



BTC



CESB

CAPACITY DEVELOPMENT AND EMPLOYMENT SERVICES BOARD

STRATEGIC APPROACH TO CAPACITY BUILDING (SACB, RWA 12 084 11)

RESULTS REPORT 2016/2017



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Acronyms

BTC	Belgian Development Agency
BTC HQ	Belgian Development Technical Cooperation Head Quarters
CB	Capacity Building
CBA	Capacity Building Assessment
CBP	Capacity Building Plan
CDCF	Capacity Development Coordination Forum
CD	Capacity Development
CDMIS	Capacity Development Management Information System
CESB	Capacity Development and Employment Services Board
CNA	Capacity Needs Assessment
DI	Director of Intervention
DP	Development Partner
EDPRS - 2	Economic Development and Poverty Reduction Strategy - 2
HICD	Human and Institutional Capacity Development
HoD	Head of Department
HR	Human Resources
HRD	Human Resources Development
HRM	Human Resources Management
IT	Information Technology
KM	Knowledge Management
MDA	Ministries, Departments and Agencies
M&E	Monitoring & Evaluation
MIFOTRA	Ministry of Public Service and Labor
MINECOFIN	Ministry of Finance and Economic Planning
NCBS	National Capacity Building Secretariat
PSCBS	Public Sector Capacity Building Secretariat
PIP	Professional Internship program
POM	Procedures and Operations Manual
SACB	Strategic Approach to Capacity Building
SCBI	Strategic Capacity Building Initiative
SOQA	Strategic Operations & Quality Assurance (Division)
SS	Sector Support (Division)
SPIU	Single Project Implementation Unit
SWG	Sector Working Group
TFF	Technical and Financial File
ToC	Theory of Change
ToR	Terms of Reference
USAID	United States Aid

1 Intervention at a glance

1.1 Intervention form

Intervention title	Support to strategic Approach to Capacity Building (SACB)
Intervention code	RWA1208411
Location	Kigali
Total budget	€ 2.500.000
Partner Institution	Capacity Development and Employment Services Board(CESB)
Start date Specific Agreement	12 th June 2013
Date intervention start /Start of first AT	5 th May 2014
Planned end date of execution period	14 th September 2018
End date Specific Agreement	11 th October 2018
Target groups	The direct beneficiary of the intervention is CESB and its staff. Final beneficiaries are the people of Rwanda that will have access to better public service delivery. Indirect beneficiaries are Ministries, Departments and Agencies of the Public Sector in Rwanda, with emphasis on Decentralization, Health and Energy institutions.
Impact¹	The Capacities of public institutions and civil servants to deliver effective services are strengthened
Outcome	CESB effectively coordinates and supports Public Sector CD initiatives particularly for the Energy, Health and Decentralization Sectors.
Outputs	<i>CESB' organizational capacities to deliver more effectively on its mandate in terms of systems, workflows and procedures and Human Resources are enhanced</i> <i>CESB's support in the successful development and implementation of MDA's/Sectors capacity development plans and strategies is effective in particular in Energy, Health and Decentralization Sectors</i> <i>CESB's capacity to respond to and influence a changing environment is enhanced.</i>
Year covered by the report	2016 and first half of 2017.

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

	Budget	Exp 2014	Exp2015	Exp2016	Exp2017	Total exp. 30th June 2017	Balance	Disb. rate 30th June 2017
Total	2 500 000	273 040	624 610	391 290	159 999	1 448 939	1 051 061	58%
<i>CESB' organizational capacities to deliver more effectively on its mandate in terms of systems, workflows and procedures and Human Resources are enhanced</i>	1 020 000	106 460	294 920	173 036	79 407	653 823	366 177	64%
<i>CESB's support in the successful development and implementation of MDA's/Sectors capacity development plans and strategies is effective in particular in Energy, Health and Decentralization Sectors</i>	785 000	42 930	147 670	43 082	46 745	280 427	504 573	36%
<i>CESB's capacity to respond to and influence a changing environment is enhanced.</i>	255 000	56 950	50 260	66 690	11 773	185 673	69 327	73%
Contingency	60 000	0	0	0	0	0	60 000	0%
General Means	380 000	66 700	131 760	108 482	22 074	329 016	50 984	87%

1.3 Self-assessment performance

Self-assessment performance

This self-assessment was done through a participatory approach which involved all key project stakeholders at operational level both from CESB and BTC. A workshop to assess each criteria was organized, involving project team, some service providers and beneficiary departments in CESB. The scoring of criteria was discussed and agreed upon by participants in the assessment workshop.

1.3.1 Relevance

	Performance
Relevance	A

As confirmed by the TFF amendment in September 2016, the project aims at supporting CESB organisation to 1) strengthen performance, 2) effectively deliver CD services to sectors, and 3) be better prepared to deal with the fast changing CD environment.

The project supports the core business of CESB to effectively coordinate and support CD initiatives in public institutions, particularly in the Energy, Health and Decentralization Sectors. Moreover, the project is in line with the National Capacity Building Policy. The Specific Objective of SACB is aligned with the mandate of CESB and the Rwanda National Capacity Development Policy provides a good framework for the CESB's coordination role. The project supported the Government to put in place the National Capacity Development Policy that will regulate all Capacity Development initiatives across the country. Ongoing and future project activities of this policy, such as the Capacity Development Information Management System, Capacity Development Monitoring and Evaluation Coaching, Research and Data Analysis Coaching, Organizational Development Coaching and Coaching Quality Assurance are expected to enhance the role of CESB to coordinate and support public sector CD initiatives.

By promoting a strengthened performance of CESB that has CB coordination in Rwanda and by funding the CBCF, SACB promotes complementarity to relevant other actors working on the same subject.

1.3.2 Efficiency

	Performance
Efficiency	C

Care has been taken to ensure value for money for every penny for project activities and results. The use of financial resources is regularly checked against not only the importance of expected results, but also against other possible options in terms of opportunity costs.

With regard to the quality of outputs, taking into account the transparency in procurement for service providers and consultants/ experts and recruitment of staff, quality assurance is guaranteed by joint efforts of both CESB and BTC to standardize results and processes, through the co-management mechanisms.

However, some processes to acquire resources (recruitment and procurement of experts in this case) took too much time. The delay of these processes impacted the implementation of project activities which was also in some cases delayed. To address these challenges the project used available framework contracts from either BTC or CESB whenever possible.

1.3.3 Effectiveness

	Performance
Effectiveness	B

More than a half of the targets set in the amended Technical and Financial File have been achieved both at outcome and output level (see section 2.2 and section 2.3) on performance.

Following factors contributed to the achievements of targets:

- ✓ Engagement of concerned stakeholders in the activity plan's implementation
- ✓ Opportunity raised by the restructuring of the former NCBS to CESB
- ✓ Priorities defined in the amended TFF as informed by the department need helped the project management focus on key important targets
- ✓ Benefit realisation and benefit management which are mandatory for all the service contracts signed under the project helped to address the issue of the value chain which initially seemed difficult in context of capacity development.

Some of the achieved results have proven to be very useful for direct beneficiaries. For instance, the National Capacity Development Policy developed with the support of SACB Project is well appreciated by the government and seen as a critical tool to regulate the Capacity Development initiatives across the country. For this reason, the green paper of National Capacity Development Policy was frequently used to draft the law establishing CESB. Another example is the Capacity Development plan module of CDMIS which is one of the fastest achievement. It has already been used by 136 public institutions including 30 districts. In addition and in reference with the revised TFF, 7 tools have been developed to strengthen the internal CESB organizational capacity. Some of these tools such as the job descriptions, human resources internal policies and guidelines, expert coaching toolkit are being used on a regular basis.

Change in the contract for coaches, from time based to deliverable based has also increased the project effectiveness. Whereas in the first year of the contract there was no tangible result from the Senior Researcher and the Data Analyst Coach, most of the targets in the extended contract have been achieved with the focus on benefit realisation introduced in the project management approach after the TFF amendment. Benefit realized so far includes cost saving (up to 65% for internship impact assessment), availability of quality capacity development data and information, increased CESB staff capacity in research methodology and data analysis and empirical decision making.

1.3.4 Potential sustainability

	Performance
Potential sustainability	A

The sustainability of the project rests on the following three key factors: (1)Ownership by CESB, (2)the long term nature of some project deliverables and (3)beneficiaries' involvement in all steps of the project implementation from planning to evaluation and post-evaluation decision-making process.

The SACB is 100% imbedded in CESB structures, with the CESB management team responsible and accountable for the successful implementation of activities. The project has adopted the demand driven principle where each activity, to be implemented must meet at least two conditions: (1) It must be a request from CESB department/division/unit and (2) aligned with CESB mandate and the National Capacity Development Policy.

SACB Project achieved result will have long term effect not only in CESB but also across the whole country. It is believed that the approved National CD policy will guide all CD initiatives across all sectors for a period of at least five years. The CDMIS components which are being used by sectors and institutions are expected to be utilised by sectors and institutions as long as digitization impresses the government of Rwanda and other actors

The cost sharing in the implementation of some activities particularly in the piloting phase of each CDMIS's module have increased CESB ownership and set precedent for inclusion of CDMIS budget in the government budget to ensure availability of resources for the system's maintenance and full utilization. .

Though the project is managed on a day to day basis by an appointed team, CESB staff play a leading role in identifying what they need and how to achieve their individual and organizational goals. They are not only involved in the project implementation, but also responsible and accountable for its success.

3.2 Conclusion

While at the beginning the project management performance was very low especially due to lack of focus and stakeholders' engagement, after the amendment of the TFF, the performance has improved. Benefit realisation and benefit management which are mandatory for all the services contract signed under the project help to address the issue of the value chain which initially seemed difficult in context of capacity development. Use of existing framework contracts in CESB and BTC helped to speed up activities' implementation.

National Execution Official	BTC Execution Official
	
Director of Intervention	Project Co-manager

2 Results Monitoring

2.1 Evolution of the context

2.1.1 General context

When the SACB project was initiated in 2013, the implementing Rwandan institution was the Public Sector Capacity Building secretariat (PSCBS). In June 2013 PSCBS became the National Capacity Building Secretariat (NCBS), covering capacity development of public, private and civil society sectors. The restructuring of PSCBS was announced when the SACB project was formulated (2012) and the new organization started when the specific agreement for the project was signed (June 2013).

In mid-2016 Belgium decided on budget cuts in the bilateral cooperation, including the one between Rwanda and Belgium. For the SACB intervention, the budget cut was 1.5 million euros, reducing the project budget to 2.5 million euros. The discussion between Rwanda and Belgium about the budget cut lasted 7 months and this has impacted the project performance because some activities were put on hold or cancelled. Additionally, there was the reform from NCBS to CESB, which was characterized by a three months period of confusion and uncertainty. This reform delayed the project implementation to the extent that some activities, especially under the Organizational Development Coaching, were put on hold waiting for the new organization's leadership appointed and structure approved by the Government.

The reforms of public institutions for better performance and service delivery towards good quality of life for Rwandans, is still ongoing and capacity development for continuous improvement is the driving force.

2.1.2 Institutional context

The SACB project's main purpose is to support CESB organization to (1) strengthen performance (2), to effectively deliver CD services and (3) to be better prepared to deal with the fast changing CD environment.

