

FINAL REPORT Study and Expertise Fund RWA1509711

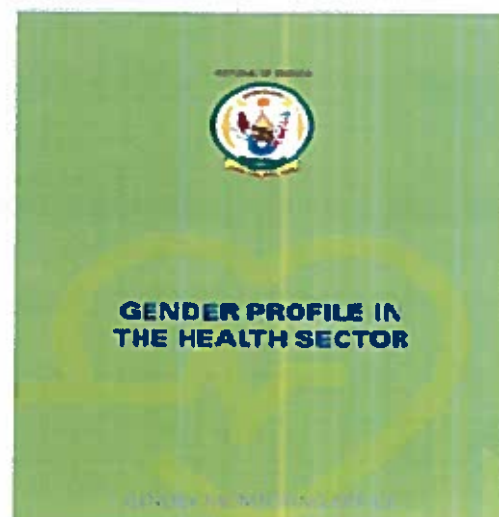
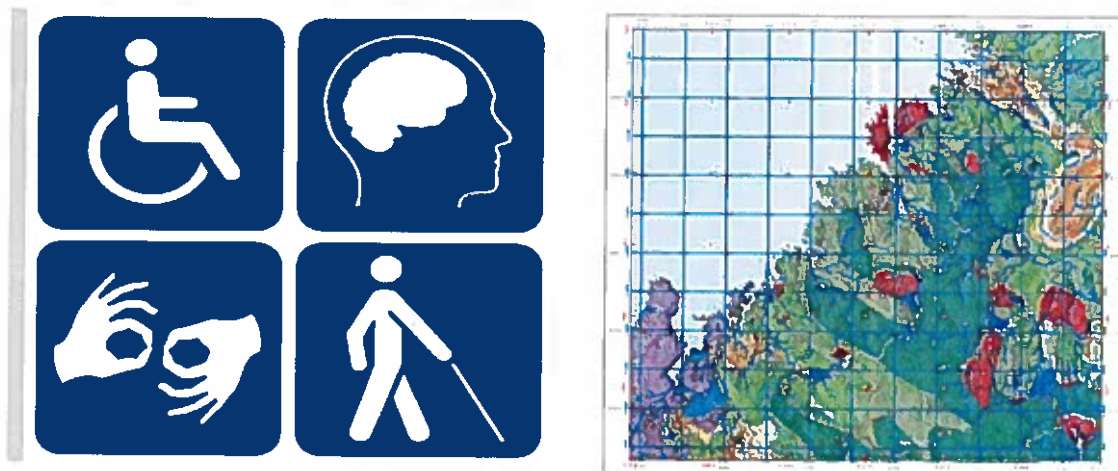


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1.1 Acronyms

Ambabel	Belgian Embassy
BI	Beneficiary Institution
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
FMBE	Forest Management and Wood Biomass Energy Support Project
ICP	Indicative Cooperation Program
ITA	International Technical Assistant
M&E	Monitoring and Evaluation
MINECOFIN	Ministry of Finance and Economic Planning
MOH	Ministry of Health
NFI	National Forestry Inventory
NFMP	National Forestry Management Plan
SEF	Studies and consultancies fund
PO	Program Officer
Q1	Quarter 1
RBC	Rwanda Biomedical Centre
REG	Rwanda Energy Group
RNRA	Rwanda National Resources Natural
SC	Steering Committee
SA	Specific Agreement




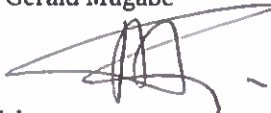
1.2 Intervention form

Intervention name	Studies and consultancies fund-SEF	
Intervention Code	RWA1509711	
Location	Kigali/ Rwanda	
Total budget of the intervention	1.710.000 € The Belgian initial contribution to SEF program was Seven Hundred and Ten Thousand Euros (710.000 €). later replenished with additional 1 million euro (1000.000€) in 2017, making the total budget of 1.710.000 €.	
Partner Institution	Ministry of Finance and economic planning (MINECOFIN)	
Date intervention start /Opening steering committee		07 th Dec 2015
End date Specific Agreement		07 th Dec 2019
Target groups	Ministries and public agencies	
Impact¹	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 Exploratory studies	
Modalities	<ul style="list-style-type: none"> - Co-management - Regie 	
Period covered by the report		07 th /12/2015 - 07 th /12/2019



