



**BTC**



**NCBS**

National Capacity Building Secretariat

# “STRATEGIC APPROACH TO CAPACITY BUILDING (SACB)

RESULTS REPORT 2014  
INTERVENTION CODE: RWA 12 084 11



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## Acronyms

|           |   |
|-----------|---|
| BTC       | Belgian Technical Cooperation, the Belgian Development Agency |
| BTC HQ    | Belgian Development Technical Cooperation Head Quarters       |
| CB        | Capacity Building   |
| CBA       | Capacity Building Assessment                                  |
| CBP       | Capacity Building Plan  |
| CB CF     | Capacity Building Coordination Forum                          |
| CD        | Capacity Development  |
| 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                  |
| 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 Economic Planning and Finance                     |
| NCBS      | National Capacity Building Secretariat                        |
| PSCBS     | Public Sector Capacity Building Secretariat                   |
| POM       | Procedures and Operations Manual                              |
| 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

|   |  |
|---|--|
| <b>Intervention title</b>                         | <b>Support to strategic Approach to Capacity Building (SACB)</b>   |
| <b>Intervention code</b>                          | <b>RWA1208411</b>  |
| <b>Location</b>                                   | <b>Kigali</b>  |
| <b>Total budget</b>                               |  |
| <b>Partner Institution</b>                        | <b>National Capacity Building Secretariat (NCBS)</b>   |
| <b>Start date Specific Agreement</b>              | <b>12<sup>th</sup> June 2013</b>   |
| <b>Date intervention start /Start of first AT</b> | <b>03<sup>rd</sup> February 2014</b>   |
| <b>Planned end date of execution period</b>       | <b>02 February 2019</b>  |
| <b>End date Specific Agreement</b>                | <b>11 June 2019</b>  |
| <b>Target groups</b>                              | The direct beneficiary of the intervention is NCBS and its staff.<br>Final beneficiaries are the people of Rwanda that will have access to better public service delivery.<br>Indirect beneficiaries are Ministries, Departments and Agencies of the Public Sector in Rwanda, with emphasis on Decentralization, Health and Energy institutions. |
| <b>Impact<sup>1</sup></b>                         | The Capacities of public institutions and civil servants to deliver effective services are strengthened  |
| <b>Outcome</b>                                    | The capacities of NCBS to effectively coordinate the strategic approach to capacity building in particular in energy, health and decentralization, are strengthened  |
| <b>Outputs</b>                                    | <i>NCBS' capacities to deliver more effectively on its mandate in terms of systems, workflows and procedures are enhanced</i>  |
|   | <i>The NCBS involvement in the successful development and implementation of MDAs Capacity Building strategies is enhanced</i>  |
|   | <i>NCBSs Capacity to respond to and influence a changing environment is enhanced.</i>  |
| <b>Year covered by the report</b>                 | <b>2014</b>  |

<sup>1</sup> Impact refers to global objective, Outcome refers to specific objective, output refers to expected result

## 1.2 Budget execution

|  | Budget    | Expenditure<br>2013 and<br>2014 | Balance   | Disbursement<br>rate at the<br>end of year<br>2014 |
|--|-----------|---------------------------------|-----------|--|
| <b>Total</b>   | 4.000.000 | 270.150                         | 3.729.850 | 6,75%  |
| <i>NCBS' capacities to deliver more effectively on its mandate in terms of systems, workflows, procedures and human resources are enhanced</i> | 1.734.800 | 106.570                         | 1.628.230 | 6,14%  |
| <i>The NCBS involvement in the successful development and implementation of MDAs and sector level Capacity Building strategies is enhanced</i> | 940.000   | 42.930                          | 897.070   | 4,57%  |
| <i>NCBSs Capacity to respond to and influence a changing environment is enhanced.</i>  | 612.000   | 56.950                          | 555.050   | 9,31%  |
| <b>Contingency</b>   | 174.200   | 0                               | 174.200   | 0%   |
| <b>General Means</b>   | 539.000   | 63.700                          | 475.300   | 11,82%   |

## 1.3 Self-assessment performance

### Self-assessment performance

The questionnaire in annex 4.1 was filled in by 8 respondents: the 4 SACB project team members, the Executive Secretary and 3 NCBS management team members (3) (see annex 4.1.). The purpose of the questionnaire was not to serve as a project evaluation tool but rather to ensure this report reflect views of key direct project stakeholders.

#### 1.3.1 Relevance

|                  | Performance |
|------------------|-------------|
| <b>Relevance</b> | B           |

Half of the respondents are of the opinion that the SACB project is still clearly embedded in national policies and Belgian strategy and responds to aid effectiveness commitments, and is highly relevant to needs of target group (A), whilst others agree that the SACB project still fits well. Though intervention logic is adequate some improvements need to be made to .

**Analysis:** As NCBS updated its strategic plan, the interventions proposed in the TFF had to be updated accordingly. These interventions have to be strategic, that is, in line with this plan and the national policies and priorities at the moment. As the updated plan focuses on capacity development at sector levels, the SACB activities will also focus primarily on sector level structures. Though this is planned for the new strategic cycle of NCBS, its coordination and support services still have to transit from organizational to sector levels.

### 1.3.2 Efficiency

|                   |                    |
|-------------------|--------------------|
|                   | <b>Performance</b> |
| <b>Efficiency</b> | C                  |

All respondents agree that availability and usage of inputs face problems, activities are delayed and don't guarantee good quality. All agreed that implementation issues need to be addressed and adjustments need to be made (C).

**Analysis:**

Efficiency of the SACB project has to be understood in terms of:

- Principles and modalities of co-management in the SACB project team;
- Roles and responsibilities of the SACB project team members (including coordination and delegation between the members);
- Coordination and communication between BTC Representation and NCBS / SACB team.

### 1.3.3 Effectiveness

|                      |                    |
|----------------------|--------------------|
|                      | <b>Performance</b> |
| <b>Effectiveness</b> | B                  |

Majority of the respondents agree that the outcome will be achieved with minor limitations. The intervention is considered relatively successful in adapting its strategies to changing external conditions in a timely or adequate manner and that outcome will be achieved with minor limitations; though risk management is rather passive. Some respondents are of the opinion that the project has not entirely succeeded in adapting its strategies to changing conditions ,that measures have to be taken to achieve the interventions outcome .

**Analysis:** The fact that the intervention has been adapted to the new strategic direction of NCBS will contribute to achieving the project outcome. However, given the low level of project efficiency, there is need to effectively coordinate and monitor use of project resources especially time and personnel to enhance achievement of the project outcome within the time allocated.

### 1.3.4 Potential sustainability

|                                 |                    |
|---------------------------------|--------------------|
|                                 | <b>Performance</b> |
| <b>Potential sustainability</b> | B                  |



The majority of the respondents is of the opinion that sustainability of the intervention has financial and economic potential, but problems might arise namely from changing external economic factors. The project is embedded in and supported by policy enforcing institutions and has capacity development as the main focus. Additional expertise inputs are required and improvements in order to guarantee sustainability are possible.

#### **Analysis:**

Though it is early to comment on sustainability aspects of the project, strengthening NCBS organizational capacities will be addressed through longer term expert coaching rather than hiring short or medium term TA. Organisational targets and deliverables (of the SACB project) will be included in the performance management systems of NCBS. This is considered an effective approach to potential sustainability. Project management has already developed some tools to ensure sustainability. For example, the procurement process including contract management will streamline sustainability in particular integration of deliverables to NCBS ongoing operations.