In December 2016 a parliament act merging NCBS with the National Employment Program (NEP) to form CESB, was gazetted. At the same time, the National Capacity Development Policy developed with support of SACB project was approved by the Government of Rwanda. The National Capacity Development Policy is a National Framework that provides guidelines for all capacity development initiatives across all sectors in the country.

After the promulgation of the law on CESB, the government of Rwanda appointed the leadership of this newly created institution. Subsequently, other staff were appointed in different positions. In the meantime, through the organizational development coaching, amongst the 7 tools developed with the support of SACB project, the following ones contribute to CESB integration:

- ✓ Update of jobs description for all CESB staff
- ✓ Development of CESB Employee Handbook
- ✓ Development of the Human Resources Internal policies and guidelines
- ✓ Development of the procedures and operational manual

2.1.3 Management context: execution modalities

The TFF amendment in 2016 confirmed the co-management modality for SACB project. After the departure of the change co-manager, the amended TFF reviewed the terms of references of the project co-manager to include the co-management of the project scope. In addition to the project management responsibility, the project co-manager was

given the capacity development strategic advisory role. At operational level the SPIU Coordinator who is the intervention manager and the project co-manager approve all matters relating the project implementation. The Project Steering Committee is the decision making organ that provides strategic guidance for the project implementation.

The partners committee meeting held on 22nd June 2016 took the following decisions to improve the management of the intervention.

- ✓ Quarterly steering committee meetings
- ✓ Monthly high level follow-up meeting between the DG of CESB and the BTC Resident Representative
- ✓ Weekly Project management meeting at SPIU level
- ✓ Improved contract management of services providers especially coaches

To improve contract management, the project management team has decided to always include benefit realization in all coaching contracts.

Being a fully imbedded project, the implementation of SACB project lies in the hands of CESB staff. It was observed that some CESB staff responsible for the implementation of particular activities still need to have a shared understanding of the results of their planned activities. This has had an impact of delaying activities implementation.

2.1.4 Harmo context

The SACB purpose is to provide strategic support to CESB towards effective coordination of capacity development initiatives across the country in general and, particularly in energy, health and decentralization sectors. The relevance of this specific objective of the project has been confirmed by the different joint planning and the TFF review exercise.

In reference to synergies with other BTC interventions in the Belgium Cooperation concentration sectors (Health, Energy and Decentralization) the partners committee meeting decided that at least 50% of the remaining budget should be allocated to the CD support in those sectors.

The SACB project supports the operations of the Capacity Development Coordination Forum (CBCF) and the development of the National Capacity Development Policy and Strategy. The last CDCF meeting organized in February 2017 discussed the implementation of the National Capacity Development Policy. The same CDCF meeting discussed and provided guidance on the capacity development information management strategic plan.

2.2 Performance outcome



The outcome of the SACB is ***‘CESB effectively coordinates and supports CD initiatives aligned to CESB Strategy particularly for the Energy, Health and Decentralisation Sectors’.***

2.2.1 Progress markers based on outcome mapping

Rather than one overall outcome, to measure outcome of the project support to CESB, the team has defined 3 major outcome areas, to ensure that the key components of the project outcome are sufficiently covered in terms of CESB capacity to deliver on its mandate.

The first area is with regards to **CESB coordination role**, specified in:

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- a. CESB influencing capacity development in national policies and decisions
- b. CESB effectively coordinating capacity development interventions at sector level structures, in particular in the priority sectors Health, Decentralization and Energy

The second outcome area covers **CESB CD support function** through innovative research and knowledge management across sectors and through mobilization of resources for CD.

A third outcome area is strengthening the **organizational capacities** of **CESB** for organizational performance through expert coaching in specific organizational areas. Though this outcome area addresses first of all CESB internal organization, it is of strategic importance, both for CESB and BTC, for better understanding how to develop capacities in a sustainable manner.

These three outcome areas specify the overall project outcome. Using progress markers of the outcome mapping, allow focussed monitoring of (behavioural) change. This is done on an annual basis for which the project team uses outcome journals for each specific outcome area. An example of an outcome journal is included in table . It covers the CESB coordination role, in particular the National CB Coordination Forum.

Outcome Journal for CESB Coordination Role

Outcome challenge (CB Coordination Forum)	<ol style="list-style-type: none"> CESB regularly organises and facilitates dialogues and interactions on strategic Capacity Development (CD) issues. CESB facilitates CD policy analysis & action research to influence CD decisions and policies. 	
Progress Markers		
Scoring from 0 (low) to 10 (high)	Expected to see	Evidence
	Like to see:	Evidence
5	CESB engages stakeholders to actively participate in the CBCF functioning (meetings & sharing views)	CDCF was launched, and its meeting organized three times so far. Active participation of stakeholders if still far from expectations.
	Love to see:	Evidence
9	CESB facilitates CD policy analysis & action research to influence CD decisions and policies	National CD Policy approved and being implemented

With respect to Sector level structures (in particular in H.E.D)	CESB staff (cluster specialists) actively leads and oversees the CD interventions/initiatives in the sector level structures	
Progress Markers		
Scoring from 0 (low) to 10 (high)	Expected to see	Evidence
9	CESB put in place a functional automated system to track sector and institutional CB plans	CDMIS is being implemented with the CD Plan used across sectors by 136 public institutions.
	Like to see:	Evidence
	Love to see:	Evidence
8	CESB leads sector level research on CD initiatives to inform decision making	<ul style="list-style-type: none"> ✓ Evaluation of 5 years priority skills in 7 priority sectors report submitted to the MP Office ✓ Sector skills audit: completed and validated report is available ✓ Internship impact assessment completed and report available
8	CESB leads sector stakeholders to plan & implement their CD in line with their SP & Sector strategic plans and mandates	CESB actively involved in the Planning concertation meeting to ensure CBP is currently web based and CESB plays its coordination and support role in the CB planning CESB leads in the implementation of CBF funded plans, some improvement are still required for the implementation of the private sector and civil society CD plans

Outcome Journal for CESB Support function Outcome

Outcome challenge Support Function	1. CESB provides active CD support through innovative research, knowledge management, facilitations and advice across the sector	
Progress Markers		
Scoring from 0 (low) to 10 (high)	Expected to see	Evidence
	Like to see:	Evidence
1	CESB undertakes and disseminates comparative research of different expert coaching initiatives nationally	Almost nothing has been done. It is expected that the involvement of the Coaching Quality Assurance Advisor in the coming months will trigger positive behaviour in CESB
	Love to see:	Evidence
1	CESB harmonizes the expert coaching approach with the National CD policy and strategy	Almost nothing has been done. It is expected that the involvement of the Coaching Quality Assurance Advisor in the coming months will trigger positive behaviour in CESB

Outcome Journal for strengthening CESB organisation through expert coaching approach

strengthening NCBS organisation through expert coaching approach	<ul style="list-style-type: none"> ✓ CESB has strengthened its internal organisation functions, through application of Coaching approach to effectively provide CD coordination and support ✓ CESB and BTC appreciate skills development and learning through coaching 	
Scoring from 0 (low) to 10 (high)	Progress Markers*:	
	Expected to see	Evidence
9	CESB saves cost of some important research activities by using internal resources who have acquired new capacity through coaching (e.g Annual state of Capacity Building report, impact assessment of the internship program, etc)	<ul style="list-style-type: none"> ✓ Evaluation of 5 years priority skills in 7 priority sectors report submitted to the MP Office. The initial cost was estimated at 45,000,000Rwf, but due to the use internal resource that acquired capacity in research skills and methodology, the actual cost was 15,000,000 ✓ Using internal resources, the evaluation of the internship program has only costed Frw 23,000,000, which represents 35.4% of the costs that CESB would have incurred using external resources (Frw65,000,000). This implies that CESB has been able to save an Frw 42,000,000 by using its internal resources.

2.2.2 Analysis of progress made

With regard to the policy analysis, the SACB project supported CESB to develop the National Capacity Development Policy which was approved by the Cabinet in December 2016.

Through Sector Cluster Specialists CESB leads and oversees the CD intervention. However there are some prerequisites for CESB to effectively play this role. The main prerequisite is a standard, efficient, effective and user-friendly tool for sector capacity development planning. Since the last quarter of 2016, CESB with the support of SACB project has developed a capacity development information management strategy whose implementation is spearheaded by CESB. By end of March 2017, 136 public institutions were already using the Capacity Development Plan module.

During the reporting period CESB has led sector level researches on Capacity Development to inform decision making.

Since August 2016, the project management introduced the benefit management approach to contract management to ensure value for money for each penny spent on project activities. One of the benefits that has been realized is cost saving in research and study activities. The table below summarizes the realization of cost saving benefits through research activities.

Title of the research activity	Planned cost using outsourced resources	Actual cost using internal CESB staff with the guidance of Senior researcher and Data analyst coach	Difference (saved cost)	Comments
Evaluation of 5 years priority skills in 7 priority sectors	69,444 €	24,574€	44,872€	This is 65% cost saving due to the use of CESB staff coached on data collection, research methodology and data analysis. It is expected that the same CESB behaviour will be kept for the coming several years
Evaluation of the internship program	48,077€	16,026€	32,051€	This is 67% cost saving due to the use of CESB staff coached on data collection, research methodology and data analysis. It is expected that the same CESB behaviour will be kept for the coming several years

As part of its mandate, CESB must regularly organise and facilitate dialogues and interactions on strategic Capacity Development issues. CESB has also the mandate to facilitate CD policy analysis & action research to influence CD decisions and policies. In alignment with this CESB mandate the SACB project supported CDCF meeting through which CESB engages stakeholders in different discussion on key issues in Capacity Development. The last CDCF meeting was held in February 2017. However, it is noteworthy to mention that, CDCF meetings are not regularly organized and active involvement of key stakeholders in sectors in the CDCF meetings needs much improvement.

2.2.3 Potential Impact

According to the TFF the impact to which the SACB project must contribute reads as follows: “the Capacities of public institutions and civil servants to deliver effective services are strengthened”. At the moment, it is still early to assess the extent to which implemented activities and achieved results contribute to this impact.