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

1.3 Global appreciation

Describe your global appreciation of the intervention (max 200 words):	Describe your global appreciation of the intervention (max 200 words):
<p>Through the Study and expertise fund, mobilisation of financial resources for studies as well as other expertise was simplified and made easier, by complementing on going bilateral cooperation in Rwanda as well as the transversal themes such as gender and private sector development.</p> <p>SEF was perceived by the implementing partners as a flexible mechanism to access a limited budget for financing specific and adhoc needs to complement the analytical knowledge for decision-making process at a strategic level. The fund has also been used to provide short term expertise to support a reflexion or design and deliver tools. By financing 11 different studies/consultancies requested by Rwandan public institutions, the final objective of the study fund has been largely achieved and over all the quality was good and appreciated by the beneficiary institutions.</p> <p>The implementation of the fund faced some challenges of delays in delivery and ensuring a certain level of quality. One study took more than 3 years to be approved due to uncommitted consultants and the global Covid context related to restriction of travels. The fund was jointly managed by the Ministry of Finance and Economic Planning/MINECOFIN and Enabel. The decisions regarding the Fund were taken by the Steering committee made of the MINECOFIN Head of External Finance Division (Chair) and Enabel Resident Representative (Co-Chair) and the Committee has played its role in setting priorities, direction, and strategic guidance of the fund. This experience explains the general score of the effectiveness of the fund.</p>	
Score your global appreciation of the intervention²:	Score your global appreciation of the intervention³:
Satisfactory	Satisfactory
Enabel execution official	National execution official
<p>Mr. Jack Tutuba</p>  <p>Advisor to Resident Representative Enabel-Rwanda</p>	<p>Mr. Gerald Mugabe</p>  <p>Division manager External Finances Division- MINECOFIN</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

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PART 1: RESULTS ACHIEVED AND LESSONS LEARNED

1. Assessing the intervention strategy

1.1 General context

Following the law of 21st December 1998, Establishing the Belgian Technical Co-operation (BTC) as a public company law company with social purposes which according to article 5 gives sole authority to BTC (now Enabel) to carry out public services tasks relating to bilateral cooperation with partner countries.

The specific agreement of the study and expertise fund was signed on the 17th December 2015 with an initial budget of 710,000 Euros ending in December 17th, 2019 and from that date the fund was managed together with the existing PAREC fund which closed in 2017. Although it was initially planned that the fund would be replenished with 2.5 million Euro, in 2016, the fund was replenished with 1 million Euros, due to the need for balancing the gap in budget cut throughout the portfolio.

The purpose of the Study and Expertise Fund was to respond to capacity development efforts in complementarity with other forms of support foreseen in the ICP 2011-2014 and in support of the Paris Declaration. Bearing in mind that the central pillar for capacity development support depended largely on sector programmes that seeks to strengthen the policy/strategic level and operational level (technical capacity/competences) of the priority sectors of the Belgian-Rwanda Cooperation in Rwanda with a considerable envelope foreseen for capacity building purposes at sector level. The beneficiaries of the program were the Rwandan public institutions at central, provincial and local levels that are linked to the priority sectors as well as transversal themes that were identified in the ICP. As agreed in the specific agreement SEF focused mainly on priority sectors of the Rwanda-Belgium cooperation, namely Health, Energy and Decentralization

1.2 Management modalities

Study and Expertise Fund was jointly managed by the Ministry of Finance and Economic Planning (MINECOFIN) and Enabel. The decisions regarding the fund were jointly taken by the Steering committee made of the MINECOFIN Head of External Finance Unit as the Chair who represented the Permanent Secretary Minecofin, Enabel Resident Representative (Co-Chair). The collaboration between the chair and co-chair have remained satisfactory, throughout the implementation period.

In terms of execution, SEF has implemented 11 projects all together and have all successfully closed. The SPIU coordinator in Minecofin played the role of fund manager and the Advisor to the resident representative plays the role of the co-fund manager. Regie and Co-management modalities were used for different projects undertaken.

During the implementation process, some major challenges encountered include;

1. In a study to elaborate full funding proposal for the project TREPA meant to submitted to Green Climate Fund. The study was managed under Reggie modality; however, the deliverables did not meet up to the standards expected. The consulting firm (R&SD) adamantly refused to respond to the observations made by the beneficiary institution and more to that, the invoices submitted were by the firm were contested. With support from Enabel legal team at headquarter both sides were able to reach a settlement outside the court of law. In the order to conclude the required task, another consulting company ECO Ltd was contracted and accomplished the task as requested by the client.
2. Three (3) Feasibility studies of local infrastructure A) Pineapple processing plant in Ngoma District B) Milk processing plant in Gicumbi District and C) Water supply in Gakenke District registered notable delays in delivering the expected output. The delays were attributed to outbreak of COVID 19 uncommitted consultants. The last payment is yet to be paid to the consultant.

1.3 Results achieved

1.4 Monitoring matrix

There is no monitoring matrix developed in the Technical and Financial File of SEF, mainly due to the nature of the fund. 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:

1. Conducting studies
 - Consultancy missions to the benefit of the Rwandan administration with the objective to strengthen their capacities in terms of preparation of development programs and projects
 - Preparation of tender specifications for studies for which the administration does not have the necessary expertise;
 - Consultancies and mission of less than 12 months for the preparation and implementation of development programs and projects;
 - Strategic analyses in the intervention sectors of the Belgian-Rwanda development cooperation;
 - Studies in the support to the implementation of the Paris Declaration on Aid effectiveness;
 - Seminars and workshops pertaining to the Belgian-Rwanda development cooperation program;

2. Workshop/Seminars

The fund specific agreement stipulates that the fund could be used for financial support to seminars organised by partner institutions whether for purposes of multi stakeholder consultation such as planning exercise, policy design, dissemination of results from surveys as well as for briefing on specific guidelines or tools related to general strengthening of country systems for staff members of partner institutions within the priority sectors

3. Support in expertise

The fund support in expertise would aim at capacity development of beneficiary institutions in the priority sectors of the cooperation in Rwanda to allow the to be more efficient and effectively take on their mandated roles.

