



RESULTS REPORT

RWA1509711 - SEF

STUDIES & EXPERTISE FUNDS

JULY 2017 – JUNE 2018



September 2018

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Acronyms

Ambabel	Belgian Embassy
ACC	Accord cadre de coopération
ASC	Accord spécifique de coopération
BI	Beneficiary Institution
CFO	Chief Financial Officer
DP	Development Partner
GCF	Global Climate Fund
GMO	Gender Monitoring Office
ICP	Indicative Cooperation Program
IUCN	International Union for the Conservation of the Nature
ITA	International Technical Assistant
IPAR	Institute of Policy Analysis and Research
IUCN	International
JLCB - SC	Joint Local Consultative Body – Steering Committee
M&E	Monitoring and Evaluation
MINECOFIN	Ministry of Finance and Economic Planning
MINILAF	Ministry of Land management and Forest
MINIRENA	Ministry of Natural Resources
MOH	Ministry of Health
PAREC	Programme d'Appui à la Réalisation d'Etude et d'Expertises
PO	Program Officer
Q1	Quarter 1
RBC	Rwanda Biomedical Centre
RMB	Rwanda Mining and Petroleum Board
RNRA	Rwanda National Resources Agency
RSSB	Rwanda Social Security Board
RWFA	Rwanda Water and Forestry Authority
SA	Specific Agreement
SEF	Study and Expertise Fund
UNFCCC	United Nations Framework Convention on Climate Change

Two handwritten signatures in black ink. The top signature is a stylized 'MC' and the bottom signature is 'AMT'.

1. Intervention at a glance

1.1. Intervention form- SEF - RWA1509711

Intervention name	Studies and Expertise Fund (SEF)
Intervention Code	RWA 1509711
Location	Kigali/ Rwanda
Budget	€ 1,710,000 ¹
Partner Institution	Ministry of Finance (MINECOFIN)
Date of Specific Agreement	17/12/2015
End date Specific Agreement	16/12/2019
Objective	Institutional and organizational capacity building efforts have been supported in the priority sectors of the Belgian-Rwandan Cooperation (ICP 2011-2014) and in support to the Paris Declaration of Aid Effectiveness.

1.2. Budget execution

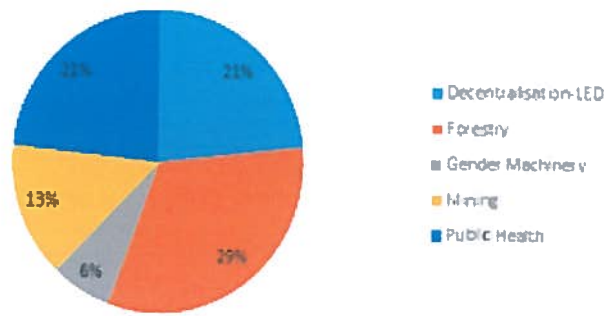
Total Budget	Balance at 31/12/2016	Expenditures 01/01/2017-30/06/2017	Expenditures 01/07/2017-31/12/2017	Balance at 31/12/2017	Expenditures 01/01/2018-30/06/2018	Expenditures 01/07/2017 -30/06/2018	Balance at 30/06/2018	Total Disbursement rate
€ 1.710.000,00	€ 1.687.640,93	€ 9.155,00	€ 28.368,00	€ 1.650.117,93	€ 80.165,98	€ 108.533,98	€ 1.569.951,95	6,35%

Breakdown of the Budget per sector

Sector	Nbr of studies	Budget allocated	Share on budget
Decentralisation-LED	1	314.875,00	21%
Public Health	3	317.230,00	21%
Forestry	2	440.000,00	29%
Gender Machinery	2	85.500,00	6%
Mining	1	191.000,00	13%
Committed budget		1.348.605,00	89%
Balance to commit		172.395,00	12%
Total budget allocated for studies		1.521.000,00	89%
Total other means		189.000	11%
Total Budget SEF		1.710.000,00	100%

¹ The initial budget of SEF was 710,000 Euro which was replenished by additional 1000,000 Euro (EL 02/12/2016 and 12/12/2016)

SEF-project



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2. Context

2.1. General context

The Specific agreement of the Study and expertise fund (SEF) was signed on the 17th of December 2015 and from that date the fund has been managed together with the already existing PAREC Fund which closed in October 2017. The SEF is very similar to PAREC fund in its objectives but proposes better adapted modalities supposed to improve its implementation.

It was expected in 2016 that the SEF budget of 710.000 Euro which was signed on 17th Dec 2015 would be replenished with an additional amount of 2.5 million Euro, but due to the need for balancing the gap in budget cut throughout the portfolio, 1 million Euro only were added to SEF.