### 3.2 Conclusions

The SACB project is considered relevant and has potential in terms of sustainable capacity development. The first project year has been largely used to recruit SACB project staff and to update the NCBS Strategic Plan. The second project year should focus on implementation of project activities with a clear implementation plan. To further strengthen the efficiency of the project, clarifying coordination and implementation arrangements is considered high priority for quarter 1 of 2015 to ensure that project outputs and outcomes are achieved as planned.

|   |  |
|---|--|
| <b>National execution official</b>  | <b>BTC execution official</b>  |
|  |  |
| <b>Director of Intervention</b>   | <b>Change co-manager</b>   |



## 2 Results Monitoring

### 2.1 Evolution of the context

#### 2.1.1 General context

The Government of Rwanda is engaging in ongoing reforms that have an impact on many government agencies, including NCBS. Acknowledging that effective capacity development is not limited to the public sector, the mandate of the Public Service CB Secretariat (PSCBS), established in 2009, was expanded. In June 2013 PSCBS became the National Capacity Building Secretariat (NCBS), covering capacity development of public, private and civil society sectors. The restructuring of NCBS 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).

#### 2.1.2 Institutional context

The SACB project's main purpose is to support NCBS 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. The SACB project document (TFF) still refers to PSCBS, including its focus on institutions in the public sector. The change from PSCBS to NCBS had a direct impact on the SACB project. Leadership changed and staff had to re-apply for the positions offered in the new structure of the organization. Management team members and some Specialists were appointed in October 2013, whilst other staff joined only the second half of 2014. In December 2014, NCBS has 34 paid staff (excluding a number of interns).

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Though the formulation of the project was completed end of 2012, BTC had decided not to launch the recruitment of the project staff before the signature of the specific agreement due to the political tensions that existed at that time. The recruitment took long but in a way the delay was fortunate, due to the instability and uncertainty caused by the ongoing restructuring in NCBS.

The new mandate of NCBS made an update of the strategic plan necessary. The TFF of the project was based on PSCBS Strategic Plan 2011- 2015; *"Strategies and initiatives have been specified for each Key Result Area (of the strategic plan) but will remain flexible and subject to regular reviews to enable PSCBS management and staff to continuously adapt and be responsive to the changing environment."* (TFF p.14).

The SACB project first major activity was to support NCBS in updating its Strategic Plan 2014 – 2019 as clarity on NCBS strategic direction would facilitate organizational anchorage of the project and the strategic focus (as expressed in the title of the project). Besides, the project period co-insides with the SP five years focus. The PSC meeting approved proposal to revise the TFF in line with NCBS SP in August 2014 (see annex 4.2 decision nr.25).

The SP process was carried out by the new NCBS team, facilitated by the Change co-Manager, with support (BTC Strategy Map) of the Organizational Development expert of BTC HQ and a national consultant. As the NCBS team was new, it was a collective learning opportunity for the organization; the plan was consolidated in a 3 days staff retreat. Additional support on the M&E framework was provided by an M&E consultant of HICD (USAID). The NCBS Board approved the SP in December 2014.

The logical framework of the SACB project is now aligned with the Key Result Areas of the NCBS SP. Many (not all) outcome indicators of the SP have been translated in indicators for the project outputs. The focus of the project outputs hasn't changed; they cover the same organizational components but activities within these outputs have changed. Project output 1 covers the internal organisation (KRA 5 – 8), addressing Financial and Procurement Management, Data and Knowledge Management and Communication and also Human Resources Management. Output 2 addresses CD service delivery on coordination and CD support (KRA 1 – 4) with a major shift from CD implementation with individual organizations (MDAs) to coordination and support of CD initiatives at sector levels. Output 3 covers NCBS capacity to deal with the fast changing CD environment and is aligned with KRA 9 Innovation. See annex 4.3. NCBS Strategy Map).

### **2.1.3 Management context: execution modalities**

The project had a rather slow start and low execution rate in the first year due to the following reasons:

1. The restructuring obviously had an impact on the continuity and stability of NCBS organizational functioning. As mentioned before, priority had to be given to recruitment, induction of new staff and continuation of organizational systems and procedures. These priorities came at the cost of proper start-up of the SACB project.
2. Recruitment of NCBS staff was still ongoing when SACB project staff joined. The Change co-manager came in February 2014 and the Project co-Manager in March 2014. Both Project co-manager and Change co-manager were new to BTC. It took time and effort to get induced in the BTC system and to share responsibility for the project.
3. The planning of project activities and the budgeting in Q 3 and Q 4 of 2014 was not coordinated and aligned; the budget for second half of 2014 was high but could not be implemented which caused low expenditure rate.
4. The Project co-manager left after 6 months (October 2014). The new Project co-manager joined the project part time from November 2014 and full time in Jan 2015. He has extensive experience with BTC projects, which is expected to accelerate implementation of project activities.
5. The SACB project structure is also different from the standard BTC project set up: instead of one project Co-manager (DELCO), in SACB co-managers share responsibility in a complementary manner (change and project management). Shared BTC responsibility for the project in combination with

the principle of co-management (BTC/NCBS) is rather complex; it means coordination of inputs and resources in a context of three project co-managers (DI, Change co-manager and Project co-manager). Clarification on roles and responsibilities needs to be done.

6. NCBS Management Team, though appointed, were not in place yet; Executive Secretary and SPIU Coordinator / DI were on long leave and came back in office in April and May 2014;
7. The NCBS Project coordinator for the first phase of the BTC project resigned and was replaced by the new Program Manager in June 2014;
8. Basic operations and logistics remained unclear and will be clarified in the Project Implementation Manual (PIM) beginning 2015 with the new Project co-manager in place.
9. The baseline report was late due to staff turnover. The strategic planning process of NCBS, that would inform project activities, took longer than was planned. The issue of low budget execution became a real issue towards end of 2014.

In general, starting the SACB project, whilst taking off in a new NCBS organizational setting (from PSCBS to NCBS) was underestimated both by NCBS and BTC and has affected efficient project implementation till date. This was acknowledged when the Project co-manager left (October 2014). The implementation modalities of shared responsibility of Change and Project co-managers was discussed at that time, but it was agreed to keep the project set up as explained in the TFF.

Reconfirmation of principles of co-management, ensuring clear division of work between the change co-manager and the project co-manager by clarifying their respective TORs, SACB team functioning and other project implementation modalities still need to be addressed by the SACB team with the support of the NCBS management Leadership and BTC Representation.

BTC and NCBS management agreed that once the SACB project team would be in place and the SACB baseline and operational plan for 2015 are ready, the project will be launched formally and principles of co-management and implementation modalities confirmed. This is planned for March 2015.

#### **2.1.4 Harmo context**

Though NCBS mandate had expanded to private and civil society sectors, the main focus of the project interventions remains on capacity development in the public sector. In other words, the anticipated impact and outcome of the SACB project will remain the same. At the level of outputs (in particular output 2), the project will provide support to the NCBS team to strengthen its capacity development coordination and CD support services in general, e.g. coordination of CD at sector levels in line with sector strategies and CD handbook and toolkit and other tools and templates.

In terms of application of these services, the project will zoom in on the sector level structures (Sector Working Groups) in Health, Energy and Decentralization,

the priority sectors of BTC, and align SACB support to NCBS CD services as much as possible with the BTC project interventions in these sectors. The focus of NCBS is on coordination of CD at sector levels whilst the BTC project interventions are mainly located with (departments within) government institutions and corporations. Strategies to bridge these two levels have to be developed and implemented.

The SACB project supports the establishment and operations of the National Capacity Building Coordination Forum (CB CF) and the development of the National Capacity Development Policy and Strategy. This CD policy will aim at harmonizing all capacity development initiatives in a coherent manner and to better understand NCBS mandate. The Forum will be the main platform to address these strategic capacity development issues.

Other development partners support NCBS in organizational strengthening, e.g. HICD and projects coordinated by NCBS have a standard (organizational or project) capacity development component. Harmonisation and coordination of capacity development interventions for NCBS organization and transparency of who is doing what, is crucial for effective CD support to NCBS.