The support aimed at strengthening the beneficiary institution on one hand in their management processes in order to improve:

- o Financial management systems
- o Human resources management systems
- o Planning, monitoring and evaluation systems
- o Public procurement management systems

4. The fund also supported transversal ministries and integrated cross-cutting themes in sectorial approaches, programs and projects such as gender, environment and sustainable development issues.

1.5 Role of Steering Committee (SC)

The Steering Committee (SC) is the highest level of decision of the Fund. It is responsible for providing the necessary strategic guidance to the Fund management Team and assuring that the Fund objective is achieved. The SC is mandated to:

- Ensure that the roles and responsibilities of the different institutions and entities involved in the Fund are clearly defined
- Formally approve (or reject) the requests during the SC meeting, based on recommendations made by the Fund Management Team. For this, the SC will meet at least quarterly. Specific meetings will be organized if needed.
- Provide implementation and policy guidance to all stakeholders

- Approve the work plan of the Fund, including the financial planning
- Approve the annual reports
- Ensure that the external audit is carried out by an accredited accounting firm, appraise any findings and recommendations and follow up on their implementation
- Approve eventual adjustments or modifications in the TFF, while respecting the specific objective, duration and total budget as described in the specific agreement while ensuring coherence and feasibility of the actions; recommend any essential modifications of the objective, the total budget and/or the duration of the Fund to the Rwandan and Belgian Government
- Approve the action plan related to the closing process (planning, last operational and financial commitments), the final report and the final closure of the project, following the procedure mentioned in the guidelines "Closing procedures" provided by Enabel
- Approve any changes in the composition and responsibilities of the SC.

Composition of the Steering Committee

The SC was composed of the representatives of the following institutions as voting members:

- ☐ Chair: Representative of MINECOFIN
- ☐ Co-Chair: Enabel Resident Representative
- ☐ Representative of the Belgian Embassy

1.6 Analysis of results

General assessment of the performance of the fund

Relevance:

Score A: All studies originate from real felt need of Rwandan 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. All the 11 studies that applied and received funding spread from across different priority sectors in the ICP as well as transversal/cross cutting themes.

Efficiency:

Score C: communication of the decision to finance the request often took long due to delays in organising steering committee meetings to make decision in the regard. Also important to note is that again quite a number of the studies exceeded the initial planned time of implementation and requested for non-cost extension.

Effectiveness:

Score B: The satisfaction of beneficiary institutions on the quality of the studies supported by the fund varied in nature. Whereas some studies were good, others had to work with the beneficiary institutions to improve the quality of assignments to achieve the intended objectives. The outputs have facilitated the implementation of new interventions, laying a foundation for further programs others have guided strategic decision making process.

1.6.1 To what extent will the intervention contribute to the impact⁴ (potential impact)?

Study and Expertise Fund has contributed essentially to the category 1 of eligible operations and in particular to:

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

⁴ Terminology : Impact = General Objective ; Outcome = Specific Objective; Outputs = Expected Result

However, the impact of these studies and consultancies is not possible to measure since there has not been neither indicator proposed nor impact evaluation conducted after the fund 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.

Breakdown of the number of studies per sector

Sector	No of studies
Decentralisation-LED	2
Health	3
Forestry	2
Gender sector	2
Mining	1
Research and development	1
Total number of studies	11

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

Each of the studies or consultancies had its specific outcomes/outputs that needed to be addressed. The consultants worked together with beneficiary institutions to achieve the expected output. The table below presents the list of 11 studies and expertise achieved. All studies/consultancies originated from concrete needs of Rwandan public institutions and approved by steering committee where the GoR was represented by the Ministry of finance and economic planning together with Enabel.