Finally, during the period of July 2017 to June 2018 there has been no major event affecting the implementation of the fund. Steering committee meetings have not been as regular as in 2016 since the main budget commitments were made in the year before which allowed the management to focus on assuring operations related to the implementation of the studies. That situation did not require any specific decision by or support expected from the Steering committee. Also the first half of 2018 was mostly dedicated to the preparation of the new Country strategy by both MINECOFIN and the Belgian authorities. Therefore, during that second semester of the due reporting period there has been no specific efforts to encourage new commitment of the identified budget balance; a balance of 170.000 Euro remains available to this date.

2.2. Management context: execution modalities

So far, the management modalities of the study funds, continue to be jointly managed by the Ministry of Finance and Economic Planning (MINECOFIN) and Enabel. The decisions regarding the Fund are taken by the Steering committee made of the MINECOFIN Head of External Finance Division (Chair) and Enabel Resident Representative (Co-Chair). The collaboration of the chair and co-chair remain satisfactory.

While the issue of the Fund Management Team (FMT) had been thought of and budgeted for in the SEF, with a half-time budget support for MINECOFIN SPIU Coordinator who plays the role of Fund manager and the Enabel program officer who plays the role of fund co-manager, unfortunately the transfer for an annual budget for functioning costs and payment of that staff-salary support has not been done due to the mismatch between the requirements from SPIU functioning and the Enabel's financial procedures. .

As applied for 2016-2017, an annual budget to contribute to the the salary of the co-fund manager (POI) and to the functioning costs of the office through a Service Level Agreement, is allocated to Enabel Rwanda and paid through a monthly HQ payment.

In terms of execution modalities, out of nine requests, of which two requests have been cancelled because the Beneficiary Entities did not meet the approval requirements, 4 requests have been approved by the Fund under Co-management modality and 3 under Regie modality. In the course of implementation, 1 of the 4 studies has been switched from Co-management to Regie in order to access the expertise of a Cooperation Specific agreement signed by Enabel Headquarters.

2.3. Harmo-context

As agreed in the specific agreement, the Study Fund agreements focus mainly on financing studies, consultancies and expertise emerging from the public institutions in the sectors of concentration, namely Health, Energy and Decentralization. In some cases, those studies and consultancies are prerequisites for further financing of projects and programs by either the Belgium Kingdom or other Donors.



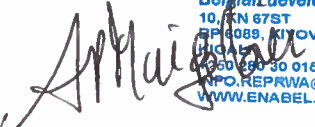
2.4. Conclusions

During FY July 2017- June 2018 SEF has faced no specific challenge but the operational one meaning the one of maintaining the pace and the quality of implementation; it experiences a balance of 170.000 Eur (12% of the budget allocated for studies) that can still be committed before the end of the specific agreement expiring on the 26th of October 2019.

The contracts of two out of the nine studies have been signed through a Specific Cooperation Agreement² with the Royal Museum of Africa of Tervueren (MRAC in Brussels) and with the Social Affairs Public Federal Service (SPF-Social Affairs) of Brussels; these ASC's allow the Beneficiary institutions to access highly-skilled experts and professionals active in the public sphere at advantageous conditions.

Due to the fact that the requests are specific and address a variety of technical domains, attention is put on the quality of the specifications, of the tendering process and on the consistency of the reports. It -had a direct incidence on the pace of implementation that was slowed down. This was emphasized by the multi-stakeholders validation constraints.

A larger dissemination and visibility of approved final reports could improve the overall visibility of the SEF instrument and support awareness of the instrument with potential beneficiaries.

National execution official	Enabel execution official
Division Manager – Fund Manager  Ronald NKUSI 03/10/18	Co-Fund Manager   Anne-Pierre Mingelbier 03/10/18. <p><small>Enabel Belgian development agency 10, RN 67ST SF 4088, KINOVU RUC 1 +32 20 30 0169 INFO.REPRWA@ENABEL.BE WWW.ENABEL.BE</small></p>