## 2.2 Performance outcome



The outcome of the SACB project as formulated in the TFF is: *'The capacities of NCBS to effectively coordinate the strategic approach to capacity building, particularly in Energy, Health and Decentralisation sectors are strengthened'*.

Though the content remains the same, the interpretation of the formulation is more outcome oriented: ***'NCBS effectively coordinates and supports CD initiatives aligned to NCBS 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 NCBS, the team has defined 3 major outcome areas, to ensure that the key components of the project outcome are sufficiently covered in terms of NCBS capacity to deliver on its mandate.

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

- a. NCBS influencing capacity development in national policies and decisions
- b. NCBS effectively coordinating capacity development interventions at sector

level structures, in particular in the priority sectors Health, Decentralization and Energy

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


A third outcome area is strengthening the **organizational capacities** of NCBS for organizational performance through expert coaching in specific organizational areas. Though this outcome area addresses first of all NCBS internal organization, it is of strategic importance, both for NCBS 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, will allow focussed monitoring of (behavioural) change. This will be done on an annual basis for which the project team will use outcome journals for each specific outcome area. An example of an outcome journal is included in Annex 2. It covers the NCBS coordination role, in particular the National CB Coordination Forum


| Outcome Challenges for NCBS Coordination function |  |   |
|---|--|---|
|   | With respect to Capacity Building Coordination Forum   | With respect to Sector level structures (in particular in E.H.D.)   |
| <b>Outcome challenge</b>                          | NCBS regularly organises and facilitates dialogues and interactions on strategic Capacity Development (CD) issues. NCBS facilitates CD policy analysis & action research to influence CD decisions and policies. | NCBS staff (cluster specialists) actively leads and oversees the CD interventions/initiatives in the sector level structures.                                     |
|   | <b>Progress Markers</b>  | <b>Progress Markers</b>   |
| <b>Expect to see (simple change)</b>              | NCBS has CBCF desk in place and operational (desk, staff, equipment, calendar of events....)   | NCBS is clear on its roles and functions with respect to sector level structures.   |
|   |  | NCBS has communicated its roles and functions to sector level structures and acts accordingly   |
| <b>Like to see (advanced change)</b>              | NCBS engages stakeholders to actively participate in the CBCF functioning (meetings & sharing views)   | NCBS taking stock of existing and past successful CD initiatives and drawing lessons learned to improve CD interventions (*)                                      |
|   | NCBS CBNF desk informs and communicates with CD stakeholders timely and adequately   | NCBS leads sector level research on CD initiatives to inform decision making  |
|   | NCBS collaborates with CBCF partners to facilitate implementation of resolutions & recommendations e.g. National CD Policy & Strategy  | NCBS leads sector stakeholders to plan & implement their CD in line with their SP & Sector strategy plans and mandates (*)  |
| <b>Love to see (deepest change)</b>               | NCBS actively leads and influences CD National and Sectoral policies and decision making   | NCBS conducts quality assurance and analysis of CD initiatives to ensure "value for money" for achieving the desired CD objectives (*) of the national CD agenda. |



(\*) are linked to each other



|                                      | <b>Outcome challenge of NCBS Support function</b>  |
|--------------------------------------|--|
| <b>Outcome challenge</b>             | NCBS provides active CD support through innovative research, knowledge management, facilitations and advice across the sectors.<br>NCBS mobilises resources to facilitate delivery of CD initiatives.<br>CD service providers facilitated and coordinated to effectively respond to CD needs in the sectors.<br>NCBS is appreciated is appreciated for its lead role in CD.  |
|                                      | <b>Progress Markers</b>  |
| <b>Expect to see (simple change)</b> | NCBS has updated and improved its CD tools & CD cycle (CD toolkit, manuals, institutional audits, Strategic Plan, etc) and standardised CD procedures (1) and results (2) and qualification (3) within the national institutional framework.<br>NCBS supports CD holistically at 3 levels (Institutional, organisational and individual) by organising, training, coaching, mentoring and learning events.<br>NCBS mobilizes the financial resources needed for identified Capacity Development at Sector level<br>NCBS proposes allocation for financial resources for CD Strategies & Plans (Capacity Building fund) |
| <b>Like to see (advanced change)</b> | NCBS functions as a knowledge-body for CD.<br>NCBS monitors and follows up the capacities of organisations to deal with their CD needs according to provided guidelines & standards<br>NCBS is closely collaborating with MIFOTRA, PSC and other HR related institutions on organisation Capacity Development issues   |
| <b>Love to see (deepest change)</b>  | NCBS has standardised and harmonised all CB interventions at Sector level in line with the National Development Agenda<br>NCBS leading in changing CD environment by:<br>- CD Policy recommendations & - Guidelines / frameworks<br>NCBS links all CD actors (state & non-state) for synergies, harmonisation of efforts (value for money)   |



|                                       | <b>Outcome challenge of strengthening NCBS organisation through expert coaching approach</b>  |
|---------------------------------------|---|
| <b>Outcome challenge</b>              | NCBS has strengthened its internal organisation functions, through application of Coaching approach, to effectively provide CD coordination and support.<br>NCBS and BTC appreciate skills development and learning through coaching. |
|                                       | <b>Progress Markers</b>   |
| <b>Expect to see (simple change)</b>  | NCBS has approved conceptual and operational framework for coaching approach<br>NCBS has hired the expert coaches<br>NCBS counterparts work closely with coaches within the coaching framework  |
| <b>Like to see (advanced changes)</b> | NCBS delivers on its performance contracts<br>NCBS undertakes comparative research of different coaching initiatives nationally and internationally   |
| <b>Love to see (deepest change)</b>   | NCBS appreciates the coaching approach<br>NCBS recommends the coaching approach for up scaling to national level  |

## 2.2.2 Analysis of progress made

As already mentioned, at the start of the project the main focus was on organizational anchorage of the SACB project in NCBS and further defining project support within the formulated outcomes of the NCBS Strategic Plan.

The outcome challenges 1 and 2 address the changes in NCBS service delivery: moving from CB implementation with individual organizations (MDAs) to sector level CD coordination and support, with a particular focus on the priority sectors H.E.D.

Outcome challenge 3 aims at sustainable capacity development through expert coaching. Several projects coordinated by NCBS have elements of coaching and mentoring to assure that capacities (in particular rare skills) remain in the country. Strategic Capacity Building Initiative (SCBI), supported by AGI is an example. In SACB, NCBS will hire expert coaches for specific organizational areas to strengthen these areas and make sure that skills and knowledge are transferred to NCBS staff. It will pilot expert coaching approach and learn from the experience for possible upscaling.

## 2.2.3 Potential Impact

Similar to the project outcome, the content of the impact of the project will remain as formulated in the TFF, but the interpretation of the formulation is more outcome oriented and in line with the vision and mission statement of NCBS SP.

TFF: 'The capacities of public institutions and civil servants to deliver effective services are strengthened'.

Interpretation of formulation:

*Institutions/organisations and workforce deliver effective services for improved quality of life of Rwandans.* No indicators have been formulated for potential impact.



## 2.3 Performance output 1



### **Output 1 TFF:**

NCBS organisation capacities to deliver more effectively on its mandate in terms of systems, workflows and procedures are enhanced.

### **Reformulated in the baseline:**

NCBS' organizational capacities to deliver more effectively on its mandate in terms of systems, workflows and procedures and human resources are enhanced.