2.3 Performance output 1



2.3.1 Progress of indicators

Indicators	Baseline value	Value 2016	Target 2016	Value June 2017	Target December 2017	End Target
Output 1 : CESB’ organizational capacities to deliver more effectively on its mandate in terms of systems, workflows and procedures and human resources are enhanced						
CB Information Management Strategy in place	There is no clear roadmap on CB MIS	Approved CB information management strategy available	Approved CB information management strategy available	Approved CB information management strategy available	Approved CB information management strategy available	CB Information Management Strategy in place
CB Management Information System initiated with the component on institutions and sector CB plans fully functional	Data base internship established (1), data base on skills available (but not complete) (2), CB providers’ database available and regularly updated. (3) Priority skills database (7 sectors) (4) CD database available but collected and processed manually. National internship software, EDMS and IFMIS	First phase (CBP module) developed (available) and piloted	First phase (CBP module) developed (available) and piloted	CBP used by 136 public institutions. The process to purchase servers ongoing at the awarding stage	CB plan module implemented by beneficiary institutions and 2 additional servers available	CB Management Information System initiated with the component on institutions and sector CB plans fully functional

Indicators	Baseline value	Value 2016	Target 2016	Value June 2017	Target December 2017	End Target
Output 1 : CESB' organizational capacities to deliver more effectively on its mandate in terms of systems, workflows and procedures and human resources are enhanced						
Hardware for data management in place and operational	2 Servers with limited capacity, 4 printers,	0	0	The process to purchase servers at the awarding stage	2 servers and their accessories purchased	Two additional servers and accessories available and used for CDMIS
CESB Employee Handbook available and utilized	CESB does not have an Employee Handbook	Draft CESB Employee Handbook available	Draft CESB Employee Handbook available	Employee Handbook approved but not yet fully utilized	CESB Employee Handbook available and utilized	CESB Employee Handbook available and utilized
CESB Human Resources policy available and utilized	CESB does not have a Human Resources policy	Draft CESB Human Resources policy available	Draft CESB Human Resources policy available	Human Resources policy approved but not yet fully utilized	CESB Human Resources policy available and utilized	CESB Human Resources policy available and utilized
CESB Procedure and operational manual available and utilized	Baseline study (2013), HICD performance package 2014. Need to update the POM	Draft CESB Procedure and operational manual available	Draft CESB Procedure and operational manual available	Draft POM available	CESB Procedure and operational manual available and utilized	CESB Procedure and operational manual available and utilized
CESB Talent Management Framework available and utilized	CESB does not have a Talent Management Framework	Not available	Talent Management Framework available	Not available	Talent Management Framework available and utilized	Talent Management Framework available and utilized
% of CESB roles or functions with updated and implemented job descriptions	0%	0%	100%	100%	100%	100%
Succession plan and career map available	CESB does not have a Succession plan and career map	CESB does not have a Succession plan and career map	Draft succession plan and career map	CESB does not have a Succession plan and career map	Succession plan and career map available	Succession plan and career map available

2.3.2 Progress of main activities

Progress of <u>main</u> activities ²	Progress:			
	A	B	C	D
Development of CB Information Management Strategy		X		
Initiate the CD Management Information System with the component on institutions and sector CB plans fully functional		X		
Develop the CESB Employee Engagement Approach note and calendar	X			
Support the strengthen of the National HRM		X		
Develop the CESB Citizen Charter			X	
Develop CESB Human Resources internal policies and guidelines and the employee handbook		X		
Develop the CESB Procedures and Operational Manual and the Team accountability and workflows		X		
Develop the CESB Talent Management framework and the CESB staff competency framework			X	
Update Job Description for all CESB staff		X		
Succession plan and career map				X
Develop the CESB annual Capacity Building calendar			X	
Launch of CESB mentorship program			X	

² A: The activities are ahead of schedule
 B: The activities are on schedule
 C: The activities are delayed, corrective measures are required.
 D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

2.3.3 Analysis of progress made

The SACB project supported the development of the Capacity Development Information Management Strategy as recommended by a technical backstopping mission conducted in July 2016 by the BTC digitization expert. After its approval, the strategy is being implemented starting by the capacity development plan module which is implemented in 136 public institutions.

The partners' committee meeting held on 22nd June 2016 decided that SACB project must strengthen the CESB internal capacity through the services of the International Organizational Development Expert Coach. In alignment with this decision, efforts have been put in place for the following immediate results achieved during the reporting period:

- ✓ CESB change management plan
- ✓ CESB Employee Engagement Approach note and calendar
- ✓ CESB Employee Handbook
- ✓ The procedures and Operational Manual
- ✓ And updated Job Description for all CESB staff

Whereas a number of hard deliverables contributing to the strengthening of internal CESB capacity have been completed, there is still a lot to do for a significant change in people's behaviour. It is expected that, in the remaining period of her assignment, the organizational development expert coach will focus on the use of achieved hard results to inspire positive behavioural changes at individual, team and organizational levels in CESB.

2.4 Performance output 2

2.4.1 Progress of indicators

Output 2: CESB support in the successful development and implementation of MDA's/Sectors capacity development plans and strategies is effective in particular in Energy, Health and Decentralisation Sector

Indicators	Baseline value	Value 2016	Target 2016	Value June 2017	Target December 2017	End Target
Output 2 : CESB support in the successful development and implementation of MDA's/Sectors capacity development plans and strategies is effective in particular in Energy, Health and Decentralisation Sectors						
Approved updated coaching toolkit available and disseminated to partners institutions for use	A coaching toolkit has been developed in 2015 and disseminated to partners, but needs to be harmonised and updated with buy in from partner institutions	N/A	N/A	Not Yet started. The Coaching Quality Advisor recruitment just completed and the incumbent will be on-board in September 2017	Approved updated coaching toolkit available	Approved updated coaching toolkit available and disseminated to partners institutions for use
user friendly pocket guide for coaches and coachees available and dispatched to users	No pocket guide for coaches available at the moment. The only guiding tool is the coaching toolkit which is not updated.	N/A	N/A	No pocket guide for coaches available at the moment pending the Master Coach	First draft of the pocket guide available	User friendly pocket guide for coaches and coachees available and dispatched to users
Updated and approved M&E framework for coaching available	No M&E framework for coaching available. The only guiding tool is the coaching toolkit which is not updated.	N/A	N/A	No M&E framework for coaching available	First draft of the M&E framework for coaching available	Updated and approved M&E framework for coaching available
Number of Improved Quality of Annual CD sector plans (Harmonized	CD sector plan consolidated by NCBS as aggregates of institutions plans, with little or no alignment with sector CD	N/A	N/A	Quality of sector CB Plans to be checked and with supporting evidences	2	3

CB sector plans aligned to sector strategy)	strategy					
Annual state of CB report for the fiscal year 2015/2016 available and disseminated	Annual state of capacity building plan (2012), covered Health and Decentralisation, but not Energy	0	0	Proposal for the study approved and data collection started	Annual state of CB report for the fiscal year 2015/2016 available and disseminated	Annual state of CB report for the fiscal year 2015/2016 available and disseminated
Internship Program impact assessment report available, approved by NCBS and disseminated.	Internship implemented since 2009 but no study was conducted to assess its impact	Draft report of internship assessment available	Draft report of internship assessment available	Internship Program impact assessment report available, approved by NCBS and disseminated	Internship Program impact assessment report available, approved by NCBS and disseminated	Internship Program impact assessment report available, approved by NCBS and disseminated
Research report on coaching available	There are different coaching interventions being implement in public institutions, but it is not clear if they use and follow the same approach or methodology or if there is a difference in the delivery models	N/A	N/A	Not yet started waiting the coaching Quality assurance advisor	Research report on coaching available	Research report on coaching available
Fully functional CB M&E System	Lack of clear M&E methodology and framework; relies mainly on secondary data and reporting is ad hoc. No clear deliverables with sector working group partners further complicates M&E. Inputs provided by HICD M&E consultant on current	No readiness ass the recruitment of the M&E coach was delayed	CESB and CB stakeholders ready for the change to wards functional M&E system with clear responsibilities and roadmap	CESB and CB stakeholders ready for the change to wards functional M&E system with clear responsibilities and roadmap (contract with M&E	Updated M&E framework Fully functional as part of CDMIS	Updated M&E framework Fully functional as part of CDMIS

	M&E system			expert coach)		
Improved quality of annual CB sector plans	Only consolidated institutional plans			CD Plan module utilized by all sectors	CD Plan module utilized by all sectors	Quality of all sector CD Plan improved
Number of quick wins implemented to improve project management capacity in NCBS and HED	0	0	1	1	2	3
Number of Peer learning sessions for SPIUs staff in HED (with reports available and shared)	0	0	0	1	2	3

2.4.2 Progress of main activities

Progress of <u>main</u> activities ³	Progress:			
	A	B	C	D
Review of the green paper of the CD policy for cabinet approval		X		
Organise Quarterly CBCF meetings		X		
Review and update the CESB M&E framework			X	
Conduct the annual state of CB study			X	
Organize the SPIU Peer learning sessions /launch of the PM community of practice		X		
Acquire Servers and accessories for CDMIS		X		
Support the CD policy and strategy awareness campaign through SWG, TWG (elaboration of the key message and publication of the policy) and drafting of related legal instruments (organization of drafting workshop)			X	
Develop the CD plan module		X		
Develop the CD provider module		X		
Conduct a study on Coaching Initiatives				X
Conduct an impact evaluation of the Internship program	X			
Awareness workshop on CB services and CB planning		X		
Launch of M&E peer learning		X		
Support the harmonization of the coaching approach			X	
Review and update the Coaching toolkit			X	

³ A: The activities are ahead of schedule
 B: The activities are on schedule
 C: The activities are delayed, corrective measures are required.
 D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

2.4.3 Analysis of progress made

In 2015 the SACB project supported the drafting of the National Capacity Development Policy whose draft was approved by a technical committee to become a green paper. At this stage the work was far from completion and the project had to advocate to MIFOTRA and Prime Minister Office for the finalization of the drafting to get the white paper which can be submitted to the cabinet for approval. Though the process was a long and complex one, eventually the national capacity development policy was approved by the Government of Rwanda in December 2016. The national capacity development policy provides a guiding framework for the implementation of capacity development activities across the country, with sectors being the prime movers.

The Capacity Development Coordination Forum was established in 2014. The SACB project supports CESB in the organization of CDCF meetings and follow-up the implementation of its recommendations. This year the CDCF meeting was organized in February and discussed the implementation the approved CD policy, the mandate of CESB as a newly created institution and the Capacity Development Information Management System.

In January 2016 with the support of SACB project NCBS signed a contract of 104.475 Euros with IPSOS Ltd to conduct the assessment of annual state of capacity building for the fiscal year 2014/2015. After several months it turned out that the company was unable to reach expected performance and the contract was terminated. The failure of IPSOS Ltd to conduct the annual state of capacity building led the SACB project management and CESB to think of another approach which is more effective and cost saving. It is in this regard that assessment of the annual state of capacity building for the fiscal year 2015/2016 was entrusted to a CESB team that was coached on the Data Analysis and Research methodology. It is expected that the assessment will lead to a high quality result. The team is still supported by the Data Analyst Coach and the Senior Researcher.

The revised TFF assigned to the project the responsibility to strengthen the Capacity of SPIUs in project management. The SPIU assessment report confirms the project management capacity gaps across most of SPIUs. It is for this reason that, with the support of SACB project, on the 16th June 2017, CESB in collaboration with MINECOFIN, organized a peer learning session for all SPIUs. This Peer learning session helped participants to:

- ✓ Share lessons learned, experiences and good practices of project management
- ✓ Understand the project management competency requirement for SPIUs staff
- ✓ Set a roadmap for the formation of a project management practitioners peer learning group (project management community)
- ✓ Come up with shared solutions on how project management capacities with SPIU can be developed

BTC project in Energy and Health were also represented in the peer learning sessions.

In **collaboration with UNICEF, SACB project has supported the launch of the Rwanda Monitoring and Evaluation society**. The first meeting was organized on the 4th November 2016.