BJ	STUDIES APPROVED	CONSULTANT	INITIAL BUDGET ALLOCATED (€)
LODA	Three Feasibility studies of local infrastructure in collaboration with national consultants for capacity building	JV NOVEC Groupe CDG and REOD Consulting Ltd	314.875,00
MoH	Explore the feasibility to solicit Expertise from medical doctors and other medical specialists in the Diaspora for missions of capacity building in Rwanda	Synergie Medical International	23,612.850
RSSB	Update of the list of occupational diseases and Design of Disability scale	BELINCOSOC/INAMI - IBC Group Ltd	188,313,01
GMO	Energy gender profile	INKA Consulting IPAR	42.000,00
GMO	Health gender profile	RAD Consulting IPAR	43.500,00
RMB	Transfer of geo-data and knowledge in support of a Geo-IMS at RMB	RMCA	267.511,27
MoE	Support of quality Tree reproductive Material (TRM) supply in Rwanda	JV Pedersen Anders & Irakabaho Jean-Marie	194.594,00
MoE/R WEA	Elaboration of the full funding proposal for the project TREPA to be submitted to Green Climate Fund	Ressources & Synergies	188.000,00
NIRDA	Feasibility studies STEM	Technopolis Consulting Group	90.000,00
MoH	Support the Demographic and health survey RDHS-6	225,000.00	225,000.00
NUF3	Support to 3rd National Urban Forum		4.000,00

A. Details on the CATEGORY 'Studies'

Title of study:	Three Feasibility studies of local infrastructure in collaboration with national consultants for capacity building
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	<p>The local Administrative Entities Development Agency (LODA) requested for the feasibility studies with mainly 2 objectives</p> <ul style="list-style-type: none"> - To train local consulting companies in conducting meaningful feasibility studies by elaborating a series of feasibility studies in collaboration with international consultants and this included on job training for Rwandan consulting firms by providing to them different approaches and tools. - To elaborate planned meaningful feasibility studies for project ideas selected in 3 districts namely; <p>A) Pineapple processing plant in Ngoma District B) Milk processing plant in Gicumbi District C) Water supply in Gakenke District</p> <p>The Contract was awarded to NOVEC groupe DCG from Morocco in Consortium with a Rwandan company REOD for a period of 8 months starting from JUNE 2018. A no cost extension was approved for extensions up to the time of completion of the studies.</p>
<i>Have the studies been used as intended?</i>	Yes, the studies have been used by the respective districts to attract private investors in the specific sectors as mentioned
<i>To what did the study contribute?</i>	<p>A) Pineapple processing plant in Ngoma District B) Milk processing plant in Gicumbi District C) Water supply in Gakenke District is already implemented by the district</p>
<i>Issues that arose, influencing factors (positive or negative)?</i>	The main challenge that happened during the implementation of the contract is that it took long time of execution than planned, this was attributed to the covid time and lack of commitment from the side of the international

	consultant.
Title of study:	Explore the feasibility to solicit Expertise from medical doctors and other medical specialists in the Diaspora for missions of capacity building in Rwanda
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The Ministry of health requested for support to carry out an exploratory assignment on the feasibility to solicit expertise from Rwanda medical doctors and other medical specialists in the diaspora to conduct medical missions and in so doing build local capacity for specialized health care services
<i>Have the studies been used as intended?</i>	Yes, a data base of medical doctors and other medical specialists in the Diaspora was established
<i>To what did the study contribute?</i>	The study described the partnership between the Ministry of health and the Rwandan medical professional in the diaspora and the potential for collaboration and also developed sustainable model of collaboration between Rwanda and Rwanda medical doctors living in the diaspora.
<i>Issues that arose, influencing factors (positive or negative)?</i>	N/A
Title of study:	Update of the list of occupational diseases and Design of Disability scale
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Rwanda Social Security Board (RSSB) is in the process of updating the List of Occupational Diseases and designing a Disability Scale of Rwanda in order to tackle issues related to outdated list of Occupational Hazard diseases and the lack of an official disability scale. In that regards, RSSB requested for financial support to carry out the mentioned tasks
<i>Have the studies been used as intended?</i>	Yes, the cooperation between RSSB and Belincosoc with the support of a national consulting firm have updated the list of occupational diseases and designed a disability rating scale for Rwanda. The government of Rwanda through the Ministry of public service is yet to establish ministerial order to implement the tools
<i>To what did the study contribute?</i>	
<i>Issues that arose, influencing factors (positive or negative)?</i>	The tendering process revealed inadequate local with regard to the expected institutional and legal objectives. consequently there was a switch in management modality from co-managemnt to regie so as to have access to the public framework contract between Enabel headquarter and Federal Public Service-Social Security/BELINCOSOC
Title of the study	Energy Gender profile
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	On the request of Gender Monitoring Office, SEF funded the development of Energy Gender profile to gather and consolidate valuable information on achievements and areas that require special attention throughout the gender sector programs. The study was carried out by a national consultancy firm Ink consult
<i>Have the studies been used as intended?</i>	Yes, the study gathered relevant qualitative and quantitative baseline data on the status, attitudes access to energy services and track how the sector is derilvering on gender equality promotion The study provided an inventory of existing gender related data within the energy sector and also data on gender situation analysis on specific critical areas to guide GMO in monitoring and advocacy processes. An assesment of energy sector compliance with gender equality commitments and a list of gender friendly interventions currently carried out with in the sector pointing out good practices and lessons learned.
<i>To what did the study contribute?</i>	
<i>Issues that arose, influencing factors (positive or negative)?</i>	N/A
Title of the study	Health Gender profile