*A note has to be made with regards to the tables of performance outputs in this chapter. First of all the SACB output indicators are linked (but not similar) to the output indicators of the NCBS strategic plan: the project defined its specific contribution to NCBS outputs. This alignment was done during the baseline process (worksheet 3 of the baseline report)*

*with SACB project staff and NCBS M&E Specialists with support of the consultant who was hired for the baseline study. Additional information gathered from SPIU Coordinator / DI was put in later as he carries the institutional memory of the organization.*

*The output indicators presented in the M&E matrix of the baseline and the tables below, reflect the situation and clarity that the SACB project and NCBS planning staff have at the beginning of 2015. For example: the logic behind the expert coaching program is to hire expertise for a period of 2 years (2015-2016). It would mean realisation of 50 % of targets in year 1 and 100% in year 2. It is considered to be a rolling plan. The detailing will only be explained in the Inception reports of the expert coaches. Besides, rather than 'uninformed guesses', columns were left open if information is not yet available. Regular update of the tables will be done in the annual project reports.*

| <b>Output 1:<br/>NCBS organizational capacities to deliver more effectively on its mandate in terms of systems, workflows and procedures and human resources are enhanced</b> |   |                        |                          |                           |   |
|---|---|------------------------|--------------------------|---------------------------|---|
| <b>Indicators</b>   | <b>Baseline value</b>   | <b>Value year 2015</b> | <b>Value year N 2016</b> | <b>Target year N 2017</b> | <b>End Target (2018)</b>  |
| 1a) Staff capacities in data management strengthened (in line with the coaching process)  | CD gaps to be measured: database admin, IT, CB analyst, M&E and planning (3X)<br>TOR and Inception report<br>Expert Coach | 50%                    | 100%                     |                           | Relevant staff (M/F) (6) able to retrieve data requested for and to manage the database               |
|   | Data base internship established (!), data base on skills available (but not complete) (2), CB providers database         |                        |                          |                           | A consolidated national skills database that is effectively managed, regularly updated and accessible |

|  |  |     |      |  |  |
|--|--|-----|------|--|--|
| 1b) % Software for data management systems in place and operational (EDMS, IFMS, National skills and CD database etc.) | National internship software, EDMS (in development) and IFMS (functioning) | 75% | 100% |  | Software package for the national skills and CD database operational |
| 1c) Number of IT Hardware for data management in place and operational   | 2 servers with limited capacity, 4 printers                                | 75% | 100% |  | Hardware functioning   |

|   |   |     |     |     |                             |
|---|---|-----|-----|-----|-----------------------------|
| 2a) % of NCBS staff trained in adequate service provision to CD clients (of different levels) | 4 persons trained, baseline study (2013, p. viii), TOR and Inception report Expert Coach                        | 20% | 60% | 90% | 90% of all NCBS staff (F/M) |
| 2b) Increased customer satisfaction expressed (internal & external)                           | External customer satisfaction: 51% of surveyed (MDA) staff that perceive PSCBS services as satisfactory (2012) | 50% | 60% | 70% | 80% of customers satisfied  |

|   |   |                         |                        |  |   |
|---|---|-------------------------|------------------------|--|---|
| 3a) HR strategy, systems & workflows in place and operational             | Baseline study (2013) HICD performance package 2014. Need to update performance criteria, operating procedures and job descriptions. HR strategy and POM need to be updated | HR strategy POM updated | HR systems operational |  | Coherent gender sensitive HR system (HR strategy, POM manual, system, workflows, etc.)                  |
| 3b) Average score of NCBS staff in performance contracts / appraisals     | Skills audit on HR competencies not yet done Performance contracts 2012 scored 93% on planning and over 70% of staff performance TOR and Inception report Expert Coach      |                         | 90%                    |  | All HR functions in NCBS performed adequately   |
| 4a) Financial systems, workflows in place and operational                 | IFMS in place, staff under training; staff new and need to be trained   | 1                       |                        |  | Financial system in place and operational   |
| 4b) Staff capacity in finance strengthened in line with job profiles      | IFMS in place, staff under training; staff new and need to be trained ToR and Inception report Expert Coach   | 50%                     | 100%                   |  | Financial functions performed adequately  |
| 5a) Procurement systems, workflows in place and operational               | NCBS procurement procedures are aligned to the national procurement guidelines  | 1                       |                        |  | Procurement system in place and operational   |
| 5b) Number of trained Procurement staff perform in line with job profiles | Procurement staff and user departments need to be trained on procurement TOR and Inception report Expert Coach  | 50%                     | 100%                   |  | Procurement functions performed adequately and user departments understand and conform to the processes |

### 2.3.1 Progress of Indicators and main activities

The activities undertaken in the first year are considered start up activities for the project. The NCBS Strategic Plan, The results of the CD Benchmarking visit, Capacity Building Plan and Concept note on Expert Coaching were used for further specifying the project outputs of the baseline work which was undertaken at the end of 2014.

| Progress of <u>main</u> activities in 2014 <sup>2</sup>  | Progress: |                                     |              |   |
|--|-----------|-------------------------------------|--------------|---|
|  | A         | B                                   | C            | D |
| 1. NCBS Strategic Plan 2014-2019 days as reflected in the SP Road Map, were carried out with support of OD expert of BTC. HQ (strategy map) and approved by NCBS Board |           |                                     | X            |   |
| 2. 3 days NCBS Staff Retreat to consolidate the NCBS SP with the NCBS team successfully implemented  |           |                                     | X            |   |
| 3. NCBS Strategic Planning Process documented  |           | Planned for 2015                    |              |   |
| 4. Capacity Development Benchmarking visit to Brussels and Maastricht  |           | X                                   |              |   |
| 5. NCBS Capacity Building Plan prepared and approved   |           | X                                   |              |   |
| 6. Concept note on Expert coaching approved (Feb 2015)   |           |                                     | X            |   |
| 7. 7 TORs for Expert Coaches   |           | 1 expert coach in procurement hired | 6 Draft TORs |   |

### 2.3.2 Analysis of progress made

1. The strategic planning process took longer than planned, due to the participatory process with management team and staff in new positions. The Strategy Map was introduced by OD Expert of BTC HQ and has proven to be a useful tool to understand strategic thinking not only in terms of NCBS service delivery but also for NCB internal organization and Innovation.

2. The 3 days staff retreat of NCBS, held in September 2014, was postponed 2 times due to delay in strategic planning process. It was not only a consolidation of the strategic plan of NCBS but also an induction and teamwork session with the new NCBS team.

3. In order to capitalize on the NCBS strategic planning experience, a publication on the planning process is still foreseen in 2015.

4. Capacity Development Benchmarking visit to Brussels and Maastricht took place in October 2014 to learn more about Organisational Quality Standards (BTC conference), Strategic Human Resources (Federal Government Service on Personnel & Organisation /TIFA) and ECDPM and MSM (Research and Knowledge Management incl. capacity development). Follow up of the benchmarking visits is promising but slow, covering 4 follow up activities in 2015:

<sup>2</sup> 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.

strategic HR with TIFA, Research and Knowledge Management with ECDPM, data analysis and research training with MSM / RMI and Quality Standards with OD of BTC HQ (all to be confirmed).

5. Strengthening NCBS staff capacities, including the activities supported by the SACB project, needs to be informed by the NCBS CB plan, which all government institutions prepare as part of the annual budget circular. NCBS CD plan doesn't only cover individual training but also other capacity development activities such as coaching and team learning. In first half of 2015, the project will support strengthening NCBS staff capacities as per the prepared plan (2014-15 GoR Fiscal year).

6. A start was made with putting on track the expert coaching program for NCBS (concept note and TORs for the expert coaches). As this initiative is of strategic importance to BTC Rwanda and BTC HQ, and as implementation modalities of hiring versus recruitment of expert coaches had to be clarified, it took more time to finalize the concept note. The Procurement management expert coach has been hired in Nov 2014. Financial Management expert coach was hired but left due to ceiling of remuneration (reviewed by PSC meeting in August 2014). Priority has been given to TORs for expert coaches in Financial Management, Business Analysis and Software Development whilst TORs for Knowledge Mgt, M&E and HR still to be finalized.

## 2.4 Performance output 2

### Output 2:

TFF: The NCBS involvement in the successful development and implementation of MDA's Capacity Building Plans & Strategies is enhanced.

