	High	Very High	Assess the timing and potential impact of suggested changes carefully.	PMU	ongoing		
Delays in Procurement	Sept-Dec 2014	Efficiency	High	High	Very High	Have a workshop with PMU staff and procurement staff to clarify and agree on procurement steps and timing.	PMU	March 30, 2015		

3 Steering and Learning

3.1 Strategic re-orientations

A strategic reorientation of the staff to ensure that they fully comprehend that the organization is now a company and not a government organization will be required. It will take time and a significant investment in capability development to learn the skills necessary to work in the new business environment.

The local project staff who were to be paid under direct management will be paid under co-management, in order to align with the HR management systems of the partner.

3.2 Recommendations

Recommendations	Actor	Deadline
Director of Intervention needs to be assigned to the project for at least 25% of his/her time and needs to be a senior, experienced O&M engineer with experience in managing staff.	EUCL	
To improve the likelihood of accomplishing the outcome, Output 1 needs to cover all of EUCL not just the pilot districts.	BTC	

3.3 Lessons Learned

Lessons learned	Target audience
BTC and EUCL need to provide the project management and implementation team with an orientation to BTC & EUCL systems and processes and to discuss their implications for the implementation of project activities.	BTC Res Rep & EUCL Leadership

4 Annexes

4.1 Quality criteria

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

2. EFFICIENCY OF IMPLEMENTATION TO DATE: Degree to which the resources of the intervention (funds, expertise, time, etc.) have been converted into results in an economical way				
<i>In order to calculate the total score for this quality criterion, proceed as follows: 'At least two 'A', no 'C' or 'D' = A; Two times 'B', no 'C' or 'D' = B; at least one 'C', no 'D' = C; at least one 'D' = D</i>				
Assessment EFFICIENCY : total score	A	B	C	D
			C	
2.1 How well are inputs (financial, HR, goods & equipment) managed?				
	A	All inputs are available on time and within budget.		
x	B	Most inputs are available in reasonable time and do not require substantial budget adjustments. However there is room for improvement.		
	C	Availability and usage of inputs face problems, which need to be addressed; otherwise results may be at risk.		

	D	Availability and management of inputs have serious deficiencies, which threaten the achievement of results. Substantial change is needed.
2.2 How well is the implementation of activities managed?		
	A	Activities implemented on schedule
	B	Most activities are on schedule. Delays exist, but do not harm the delivery of outputs
x	C	Activities are delayed. Corrections are necessary to deliver without too much delay.
	D	Serious delay. Outputs will not be delivered unless major changes in planning.
2.3 How well are outputs achieved?		
	A	All outputs have been and most likely will be delivered as scheduled with good quality contributing to outcomes as planned.
x	B	Output delivery is and will most likely be according to plan, but there is room for improvement in terms of quality, coverage and timing.
	C	Some output are/will be not delivered on time or with good quality. Adjustments are necessary.
	D	Quality and delivery of outputs has and most likely will have serious deficiencies. Major adjustments are needed to ensure that at least the key outputs are delivered on time.

3. EFFECTIVENESS TO DATE: Degree to which the outcome (Specific Objective) is achieved as planned at the end of year N				
<i>In order to calculate the total score for this quality criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D</i>				
Assessment EFFECTIVENESS : total score	A	B	C	D
	A			
3.1 As presently implemented what is the likelihood of the outcome to be achieved?				
	A	Full achievement of the outcome is likely in terms of quality and coverage. Negative effects (if any) have been mitigated.		
x	B	Outcome will be achieved with minor limitations; negative effects (if any) have not caused much harm.		
	C	Outcome will be achieved only partially among others because of negative effects to which management was not able to fully adapt. Corrective measures have to be taken to improve ability to achieve outcome.		
	D	The intervention will not achieve its outcome unless major, fundamental measures are taken.		
3.2 Are activities and outputs adapted (when needed), in order to achieve the outcome?				
x	A	The intervention is successful in adapting its strategies / activities and outputs to changing external conditions in order to achieve the outcome. Risks and assumptions are managed in a proactive manner.		
	B	The intervention is relatively successful in adapting its strategies to changing external conditions in order to achieve its outcome. Risks management is rather passive.		
	C	The intervention has not entirely succeeded in adapting its strategies to changing external conditions in a timely or adequate manner. Risk management has been rather static. An important change in strategies is necessary in order to ensure the intervention can achieve its outcome.		
	D	The intervention has failed to respond to changing external conditions, risks were insufficiently managed. Major changes are needed to attain the outcome.		