The Capacity Development Information Management Strategy provides a number of modules or components to be developed. According the strategy the first module to be developed is the Capacity Development Plan Module. After the first budget call circular with annex 7 about the capacity development planning was issued by MINECOFIN,

CESB with the support of SACB project, started the consultations with sectors on the use of the already developed CD plan web based application. These consultations meeting resulted in the testing of the CD plan module with 30 districts and 5 ministries and central public agencies. On 30th June 2017, 136 public institutions have had uploaded their capacity Development plans on the CB plan module. The sustainability of the system has also been thought and guaranteed not only by involvement of the users in the planning but also a cost sharing between the project funds and government funds for some activities especially training of users. The government funds were used alongside project funds to ensure CESB ownership and inclusion of system maintenance cost in the future CESB operational budget.

Since the coordination of the national internship program was taken up by NCBS in July 2013, there has not been any impact evaluation of the program. An impact evaluation was therefore needed for CESB to:

- ✓ Identify potential gaps in the implementation of the internship program in order to adopt appropriate corrective measures;
- ✓ Assess the extent to which interns have benefiting from the right practical skills that they help them integrate the labor market;
- ✓ Assess the effectiveness of the supervisory services rendered to interns across sectors and institutions.
- ✓ Understand how the internship program is facilitating the transition between school and labor market;

This assessment was conducted by CESB staff with under the guidance of the Senior Researcher and the Data Analyst Expert Coach. This approach not only increases the CESB staff confidence but also significantly reduces by third the cost of this activity in case it was conducted by external experts.

2.5 Performance output 3

2.5.1 Progress of indicators

Indicators	Baseline value	Value 2016	Target 2016	Value 2017	June	Target 2017	December	End Target
Output 3: CESB capacity to respond to and influence a changing environment is enhanced								
Number of CD resolutions/policy recommendations (high level)	Not known	2Resolutions expected; (1) National CD policy, (2)CDMIS,	3 Resolutions expected; (1) National CD policy, (2) CDMIS, (3) Research agenda	2Resolutions expected; (1) National CD policy, (2) CDMIS,		4 Resolutions expected; (1) National CD policy, (2) CD Metadata Handbook, (3) CDMIS (4) Research agenda		6 Resolutions expected; (1) National CD policy, (2)National Coaching toolkit (3) National Coaching Approach, (4) CD Metadata Handbook, (5) CDMIS (6) Research agenda
Approved CD research agenda	No CD research agenda	Draft CD research agenda available	Draft CD research agenda available	Draft CD research agenda available		Approved CD research agenda available		Approved CD research agenda available
Number of quick wins proposed, approved and implemented as a result of informed policy research / analysis	0	-----	-----			2		3

2.5.2 Progress of main activities

Progress of <u>main</u> activities ⁴	Progress:			
	A	B	C	D
Coach CESB staff on research methodologies, techniques and processes		X		
Coach CESB staff on Data collection and analysis		X		

2.5.3 Analysis of progress made

The revised TFF has significantly reduced scope and budget for the third result: enhancement of CESB capacity to respond to and influence a changing environment”. Activities contributing to the achievement of this results were limited on the coaching on research methodologies, data collection and analysis. The purpose of the project support in this results is to increase CESB proactivity in the high level decision making to influence the changing environment”.

While some resolutions/decisions have been taken and implemented a number of long awaited decisions are still lagging behind. The delayed decisions and resolutions include the approval of the national CD research agenda and the implementation of the CD metadata.

⁴ A: The activities are ahead of schedule
 B: The activities are on schedule
 C: The activities are delayed, corrective measures are required.
 D: The activities are seriously delayed (more than 6 months). Substantial corrective measures are required.

2.6 Transversal Themes

2.6.1 Gender

2.6.1.1 According to you and your implementing partner what are the main gender gaps in the areas / outcomes covered by your intervention?

Lack of tools and systems tracking gender aspects in the organizations itself and implemented activities and achieved results.

2.6.1.2 How does your interventions take gender into account?

- Does your project have a gender component? **No**

- Do you work with gender-sensitive indicators and do you collect sex-disaggregated data's? **YES**

Gender mainstreaming is particularly taken into consideration in the Capacity Building plan module which is being used by 136 public institutions. Beneficiaries of each capacity building initiative are disaggregated into females and males both at the planning and monitoring and evaluation stages.

- Is your implementing partner pursuing any specific Gender policy, gender strategy, gender action plan? **YES the internal policy developed by the OD coach**

- Are your beneficiaries sensitized about gender discrimination? **YES**

2.6.1.3 Has your intervention been through a Gender budget scan or through any other method to mainstream gender?

During the baseline exercise, the BTC tool 'Gender Budget Scan' has been applied in an adapted version to assess gender sensitivity of the project budget in terms of how the budget lines have been thought taking into account the gender parameters. Most of the budget lines were gender blind/neutral. When applicable, the team identified for each budget line the targets in terms of gender sensitive, gender machinery support and gender transformative.

If no, do you consider your intervention as 'gender blind'⁵?

- *If yes,*

- *What were the main gender transformative actions⁶ of your project? **None***

- *What were the main gender sensitive actions⁷ of your project **Enhance the capacities of CESB staff to handle the strategic functions***

⁵ Gender blind activities do not take differences between women and men into account, nor do they address gender relations. This does not imply that they are 'gender neutral' after conducting.

⁶ A gender transformative action has an impact or transform the gender roles and the division of labour in a social group. It focuses on changes and often takes into account empowerment processes.

⁷ A gender sensitive action is taking into account the differences between women and men but does not envisage changes in gender roles/division of labour.

Gender mainstreaming is part of ToR of all coaches and it is expected that some of them such as the Data analysts will include gender aspect in their quarterly reports and success stories. Gender mainstreaming is particularly taken into consideration in the Capacity Building plan module which is being used by 136 public institutions. Beneficiaries of each capacity building initiative are disaggregated into females and males both at the planning and monitoring and evaluation stage.

- *Do you liaise with or support a gender body⁸ in Rwanda?* **No**

2.6.1.4 Did your intervention organized any awareness activity for the staff, implementing partner? (Workshops, trainings, etc.) No

2.6.1.5 Do you collaborate, are you in contact with a gender-friendly actor in Rwanda? No

2.6.1.6 What are your challenges to take gender into consideration in your intervention?

While the baseline identified some gender transformative activities to be implemented, the amended project TFF with the budget cut limited project financial capacity to implement them as the focus activities were specifically defined by the partner committee meeting.

2.6.1.7 What are your proposal to address those challenges?

Whenever possible, the project team included gender aspects in some activities such as CDMIS and coaching activities

⁸The gender body is made of official institutions promoting gender equality in the country (GMO, MIGEPROF, National Women Council, etc.)
SACB Result Report 2016/2017

2.7. Risk management

Risks	Period of identification	Risk category	Probability	Potential Impact	Risk level	Mitigation measures	Resp.	Deadline	Progress	Status
1)Sectors (Energy, Health, Decentralization) may not buy in into CESB Coordination role	Formulation stage & Dec 2014	Relevance	Low	High	Medium	Regular meeting between PSs (MoH, MININFRA and MINALOC) with DG of CESB on the coordination and support role of CESB	HoD	June 2017	PSs meeting not yet organized	Open
Slow implementation of the CD IMSP as a result of lack of focus within CESB in general and SPIU in particular	March 2017	Efficiency	Medium	High	High	Clarifies what is feasible under the SACB project duration and defines a specific and detailed implementation plan with clear responsibilities and timelines	LMIS Division Head	August 2017	Ongoing	Open
Support to SPIU in project management capacity remains paperwork due to lack of commitment with CESB and the delay of SPIUs assessment by MINECOFIN	September 2016	Effectiveness	Medium	Medium	Medium	With reference to the SPIUs peer Learning session recommendations, reassess the relevance of this activity and propose way forward	DI and DELCO	March 2018	Ongoing	Open
Due to the delay in the recruitment of the Master coach and the procurement of M&E coach some major results may not be achieved	June 2017	Efficiency	High	High	Very High	Organize a prioritization session during the first 2 weeks of the expert work to orient the focus on those results that are most important and can bring significant change	HoD and DELCO	15/10/2017	Not yet started	Open

Risks	Period of identification	Risk category	Probability	Potential Impact	Risk level	Mitigation measures	Resp.	Deadline	Progress	Status
before the project closure										
Lack of technical and managerial capacity for the coordination of CDMIS project at CESB may prevent the expected integration of CDMIS components in one whole	March 2017	Effectiveness	High	High	Very High	Seek Guidance from the created CDMIS technical Committee	DI and DELCO	15/10/2017	Not yet started	Open
						Regularly put CDMIS on the CESB management agenda	DI	continuous	Ongoing	Open
Lack of Championship of CDMIS at CESB	June 2017	Sustainability	High	High	Very High	Appointment by DG of CESB of CDMIS champions	DI	31 August 2017	Not yet done	Open
If CESB does not formally communicate to partner institutions and support the Master coach in his role, he may face resistance to accept his support which can impact the harmonization of the coaching approach	July 2017	Effectiveness	High	High	Very High	Letter by CESB to all partner institutions announcing the arrival of the master coach and his role	HoD	15/10/2017	Not yet started	Open
						Stakeholders' meeting on the situational analysis	HoD	15/10/2017	Not yet started	Open

3 Steering and Learning

3.1 Strategic re-orientations

1. Focus on Benefits realization

In the first three years of the project implementation, a number of immediate results have been achieved. These immediate results are in form of created capacities, that, to add value for CESB, have to be utilized and retained for reasonable period. During the project success survey conducted in February 2017, key SACB project stakeholders ranked second (68, 75%) benefit realization as the most important success criteria after achievement of project objectives (75%). For these reasons, benefit realization had become strategic focus for all the project management efforts. In the last year of project, management efforts will focus on ensuring created capacity add value for CESB and its partner institutions and this will be reflected in all project activities.

2. Effective technical coordination of Expert Coaching

Expert Coaching approach is the backbone of the SACB project. CESB has adopted expert coaching as an alternative to classic fly-in fly-out TA capacity building approach which was seen as a gap filling mechanism with less or no skills and knowledge transfer to ensure sustainability. The SACB project will invest resources in the coordination technical coordination of Expert Coaching initiatives across all sectors. This Master Coach will provide technical support to teams in charge of managing contracts within CESB and partner institutions in terms of quality assurance, continuous improvement and peer learning.

Since the beginning of 2015 SACB project supported CESB to develop an expert coaching framework to guide coaching activities across all sectors in the country. In this regard a coaching and mentoring toolkit was developed and disseminated to users in sectors. However, some aspects of the coaching such as the skill transfer, monitoring and evaluation and the graduation of the coachees have not yet effectively addressed by the tools developed so far, and practices are not the same in all institutions. Through the services of the Coaching Approach Quality Assurance Advisor, the SACB project will support CESB to:

- ✓ Review the existing framework and toolkit with focus on a coaching strategy that guides the implementation of the coaching program.
- ✓ Provide advisory support to institutions implementing coaching interventions including provision of strategic advice and recommendations.
- ✓ Define coordination structure, clarity of processes and procedures for the effective coaching interventions, including the relationship with the other stakeholders and with a focus on the public sector
- ✓ Facilitate peer learning session for coaches on agreed upon schedule, to discuss experiences and document best practices and plan for continuous improvement
- ✓ Develop and contextualize standard metrics for the coaching approach
- ✓ Support and advise coaches in the knowledge and skills (transfer) assessment
- ✓ Provide expert advice on professionalization of coaching assignments to be integrated in staff (counterparts) development approaches.