### Reformulated in the baseline:

NCBS 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

| <b>Output 2: NCBS 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</b> |  |                        |                          |                           |  |
|---|--|------------------------|--------------------------|---------------------------|--|
| <b>Indicators</b>   | <b>Baseline value</b>  | <b>Value year 2015</b> | <b>Value year N 2016</b> | <b>Target year N 2017</b> | <b>End Target (2018)</b>   |
| 6a) Sector CD Plans for Health, Energy and Decentralization   | Health sector (HR for Health Strategy 2009-17), local gov. capacity building strategy (2011-16), Energy CS strategy under construction. Update Capacity needs assessment foreseen for 2015/16  | 0                      | 0                        | 3                         | 3 full fledge holistic sector plans  |
| 6b) Templates for sector CD plans validated   | 1 template available for institution level, not yet sector level   | 1                      |                          |                           | 1 template for sector level CD plans   |
| 7) Number of CD success stories from the H.E.D. sectors   | Number of initiatives undertaken (details in M&E matrix of the baseline)   |                        |                          |                           | 3 success stories, one from each sector  |
| 8a) Number of CD research studies commissioned by NCBS in H.E.D sectors   | Annual State of CB Plan (2012), covered Health and Decentralization, not Energy. 3 study areas planned for 2015 in NCBS SP: 1. Post Capacity Building, 2. Annual State of CB and 3. MTRs of projects. Research agenda not yet ready. |                        |                          |                           | X number of research studies published   |
| 8b) Research & Knowledge Mgt systems and workflows in place and operational   | Knowledge Mgt system needs to be updated due to the new mandate / organization TORs / Inception report Expert Coach  | 1                      |                          |                           | Research & Knowledge Mgt systems produce x number of CD publications and CD briefs |

|   |   |     |      |  |   |
|---|---|-----|------|--|---|
| 8c) Staff capacity in Research a& Knowledge Mgt. strengthened according to job profiles | New mandate and staff turnover affects research and knowledge mgt capacities in NCBS  | 50% | 100% |  | Research & Knowledge Mgt functions performed adequately to produce CD publications and briefs |
| 9a) M&E systems and procedures in place and operational                                 | 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 M&E systems | 1   |      |  | M&E systems strengthened and operational  |
| 9b) Staff capacity in M&E perform according to job profiles                             | HICD inputs to be consolidated TOR and Inception Report Expert Coach  | 50% | 100% |  | M&E functions provide timely information for monitoring organisational performance            |
| 10a) Number of CD tools for CD planning and monitoring at sector levels                 | CB Handbook and (draft) CB toolkit  | 1   | 1    |  | CD Handbook and CD toolkit guide sector level CD planning                                     |

|  |   |   |   |   |  |
|--|---|---|---|---|--|
| 10b) Number of CD activities supported by NCBS to address CD gaps in sectors   | New HR positions (HR specialists) created in GOR institutions<br>Capacity gaps in strategic HR identified by MIFOTRA<br>The need to strengthen existing HR capacities |   |   |   | GoR institutions performing HR functions adequately for organizational performance |
| 11) Number of linkages / partnerships established between Rwandan service providers and regional/international Centres of Excellence | No agreements in place yet; follow up of twinning arrangement RMI / MSM is explored   |   |   |   | Rwandan service providers are offering CD services with international standards    |
| 12) NCBS has national CD policy, strategy and implementation plan available  | 2 consultants (national and international) procured   | 1 |   |   | CD initiatives and actions are guided by National CD policy and strategy           |
| 13) Number of sector level (H.E.D.) structures implement x % of recommendations (from CD CF)   | National CD policy and strategy is planned and ready Aug 2015.  |   | 1 | 2 | 3 sectors implement x nr. Of recommendations                                       |



| Progress of <u>main</u> activities <sup>3</sup>   | Progress: |   |   |   |
|---|-----------|---|---|---|
|   | A         | B | C | D |
| 1. Capacity Building Benchmarking visit (October 2014) (see below)  |           | X |   |   |
| 2. TOR for National CB Policy, Strategy and implementation plan approved for tendering. Consultancy planned for mid 2015. |           | X |   |   |
| 3. Content CD inputs to co-chair of CB CF for preparing the launch of the CB CF   |           | X |   |   |
| 4. Appraisal of strategic interventions in HR (support to HRMO/NCBS workshop and MIFOTRA recruitment of HR Specialists)   |           | X |   |   |

## 2. Progress of indicators and main activities

Benchmarking visit to Brussels and Maastricht: delegation of 4 members (Sector Support and Strategic Operations and Quality Assurance Division Heads, D.G. of Rwanda Management Institute and Change co-manager). Focus of the visit was on Quality Management (BTC conference in Brussels), Strategic Human Resources Management (TIFA) and quality CD service delivery through Research and Knowledge management (ECDPM) and organizational capacity development (MSM). Follow up through exploring using resource persons and developing collaborative partnerships.

The development of the National Capacity Development Policy and Strategy, commissioned by NCBS, will strengthen common understanding and harmonization of capacity development in the country. The National Capacity Building Coordination Forum is the main platform for communication and exchange of strategic capacity development issues.

As the indicators of output 2 had been formulated during the baseline work at the end of 2014, progress on these indicators will be reported in the annual results report 2015.

The NCBS CD coordination and support roles first had to be clarified in the NCBS SP, in order to identify and plan project in these roles to be implemented from 2015 onwards in collaboration and coordination with NCBS Division Heads Sector Support (SS) and Strategic Operations & Quality Assurance (SOQA) who are responsible for the coordination and support roles.

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

## 2.5 Performance output 3

Output 3 of the TFF remains at it is:

NCBS capacity to respond to and influence a changing environment is enhanced.

| <b>Output 3: NCBS capacity to respond to and influence a changing environment is enhanced</b> |  |                       |                      |                    |  |
|---|--|-----------------------|----------------------|--------------------|--|
| Indicators  | Baseline value   | Value year 2015       | Value year N 2016    | Target year N 2017 | End Target (2018)  |
| 14a) QM standards appropriate for NCBS identified e.g. ISO                                    | One pager on ISO standards (OD expert BTC HQ, May 2014)                        |                       | 1                    |                    | NCBS Q standards identified<br>NCBS Performance managed according to international Q standards |
| 14b) QM standards appropriate for NCBS applied  | 0  |                       |                      |                    | NCBS certified   |
| 15) Number of CD resolutions /policy recommendations (high level)                             | NCBS strategic plan and upcoming CD Policy, strategy and implementation plan   |                       |                      |                    | Senior management effectively leading and influencing CD policy resolutions / recommendations  |
| 16) Number of NCBS staff trained and coached  | NCBS CB Plan incl. training and expert coaching Calendar Learning Clinics 2015 | 7 coaches x trainings | 7 coaches x training | X trainings        | 5 NCB senior management and 18 middle management staff trained for high performance            |

### 2.5.1 Progress on indicators and main activities

As the indicators of output 3 had only been formulated during the baseline work at the end of 2014, progress on indicators will be reported in the annual results report 2015.