4. POTENTIAL SUSTAINABILITY: The degree of likelihood to maintain and reproduce the benefits of an intervention in the long run (beyond the implementation period of the intervention).				
<i>In order to calculate the total score for this quality criterion, proceed as follows: At least 3 'A's, no 'C' or 'D' = A ; Maximum two 'C's, no 'D' = B; At least three 'C's, no 'D' = C ; At least one 'D' = D</i>				
Assessment POTENTIAL SUSTAINABILITY : total score	A	B	C	D
		B		
4.1 Financial/economic viability?				
	A	Financial/economic sustainability is potentially very good: costs for services and maintenance are covered or affordable; external factors will not change that.		
x	B	Financial/economic sustainability is likely to be good, but problems might arise namely from changing external economic factors.		
	C	Problems need to be addressed regarding financial sustainability either in terms of institutional or target groups costs or changing economic context.		
	D	Financial/economic sustainability is very questionable unless major changes are made.		
4.2 What is the level of ownership of the intervention by target groups and will it continue after the end of external support?				
x	A	The steering committee and other relevant local structures are strongly involved in all stages of implementation and are committed to continue producing and using results.		
	B	Implementation is based in a good part on the steering committee and other relevant local structures, which are also somewhat involved in decision-making. Likelihood of sustainability is good, but there is room for improvement.		
	C	The intervention uses mainly ad-hoc arrangements and the steering committee and other relevant local structures to ensure sustainability. Continued results are not guaranteed. Corrective measures are needed.		
	D	The intervention depends completely on ad-hoc structures with no prospect of sustainability. Fundamental changes are needed to enable sustainability.		
4.3 What is the level of policy support provided and the degree of interaction between intervention and policy level?				
	A	Policy and institutions have been highly supportive of intervention and will continue to be so.		
x	B	Policy and policy enforcing institutions have been generally supportive, or at least have not hindered the intervention, and are likely to continue to be so.		
	C	Intervention sustainability is limited due to lack of policy support. Corrective measures are needed.		
	D	Policies have been and likely will be in contradiction with the intervention. Fundamental changes needed to make intervention sustainable.		
4.4 How well is the intervention contributing to institutional and management capacity?				
	A	Intervention is embedded in institutional structures and has contributed to improve the institutional and management capacity (even if this is not an explicit goal).		
x	B	Intervention management is well embedded in institutional structures and has somewhat contributed to capacity building. Additional expertise might be required. Improvements in order to guarantee sustainability are possible.		
	C	Intervention relies too much on ad-hoc structures instead of institutions; capacity building has not been sufficient to fully ensure sustainability. Corrective measures are needed.		
	D	Intervention is relying on ad hoc and capacity transfer to existing institutions, which could guarantee sustainability, is unlikely unless fundamental changes are undertaken.		

4.2 Decisions taken by the steering committee and follow-up

Decision to take				Action				Follow-up	
Decision to take	Period of identification	Timing	Source	Actor	Action(s)	Resp.	Deadline	Progress	Status
PMU to review the possibility of follow-up & reporting on the use of the Rwandan financial contribution to the project	October 2014				Consultation with Finance group	Project Coordinator	Feb 18, 2015	Consultation completed	
					Review TFF and content of Outputs 2 & 2	PMU	Feb 18, 2015	Review completed	
For each expert, one or more national counterparts must be appointed to ensure effective capacity building and knowledge transfer.	October 2014				All experts to be assigned counterparts	Project Manager	Feb 18, 2015	All experts have one or more counterparts assigned	
					Regular communication and coordination with the EARP Project is ongoing	CDEU/EARP Project Managers		Ongoing	
PMU to analyze the possibility of funding three experts at Nyabarongo power plant operation & maintenance.	October 2014				BTC agreed to fund. One expert hired and EUCL in search of the remaining two.	PMU/EUCL		In progress	
					National Staff were switched to co-management	PMU/EUCL		Completed	
The National Staff will be in Co-Management not in direct management	October 2014								

4.3 Updated Logical framework

Logical framework has partially been established and will be finalized in 2015.