3. Focus on Capacity Development Digitization

The Partner's committee meeting held in June 2016 decided to put stronger focus on digitisation for capacity development. In alignment with this decision, SACB project has supported the development and implementation of CD information management strategy. So far the CD Plan application has been designed and implemented to the extent that by 30th June 2017, 136 public institutions have had uploaded their CD plan in the system.

The developed CD information management strategy includes six following modules that should operate in a harmonized way: CD Plan application, CD Train Application, CD Provider Application, Capacity Need Assessment application, Professional Internship Program Application, and iSkills/ LMIS application. During its last year, the project will support CESB to:

- ✓ Design and develop and coordinate the implementation of priority modules namely the C D Plan, CD Providers, PIP and CNA
- ✓ Plan for the CDMIS sustainability with through the development of a sustainability plan and training of users

department at CESB and sectors on already developed applications.

4. The Capacity Development Monitoring and Evaluation System

One of the big challenges that need to be urgently addressed by CESB is the update and operationalization of the M&E framework developed in 2012, with the support of previous BTC project. During the project success survey conducted in February 2017, 93,75% of key SACB project stakeholders ranked the functional M&E system the most important indicator to be achieved if the project is to be seen as successful.

Through the services of the already hired M&E Expert Coach, SACB project will support CESB in the designing and implementing “CESB Functional M&E system project”. With reference to the already existing CESB M&E superstructure the M&E Expert Coach will assist CESB counterparts in delivering on their M&E performance targets and will advise user departments that take part in the M&E function. The Expert Coach will work in close collaboration with other concerned Expert Coaches to ensure that relevant data are collected, monitored and evaluated to support CESB in its mandate. Based on identified needs, the Expert Coach will also assist the counterparts to support partner / client organizations in their M&E function and advice CESB management on M&E issues.

5. Strengthening the CESB internal organizational capacity

Since May 2016, through the services of the Organizational Development Coach the SACB project support the strengthening of CESB internal organizational capacity. A number of tools have been developed and utilized. The Organizational Development Expert Coach supports comes amid of the structural reform of CESB which is a newly created public institution merging the former NCBS and the National Employment Program (NEP). The Organizational Development Coach has supported CESB to develop a change management plan. During the first half of the last year of the project implementation the focus will be oriented to the follow-up and assessment of the implementation of the change management plan.

3.2 Project implementation re-orientations

Project structure and implementation modalities

After the project TFF revision, CESB and BTC have agreed to maintain the co-management by which BTC and CESB share responsibility of the implementation of the project as defined in the specific agreement and the amended TFF as the right implementation modality.

After the departure of the Change co-manager, it was decided that instead of two co-managers representing BTC in the project, the project co-manager will be responsible for the project management for both fiduciary and technical/scope aspects. For this reason the revised TFF has reviewed the co-manager’s terms of reference, to include capacity development advisory role.

Considering the importance given to the expert coaching approach, BTC and CESB have agreed to recruit an International Technical Assistant to provide coaching quality assurance advisory services. This TA expected to start his assignment in September 2017, will play an important role in the harmonisation of the coaching approach across sectors.

3.3 Recommendations

Recommendations	Actor	Deadline
1. Put more managerial focus on benefit realization to increase chance for added value for CESB	DI and DELCO and contract managers	30th March 2018
2. Put more focus on the use of already created capacity such POM, Employee Handbook, the National CD Policy, research reports etc. to ensure produced output lead to expected results.	CESB Management Team, DELCO	December 2017
3. Clearly identify champions for major project results (CDMIS,	DI and DELCO	March 2016 onwards

Coaching approach, POM, CD Policy, implementation and operationalization of M&E CD framework etc.) to ensure both effective delivery and sustainability of achieved results.		
4. Support the CESB to plan and budget for the CDMIS sustainability through the identified CDMIS champion	PMT and LMIS	31/03/2018

3.4 Lessons Learned

Lessons learned	Target audience
1) Regular check of project stakeholders' expectations is a strong approach to keep the project on the path to success.	Project management team
2) Integrated thinking (that is value pursuit: ability to learn change, maintain value and apply best proven options) is a required capability pattern for effective project implementation not only to avoid distraction but also to ensure the survival of achievements after project closure	BTC and CESB
3) Result pursuit behaviours, which is the attitude to achievement, mind and energy seeking results, should be regularly checked at project team level by the project governing organ and corrections made on time if necessary.	BTC and CESB
4) Framework contracts are efficient and effective tools for project implementation and implementing agencies should strive to have as many as possible framework contracts to avoid delays in project implementations.	BTC and NCBS

4 Annexes

4.1 Quality criteria

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

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

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

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

4. POTENTIAL SUSTAINABILITY: The degree of likelihood to maintain and reproduce the benefits of an intervention in the long run (beyond the implementation period of the intervention).

In order to calculate the total score for this quality criterion, proceed as follows: At least 3 'A's, no 'C' or 'D' = A ; Maximum two 'C's, no 'D' = B; At least three 'C's, no 'D' = C ; At least one 'D' = D

Assessment POTENTIAL SUSTAINABILITY : total score	A	B	C	D
	X			

4.1 Financial/economic viability?

X	A	Financial/economic sustainability is potentially very good: costs for services and maintenance are covered or affordable; external factors will not change that.
	B	Financial/economic sustainability is likely to be good, but problems might arise namely from changing external economic factors.
	C	Problems need to be addressed regarding financial sustainability either in terms of institutional or target groups costs or changing economic context.
	D	Financial/economic sustainability is very questionable unless major changes are made.

4.2 What is the level of ownership of the intervention by target groups and will it continue after the end of external support?

X	A	The steering committee and other relevant local structures are strongly involved in all stages of implementation and are committed to continue producing and using results.
	B	Implementation is based in a good part on the steering committee and other relevant local structures, which are also somewhat involved in decision-making. Likelihood of sustainability is good, but there is room for improvement.
	C	The intervention uses mainly ad-hoc arrangements and the steering committee and other relevant local structures to ensure sustainability. Continued results are not guaranteed. Corrective measures are needed.
	D	The intervention depends completely on ad-hoc structures with no prospect of sustainability. Fundamental changes are needed to enable sustainability.

4.3 What is the level of policy support provided and the degree of interaction between intervention and policy level?

X	A	Policy and institutions have been highly supportive of intervention and will continue to be so.
	B	Policy and policy enforcing institutions have been generally supportive, or at least have not hindered the intervention, and are likely to continue to be so.
	C	Intervention sustainability is limited due to lack of policy support. Corrective measures are needed.
	D	Policies have been and likely will be in contradiction with the intervention. Fundamental changes needed to make intervention sustainable.

4.4 How well is the intervention contributing to institutional and management capacity?

X	A	Intervention is embedded in institutional structures and has contributed to improve the institutional and management capacity (even if this is not an explicit goal).
	B	Intervention management is well embedded in institutional structures and has somewhat contributed to capacity building. Additional expertise might be required. Improvements in order to guarantee sustainability are possible.
	C	Intervention relies too much on ad-hoc structures instead of institutions; capacity building has not been sufficient to fully ensure sustainability. Corrective measures are needed.
	D	Intervention is relying on ad hoc and capacity transfer to existing institutions, which could guarantee sustainability, is unlikely unless fundamental changes are undertaken.

4.2 Decisions taken by the Steering Committee and follow up

NO	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
1	PS MIFOTRA, in his quality of President of the Board of NCBS, is the chair of the steering committee, at least for the 1st year of implementation of the intervention. This decision may be reviewed by the original voting members of the steering committee, as set in the original version of the TFF	01-09-13	August 13	ES	Implemented	Option of reviewing the decision after one year	PSC	Feb 15	Done	Completed
2	ES NCBS is the chief budget officer of the project, as indicated in the TFF	01-09-13	NA	ES	Implemented	-	-	-	-	Completed
3	PS MIFOTRA will write a letter to PS MININFRA, PS MINALOC and PS MINISANTE, asking them to appoint one of their senior officials as non-voting member of the steering	01-09-13	August 14	PS	Implemented	NCBS to submit a draft letter to PS MIFOTRA with proposal of senior officials from MININFRA, MINALOC and MINISANTE	ES	August 14	Done	Completed
4	MINAFFET is invited to the PSC as non-voting member	01-09-13	August 14	ES	Implemented	Invitation letter describing the intervention and the role of SC to be sent to MINAFFET	ES	August 14	Done	Completed
5	The people who will be appointed to the following positions in the new structure of NCBS will participate in the PSC as non-voting members: – Director of Administration and Finance Unit	01-09-13	August 14	ES	Implemented	Appointment letters to be sent to the SC	ES	August 14	Done	Completed

NO	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
	<ul style="list-style-type: none"> - Director of Internship Program and Continuing Professional Development - Division Manager Capacity Building Strategic Operations & Quality Assurance - Division Manager Capacity Building Sector Support - Coordinator SPIU01- 									
6	The PSC requests the project management to propose complete and detailed operating rules for the first meeting of the PSC after the project management is in place	01-09-13	August 14	Project Co-manager	Implemented	Elaboration of PSC Operating rules for the first meeting of the PSC	Project Co-manager	August 14	Done	Completed
7	The SPIU Coordinator will act as a part time (20%) Project Director for the Project and will be fully funded by the project	01-09-13	NA	DI	Repealed	-	-	-	-	-
8	One SPIU Program Manager will act as part time (70%) Project Coordinator for the Project and will be fully funded by the project	01-09-13	NA	DI	Implemented	Induction on BTC Procedures	Project Co-manager	NA	Done	Completed
9	One SPIU Accountant will do the accounting for the project (and possibly other project in the SPIU) and will be fully funded by the project	01-09-13	NA	DI	implemented	The ToRs and provisions of the contract for the accountant clearly indicate that the accountant will do the accounting for projects under SPIU and that the position is fully	Project Co-manager	NA	Done	Completed
10	The SPIU driver will act as part time	01-09-	NA	DI	implement		DI	NA	Done	Complete

NO	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
	driver for the project and will be fully funded by the project. Supporting project activities must be his first priority	13			ed					d
11	The BTC change co-manager shall work directly with the ES who shall take overall leadership and oversight for the project. The ES will be the main counterpart of the BTC change co-manager, who will assist the ES in managing the changes and the results expected from the intervention on a regular basis. They will meet weekly for a short "tête à tête" and monthly for a more structured meeting, with the unit directors, division managers, SPIU coordinator and BTC PO	01-09-13	NA	Change Co-manager	implemented	Needs based meeting between NCBS ES and Change Co-Manager +weekly NCBS management meeting	Change Co-manager	NA	Done and ongoing	Completed
12	The decision regarding hiring 3 fiduciary coaches needs to be analysed further	01-09-13	June 14	DI		Agreement on job description and profile between NCBS and BTC, on the basis of description of SPIU and description of responsibilities in TFF	For BTC: Formulation Manager, PO; For NCBS: ES AGI Advisor	11-10-13	Procurement coach recruited Draft ToR for Financial Management coach available	Completed
						Design of assessment method and tools (written and oral)	-	-	Assessment was initiated and later cancelled	Cancelled