² ACC and ASC : Accord-cadre de coopération et Accord spécifique de coopération

3. Analysis of progress made and Quality criteria

Title	Beneficiary Institution	Modality	Amount (Euros (initial budget)	Start date	Expected End date in contract	Disb %	COMMENTS
1 3 Feasibility studies for infrastructure in Local Economic Development	LODA	COGESTION	314.875,00	Sept 17	Initially June 2018 Postponed to June 2019	0%	In execution Faced a big delay during the tendering process. Contract signed in July 2018. 1 st mission in September 2018
2 Occupational Hazards & Disability scale for the Employee sector	RSSB	COGESTION SWITCHED TO REGIE	174.210,00	July 17	Initially January 2018 Postponed to Nov 2018	10%	In execution. Faced a big delay: tendering failed and the alternative of an ASC with Social Affairs SPF has been approved. 1 st scoping mission end June 2018.
3 Financing for the Geographical mapping (joint collaboration between MRAC & GMD/RNRA changed in RMB)	RMB	-	191.000,00	February 18	September 2019	0%	In execution 1 st mission in March 2018
4 Support the development of Tree Seed Supply Chain and capacity building of National Tree Seed Centre	MINIRENA/ RWFA changed in MINILAF	REGIE	150.000+40.000 = 190.000,00	Sept 17	September 2019	14%	In execution 1 st mission in January 2018 2d mission in June 2018
5 Energy Gender Profile	GMO	REGIE	42.000,00	August 17	Initially December 2017 Postponed to Sept 2018	0%	In execution
6 Health Gender Profile	GMO	REGIE	43.500,00	August 17	Initially December 2017 Postponed to Oct 18	0%	In execution
7 Microbiological resistance	MOH	COGESTION	120.560,00	October 17	Initially June 2018 Postponed to	0%	Awarding
8 Diaspora Medical missions	MOH	COGESTION	22.460,00	October 17	Initially June 2018 Postponed to	0%	In execution
9 Global Climate Fund (GCF)	MINIRENA changed in MINILAF	REGIE	250.000,00	Mars 18	Initially Sept 2018 Postponed to Nov 2018	0%	In execution
Subtotal			1.348.605,00			0%	

3.1. Progress

STUDY 1: Delivering of three feasibility studies for infrastructure in Local Economic Development and building of capacities.

The **Local Administrative Entities Development Agency (LODA)** is one of the privileged partner of the RDSP-Rwandan Decentralization Support Program implemented by Enabel. The objective of the specific request made to SEF is to fund a consultancy:

- To train local consultancies in the conduction of meaningful feasibility studies by elaborating a series of feasibility studies in cooperation with international consultants. This includes training on the job as well as the presentation of different approaches and tools to the Rwandan target group, i.e. Rwandan consulting firms.
- To elaborate planned meaningful feasibility studies. The project ideas selected to be further analysed and planned for are:
 - o Pineapple processing plant in Ngoma District as example for an agro-processing feasibility study,
 - o Milk processing plant in Gicumbi District as example for an agro-processing feasibility study,
 - o Water supply project in Gakenke District

Some constraints encountered in the tendering process of this study until now have been:

- the identification of the needs to elaborate qualitative specifications for this quite complex assignment,
- the long tendering process challenged by the co-management modality,
- and the fairly rare international bidders willing to engage with multi-skills technical and financial teams.

Progress by end of June 2018: Just awarded to NOVEC Groupe DCG in consortium with the Rwandan company REOD. Effective implementation shall start in Q3 2018. Duration of 8 months.

Scoring Relevance = A Efficiency = N/A Just awarded Effectiveness = N/A Just awarded Potential sustainability = C depending on the ownership by LODA & the districts and the capacity of REOD to build internal capacities

STUDY 2: Revision of the occupational hazards list & elaboration of a disability scale for the employee sector.

The **Rwandan Social Security Board (RSSB)** is now modernizing its occupational hazards scheme to separate it from pension scheme. It is within this context that RSSB has introduced a request to receive financial support from SEF is to fund a consultancy to:

- To update the list of occupational diseases and
- To design the disability scale in Rwanda in order to have harmonized documents that will help both treating doctors and those involved in verification mechanisms to have the same guidelines and limit potential controversies.

Some constraints encountered in the tendering process of this study until now have been:

- The commercial tendering process which revealed inadequate with regards to the expected institutional and legal objectives ; this situation has led to a switch in the modality, from Co-management to Regie, in order to get access to the instrument of Public Framework Contract between Enabel Headquarters and le Service Public Fédéral des Affaires Sociales-Cellule internationale BELINCOSOC, in Belgium. This instrument provides highly-skilled professionals from a Belgian public institution and from the European network active in



Social Security, at a relatively lower cost than the commercial market cost. Although a quick availability might be not ensured as requested by the partner RSSB.

Progress by end of June 2018: Enabel Rwanda has assigned a first Specific Agreement for cooperation to conduct a scoping mission (from the 9th to 12th of July 2018). A second specific agreement will be signed to frame a second mission in Q4 2018 RSSB and Enabel. RSSB has signed a MOU to formalize the collaboration.

Scoring

Relevance = A

Efficiency = A

Effectiveness = C – due to delays in tendering and in setting up the international and national management team.

Potential sustainability = A. Deliverables will be annexed to the revised Labor Law expected in Q4 2018.

