



1. Project Data :
OEDID: C1796
Project ID: P002227
Project Name: Sectoral and Pre-Investment Studies Project
Country: Rwanda
Sector: Economic Management
L/C Number: C1796
Partners involved : UNDP
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Date Posted: 08/17/1998

2. Project Objectives, Financing, Costs and Components :
 The IDA credit for \$7.4 million was approved in FY87. The project's closing date was extended twice and it was closed on October 31, 1997, 3 years and 4 months behind schedule. The project aimed to help (i) better define the government's development objectives and determine strategies to achieve them; (ii) improve the quality of projects submitted for outside financing; and (iii) strengthen local project preparation capabilities. Project components were (a) assistance to identify, prepare, and execute sectoral and preinvestment studies; (b) training of staff in the preparation, implementation, and monitoring of a rolling Public Investment Program and in project preparation and appraisal; and (c) completion of the installation of a Documentation Center. In 1995, project resources were reallocated to support the adjustment program and to establish a project coordination unit. Actual project costs were US\$7.39 million, 85% of the originally planned amount. UNDP provided US\$1.59 million. At closing, 32% of the original \$7.4 million IDA credit was canceled.

3. Achievement of Relevant Objectives :
 None of the major objectives of the project were achieved. Studies completed were well below targets and work on defining development objectives and strategies and organizing training programs did not begin in earnest until 1996. Project implementation was severely affected by the civil war that commenced in 1990 and culminated in the genocide of 1994. After 1995, some progress was made in completing old studies, commencing new ones, providing training programs, and in developing sector strategies. However, lack of experienced staff, continued lack of counterpart funds, and limited benefits of the training programs undermined the effectiveness of these efforts. The new government's overriding concern was the need to rehabilitate refugees and restore peace and security throughout the country.

4. Significant Achievements :
 When project activities picked up between 1995 and 1997, a number of seminars and training programs were organized. However, staff who attended the programs lacked the basic qualifications and experience to benefit from them and the positive impact on learning and performance was likely to be limited. Around 12 studies completed under the project resulted in donor-supported projects, although start-up and implementation of these projects was adversely affected by the civil war.

5. Significant Shortcomings :
 The civil war and its aftermath critically affected borrower performance. Counterpart funds were not made available, the institutional framework for planning and budgeting the investment program was never established; audit reports were consistently late. The unstable political environment resulted in frequent ministerial reshuffling and high turnover of senior civil servants between 1990 and 1994, both of which significantly reduced project implementation. On the part of the Bank, monitoring and supervision of the project was inadequate and irregular between 1987 and 1994.

6. Ratings:	ICR	OED Review	Reason for Disagreement /Comments

Outcome :	Unsatisfactory	Unsatisfactory	
Institutional Dev .:	Negligible	Negligible	
Sustainability :	Uncertain	Uncertain	
Bank Performance :	Satisfactory	Satisfactory	
Borrower Perf .:	Deficient	Unsatisfactory	
Quality of ICR :		Satisfactory	

7. Lessons of Broad Applicability :

(i) Design and implementation arrangements of a project must be closely revisited when there is a significant change in the political and administrative framework (ii) Strong supervision efforts that include specialized expertise are required for broad multisectoral TA projects (iii) Should the situation arise that a project cannot be adequately supervised, it should be canceled.

8. Audit Recommended? Yes No

9. Comments on Quality of ICR :

The quality of the ICR is generally satisfactory . The Aide Memoire of the ICR mission is missing .