NO	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
						Assessment of 3 former PSCBS staff	Independent Assessment committee		Cancelled	cancelled
13	Salary deviation from the proposed SPIU scale is not acceptable. If the scale for a particular position (like driver or accountant) does not allow for adequate and timely recruitment, the problem will be examined and solved by the steering committee (upgrading a position is one option).	01-09-13	April 14	DI	Implemented	Applying SPIU salary scale	SC	April 14	Done	Completed
14	The following position: BTC change co-manager (international) and BTC project co-manager (national) for BTC; and SPIU Coordinator (Project Director), SPIU Program Manager (Project Coordinator), SPIU Accountant, SPIU Driver for NCBS will be advertised and will be opened to all candidates. All pending recruitment processes must be started as soon as possible, in order to have the project staff ready to start working on the project in January 2014 at the latest	01-09-13	Jan 14	DI +ResRep	Implemented	Recruitment of BTC change co-manager (international) and BTC project co-manager (national) for BTC	RR+DI	Dec 13	Done	Completed
						Recruitment of SPIU Coordinator (Project Director), SPIU Program Manager (Project Coordinator), SPIU Accountant, SPIU Driver for NCBS	RR+DI	Dec 13	Done	Completed
15	For the positions of program manager and fiduciary coaches, it is decided to temporarily retain 4 former PSCBS staff, in order to avoid discontinuity in the	01-09-13	Oct 13	ES	Implemented but payment	Appointment of Ms Joanne Muhaya to the position of program manager				

NO	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
	<p>functioning of NCBS.</p> <p>For the position of program manager, Ms Joanne Muhaya will be appointed, starting 1st September 2013.</p> <p>For the position of procurement management specialist, M. Cassian Mugume will be appointed; starting 1st October 2013.</p> <p>For the position of M&E specialist, Ms Judith Katarwa will be appointed; starting 1st October 2013</p> <p>For the position of financial management specialist, M. Richard Musuhukye will be appointed, starting 1st October 2013</p> <p>Short time work contract will be signed between NCBS and these 4 people, until 31st December 2013. The SPIU scale will apply, as approved by the board of NCBS.</p>				issues not fully resolved	<p>Appointment of Mr, Cassian Mugume to the position of procurement management specialist</p> <p>Appointment of Ms Judith Katarwa to the position of M&E specialist</p> <p>Appointment of M. Richard Musuhukye to the position of Financial management specialist</p> <p>Signature of short time work contract between NCBS and these 4 people, until 31st December 2013.</p>	ES	Oct 13	Done	Completed
16	<p>Budget line: Z_01_01 BTC Project Co-Manager: It is decided that as soon as the person is recruited, according to BTC salary scale and policies (including possible annual indexation and other benefits), the amount on this budget line will be adapted to the scale and the surplus will be transferred on a regie contingency line (to be created). This is to avoid the perception that there was</p>	01-09-13	NA	Project Co-manager	Implemented	Adapt the salary of the Project Co-manager to BTC scale and policies	MAF	-	Done	Completed
Transfer the surplus from budget line Z_01_01 to a regie contingency line (to be created)						MAF	-	Done	Completed	

NO	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
	more money available for the position and create unnecessary frustration with the future incumbent.									
17	<p>Budget lines: Z_01_02 Project Accountant and Z_01_03 Driver</p> <p>It is decided to change these budget lines from direct management to co-management.</p> <p>Indeed, just like the project coordinator (A_01_05), these two functions will be part of the project SPIU and will be considered as NCBS employees (see table in the beginning of chapter 5.7 on page 71 of the TFF).</p> <p>The amount of these two budget lines will be aligned with the SPIU salary scale and the surplus will be transferred on the co-management contingency budget line</p>	01-09-13			Implemented	Change the budget lines Z_01_02 Project Accountant and Z_01_03 Driver from direct management to co-management	Project Co-Manager	-	Done	Completed
						Align the budget lines Z_01_02 Project Accountant and Z_01_03 Driver with the SPIU salary scale	Project Co-Manager	-	Accountant salary aligned to SPIU scale Driver salary aligned to BTC scale	Completed
						Transfer the surplus from the budget lines Z_01_02 Project Accountant and Z_01_03 Driver to the co-management contingency budget line	Project Co-Manager	-	Done	Completed
18	It is decided that no actual work on project content will start before the technical team is in place	01-09-13			Implemented					
19	BTC PO and NCBS acting executive secretary must speed-up recruitment	01-09-13	Oct 13	BTC PO +ES	Implemented	Complete the recruitment	BTC PO +ES	Sept 13	Done	Completed

NO	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
	processes and logistical aspects. Detailed plans for the various recruitment processes must be provided to chair, ES NCBS and co-chair before October 11					process				
20	For the position of SPIU coordinator, it is decided to temporarily retain M. Peter Malinga, former Technical Services Coordinator and acting Executive Secretary of PSCBS, in order to avoid discontinuity in the functioning of NCBS. A short time work contract will be signed between NCBS and M. Peter Malinga, until 31st December 2013. The SPIU scale will apply, as approved by the board of NCBS. The process of the final selection of the SPIU coordinator will proceed as described in decision 14 of SC n°0.	01-09-13	Dec 13	ES	Implemented but remaining salary reimbursement	Signature of a short-time work contract between NCBS and M. Peter Malinga for the period ending with 31st December 2013	ES	Dec 13	Done but remain salary reimbursement	Completed
21	Creation of a budget line in regie Z_02_03 to finance the procurement of the laptops and the SLA between BTC and the change co-manager. A transfer of EUR 4000 from the reserve regie budget line to this new budget line is approved	21-05-14		Project Co-manager	Implemented	Creation of Z_02_03 budget line and transfer of Euro 4000 from reserve regie to this budget line	Project Co-manager	-	Done	Completed
						Procurement of laptops and cover the cost of SLA between BTC and the change co-	Project Co-manager	-	Done	Completed

NO	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
						manager				
22	The steering committee approves a budget transfer of 5000EUR from the co-managed funds to self-managed funds to pay the VAT on the ETR invoice for the project RWA0705411	21-05-14		MAF	Implemented	-	Project Co-manager	-	Done	Completed
23	The PSC approves the procurement of the 3 fiduciary coaches through a consultancy service tender. A proposal regarding the profiles needed and their market availability (national, regional or international level), the cost and the duration of their contracts will be submitted to the Executive Secretary of NCBS (Project Chief Budget Manager) and the Resident Representative of BTC (Project Co-Chief Budget Manager) for approval	19-08-14		Project Management	Implemented	Elaboration of a proposal regarding the profiles needed and their market availability (national, regional or international level), the cost and the duration of their contracts	Project Management		Concept note developed and need to be approved	Completed
						Approval of the proposal regarding the coaches by the Executive Secretary of NCBS (Project Chief Budget Manager) and the Resident Representative of BTC (Project Co-Chief Budget Manager)	RR+ES		Concept note to be approved	completed
						Brainstorming on the Concept note	Project Management	Feb 15	Draft Concept	completed

NO	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
						on Coaching framework between SACB PMU, NCBS and BTC RR as well as other BTC projects	ent		note available and shared with NCBS and BTC	
24	The PSC decides to maintain the requirement of a previous working experience of 5 years, and approves the alignment of the duration of the accountant contract to the duration of the project, subject to annual performance evaluation.	21-05-14		Project management	Implemented	Keep the requirement of previous 5 year working experience and apply the SPIU salary scale for the accountant			Accountant on board since January 2015	Completed
25	The PSC approves the proposal to update the TFF to reflect the new mandate and strategic objectives of NCBS. The project management team will ensure that the alignment will still respect the 3 main result areas of the project framework and that the support to result area 2 will have a specific focus on the 3 priority sectors of Belgian-Rwandan bilateral cooperation (Health, Energy and Decentralization) as described in the original TFF	21-05-14	31-10-14	Project management	Implemented	Review the TFF in accordance with the new strategic plan of NCBS and submit it to the PSC for approval	Project management	Oct 14	Proposal for TFF modification available after Baseline Report	Completed
						Approval of the revised TFF by the PSC	PSC	Oct 14	To be done in next SC meeting	Completed
						Ensure that the alignment will still respect the 3 main result areas of the project framework and that the support to result area 2 will have a	Project management	Oct 14	Done	Completed

NO	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
						specific focus on the 3 priority sectors of Belgian-Rwandan bilateral cooperation (Health, Energy and Decentralization) as described in the original TFF				
26	The PSC approves the Operating Rules of the Project Steering Committee and that voting members should sign them at the end of the meeting	121-05-14	NA		Implemented	Signing the SC operating rules	PSC	August 14	Done	Completed
27	The project steering committee approves recommendation to clarify the division of work between the project co-manager and the change co-manager and agree on their respective TORs	06-03-15	31-03-15	RR/BTC	Repealed	Draft ToR	PCM and CCM	25-03-15	Not done	Cancelled
28	The project steering committee approves recommendation that the Pilot Expert coaching will be implemented within NCBS which will learn from it for developing Coaching approach. After reports and revision of the coaching approach, a decision on its replication at larger scale will be made.	06-03-15	30-09-2015	DI and CCM	repealed	Prepare report for coaching	DI and CCM	30-09-2015	The procurement coaching was not implemented successfully	Cancelled
29	A presentation of the progress of the CD Policy framework will be done during the next SC meeting. After this presentation a planning for clear actions for alignment will be proposed in order	06-03-15	30-09-2015	DI and CCM	Implemented	prepare the presentation	DI and CCM	30-09-2015	Presentation done	Completed

NO	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
	to accelerate NCBS CD coordination and support through the National CD Coordination Forum with applications in priority sectors H.E.D.									
30	The project steering committee approves the new project structure	06-03-15	immediate	DI, CCM and PCM	implemented	Update the MONOP	PCM and use it	immediate	done	completed
31	The project steering committee approves the project baseline process and report	06-03-15	immediate	DI and CCM	implemented	Update sheet number 9 of the MONOP	CCM	Immediate	done	completed
32	The project steering committee approves the project operational plan 2015.	06-03-15	immediate	DI and CCM		Update sheet number 13 of the MONOP	CCM	Immediate	done	completed
33	Project activities to be included in the performance contracts of NCBS divisions	06-03-15	immediate	DI	Implemented	Prepare performance contracts	NCBS	30-06 - 2016	done	completed
34	The Steering Committee approves the SACB project implementation manual seen as the principal reference to guide the functioning of the project during its implementation.	06-03-15	immediate	PCM	Implemented	Share the final copy with concerned staff	PCM	25- 03- 2016	done	completed
35	The project Steering committee approves the transfer of 10.000 Euros from own management line X0102 contingency to own management line Z0203 Operational budget	06-03-15	15 – 03 - 2015	PCM	Implemented	Revise the project budget	PCM	15- 03- 2016	done	completed
36	The project steering committee approves the transfer of the BTC car plate IT806RC to SACB project	06-03-15	immediate	PCM	Implemented	NA	NA	NA	NA	NA
37	Decision No 30 regarding the approval of the project management structure is repealed.	23-09-15	immediate	PCM	Implemented	NA	NA	NA	NA	NA
38	NCBS to share beforehand, the draft	23-09-	30- 10 -	SOQA	Implement	Share then draft	SOQA	15- 10 -	Done	Complete