The NCBS SP has defined outcomes with regards to Innovation and readiness to (behavioral) change. The project has specified its outputs and activities, which will be implemented 2015 onwards. One of the major project interventions to mention in this particular respect is a leadership and management training program that will be rolled out for senior management and for middle management levels. This will create sufficient critical mass in the organization to improve its organizational performance and service delivery.

| Progress of <u>main</u> activities <sup>4</sup>  | Progress: |   |   |   |
|--|-----------|---|---|---|
|  | A         | B | C | D |
| 1. Follow up with OD expert of BTC HQ on QM standards for second backstopping mission (to be confirmed)                              |           | X |   |   |
| 2. Identification of tailor made Leadership and Change management program for NCBS senior management and competency needs assessment |           | X |   |   |
| 3. Bullet Proof Program for middle management of NCBS  |           | X |   |   |
| 4. NCBS CB plan approved for support to training and coaching activities for NCBS staff  |           | X |   |   |
| 5. Structure support to the NCBS learning clinics: calendar 2015 for NCBS Learning Clinics proposed for approval and implementation  |           | X |   |   |

<sup>4</sup> 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

The TFF (p. 81) has an action list on mainstreaming gender in NCBS. Preliminary activities, such as a visit to the Gender Monitoring Unit, were undertaken with the NCBS gender focal person as well as participation in a one day workshop on Gender Policy for BTC Rwanda. During this workshop the Gender Budget Scan was presented as a tool to assess gender sensitivity of the project interventions. It assesses the project budget in terms of 4 categories of gender sensitivity:

- (1) gender blind/neutral
- (2) gender sensitive
- (3) gender machinery support/cooperation
- (4) gender transformative

During the baseline work, the Gender Budget Scan was taken forward in an adapted version to assess gender sensitivity of the project budget in terms 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. The gender action list in the TFF was reviewed, deleting the actions that were no longer valid and adding new ones The actions were allocated within the output areas of the project (see SACB Baseline Report (workbook 6).

## 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) don't buy into NCBS Coordination role | Formulation stage & Dec 2014 | Relevance     | Medium      | High             | High       | Capacity Coordination (CBCF) provides clear directions to the Sectors.<br>Intervention foresees strategies to reinforce trust between NCBS and Sectors (clear roles of NCBS in the sector level structures).  | Division Head Sector Support<br><br>Change Manager | June 2016<br><br>June 2016         | CBCF launched<br><br>Not yet started   | Open<br><br>Open |
| 2) Sectors don't buy into NCBS Support role   | Formulation stage & Dec 2014 | Relevance     | Medium      | High             | High       | Develop appropriate tools & follow-up on use of it at sector level.<br>The SABC project will explicitly work on coordination and support roles for the CB initiatives of the sectors Health, Energy and Decentralization (which are also supported by BTC implemented projects) | Division Head SOQA<br><br>Change Co-manager        | December 2015<br><br>December 2015 | Not yet started<br><br>Not yet started | Open<br><br>Open |
| 3) Reforms GoR affecting stability of   | Dec 2014                     | Effectiveness | High        | High             | High       | Branding of NCBS  | ES   | Continuous                         | Ongoing                                | Open             |

| Risks   | Period of identification     | Risk category                  | Probability | Potential Impact | Risk level | Mitigation measures  | Resp.                       | Deadline   | Progress   | Status |
|---|------------------------------|--------------------------------|-------------|------------------|------------|--|-----------------------------|------------|--|--------|
| NCBS  |                              |                                |             |                  |            |  |                             |            |  |        |
| 4) Lack of understanding of NCBS mandate by key stakeholders    | Dec 2014                     | Effectiveness                  | Medium      | High             | High       | CD Policy & Strategy validated & to be shared with stakeholders & implemented<br>Secretariat for Coordination Forum (in NCBS) well functioning.<br>Focus on partnerships to strengthen capacity building providers | E.S. + Change Co-Manager    | Dec 2015   | Tender of CD policy launched                           | Open   |
| 5) Mismatch between CB supply side and demand side              | Dec 2014                     | Effectiveness                  | Medium      | Medium           | Medium     |  | DI +Change Manager          | Continuous | Not yet started  | Open   |
| Weak harmonization of Development Partners CB initiatives       | Formulation stage & Dec 2014 | Effectiveness                  | High        | Medium           | High       | Continued dialogue in the CBCF   | Director of Intervention    | Continuous | CBCF launched, but its secretariat not yet functioning | Open   |
| Lack of coordination of CB support to NCBS Development Partners | Dec 2014                     | Effectiveness & sustainability | High        | High             | High       | Transparency & information sharing between NCBS and DP's   | E.S. & Management team      | Continuous | ongoing  | Open   |
| CB initiatives in the H.E.D. not sectors                        | Formulation stage & Dec 2014 | Sustainability                 | Medium      | Medium           | Medium     | CB initiatives addressed in the sector level working groups in the 3 sectors   | Change Co-manager + Cluster | Continuous | Not yet started  | Open   |

| Risks  | Period of identification     | Risk category            | Probability | Potential Impact | Risk level | Mitigation measures   | Resp.                           | Deadline                    | Progress   | Status |
|--|------------------------------|--------------------------|-------------|------------------|------------|---|---------------------------------|-----------------------------|--|--------|
| institutionally embedded and aligned with CD services of NCBS                                  |                              |                          |             |                  |            | according to NCBS guidelines (see also risk 1 & 2))   | specialists H.E.D.              |                             |  |        |
| High staff turnover NCBS   | Formulation stage & Dec 2014 | Efficiency               | Low         | Medium           | Medium     | SACB project assists NCBS in developing coherent HR strategy & systems & change organization culture.   | DI Change Co-manager            | June 2016                   | Not yet started  | Open   |
| High turnover of project management team (NCBS – BTC)  | Dec 2014                     | Efficiency               | Low         | Medium           | Low        | Monitor this risk and develop measures when probability increases   | Project Co-manager              | Continuous                  | Not yet started  | Open   |
| Lack of mutual understanding and commitment to the project in terms of co-management & content | Dec 2014                     | Efficiency/effectiveness | Medium      | Medium           | Medium     | Regular exchange on the purpose and importance of co-management and the content of the project.<br>Develop and disseminate the PIM to all direct project stakeholders | RR and ES<br>Project Co-manager | March 2015<br>February 2015 | Ongoing<br>Draft PIM available and ready for approval by PSC | Open   |
| Low  | Jan 2015                     | Effective                | High        | High             | High       | Allocate responsibility and   | ES                              | March 2015                  | Ongoing  | Open   |

| Risks   | Period of identification     | Risk category  | Probability | Potential Impact | Risk level | Mitigation measures   | Resp.   | Deadline               | Progress                                  | Status       |
|---|------------------------------|----------------|-------------|------------------|------------|---|---|------------------------|---|--------------|
| disbursement rate due to: Low procurement capacity including development of ToR and inadequate planning |                              | ness           |             |                  |            | deadline for development and assign realistic deadline to only one staff accountable to meet deadline   |   |                        |   |              |
| Strategic Steering of the SACB project in co-management not having consensus in decisions               | Dec 2014                     | Effectiveness  | Low         | High             | Medium     | Develop and disseminate the SACB procurement process map to all direct project stakeholders<br>Continuous dialogue at all levels to harmonize procedures and agree on terms | Project Co-Manager<br>Procurement Coach<br>RR | February<br>Continuous | Draft to be approved available<br>Ongoing | Open<br>Open |
| Delays in procurement of national and international TA for SACB activities                              | Formulation stage & Dec 2014 | Efficiency     | Medium      | High             | High       | Timely planning & close collaboration between NCBS - BTC  | DI & Project Co-Manager                       | Continuous             | Ongoing                                   | Open         |
| Knowledge transfer from Change manager & Project co-manager   | Formulation stage Dec 2014   | Sustainability | Medium      | Medium           | Medium     | Change co-manager & Project co-manager themselves apply NCBS coaching approach during daily work  | Change co-manager & Project Co-Manager        | June 2015 & continuous | Ongoing                                   | Open         |



## 3 Steering and Learning

### 3.1 Strategic re-orientations

#### 1. Anchorage of the SACB project in NCBS

The first project year focussed mainly on establishing the project structure and further defining project support in view of the new NCBS organization. Though impact, outcome and outputs of the TFF remain valid, flexibility to specify project activities within the fast changing CD setting of NCBS is necessary.

Project activities in year one mainly focussed on project output 1: giving priority to strengthening organizational capacities for NCBS to deliver on its mandate, in particular strategic planning capacity.