STUDY 3: Transfer of Geo-Data and knowledge in support of a Geo-IMS at Rwanda Mining and Petroleum Board.

The main goals are to recover historic geological and mining data for inclusion in a digital national archive for the Rwandan mining sector and to strengthen and increase geological and mining (academic) research in the country.

The objectives are fourfold:

1. Re-establish (a structural) cooperation between RMB and RMCA in the fields of Geology and Mineral Resources.
2. Acquire RMCA's services to consult the SMDR team in designing and planning a centralized geo-data information management system (Geo-IMS).
3. Transfer from RMCA's archive on Rwanda to RMB important geo-data including but not limited to the raw data, shapefiles, geological maps, mineralogical maps, reports, etc.
4. Acquire RMCA's services to support RMB in geological interpretation of geo-data (existing, recently, and newly collected) through joint (field) work, transfer of knowledge and capacity building.

The expected results and deliverables are (in chronological order):

1. Geo-IMS ToR approved
2. Geo-IMS fully operational at RMB
3. Selected data from 2008 archive (pre-)processed and ready for transfer to Geo-IMS
4. Supplemental data from RMCA archive data (pre-)processed and ready for transfer to Geo-IMS
5. All data successfully uploaded into fully operational Geo-IMS
6. National-level standardized terminology and national geologic map streamlined
7. Report on Potential Target Area (PTA) produced incl. a new regional geologic map
8. (Junior) RMB Geologists trained in national geologic topics and techniques

Progress by end of June 2018: A kick-off mission took place in March 2018. A Steering committee meeting was organised in presence of the CEO of RMB, the Team Leader, SMDR team and Enabel. The scope, calendar, tasks and way forward have been approved. The assignment is fixed for a duration of 18 months. Two technical missions are planned during the year 2018 in respect of the ToRs.

The Enabel co-manager of SEF has been well involved in the preparation and finalization of the ToRs. The collaboration with MRAC and SMDR as well as with RMB is positive which is promising in view of delivering high quality standards study embedded in an ambitious larger program.

Scoring

Relevance = A

Efficiency = A

Effectiveness = B

Potential sustainability = A; deliverables are embedded in a larger program and will contribute to the consolidation of the Data Management Unit at RMB.

STUDY 4: Support the development of Tree Seed Supply Chain and capacity building of National Tree Seed Centre

The Department of Forestry and Nature Conservation (DFNC) is one of the privileged partner of the Forestry program implemented by Enabel (FMBE). This Department has requested a financial support from SEF in order to conduct a study on quality "Tree Reproductive Material (TRM) supply in Rwanda" to the Rwanda Water and Forestry Agency (RWFA), and especially its National Tree Seed Centre (NTSC)". The objectives are:

- Develop a 5 years strategic plan for TRM supply;
- Develop a detailed 2 years priority activity plan;
- Identify and document potential sources of TRM;
- Elaborate technical guidelines / norms and standards / manuals;
- Training, continuous technical support, mentoring and coaching of NTSC staff

Progress by end of June 2018: Effective implementation started in September 2017 for a 24 months duration. Two missions of the team leader took place in January and in June 2018.

Scoring

Relevance = A

Efficiency = C

Effectiveness = C because of some difficulties with ownership and availability of the beneficiary

Potential sustainability = B because other programs are entering the support to the seeds trade

STUDY 5: Energy Gender Profile

The Gender Monitoring Office (GMO) is positioned as a reference point and a hub of knowledge for gender equality. To fully respond to this mandate, reliable and accurate data needs to be collected, analysed, packaged, availed and shared. In addition, it's very paramount to generate gender status across sectors as Rwanda strives to deliver to undertaken commitments enshrined in the Agenda 2030, agenda 2063, SDG's and ratified commitments including those on health sector.

GMO has requested a support from SEF to fund the development of the **Energy Gender Profile** to gather and consolidate valuable information on realized achievements, gaps identified and areas of improvement that require special attention throughout the broader sector programs. The findings are planned to be used to guide gender responsive planning and inform evidence based decision making in the energy sector. The objectives of this profiles are:

- Ensure a quantitative and qualitative inventory of existing gender related data within the Energy sector (existing of gender commitments at regional and national levels, identify gender sensitive indicators, baseline, outputs and outcomes within the scope of this study);
- Avail data and gender situation analysis on specific critical areas in the sector to guide GMO monitoring and advocacy processes;
- Assess the extent of energy sector compliance with gender equality commitments trough analysis of gender mainstreaming in the sector;
- List gender friendly interventions currently carried out in the sector, identified good practices and lessons learned;



- Package user friendly information on the status of gender equality in the energy sector.