<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The Gender monitoring office requested for financial support to develop a health gender profile, which would contribute to indicating among other things Government efforts, challenges and gaps where more effort is required. The profiling would support in decision making process as well as advancing gender equality gained and best practices in the health sector, in terms of reducing maternal and child mortality and other health issues, in promoting sex gender responsive health services and their influence on both male and female
<i>Have the studies been used as intended?</i>	Yes, the study now supports in gender responsive decision making, stakeholders evidence based planning and evidence based advocacy and enhancement of gender accountability with in the health sector
<i>To what did the study contribute?</i>	-The profiling delivered both qualitative and quantitative inventory of existing gender related data within the health sector and baseline data as well as respective interpretation of current gender equality status in the health sector, attitudes and behaviours on access of health services for both men and women -The study also provided data on the extent to which the health sector is compliant with gender commitments through analysis of gender mainstreaming and gender situation analysis on specific critical areas in the sector to guide GMO monitoring and advocacy
<i>Issues that arose, influencing factors (positive or negative)?</i>	N/A
Title of the study	Transfer of geo-data and knowledge in support of a Geo-IMS at RMB
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Requested by Rwanda Mines Board, the main goal of the study was to recover historical geological and mining data for inclusion in a digital archive for the Rwanda mining sector. Supporting the geological information management and mining cadastre system as well as building capacity of RMB geologist,
<i>Have the studies been used as intended?</i>	The study have been used as intended with the digital data ready to be integrated in the systems that is being developed. All the required data was scanned and repatriated to Rwanda and young Rwandan geologists trained.
<i>To what did the study contribute?</i>	The study mainly contributed to 1. repatriation of geological data RMCA to RMB. 2. availing geological information data updating of Rwanda's geological map covering the South-western part of the country 3. contributed in building capacity of RMB geologist
<i>Issues that arose, influencing factors (positive or negative)?</i>	N/A
Title of the study	Support of quality Tree reproductive Material (TRM) supply chain and capacity building of national tree seed center
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The Ministry of Environment through the department of forestry and nature conservation that works hand in hand with the Enabel forestry program (FMBE) requested for support to conduct a study on quality « tree reproductive material TRM supply in Rwanda »
<i>Have the studies been used as intended?</i>	Yes, through National Tree Seed Centre (NTSC), The study contributed in; - Development of a 5 year strategic plan for TRM supply - Development of a detailed 2-year priority activity plan - Identify and document potential sources of TRM - Elaboration of technical guidelines/norms and standards and manuals - Training, continuous technical support mentoring and coaching of NTSC staff
<i>To what did the study contribute?</i>	
<i>Issues that arose, influencing factors (positive or negative)?</i>	N/A
Title	Support to 3rd National Urban Forum

<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Through a request by Ministry of infrastructure to support the 3 rd National Urban Forum. Support requested was meant to offer promotion materials. The forum aimed to raise the profile of urban development issues at the country level promoting inclusive debates towards improved sustainable urbanization strategies, policies and programs. It was attended by 300 people.
<i>Have the studies been used as intended?</i>	The National Urban Forum platform is meant to support urban development processes in the country as well as contributing to international urban policy dialogues and strategies which directly relates the bilateral program in Rwanda. The promotion material contributed positively to the branding of the forum.
<i>To what did the study contribute?</i>	
<i>Issues that arose, influencing factors (positive or negative)??</i>	N/A
Title	Feasibility study STEM
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The National Industrial Research and Development Agency (NIRDA) requested for a financial support to carry out feasibility study for joint STEM industrialisation research and development facility in Rwanda. With a purpose to understand the relevance, need, and expected socio-economic benefits of investing into this project.
<i>Have the studies been used as intended?</i>	Yes, the feasibility study report confirmed that the proposed Joint STEM Industrial Product Development Facility is a key contribution, promoted by NIRDA, to improve the competitiveness of existing industries in order to increase their export potential and/or their potential to undertake import substitution, and to enable a new generation of industrial entrepreneurs to innovate and to integrate international value chains by technology acquisition and transfer and through applied research and development (R&D). According to the feasibility study report, STEM Lab facility will act as an industrial technology incubation hub for industrial innovators (ie existing industries and industrial entrepreneurs) drawing on STEM to develop prototype products and components ready for industrialisation. NIRDA is currently looking for partnership develop the STEM Industrial Product Development Facility in Rwanda
<i>To what did the study contribute?</i>	
<i>Issues that arose, influencing factors (positive or negative)?</i>	N/A
Title	Support to the Rwanda Demographic Health Survey-6
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	The Ministry of Health submitted the request for support to finance Rwanda Demographic Health Survey(RDHS-6) the request was 500,000 Euros to cover part of the financing gap that still has to be covered for the broad study, however due to limited budget SEF committed 225,000,00
<i>Have the studies been used as intended?</i>	YES, The Rwanda Demographic Health Survey was carried out (RDHS-6) and published by NISR. The primary objective of the 2019-20 Rwanda Demographic and Health Survey (RDHS) is to provide up-to-date estimates of basic demographic and health indicators. The information collected through the 2019-20 RDHS is intended to assist policymakers and program managers in designing and evaluating programs and strategies for improving the health of the country's population. The 2019-20 RDHS also provides indicators relevant to the Sustainable Development Goals (SDGs) for Rwanda.
<i>To what did the study contribute?</i>	
<i>Issues that arose, influencing factors (positive or negative)?</i>	Financing shortage in NISR and occurrence of COVID 19 in the beginning of 2020 delayed the publication of the survey