4.4 MoRe Results at a MoRe Results at a glance.

Logical framework's results or indicators modified in last 12 months?	Yes
Baseline Report registered on PIT?	Yes
Planning MTR (registration of report)	02/2017 (estimate)
Planning ETR (registration of report)	03/y2019 (estimate)
Backstopping missions since 01/01/2012	December 2014

4.5 “Budget versus current (y – m)” Report

Budget vs Actuals (Year to Month, by Quarter) of RWA1208311												
Project Title : Institutional Strengthening and Capacity Development - Energy Sector												
Budget Version : D02												
Currency : EUR												
YIM : Report includes all closed transactions until the end date of the closed closing												
Year to month : 31/12/2014												
Status	Fin Mode	Amount	2013	2014				Total	Total Exp	Balance	% Exec	
				Q1	Q2	Q3	Q4					
A	Outcome / Expense	3,938,000.00	0.00		58,735.48	63,215.19	132,050.67	132,050.67	3,805,949.33	3%		
01	Operations and	1,538,000.00	0.00		45,284.00	44,022.54	89,306.54	89,306.54	1,448,693.46	6%		
01	O&M of Generation	310,000.00	0.00						310,000.00	0%		
02	O&M of transmission and	364,000.00	0.00						304,000.00	0%		
03	Experiences in Increasing	60,000.00	0.00						60,000.00	0%		
04	Long Term technical	804,000.00	0.00		45,284.00	44,022.54	89,306.54	89,306.54	774,693.46	10%		
02	Management and support	1,853,000.00	0.00		6,725.74	9,846.32	16,372.06	16,372.06	1,836,627.94	2%		
01	Organization and	225,000.00	0.00						225,000.00	0%		
02	The capacity of the EWSA	180,000.00	0.00						180,000.00	0%		
03	Long Term technical	848,000.00	0.00		6,725.74	9,846.32	16,372.06	16,372.06	631,627.94	3%		
03	EWSA's HR staffing and	1,345,000.00	0.00		6,725.74	9,846.32	16,372.07	16,372.07	1,328,627.93	1%		
01	Competence development	412,000.00	0.00						412,000.00	0%		
02	EWSA short, medium and	185,000.00	0.00						185,000.00	0%		
03	Staffing is developed for	100,000.00	0.00						100,000.00	0%		
04	Long and Medium Term	648,000.00	0.00		6,725.74	9,846.32	16,372.07	16,372.07	631,627.93	3%		
X	Contingency	305,000.00	0.00				5.53	56.27	61.81	61.80	305,738.20	0%
01	Contingency	305,000.00	0.00				5.53	56.27	61.81	61.80	305,738.20	0%
01	Co-Management	233,800.00	0.00					56.27	56.27	233,743.73	0%	
	REGIE	2,783,400.00	0.00		78,341.67	153,154.91	223,486.59	223,486.59	2,588,913.40	8.00		
	COGEST	2,206,600.00	0.00			887.82	887.82	887.81	2,205,712.99	0.00		
	TOTAL	5,000,000.00	0.00		78,341.67	154,042.73	224,383.68	224,383.61	4,775,618.29	4.80		