Progress by end of June 2018: The national consultancy firm Inka Consult was awarded the contract. Assignment started in September 2017. The quality committee has been set involving a scientific researcher from IPAR to assist in methodological aspects of data management specific surveys Inception report, field work and preliminary report have been achieved. The size of the sample has been tripled upon request of National Institute of Statistics (NISR).

Scoring

Relevance = A
 Efficiency = B
 Effectiveness = C
 Potential sustainability = B

STUDY 6: Health Gender Profile

GMO has requested a support from SEF to fund the development of the Health Gender Profile. It will contribute to indicate among others, the Government's great efforts, challenges, gaps and where continued efforts should be put. The profiling will support decision making process in advancing gender equality gained and best practices in health sector, in reducing maternal and child mortality and other health issues, in promoting sex gender related education, gender responsive reproductive health and family planning, gender responsive health services and their influence on both male and female. The objectives of this profile are:

- Ensure a quantitative and qualitative inventory of existing Gender related data within the Health Sector (existing gender commitments in health sector at regional and national levels and at Donor partner's level, identify gender sensitive indicators, baseline, outputs and outcomes within the scope of this study).
- The gender profile will gather and analyse relevant qualitative and quantitative baseline data, their meaning on the current gender equality status in health sector, on attitudes and behaviour, on access to health services for both women & men.
- Provide updated gender friendly health baseline data and identify new relevant indicators and targets to enable the measurement of changes and progress towards gender equality over EDPRS 3 in the Health sector.
- To deepen the knowledge on gender issues in the sector over and above what is already known.
- Avail data and gender situation analysis on specific critical areas in the sector to guide GMO monitoring and advocacy processes.
- Assess the extent of health sector compliance with gender equality commitments through analysis of gender mainstreaming in health sector;
- Package user friendly information on the status of gender equality in the Health Sector according to a specific format in respect with GMO standards (booklet).

Progress to end of June 2018: The national consultancy firm RAD Consult was awarded the contract. Assignment started in September 2017. The quality committee has been set involving a scientific researcher from IPAR to assist in methodological aspects of data management specific surveys, inception report submitted twice, fieldwork achieved. The Public health expert had to be unfortunately replaced by the consultant.

Scoring

Relevance = A
 Efficiency = B
 Effectiveness = C
 Potential sustainability = B

STUDY 7: Microbiological resistance

The Ministry of Health (MoH) is one of the key partner of Belgian cooperation. It made a request for a support to conduct an Assessment of current characteristics of Antibiotic use and supply in Rwanda that are associated with antimicrobial resistance. The main objective are:

- Describe the importance of Antimicrobial resistance in Rwanda with available information.
- Evaluate the current situation in Rwanda on the existence and the importance of main known determinants/factors leading to antibiotic resistance described in the literature.
- Draw recommendations for more effective policies and programs to address inappropriate antibiotic use & supply to ultimately have a significant impact on resistance in a short and medium term.

Progress to end of June 2018: Tender is relaunched after an unsuccessful first bidding procedure (only one bidder assessed as unqualified) Awarding of the contract in Q4 2018.

Scoring

Relevance = A

Efficiency = too early to assess

Effectiveness = C – unsuccessful bidding process.

Potential sustainability = too early to assess

STUDY 8: Diaspora Medical missions

MoH made a request to conduct an Exploratory assignment on the feasibility to solicit Expertise from Rwandan medical Doctors and others medical specialists in the diaspora to conduct medical missions and in doing so building local capacity for specialized health care services. The objectives are:

- Describe current partnerships between the Ministry of Health and Rwandese medical professionals in the diaspora and/or with certain centers of excellence outside of Rwanda. Describe the potential for collaborating with Rwanda based professionals in different specialties that are currently insufficiently available in country.
- Develop a sustainable model of collaboration between Rwanda and Rwandan Medical Doctors living in the diaspora, their friends and other medical specialists. This model will include regularly visiting medical specialists who while providing medical services and treatment for elected patients and in doing so impart specialist skills to domestic medical practitioner.

Progress to end of June 2018: Contract is awarded after negotiation process. Start of implementation expected in Q4 2018.

Scoring

Relevance = A

Efficiency = too early to assess

Effectiveness = B – long tendering process.

Potential sustainability = too early to assess

STUDY 9: Elaboration of a full Funding Proposal for the project “Transforming Rwanda’s Eastern Province and City of Kigali’s capacity to adapt to and mitigate climate change through integrated low-emissions water, land, and woody biomass systems management – TREPA” for the Green Climate Fund.

This consultancy support MINILAF (ex MINIRENA) in mobilization of 40-50 M euros from Green Climate Fund (GCF), in order to enforce sustainable management of water and forestry resources as well to implement measures to reduce drastically the so high demand pressure on



woody biomass for cooking energy. These external fund are notably required to implement national and district plans, such as District Forest Management Plans developed in the context of PAREF BTC project (former PIC) and still under development in the context of FMBE Enabel project.