In terms of strategic orientation, it is foreseen that the focus on output 1 will remain for 2015-16 (through expert coaching program), whilst activities in output 2 and 3 will increase from 2015 onwards and remain most important during 2017-2018. It is expected that this shift from classic technical assistance to coaching approach with the focus on knowledge and skills transfer will reinforce project sustainability.

2. **Expert coaching** is considered a strategic intervention for sustainable capacity development. It includes:

- Strengthening specific NCBS organizational capacities for high performance Study expert coaching in NCBS and learn from coaching and mentoring experiences of other projects and structures.
- Further develop conceptual operational frameworks for expert coaching;
- Formulate recommendations for expert coaching as a sustainable capacity development approach.
- It focuses on knowledge and skills transfer which will positively affect institutional and organisational performance in a lasting way.

#### 3. Coordinating NCBS CD services with priority sectors H.E.D.

SACB project will support NCBS in strengthening its CD coordination and support roles in general. With regards to its application, it will focus on the priority sectors Health, Energy and Decentralization. This will allow the project to pilot the CD services in these specific sectors and apply learning for possible application at a larger scale.

#### 4. Collaborative partnerships and twinning arrangements

Through the CD Benchmarking visit, NCBS / SACB has established connections with Centres of excellence in capacity development, strategic Human Resources Management and research and knowledge management for policy influencing. Follow up through twinning arrangements and partnership agreements with the visited institutions and organizations is foreseen in 2015.

## 3.2 Project implementation re-orientations

### Project structure and implementation modalities

For efficient and smooth implementation of project activities, roles and responsibilities, including delegation and follow up needs to be clarified and agreed upon by all parties involved: Project and Change co-managers, the SACB project team, Management of NCBS and BTC Representation (see section 3.3 recommendation below).

## 3.3 Recommendations

| Recommendations  | Actor   | Deadline     |
|--|---|--------------|
| 1. Continue aligning project activities in NCBS fast changing context  | ES / Change co-manager  | Ongoing      |
| 2. Clarify the division of work between the project co-manager and the change co-manager and agree on their respective TORs.             | BTC Rep Rwa   | March 2015   |
| 3. Pilot Expert coaching in NCBS and learn from it for developing Coaching approach that is applicable for replication at a larger scale | DI / Change co-manager  | 2015 onwards |
| 4. Accelerate NCBS CD coordination and support through the National CD Coordination Forum with applications in priority sectors H.E.D.   | Change co-manager with CDSS Division Head and Cluster Specialists | Oct 2015     |

| Recommendations Implementation modalities  | Actor         | Deadline   |
|--|---------------|------------|
| 5. Clarify the coordination function in the project management unit in terms of overall responsibility for both BTC and NCBS staff | BTC RR and ES | March 2015 |
|  |               |            |

## 3.4 Lessons Learned

| Lessons learned  | Target audience           |
|--|---------------------------|
| 1. Review project formulation and start up in terms of time and key actors involved: acknowledging that the project is embedded in a fast changing organizational environment, apply scenario planning to be detailed out during start-up phase of the project. Ensure continuity of BTC key actors involved in project design and implementation. | BTC Representation and HQ |

|   |   |
|---|---|
| 2. Developing the project baseline sooner would have helped speeding up its implementation including budget execution.  | Project management team + BTC Res Rep                   |
| 2. Acknowledge the complexity of BTC shared responsibility of Project and Co-managers in combination with principle of co-management and make deliberate efforts to assure common understanding and implementation.                 | Project management team + NCBS MT + BTC                 |
| 3. Strengthen BTC and NCBS conceptual framework on Capacity Development using international body of CD knowledge and experts for assessments and other research studies, mainly in the priority sectors H.E.D.                      | Change co-manager with NCBS staff and BTC HQ and Rwanda |
| 4. Set realistic timelines for procurement and other project implementation activities, facilitates implementation, increases confidence and motivation and reduces stress  | Project management team                                 |
| 5. Over control by strategic leadership demotivates project management team. Instead, trust and regular demand driven support from strategic managers (BTC representation and NCBS management team) is critical for project success | BTC representation and NCBS management                  |
| 6. Applying rolling wave planning approach is the most appropriate for complex strategic capacity building in instable environment. Rigid and detailed planning should be optional for aspects that are simple and ease to forecast | Project management team                                 |

## 4 Annexes

### 4.1 Quality criteria

BELOW THE TOTAL SCORE OF THE QUESTIONNAIRE ON 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  |   |   |
| <b>1.1 What is the present level of relevance of the intervention?</b>   |   |  |   |   |
|  | 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.  |   |   |
| <b>1.2 As presently designed, is the intervention logic still holding true?</b>  |   |  |   |   |
|  | 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). |   |   |
| X  | 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 |   |
| <b>2.1 How well are inputs (financial, HR, goods &amp; equipment) managed?</b>  |   |  |   |   |
|   | 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. |   |   |

|  |          |   |
|--|----------|---|
|  | <b>C</b> | Availability and usage of inputs face problems, which need to be addressed; otherwise results may be at risk.   |
|  | <b>D</b> | Availability and management of inputs have serious deficiencies, which threaten the achievement of results. Substantial change is needed.                                       |
| <b>2.2 How well is the implementation of activities managed?</b> |          |   |
|  | <b>A</b> | Activities implemented on schedule  |
|  | <b>B</b> | Most activities are on schedule. Delays exist, but do not harm the delivery of outputs  |
| X  | <b>C</b> | Activities are delayed. Corrections are necessary to deliver without too much delay.  |
|  | <b>D</b> | Serious delay. Outputs will not be delivered unless major changes in planning.  |
| <b>2.3 How well are outputs achieved?</b>                        |          |   |
|  | <b>A</b> | All outputs have been and most likely will be delivered as scheduled with good quality contributing to outcomes as planned.   |
|  | <b>B</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  | <b>C</b> | Some output are/will be not delivered on time or with good quality. Adjustments are necessary.  |
|  | <b>D</b> | 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. |

|  |          |  |          |          |
|--|----------|--|----------|----------|
| <b>3. EFFECTIVENESS TO DATE: Degree to which the outcome (Specific Objective) is achieved as planned at the end of year N</b>  |          |  |          |          |
| <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> |          |  |          |          |
| <b>Assessment EFFECTIVENESS : total score</b>  | <b>A</b> | <b>B</b>   | <b>C</b> | <b>D</b> |
|  |          | X  |          |          |
| <b>3.1 As presently implemented what is the likelihood of the outcome to be achieved?</b>  |          |  |          |          |
|  | <b>A</b> | Full achievement of the outcome is likely in terms of quality and coverage. Negative effects (if any) have been mitigated.   |          |          |
| X  | <b>B</b> | Outcome will be achieved with minor limitations; negative effects (if any) have not caused much harm.  |          |          |
|  | <b>C</b> | 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.  |          |          |
|  | <b>D</b> | The intervention will not achieve its outcome unless major, fundamental measures are taken.  |          |          |
| <b>3.2 Are activities and outputs adapted (when needed), in order to achieve the outcome?</b>  |          |  |          |          |
|  | <b>A</b> | 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>B</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.  |          |          |
|  | <b>C</b> | 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 | <b>A</b> | Financial/economic sustainability is potentially very good: costs for services and maintenance are covered or affordable; external factors will not change that. |
|   | <b>B</b> | Financial/economic sustainability is likely to be good, but problems might arise namely from changing external economic factors.                                 |
|   | <b>C</b> | Problems need to be addressed regarding financial sustainability either in terms of institutional or target groups costs or changing economic context.           |
|   | <b>D</b> | 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?**

|   |          |   |
|---|----------|---|
|   | <b>A</b> | 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.   |
| X | <b>B</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. |
|   | <b>C</b> | 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.                     |
|   | <b>D</b> | 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?**

|   |          |   |
|---|----------|---|
|   | <b>A</b> | Policy and institutions have been highly supportive of intervention and will continue to be so.   |
| X | <b>B</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. |
|   | <b>C</b> | Intervention sustainability is limited due to lack of policy support. Corrective measures are needed.   |
|   | <b>D</b> | 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 | <b>A</b> | 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>B</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. |
|   | <b>C</b> | 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.  |
|   | <b>D</b> | 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 Outcome Journal for Coordination Outcome: SACB project (monitoring sheet)

### EXAMPLE : NATIONAL CB COORDINATION FORUM

**Function of the Outcome Journal:** to track progress of NCBS accomplishment on the mentioned Outcome Challenge in order to make the SACB project understand how its actions do (or donor) influence the NCBS as their direct partner.