NO	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
	National CD policy, strategy and implementation plan with all key stakeholders including DPs and SWGs especially those dedicated to capacity building. It was decided that DPs will be invited in the National CD policy validation session	15	2015	division Head	ed	policy stakeholders through email	division Head	2016		d
39	Project activities to be explicitly mentioned in the performance contract to ensure proper follow-up and effective collaboration between the project and heads of divisions.	23-09-15	30- 10 - 2015	DI	implemented	Prepare performance contracts that include project activities	DI	31-10-2015	Not yet done	Completed
40	The PSC decided that a comprehensive/holistic coaching framework acceptable by all stakeholders should be finalized and approved by end of December 2015.	23-09-15	31- 12- 2015	DI	Implemented	Finalisation of the coaching framework	DI	31-10-2015	Done	Completed
41	The PSC decided that NCBS will make a presentation on (1) changes done in the ToR and (2) lessons learned from the feedback from stakeholders on the use of the Annual state of CB report	23-09-15	31- 12- 2015	SOQA division Head	implemented	compare the two version of ToR and highlight changes and lessons learned	SOQA division Head	31-10-2015	Done	Completed
42	The PSC adopts decision of the backstopping mission report to conduct a midterm review in Oct 2015	23-09-15	30- 11- 2015	DI and PCM	implemented	Prepare the ToR and discuss with MDF	DI and PCM	30-09-2015	Done	Completed
43	The PSC decided to request the MTR scheduled in October 2015 to assess the performance of the procurement management coaching and to advise on the way forward. In the meantime the contract with the procurement coach will be extended for 3 months until end	23-09-15	30- 11- 2015	DI and PCM	implemented	Prepare the ToR and discuss with MDF	DI and PCM	30-09-2015	Done	Completed

NO	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
	of December 2015. After this period the MTR recommendations will be the basis for a decision on the way forward.									
44	The Steering Committee approves that SACB project will finance the position of ICT Specialist in SPIU. TORs to be revised in order to include IT business analysis skill.	23-09-15	31- 12- 2015	DI and PCM	implemented	Launch the recruitment and sign the contract	DI and PCM	31- 12- 2015	ongoing	Completed
45	The project Steering committee approves the proposed budget modification: Transfer of 69000 Euros from BL A0101 to the new BL A0106 (co-management) and Transfer of 56000 Euros from BL A0101 to the new BL A0107 (direct management)	23-09-15	30- 10- 2015	DI and PCM	implemented	Revise the project budget	PCM	30-09-2016	done	completed
46	The contract with the current Procurement Management will be extended for a period of two months from January to February 2016	14- 12- 2015	31/12/2015	DI and Project co manager	Late	Extend the contract	DI and Project co manager	31/12/2015	Draft contract rejected by the P MEC	Cancelled
47	SACB Project will finance the position of the Procurement Management Specialist which is foreseen in SPIU structure and the recruitment will be done in co-management modality.	14- 12- 2015	31/01/2016	DI and Project co manager	Repealed by the revised TFF	Prepare ToR and launch the tender	DI and Project co manager	31/04/2016	Ongoing	Cancelled
48	SACB Project will finance a two years' service contract for the Procurement Management Expert Coach and the procurement will be done in co-management modality.	14- 12- 2015	30/04/2016	DI and Project co manager	Repealed by the revised TF	Prepare ToR and launch the tender	DI and Project co manager	31/04/2016	Not yet started	Cancelled
49	NCBS to share with BTC the performance contracts	14- 12- 2015	31/12/2015	SOQA division manager	Implemented	Share the document with BTC	SOQA division manager	31/12/2015	Ongoing	completed

NO	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
50	<p>Following decisions of the PSC held on 14th December 2015 are repealed:</p> <p>Decision 46: The contract with the current procurement expert coach will be extended for a period of two months from January to February 2016</p> <p>Decision 47: SACB project will finance the position of the procurement management specialist which is foreseen in SPIU structure and the recruitment will be done in co-management modality.</p> <p>Decision 48: SACB project will finance the two years service contract for the procurement Management expert coach and the procurement will be done in co-management modality.</p>	22/09/2016	immediate	PMU	Implemented	Update the MONOP	DELCO	30/09/2016	Done	Completed
51	The PSC approves the revised TFF and the new budget	22/09/2016	immediate	PMU	Implemented	Update the MONOP	DELCO	30/09/2016	Done	Completed
52	The SACB project to support the CD policy and strategy awareness campaign through SWG, TWG (elaboration of the key message and publication of the policy) and drafting of related legal instruments (organization of drafting sessions)	08/03/2017	30/06/2017	PMU	Late	Elaborate the Key message	HoD	30/06/2017	Done	Completed
						organize preparatory meetings (with civil society and private sector)	HoD	30/06/2017	Ongoing	Late
						Organize the official launch	HoD	30/06/2017	Ongoing	Late

NO	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
53	To ensure sustainability, in terms of ownership, maintenance and regular updates, the SACB will hand over intermediate results to the user departments (e.g CBP application and other CDMIS applications)	08/03/2017	30/06/2018	PMU	Ongoing	Follow up the finalization and acceptance of deliverables	PMU	30/06/2018	Ongoing	On track
54	Organizational Development Coach to support the Change management at higher level of CESB (DG, HoD and SPIU Coordinator). The entry point will be the retreat for CESB vision and strategy foreseen in March 2017	08/03/2017	30/06/2017	PMU	Ongoing	prepare and organize the vision and strategy retreat	HoD	30/06/2017	Late	Late
55	SACB project to finance the position of Strategic Communication Advisor for one year	08/03/2017	30/06/2017	PMU	Delayed	draft and approve ToR	DI	30/04/2017	Done	Completed
						Request and get approval by MIFOTRA	DI	30/05/2017	ongoing	Late
						conduct the recruitment	DI	30/06/2017	Delayed	Late
56	The DG of CESB endorsed by the PSC members as the new chair of the SACB PSC to be co-chaired by the BTC RR	08/03/2017	Immediate	PMU	Done	N/A	N/A	N/A	N/A	N/A

4.3 Updated Logical Framework

The September 2016 TFF amendment revised the project indicators as follows:

	Original TFF	Amended	Comments
Specific objective (Outcome)	The capacities of PSCBS to effectively coordinate the strategic approach to capacity building, in particular in the sectors of Energy, Health and Decentralization are strengthened	CESB effectively coordinates and supports Public Sector CD initiatives particularly for the Energy, Health and Decentralization Sectors.	This new specific objective was proposed by the baseline study. It is a slight rewording for more clarity. We use the opportunity of this amendment to bring it in
Indicators / Progress Markers			Amended Indicators for the Specific objective (outcome) are the selected progress markers for the outcome, resulting from the baseline study. Due to budget cut and for a realistic planning out of 28 progress markers identified by the baseline study, only 8 are kept and recalibrated in accordance with the current context.
	MDAs understand their role in implementing CB approach	CESB facilitates CD policy analysis & action research to influence CD decisions and policies.	This is a love to see
	MDAs liaising with PSCBS on implementing CB initiatives	CESB engages stakeholders to actively participate in the CDCF functioning (meetings & sharing views)	This is a like to see
	PSCBS possessing adequate expertise to facilitate implementation of CB initiatives in sectors	CESB undertakes and disseminates comparative research of different expert coaching initiatives nationally	This is an expect to see
		CESB harmonizes the expert coaching approach with the National CD policy and strategy	This is a love to see
		CESB saves cost of some important research activities by using internal resources who have acquired new capacity through coaching (e.g Annual state of Capacity Building report, impact assessment of the internship program, etc)	This is an expect to see
		CESB put in place a functional automated system to track sector and institutional CB plans	This is an expect to see

		CESB leads sector stakeholders to plan & implement their CD in line with their SP & Sector strategic plans and mandates	This is love to see
	Successfully implemented CB initiatives leading to effective and accountable public service delivery	CESB leads sector level research on CD initiatives to inform decision making	This is a love to see

Result 1, indicators

	Original TFF	Amended	Comments
Result	PSCBS' capacities to deliver more effectively on its mandate in terms of systems, workflows and procedures are enhanced	CESB' organisational capacities to deliver more effectively on its mandate in terms of systems, workflows and procedures and Human Resources are enhanced	The amended result 1 was proposed by the baseline study. It is a slight rewording for more clarity.
Indicators	PSCBS is able to offer added value in procurement of CB expertise for MDAs		In response to the budget cut this indicator is removed. The project capacity (resources) to track this indicator is very limited
	PSCBS is able to monitor its performance against annual targets of strategic plan and able to review organizational strategies based on performance reviews	Fully functional M&E of CB System	This will be the main responsibility of M&E Expert coach. The procurement process has been launched.
	Staff development plans are available and implemented	Succession plan and career map available	This is part of OD Expert Coach targets who is on board since mid-May with a 1.5 year contract
	HR policy including a Staff retention strategy is available	CESB Employee Handbook available and utilized	Idem as above
		CESB HR Policy available and utilized	Idem as above
		CESB Procedures and operational Manual available and utilized	Idem as above
		Talent Management Framework available and utilized	Idem as above
		No of CESB roles or functions with updated and implemented job descriptions	Idem as above
	Management Information Systems are in place	CB Information Management Strategy in place	This is the work in progress by the Business Analyst Expert
		CB Management Information System initiated with the component on institutions and sector CB plans fully functional	This is the work in progress. It is part of the responsibility of the Data Analyst Coach and the newly recruited IT Business System Specialist.