Specific objective : Under the coordination of MINIRENA and in close collaboration with the National Designated Authority (NDA), the Consultant will be responsible for the design and development of the TREPA project full proposal document, according GCF requirements, using GCF accreditation of IUCN, based on analytical work, studies and stakeholder consultations.

Tasks of the assignment:

Activity 1: Production of an Inception report

Activity 2: From the current existing pre-feasibility study, production of the final and complete Feasibility study report, including among other:

- A full baseline analysis, including data to quantify carbon emissions, vulnerability and projected referenced climate change impacts;
- A complete analysis of the sustainable development potential and the wider environmental, social and economic co-benefit and priorities;
- The extent of Country Ownership of the project and the capacity to implement the proposed actions;
- A Clearly formulated theory of change, and organized and harmonized paradigm shift objectives-impacts-outcomes of components, traduced into a concise logical framework and related M&E plan;
- Proposed micro-financing system to be develop for small scale actors (farmers, woodlot producers, ICS providers,), that can sustain (long-term financial sustainability) and allow scaling-up of supported activities;
- Financial and economic appraisal, including a financial model with sensitivity appraisal and benefit analysis of each actions to build Section E of the GCF proposal template (expected performance against investment criteria);
- Financial project setting, clearly laying out the proposed programme's total budget per activity, sources of funds (GCF, government agency, other partners and funds), modalities of fund management and uses of funds (expenditures), potential revenues, etc., to build on Section B of the GCF proposal template (financing and cost information).

Activity 3: Provide an Environmental Social Safeguard Screening (in line with IUCN's Environmental Social Management Framework-ESMF and the IFC Performance Standards).

~~**Activity 4:** Provide separately a Gender Mainstreaming action Plan (including gender analysis of the proposed programme and its implications for gender issues, and any mitigation needed for them), and a Youth action Plan (including context analysis for youth). Both will be integrated in the final project action plan.~~

Activity 5: Based on above validated document and comment received from stakeholders, write and package the draft GCF proposal document, which includes completed sections: A, B, C, E, F, G, H1 and annexes Feasibility Study, Map and Timetable.

Activity 6: Based on comments received from stakeholders and GCF secretary, Finalize the full GCF proposal document including all required chapter and annexes

Progress to end of June 2018: validation of inception report and the feasibility study need

Scoring

Relevance = A

Efficiency = B

Effectiveness = B

Potential sustainability = C because if and when the proposal and the financing is approved by GCF there is no control nor indication yet on its implementation and sustainability.

3.2. Risk management

Risk Identification		Risk analysis			Risk Treatment			Follow-up of risks		
Description of Risk	Period of identification	Risk category	Probability	Potential Impact	Total ³	Action(s)	Resp.	Deadline	Progress	Status
Delays in implementation of approved studies and expertise to be funded by SEF	Results delivery	Efficiency	High	Medium	C	To contact frequently the beneficiary institutions to find out reasons of delays Ensure close follow-up of contract management	Enabel PO & respective ITAs & Procurement Units	Recurrent	Several meetings held with LODA, RSSB, GMO, RNRA, MoH.	On track
Low quality of studies/consultancies due to limited follow up and "Laissez-faire" attitude of beneficiary institutions (when Enabel is not directly involved through an intervention in the implementation of the study)	Results delivery	Effectiveness	Medium	High	B	Set up steering committees to follow up on each study on regular basis Involve ITA in the specifications in their sphere of expertise	Enabel Representation & associated Development partners	Recurrent	Set up of 'quality committees' for each studies involving multi-actors.	On track
Unbalanced allocation of study funds across the sectors	Approval level	Relevance	Low	Medium	A	Modernize application process through calls for proposals	Fund Management Team/ Steering Committee	Recurrent	Mobilization of PS in the sectors is done	Solved

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4. Steering and Learning

4.1. Recommendations

Recommendations	Source	Actor	Deadline
Set up a Fund Management Unit (Manager and co-Manager) fully responsible of daily management of the Fund	Management	Fund Steering Committee	Late.
Decide the execution modality for each study / consultancy (REGIE/ COGESTION) case by case based on expected time lead and thorough analysis of capacities in the applying beneficiary institution	Management	Fund Steering Committee	recurrent
Identify relevant key development partners to form a steering committee of each study approved to ensure quality deliverables	Harmo-context Risk management	Fund Management Unit	recurrent
Involve Enabel ITA whenever possible in the review of Terms of reference and reports for quality assurance	Quality	Co-Fund manager	recurrent