Title	Elaboration of the full funding proposal for the project TREPA to be submitted to Green Climate Fund
<i>Describe, in a few sentences, for who the study was organised, and what it was about</i>	Through the Ministry of land and forestry a request was received to elaborate a full funding proposal for the project entitled "Transforming Rwanda Eastern province and city of Kigali's capacity to adapt to and mitigate climate change through intergrated low emissions,water land,and biomass systems mananagement-TREPA" for the Climate Fund. The obligation of the consultant was to design and develop the Trepas full project proposal document according to GCF requirements. The task was to be performed in perternership with GCF accreditation of IUCN, based on analytical work.
<i>Have the studies been used as intended?</i>	Yes, the consultancy to elaborate a full funding proposal for GCF was complete despite the fact that it was a long process of validation. The acquired GCF funding amounts to US\$ 33,783,755, while the expected co-financing from partners is estimated at US\$ 15,839,042 making a total budget of the project of US\$ 49,622,797. The signing ceremony for the Funding Activity Agreement between GCF and IUCN as accredited entity, as well as Letters of Intent between IUCN and Executing Entities (Enabel and GoR/RFA) was done virtually on 02 nd July 2021.
<i>To what did the study contribute?</i>	
<i>Issues that arose, influencing factors (positive or negative)?</i>	The consultancy for the elaboration of a full funding proposal was initilly awarded to R&SD consultants from lithuania, however the deliverables did not meet up to the standards expected, while the consultants refused to respond to the observations made by the Ministry of enviroment, Rwanda Forest Authority Enabel and IUCN. The invoice submitted by the the consultant was contested and the consultant mobilised a lawyer.the contract being signed in regie, the negotiation were concluded between the lawyesrs on Enabel and R&SD. Later a new consultancy was awarded to ECO a British firm to assure timely finalisation of the deliverables and no extra funding was requested from SEF.

1.6.3 Assess the most important influencing factors. What were major issues encountered? How were they addressed by the intervention?⁵

About a fair distribution of funds among sectors

As earlier mentioned the main areas of cooperation between Rwanda and Belgium in ICP 2014-2019 are heath, Decentralization, Energy/forestry. Looking at the distribution of the sectors having benefitted from the fund are forestry, health decentralization and the cross-cutting themes. 3 health projects were financed, 2 decentralisation/LED projects, 2 forestry projects, 2 gender ,1 mining and 1 Research and development were financed. Looking at the budget allocation of the fund per sector the health sector took the bigger share with 28% of the total share followed by forestry and Decentralization with 24% and 20% of the share respectively. Mining, R and D (research and development) and gender sector got the lower share of the funs with 17%, 6% and 5% respectively.

Sector	Number of studies	Budget allocated	% of Budget share
Decentralisation-LED	2		20.1%
Three Feasibility studies of local infrastructure in collaboration with national consultants for capacity building		314.875,00	
Support to 3rd National Urban Forum		4.000,00	
Sub total		318.875, 00	

⁵ Only mention elements that aren't included 1.1 (Context), if any.

Health	3		27.6%
Explore the feasibility to solicit Expertise from medical doctors and other medical specialists in the Diaspora for missions of capacity building in Rwanda		23.612,85	
Update of the list of occupational diseases and design of Disability scale		188.313,01	
Support the Demographic and Health Survey (RDHS-6)		225.000,00	
Sub total		436.925,86	
Forestry	2		24.2%
Support of quality Tree Reproductive Material (TRM) supply in Rwanda		194.594,00	
Elaboration of the full funding proposal for the project TREPA to be submitted to Green Climate Fund		188.000,00	
Sub total		382.594,00	
Gender sector	2		5.4%
Energy gender profile		42.000,00	
Health gender profile		43.500,00	
Sub total		85.500,00	
Mining	1		
Transfer of geo-data and knowledge in support of Geo-IMS at Rwanda mines Board		267.511,27	16.9%
Research and Development	1		
Feasibility studies STEM		90.000,00	5.7%
Total SEF budget		1.581.406,13	

Good practice to retain:

- Evidently, there has been a fair distribution of the fund across all the ICP priority sectors as well as the transversal crosscutting themes. The steering committee has ensured the level of sectorial balance.