Result 2, indicators

	Original TFF	Amended	Comments
Result	The PSCBS involvement in the successful development and implementation of MDAs Capacity Building strategies is enhanced	CESB support in the successful development and implementation of MDA's/Sectors capacity development plans and strategies is effective in particular in Energy, Health and Decentralisation Sectors	The amended result 2 was proposed by the baseline study. It is a slight rewording for more clarity.
Indicators	PSCBS is able to motivate sectors/MDAs on using CB approach (strategic partnerships, peer mentoring PSCBS-MDAs)	Approved updated coaching toolkit available and disseminated to partners institutions for use	This will be part of the responsibility of the Coaching Approach Quality Assurance advisor
		user friendly pocket guide for coaches and coachees available and dispatched to users	Idem as above
		Updated and approved M&E framework for coaching available	Idem as above
	PSCBS is in continuous dialogue with sectors/MDAs on how to adapt CB approach to their sectors		This indicator does not disappear. In alignment with the CD policy, it is rephrased as progress marker as: (CESB leads sector stakeholders to plan & implement their CD in line with their SP & Sector strategic plans and mandates)
	PSCBS is able to document and share CB best practices	Annual state of CB report for the fiscal year 2015/2016 available and disseminated	The Data Analyst Coach and the Senior Researcher will contribute to this target
		Internship Program impact assessment report available, approved by CESB and disseminated.	The Data Analyst Coach and the Senior Researcher will contribute to this target
		Research report on coaching available	This will be part of the responsibility of the Senior Researcher and the Quality Assurance advisor
	PSCBS is able to develop an M&E of capacity building strategy and pilot system in view of a public sector CB M&E system	Fully functional CB M&E System	This will be the main responsibility of M&E Expert coach. The procurement process has been launched.
	Improved quality of annual CB plans	Improved quality of annual CB sector plans	This is work in progress
	Number of capacity needs assessments of MDAs facilitated by	Number of quick wins implemented to improve project management	This is the specific responsibility of the Capacity Development Strategic Advisor and Director of

	PSCBS	capacity in CESB and HED	Intervention
		Number of Peer learning sessions for SPIUs staff in HED (with reports available and shared)	Idem as above
	Number of CB strategies successfully implemented by MDAs		This indicator does not disappear. In alignment with the CD policy, it is rephrased as progress marker as: (CESB leads sector stakeholders to plan & implement their CD in line with their SP & Sector strategic plans and mandates)
	Harmonized and authentic data from Public Institutions on CB		
	Percentage of targeted institutions where PSCBS CB tools have been institutionalized		In response to the budget cut this indicator is removed. The project capacity (resources) to track this indicator is very limited

Result 3, indicators

	Original TFF	Amended	Comments
Result	PSCBS capacity to respond and to influence a changing environment	CESB capacity to respond to and influence a changing environment is enhanced	The amended result 3 was proposed by the baseline study. It is a slight rewording for more clarity.
Indicators	PSCBS is able to develop quality assurance strategy e.g. to field-test and adapt CB tools and to document these exercises		In response to the budget cut this indicator is removed. The project capacity (resources) to track this indicator is very limited
	PSCBS is able to develop knowledge management strategy e.g. to develop an online resource center	Number of CD resolutions/policy recommendations (high level)	This will be achieved through the CDCF and other forums in which CESB is / will be proactively leading or present.
	PSCBS is able to raise adequate resources (increased proportion of DP targeting CB interventions)	Approved Research Agenda available	This is work in progress
	Level of PSCBS participation in key stakeholders forums		In response to the budget cut this indicator is removed. The project capacity (resources) to track this indicator is very limited. CESB will do this using other sources of funds.
	Number of quick wins proposed, approved and implemented as a result of informed policy research / analysis	Number of quick wins proposed, approved and implemented as a result of informed policy research / analysis	This will be achieved through the CDCF and other forums in which CESB is / will be proactively leading or present.

4.4 MoRe Results at a glance

Logical framework's results or indicators modified in last 12 months?	Yes see revised TFF section 4.3
Baseline Report registered on PIT?	YES
Planning MTR (registration of report)	YES MTR conducted in October 2015 and report available
Planning ETR (registration of report)	foreseen in 2018
Backstopping missions since 01/01/2012	<p>1 backstopping mission on OD support to CESB Strategic Planning (May 2014)</p> <p>1 backstopping mission on preparation of the SACB baseline and inputs on the CESB expert coaching approach (Dec 2014)</p> <p>1 Backstopping mission by OD support to the Change co-manager(08-14/07/2015)</p> <p>1 Backstopping Mission by the Digitization Expert (10th -13th July 2017)</p>

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

Budget vs Actuals (Year to Month) of RWA1208411								
Project Title : Support to Strategic Approach to Capacity Building								
Budget Version: F01								
Currency : EUR								
YtM: Report Includes all closed transactions until the end date of the chosen closing								
Year to month : 30/06/2017								
	Status	Fin Mode	Amount	Start to 2016	Expenses 2017	Total	Balance	% Exec
A THE CAPACITIES OF PSCBS TO EFFECTIVELY COORDINATE			2.060.000,00	981.997,78	137.924,98	1.119.922,76	940.077,24	54%
01 PSCBS' capacities to deliver more effectively on its			1.020.000,00	574.416,24	79.406,76	653.823,00	366.177,00	64%
01 Strengthen the Organizational effectiveness: strengthen		COGES	587.000,00	304.791,18	50.745,14	355.536,32	231.463,68	81%
02 Enhance the capacities of PSCBS Staff to handle the		COGES	50.000,00	34.339,45	0,00	34.339,45	15.660,55	69%
03 Organizational Change Management / Technical		REGIE	90.000,00	89.602,93	0,00	89.602,93	397,07	100%
04 Targeted Technical Assistance, Consultancies and		COGES	25.000,00	25.312,27	0,00	25.312,27	-312,27	101%
05 Project Coordinator		COGES	142.000,00	93.254,73	13.952,10	107.206,83	34.793,17	75%
06 ICT Specialist		COGES	41.000,00	8.220,94	9.886,95	18.107,89	22.892,11	44%
07 Scholarship for NCBS Staff		REGIE	56.000,00	15.666,35	4.822,57	20.488,92	35.511,08	37%
08 Capacity Development Strategic Advisory Services		REGIE	29.000,00	3.226,39	0,00	3.226,39	25.773,61	11%
02 The PSCBS involvement in the successful development			785.000,00	233.681,37	46.745,33	280.426,70	504.573,30	36%
01 Support operationalization of CD tools and templates		COGES	1.000,00	751,87	336,82	1.088,69	-88,69	109%
02 Development of mechanisms to improve engagement of		COGES	372.000,00	58.949,83	34.796,25	93.746,08	278.253,92	26%
03 Organizational Change Management / Technical		REGIE	297.000,00	84.254,28	1.475,66	85.729,92	211.270,08	29%
04 Targeted Technical Assistance, Consultancies and		COGES	85.000,00	86.487,80	0,00	86.487,80	-1.487,80	102%
05 Capacity Development Strategic Advisory Services		REGIE	30.000,00	3.237,81	10.136,60	13.374,21	16.625,79	45%
03 PSCBS capacity to respond to and to influence a			255.000,00	173.900,17	11.772,89	185.673,06	69.326,94	73%
01 Support Policy function		COGES	0,00	0,00	0,00	0,00	0,00	?
02 Support strategic networking and partnerships		COGES	0,00	0,00	0,00	0,00	0,00	?
03 Support Strategic utilization of data to inform Policy and		COGES	14.000,00	13.885,84	0,00	13.885,84	114,16	99%
04 Support to advocacy, lobbying and resource mobilisation		COGES	1.000,00	830,72	0,00	830,72	169,28	83%
05 Organizational Change Management / Technical		REGIE	96.000,00	95.787,89	0,00	95.787,89	212,11	100%
		REGIE	943.000,00	513.877,02	28.832,34	542.709,36	400.290,64	58%
		COGEST	1.557.000,00	775.083,01	131.166,86	906.229,87	650.770,13	58%
		TOTAL	2.500.000,00	1.288.940,03	159.999,20	1.448.939,23	1.051.080,77	58%

Budget vs Actuals (Year to Month) of RWA1208411

Project Title : **Support to Strategic Approach to Capacity Building**
 Budget Version: **F01**
 Currency : **EUR** Year to month : 30/06/2017
 YTM: **Report includes all closed transactions until the end date of the chosen closing**

	Status	Fin Mode	Amount	Start to 2016	Expenses 2017	Total	Balance	% Exec
06 Targeted Technical Assistance, Consultancies and		COGES	84.000,00	48.023,01	1.708,24	49.731,25	34.268,75	59%
07 Capitalization		REGIE	30.000,00	8.937,88	0,00	8.937,88	21.062,12	30%
08 Capacity Development Strategic Advisory Services		REGIE	30.000,00	8.475,23	10.064,65	18.539,88	13.460,12	55%
X CONTINGENCY			80.000,00	0,00	0,00	0,00	80.000,00	0%
01 Contingency			80.000,00	0,00	0,00	0,00	80.000,00	0%
01 Contingency		COGES	31.000,00	0,00	0,00	0,00	31.000,00	0%
02 Contingency		REGIE	29.000,00	0,00	0,00	0,00	29.000,00	0%
Z GENERAL MEANS			380.000,00	308.942,25	22.074,22	329.016,47	50.983,53	87%
01 Wages and Salaries			181.000,00	153.287,79	7.675,16	160.942,95	20.057,05	89%
01 Project Co-Management		REGIE	119.000,00	117.472,98	874,24	118.347,20	852,80	99%
02 Project accountant		REGIE	0,00	0,00	0,00	0,00	0,00	7%
03 Driver		REGIE	0,00	0,00	0,00	0,00	0,00	7%
04 Réserve budgétaire en REGIE		REGIE	0,00	0,00	0,00	0,00	0,00	7%
05 Project Accountant		COGES	41.000,00	22.854,88	4.510,33	27.385,01	13.614,99	87%
06 Project Driver		COGES	21.000,00	12.940,15	2.290,59	15.230,74	5.769,26	73%
02 General and Statutory contributions			78.000,00	78.408,48	14.399,06	92.807,54	-14.807,54	119%
01 IT and office equipment		COGES	3.000,00	2.934,87	0,00	2.934,87	65,33	98%
02 Operational budget (incl:stationary, fuel, communications,		COGES	59.000,00	43.772,34	8.143,49	51.915,83	7.084,17	88%
03 Operational budget		REGIE	16.000,00	13.275,21	1.324,17	14.599,38	1.400,62	91%
04 TVA en Compte COGEST		COGES	0,00	17.733,73	4.796,95	22.530,68	-22.530,68	7%
05 TVA en Compte REGIE		REGIE	0,00	890,53	134,45	824,98	-824,98	7%
03 Audit, monitoring, evaluation			121.000,00	75.301,43	0,00	75.301,43	45.698,57	82%
		REGIE	943.000,00	513.877,02	28.832,34	542.709,36	400.290,64	58%
		COGEST	1.557.000,00	775.083,01	131.166,86	908.229,87	650.770,13	58%
		TOTAL	2.500.000,00	1.288.940,03	159.999,20	1.448.939,23	1.051.060,77	58%



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Project Title : **Support to Strategic Approach to Capacity Building**
 Budget Version: **F01**
 Currency : **EUR** Year to month : 30/06/2017
 YTM: **Report includes all closed transactions until the end date of the chosen closing**

	Status	Fin Mode	Amount	Start to 2016	Expenses 2017	Total	Balance	% Exec
01 Evaluations (mid term and final)		REGIE	67.000,00	38.583,92	0,00	38.583,92	30.436,08	55%
02 Technical backstopping BTC		REGIE	39.000,00	38.737,51	0,00	38.737,51	262,49	99%
03 Audit (annual)		REGIE	15.000,00	0,00	0,00	0,00	15.000,00	0%
99 Conversion rate adjustment			0,00	-33,45	0,00	-33,45	33,45	7%
98 Conversion rate adjustment		REGIE	0,00	-33,45	0,00	-33,45	33,45	7%
99 Conversion rate adjustment		COGES	0,00	0,00	0,00	0,00	0,00	7%
		REGIE	943.000,00	513.877,02	28.832,34	542.709,36	400.290,64	58%
		COGEST	1.557.000,00	775.083,01	131.166,86	908.229,87	650.770,13	58%
		TOTAL	2.500.000,00	1.288.940,03	159.999,20	1.448.939,23	1.051.060,77	58%



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