4.2. Lessons Learned

Lessons learned	Target audience
Advocate for the use of Cooperation Framework contracts signed by Enabel headquarters with Belgian Public Institutions (ACC & ASC) is recommended. It is an excellent tool for accessing highly-skilled expertise with good efficiency and visibility.	Enabel co-fund manager and steering committee.
Involving other Development Partners in the steering of studies and consultancies allows for better sectorial coordination and more incentive for beneficiary institutions to own the studies / consultancy results	Chairs and co-chairs of sector working groups and technical working groups
Requesting a mandatory financial contribution (certain percentage) of the public institution applying for funds would increase active involvement of BI leadership and more ownership of the results. (Some times after the study / consultancy has been approved, BIs tend to forget about it and in most cases consultants work with a mindset of consuming Donor money)	All lead Ministries of sectors of concentration.
The choice of the modality (REGIE/COGESTION) to be carefully done depending on the PRO's and CON's of each option (impacts mainly the rapidity of the tender process and the composition of the Quality committee control.	Fund and Co-fund managers and BI
Ensure dissemination of validated studies within SWG and on webistes.	Fund and Co-fund managers and BI

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5. Annexes

5.1. Budget execution FIT

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Budget vs Actuals (Year to Month) of RWA1509711

Project Title : **Study and Expertise Fund**

Budget Version: **J01**

Currency : **EUR**

Y/M : **30/06/2018**

Year to month : **30/06/2018**

Report includes all closed transactions until the end date of the chosen closing

Status	Fin Mode	Amount	Start to 2017	Expenses 2018	Total	Balance	% Exec
A	STUDIES, CONSULTANCIES AND EXPERTISE	1.521.000,00	17.736,40	68.985,98	86.722,38	1.434.277,62	6%
	01 Balance for new studies, consultancies and expertise	1.521.000,00	17.736,40	68.985,98	86.722,38	1.434.277,62	6%
	01 Unallocated balance	234.395,00	0,00	0,00	0,00	234.395,00	0%
	02 Unallocated balance	0,00	0,00	0,00	0,00	0,00	7%
	03 LODA - Feasibility studies - LED	314.875,00	0,00	0,00	0,00	314.875,00	0%
	04 RSSB -Occupational Hazards	0,00	0,00	0,00	0,00	0,00	7%
	05 GEOLOGICAL MAPPING (GMD - ROYAL MUSEUM)	0,00	0,00	0,00	0,00	0,00	7%
	06 MININFRA - Tree Reproductive Material (TRM)	0,00	0,00	0,00	0,00	0,00	7%
	07 MINIRENA- Tree Reproductive Material (TRM).	0,00	0,00	0,00	0,00	0,00	7%
	08 GMO Energy Gender Profile	0,00	0,00	0,00	0,00	0,00	7%
	09 GMO Health Gender Profile	0,00	0,00	0,00	0,00	0,00	7%
	10 MOH- Microbiological resistance	120.560,00	0,00	0,00	0,00	120.560,00	0%
	11 MOH - CB Assessment Health Professionals	0,00	0,00	0,00	0,00	0,00	7%
	12 MOH - Diaspora Medical Missions	22.460,00	0,00	0,00	0,00	22.460,00	0%
	13 MOH - Baseline of Expertise in Diagnostics in Maintenance	0,00	0,00	0,00	0,00	0,00	7%
	14 RSSB-Occupation Hazards	174.210,00	2.017,47	790,30	2.807,77	171.402,23	2%
	15 GMO Energy Gender Profile	42.000,00	8.133,97	16.267,94	24.401,91	17.598,09	56%
	16 GMO Health Gender Profile	43.500,00	7.584,96	1.030,46	8.615,42	34.884,58	20%
	17 FORESTRY/Global Climate Fund	0,00	0,00	0,00	0,00	0,00	7%
	18 Rwanda Mines Petroleum & Gas/GEO DATA	0,00	0,00	0,00	0,00	0,00	7%
	19 RWANDA Mines Petroleum & Gas/GEO DATA	191.000,00	0,00	22.774,90	22.774,90	168.225,10	12%
	20 MINIRENA- Tree Reproductive Material (TRM)	190.000,00	0,00	25.745,76	25.745,76	164.254,24	14%
	REGIE	942.710,00	63.351,90	80.165,98	143.517,88	799.192,12	15%
	COGEST	767.290,00	0,00	0,00	0,00	767.290,00	0%
	TOTAL	1.710.000,00	63.351,90	80.165,98	143.517,88	1.566.482,12	8%



Budget vs Actuals (Year to Month) of RWA1509711 Printed on 04 September 2018 Page: 1