About delays of implementation

Implementing service contracts such as studies, research requires a particular attention all along the process, difficulties and delays arose from the decision on eligibility, validation of deliverables agreed, 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 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:

- Precision in writing technical specifications. Useful to take enough time to cross-check the quality with an internal expert in the domain. where such experts are not available internally, support from Enabel HQ or other external experts with whom we different arrangements such as MOUs
- Continuous and dynamic follow-up from the assigned contract manager in the beneficiary institution to ensure that the project progress as planned
- Establishing mutual understanding of processes, roles and responsibilities among the different institutions involved in the project underway
- Establishing regular steering committee meeting to deliberate and evaluate on the ongoing projects.

About quality assurance

- The classical constraints of a public tendering process, the capacity of the expert to adapt quickly to a specific context, the writing skills, collaboration with beneficiary institution, the nature of support the expert receives from his/her consultancy bureau, etc. The main point of attention here quality and ensuring that the right expert is on board. It's very important to make background checks, analysis of detailed CV and references to be checked before awarding the service tender.
- A good client-consultant relationship and mutual interaction can help to deepening knowledge. In the quest to analyse the situation, determine the problems and its possible solutions, develop perceptiveness, organize and direct the knowledge to the right way, gain professional knowledge, take reasonable and responsible decisions, a good relationship built between the client and the expert/consultant is extremely important and its results are always positive.

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 and close follow up of leadership of the beneficiary institution.
- Ask for a follow-up on the use of the findings after completion and transmission of the final report to the beneficiary institution

1.6.4 Assess the unexpected results, both negative and positive ones

As a result of the just positively concluded project between Royal Museum of Central Africa and Rwanda Mines, Petroleum and Gas Board(RMB), the Board has submitted a new request that will last 2 years and the focus of the collaboration would be in three areas;

- Uptodate inventory of Rwanda's industrial commodities and building material
- Provide RMB with an update insight in the geological build up of the country which will allow a future detailed mapping at 1/50.000 scale of particular target areas
- To increase the overall knowledge of RMB geoscientific staff of the geological history and mineral deposit of the country

1.6.5 Assess the Integration of Transversal Themes in the intervention strategy

Transversal themes have been integrated in the strategy and to this effect 3 projects were financed by SEF on the sectors of Gender as well as research and development

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

Methodically Steering committee meeting's recommendations and decisions have been guiding the management of SEF.

1.7 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.

1.7.1 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 SEF 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).

- **Poor quality of the delivered output, which occurs in case of the ToR, expertise, methodology unfortunately missed the point.** Measures taken include technical negotiations among experts (client/consultants).
- **Studies or consultancies that go beyond the scheduled execution time scope.** Measure taken included working with beneficiary institution to have contract extensions requests approved.

1.7.2 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 fund manager to work together with co-manager from Enabel. Beneficiary institution also appoint a contract manager to follow up on the assignment. The level of ownership of the findings and reports depends on each beneficiary institutions' commitment.

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.

1.7.3 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 came 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.

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 (IM-Delco) embedded in national institutions to complement the program strategy/outcome. In this case, the follow-up of the use of the final findings is eased by the Enabel experts who are more able to influence the strategic or policy levels. Ex: Forestry, Energy, Health. Therefore, the requests address strategic and policy level needs.

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

Out of the 11 assignments carried out by SEF, some of them had components related capacity building to the beneficiary institutions which was achieved. The prior objective of SEF intervention on the other hand delivered analytical reports and strategic advises to the beneficiary institutions. This has support institution to further develop or improve capacities or initiate projects in that line.

The implementation modality of co-management has been an 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 research and studies can be, mutual learning and institutional reinforcement could have been expected.

1.8 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
Operational Effectiveness	Attention on quality of studies/consultancies with constant follow up of contracted consultants will give positive rewards in output quality.	-Improve technical specifications and criteria for selection of experts -Set up adequate committees to follow up on each study on regular basis	- Enabel Representation & associated Devpt partners - Beneficiary institution
Strategic Relevance	Unbalanced allocation of study funds across the sectors	SC to further ensure equitable allocation of studies and access to a wider range of beneficiaries: academic institutions, think-thanks, private sector.	Fund Management Team/ Steering Committee
Strategic Sustainability and reputation	Ensuring visibility of the final findings	Allocate budget for specific events, products	Enabel, beneficiary institutions

PART 2: Synthesis of (operational) monitoring

1. Follow-up of decisions by the SC

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

Decisions	Period of identification	Actor	Progress	Status
Fund Management Unit (FMC) set up and replenishment for SEF in 2016 with 1 M Euro	22 nd June 2016	MINECOFIN /BTC and Ambabel	-Fund management unit established -Replenishment launched -Approval of new studies	Done
Approval of new study requests	10 th March 2017	MINECOFIN /BTC and Ambabel	3 New studies approved	Done
Review of procedure manual	16 th May 2017	MINECOFIN /BTC and Ambabel	Procedure manual	Done
New studies approved	19 th Oct 2017	MINECOFIN/BTC and Ambabel	3 studies approved	Done
New studies approved	25 th Jan 2019	MINECOFIN/Enabel and Ambabel	2 studies approved	Done
Request to contribute to financing of NISR RDEHS-6	23 rd May 2019	MINECOFIN/Enabel and Ambabel	Request approved	Done
Final SC to review SEF RW 1509711 and launch of SCF RW/1600211	12 th December 2019	MINECOFIN/Enabel and Ambabel	Request was granted	Closed