Budget vs Actuals (Year to Month, by Quarter) of RWA1208311												
Project Title		Institutional Strengthening and Capacity Development - Energy Sector										
Budget Version		D02										
Currency		EUR										
YIM :		Report includes all closed transactions until the end date of the closed closing										
		2014										
Status	Fin Mode	Amount	2013	Q1	Q2	Q3	Q4	Total	Total Exp.	Balance	% Exec.	
02	Direct Management	REGIE	72.000,00	0,00			5,53	5,53	5,53	71.994,47	0%	
2	General Manager		728.200,00	0,00		11.600,66	60.670,47	102.271,13	162.271,14	659.928,86	13%	
01	Wages and salaries		436.000,00	0,00		1.831,53	16.173,78	20.005,31	26.005,31	418.794,89	5%	
01	Project co-management	REGIE	240.000,00	0,00		1.831,53	17.343,04	19.174,57	19.174,57	220.825,43	6%	
02	Administrative and financial	Deleted REGIE	0,00	0,00					0,00	0,00	7%	
03	Other support staff	Deleted REGIE	0,00	0,00					0,00	0,00	7%	
04	Local Administrative and	COGEST	148.000,00	0,00					0,00	148.000,00	0%	
05	Other local Support Staff	COGEST	48.000,00	0,00			830,74	830,74	830,74	47.169,26	2%	
02	Investment		60.000,00	0,00		8.403,03	59.838,62	68.242,55	68.242,55	11.757,45	85%	
01	IT and office equipment	REGIE	20.000,00	0,00		6.691,03		6.691,03	6.691,03	13.308,07	33%	
02	Vehicles	REGIE	60.000,00	0,00		1.712,00	59.838,62	61.550,62	61.550,62	-1.550,62	102%	
03	Operating Costs		96.400,00	0,00		1.385,20	4.019,03	5.384,23	5.384,24	91.015,76	6%	
01	Fuel and maintenance	REGIE	48.000,00	0,00			1.385,95	1.385,95	1.385,95	48.614,05	3%	
02	Internet & Co	REGIE	9.000,00	0,00		23,19	44,78	67,97	67,97	9.532,03	1%	
03	Telecommunication costs	REGIE	8.400,00	0,00		21,89	84,70	106,59	106,59	8.293,41	1%	
04	Office consumables	REGIE	14.400,00	0,00		367,52	557,20	924,71	924,71	13.475,29	0%	
05	Mission costs	REGIE	16.000,00	0,00		678,01	1.185,25	1.863,26	1.863,26	14.136,74	12%	
06	VAT Direct Management	REGIE	0,00	0,00		274,59	761,17	1.035,76	1.035,76	-1.035,76	7%	
		REGIE	2.793.400,00	0,00		78.341,67	153.154,91	223.496,59	223.496,60	2.569.903,40	8,00	
		COGEST	2.296.600,00	0,00			887,62	887,62	887,61	2.295.712,99	0,00	
		TOTAL	5.090.000,00	0,00		78.341,67	154.042,53	224.384,21	224.384,21	4.775.616,39	4,00	

Budget vs Actuals (Year to Month, by Quarter) of RWA1208311												
Project Title		Institutional Strengthening and Capacity Development - Energy Sector										
Budget Version		D02										
Currency		EUR										
YIM :		Report includes all closed transactions until the end date of the closed closing										
		2014										
Status	Fin Mode	Amount	2013	Q1	Q2	Q3	Q4	Total	Total Exp.	Balance	% Exec.	
07	VAT Co-Management	COGEST	0,00	0,00					0,00	0,00	7%	
04	Audit et Suivi et Evaluation		145.000,00	0,00			8.839,04	8.839,04	8.839,04	138.160,96	6%	
01	M&E	REGIE	60.000,00	0,00			0.056,51	0.056,51	0.056,51	71.943,49	10%	
02	Technical backstopping	REGIE	30.000,00	0,00			582,53	582,53	582,53	29.417,47	2%	
03	Audits	REGIE	35.000,00	0,00					0,00	35.000,00	0%	
		REGIE	2.793.400,00	0,00			78.341,67	153.154,91	223.496,59	223.496,60	2.569.903,40	8,00
		COGEST	2.296.600,00	0,00				887,62	887,61	2.295.712,99	0,00	
		TOTAL	5.090.000,00	0,00			78.341,67	154.042,53	224.384,21	4.775.616,39	4,00	

4.6 Communication resources

N/A