Budget vs Actuals (Year to Month) of RWA1509711

Project Title : **Study and Expertise Fund**

Budget Version: **J01**

Currency : **EUR**

Y(M) :

Year to month : **30/06/2018**

Report includes all closed transactions until the end date of the chosen closing

	Status	Fin Mode	Amount	Start to 2017	Expenses 2018	Total	Balance	% Exec
21 FORESTRY - TREP-GREEN CLIMATE FUND (GCF)								
Z GENERAL MEANS		REGIE	188.000,00	0,00	2.376,62	2.376,62	185.623,38	1%
01 Personnel costs			189.000,00	45.815,50	11.180,00	56.795,50	132.204,50	30%
01 Fund Manager		COGES	66.000,00	0,00	0,00	0,00	66.000,00	0%
02 Fund Co-manager		REGIE	66.000,00	38.086,32	11.180,00	49.266,32	16.733,68	75%
02 Investments			0,00	0,00	0,00	0,00	0,00	7%
01 Investments		COGES	0,00	0,00	0,00	0,00	0,00	7%
02 Investments		REGIE	0,00	0,00	0,00	0,00	0,00	7%
03 Functioning costs			18.000,00	5.519,98	0,00	5.519,98	12.480,02	31%
01 Administrative financial costs		COGES	9.000,00	0,00	0,00	0,00	9.000,00	0%
02 Administrative financial costs		REGIE	9.000,00	5.519,98	0,00	5.519,98	3.480,02	61%
04 Audit, Follow-up and Evaluation			39.000,00	2.009,20	0,00	2.009,20	36.990,80	5%
01 Follow-up and Evaluation		REGIE	30.000,00	2.009,20	0,00	2.009,20	27.990,80	7%
02 Audit		REGIE	9.000,00	0,00	0,00	0,00	9.000,00	0%
99 Conversion rate adjustment			0,00	0,00	0,00	0,00	0,00	7%
98 Conversion rate adjustment		REGIE	0,00	0,00	0,00	0,00	0,00	7%

REGIE	942.710,00	63.351,90	80.165,98	143.517,88	799.192,12	15%
COGEST	767.290,00	0,00	0,00	0,00	767.290,00	0%
TOTAL	1.710.000,00	63.351,90	80.165,98	143.517,88	1.566.482,12	8%



Budget vs Actuals (Year to Month) of RWA1509711. Printed on 03 September 2018

5.2. Decisions taken by the JLCB and follow-up

Decision	Period	Resp.	Deadline	Status
Decision 1: The manual of procedures reviewed. Provided that a reference is made that the SEF Fund manager will be anchored in MINECOFIN SPIU, which will avail the necessary staff to ensure a proper management, the MP v1 is approved. The rules to access the budget to finance the Fund manager position at SPIU are detailed in the TFF (in chapters 4.2, 5.2 and 7).	09/10/2017	MINECOFIN		Not Done
Decision 3: The requests from GMO to conduct two Gender Profiles in the Health and Energy sectors are approved. MINECOFIN will send a letter to inform the Beneficiary Institution to start with the implementation phase.	09/10/2017	MINECOFIN		Done
Decision 4: The request from RNRA to conduct a consultancy on Tree Seed Supply Chain (i.e to support quality Tree Reproductive Material (TRM) supply in Rwanda) is approved. MINECOFIN will send a letter to inform the Beneficiary Institution to start with the implementation phase.	09/10/2017	MINECOFIN		Done
Decision 5: MINECOFIN will contact the beneficiary institutions (BI) who have introduced requests that have still not started, to confirm their interest not later than Thursday the 18 th of May 2017, end of the Day. The BI will send a letter, ToR and the name of the Focal person. Beyond this date and with no additional chance, the initial budgeted commitments will be cancelled. The concerned studies are: <ul style="list-style-type: none"> • RNRA/GMD: Geological mapping of Rwanda • MINIJUST: Forensic laboratory sustainability study 	09/10/2017	MINECOFIN and RNRA/GMD MINIJUST	Request by the Rwanda Mining board for the Geological mapping of Rwanda has been finally confirmed and approved. No request received.	Done
Decision 6: MINECOFIN will inform MoH to introduce detailed ToR related to the 4 requests introduced on the 22 th of March 2017. Those ToR and the name of the Focal person will be sent no later than within 1 month of time from the reception of the letter.		MINECOFIN and MoH	Only two studies out of the four are financed. MoH cancelled 2 of them.	Done on time
Decision 7: MINECOFIN will inform LODA about the rejection of their request received on the 08 th of March 2017		MINECOFIN		Done
Decision 8 : The Next SC will be organized early June to present the quarterly budget and narrative statement		MINECOFIN and ENABEL		Not Done