2. Expenses

Subproject	(All)		
Project budgetline act	Sum of Total Budget	Actuals	Available
RWA1509711 A010100	0	0.00	0.00
RWA1509711 A010200	0	0.00	0.00
RWA1509711 A010300	314875	323,578.71	(8,703.71)
RWA1509711 A010400	0	0.00	0.00
RWA1509711 A011000	0	0.00	0.00
RWA1509711 A011200	23612.85	23,612.85	(0.00)
RWA1509711 A011400	188313.01	186,659.16	1,653.85
RWA1509711 A011500	42000	39,650.79	2,349.21
RWA1509711 A011600	43500	42,607.30	892.70
RWA1509711 A011900	267511.27	257,100.05	10,411.22
RWA1509711 A012000	194594	195,119.64	(525.64)
RWA1509711 A012100	188000	185,338.07	2,661.93
RWA1509711 A012200	90000	83,690.17	6,309.83
RWA1509711 A012301	4000	3,331.80	668.20
RWA1509711 A012401	225000	225,759.36	(759.36)
RWA1509711 Z010100	1551.37	0.00	1,551.37
RWA1509711 Z010200	68511	68,511.23	(0.23)
RWA1509711 Z030100	9000	1,379.55	7,620.45
RWA1509711 Z030200	10531.5	12,941.09	(2,409.59)
RWA1509711 Z040100	30000	24,200.88	5,799.12
RWA1509711 Z040200	9000	8,698.69	301.31
RWA1509711 Z994100	0	0.00	0.00
RWA1509711 Z999800	0	1,028.73	(1,028.73)
RWA1509711 Z999900	0	(984.74)	984.74
Grand Total	1,710,000.00	1,682,223.33	27,776.67

3. Disbursement rate of the intervention

	Budget	Cumulated Expenditures REGIE	Cumulated Expenditures COGESTION	Total Expenditures	Balance on 30.06.2022 - transferred	Disbursement rate
Total Belgian contribution	€1,710,000	1,371,512.15	€338,487.85	€1,710,000.00	-	100%
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

National personnel put at disposal / MINECOFIN	M	Vincent Nkuranga, SPIU coordinator (2019-2022)
	F	Ingrid MUTIMA, SPIU coordinator (2016-2022)
	M	Tom Butera, Program officer in charge of follow up of Belgian development aid (2015-2020)
	M	Gerald Mugabe Ag Division Manager External Finance (2019-2022)
Support personnel, locally embedded at Enabel/ReprWA	F	Françoise Mushiniyimana, Procurement specialist (2015-2020)
	M	Eraste Mulisa, accountant (2015-2022)
	F	Anne-Pierre Mingelbier, Program Officer (2016-2018)
	F	Léa Ingabire, Procurement Expert (2018-2019)
	F	Nyawera Jeanine, Local and Finance officer (2015-2018)
	M	Jack Tutuba, (Advisor to Resident representative)

5. Public procurement

Order number	Specifications heading	Planned budget (in €)
RWA824	Three feasibility studies for the Local Government and Capacity Building of National Consultants-Cogestion	€ 314.875
RWA 830	Develop a Gender Profile of the Energy sector	€ 42.000
RWA 831	Develop a Gender Profile of the Health sector	€ 43.500
RWA 847	Exploration of the feasibility of utilizing Rwanda medical specialists working outside the country to improve specialized health service delivery-Cogestion	€ 23.612,85
RWA 849	Elaboration of the full funding proposal for the project TREPA for GCF	€ 188.000
RWA 850	Update of Occupational diseases and Design of the Disability scale for Rwanda Social Security Board	€ 188,313.01
RWA 892	Feasibility Study for Joint STEM Industrial Research and Development Facility in Rwanda	€ 90.000
RWA 832	Support of quality Tree reproductive Material (TRM) supply in Rwanda	194.594.00

6. Public agreements

Headquarter framework contracts		
RWA/ACCG29/ASCO1/2018	Transfer of geo-data and knowledge in support of a Geo-IMS at RMB	267.511,27
RWA/ACC/69/ASCO03/2019	Update of Occupational diseases and Design of the Disability scale for Rwanda Social Security Board	188.313,01
Implementation agreement usage of own contracts		
	Support to the Rwanda Demographic Health Survey	225.000
Accepted invoices from proforma requested by MININFRA		
	Support to 3rd National Urban Forum	4000

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

N/A

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.