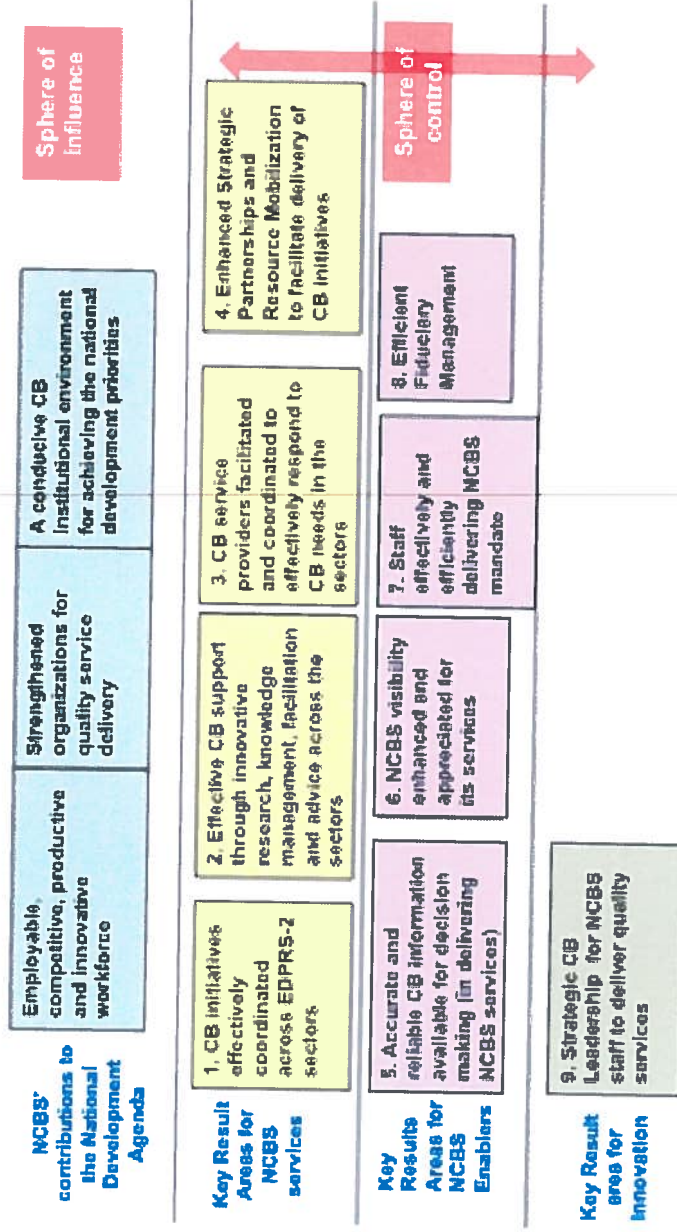
| Working date:                               |   |   |   |   |   |   |   |   |   |    | Baseline:   |  |
|---|---|---|---|---|---|---|---|---|---|----|---|--|
| Contributors to Monitoring update:          |   |   |   |   |   |   |   |   |   |    | Names:  |  |
| Outcome challenge<br>(CBCoordination Forum) |   |   |   |   |   |   |   |   |   |    | NCBS regularly organises and facilitates dialogues and interactions on strategic Capacity Development (CD) issues.<br>NCBS facilitates CD policy analysis & action research to influence CD decisions and policies.<br>NCBS staff (cluster specialists) actively lead and oversee the CD interventions/initiatives in the sector level structures |  |
| Scoring                                     |   |   |   |   |   |   |   |   |   |    | <b>Progress Markers*:</b>   |  |
| Low   |   |   |   |   |   |   |   |   |   |    | Expect to see:  |  |
| 0   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Evidence  |  |
|   |   |   |   |   |   |   |   |   |   |    | NCBS has CBCF desk in place and operational (desk, staff, equipment, calendar of events....)  |  |
| Scoring:                                    |   |   |   |   |   |   |   |   |   |    | Like to see:  |  |
| 0   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Evidence  |  |
|   |   |   |   |   |   |   |   |   |   |    | NCBS engages stakeholders to actively participate in the CBCF functioning (meetings & sharing views)<br>NCBS CBNF desk informs and communicates with CD stakeholders timely and adequately<br>NCBS collaborates with CBCF partners to facilitate implementation of resolutions & recommendations e.g. National CD Policy & Strategy               |  |
| Scoring:                                    |   |   |   |   |   |   |   |   |   |    | Love to see:  |  |
| 0   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Evidence  |  |





### 4.3 NCBS Strategy Map (2014 – 2019)

## NCBS Strategy Map (2014 – 2019)



#### 4.4 Decisions taken by the Steering Committee and follow up

| N | Decision   | Date     | Deadline  | Responsible | Status of the decision | Action   | Responsible | Deadline  | Progress | Status    |
|---|--|----------|-----------|-------------|------------------------|--|-------------|-----------|----------|-----------|
| 0 |  |          |           |             |                        |  |             |           |          |           |
| 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    |          | 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  | 01-      | August    | ES          | Implemented            | Appointment letters  | ES          | August    | Done     | Comp      |

| N | Decision  | Date     | Deadline  | Responsible        | Status of the decision | Action  | Responsible        | Deadline  | Progress | Status     |
|---|---|----------|-----------|--------------------|------------------------|---|--------------------|-----------|----------|------------|
| 0 | following positions in the new structure of NCBS will participate in the PSC as non voting members:<br><ul style="list-style-type: none"> <li>- Director of Administration and Finance Unit</li> <li>- Director of Internship Program and Continuing Professional Development</li> <li>- Division Manager Capacity Building Strategic Operations &amp; Quality Assurance</li> <li>- Division Manager Capacity Building Sector</li> <li>- Coordinator SPIU01-</li> </ul> | 09-13    | 14        |                    | nted                   | to be sent to the SC  |                    | t 14      |          | leted      |
| 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 | Impleme nted           | Elaboration of PSC Operating rules for the first meeting of the PSC | Project Co-manager | August 14 | Done     | Comp leted |
| 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                 | Impleme nted           | Induction on BTC Procedures   | Project Co-manager | NA        | Done     | Comp leted |
| 9 | One SPIU Accountant will do the accounting for the project (and possibly  | 01-09-   | NA        | DI                 | impleme nted           | The ToRs and provisions of the                                      | Project Co-        | NA        | Done     | Comp leted |

| N  | Decision  | Date     | Deadline | Responsible       | Status of the decision | Action   | Responsible          | Deadline | Progress          | Status    |
|----|---|----------|----------|-------------------|------------------------|--|----------------------|----------|-------------------|-----------|
| 0  | other project in the SPIU) and will be fully funded by the project  | 13       |          |                   |                        | contract for the accountant clearly indicate that the accountant will do the accounting for projects under SPIU and that the position is fully | manager              |          |                   |           |
| 10 | The SPIU driver will act as part time driver for the project and will be fully funded by the project. Supporting project activities must be his first priority  | 01-09-13 | NA       | DI                | implemented            |  | DI                   | NA       | Done              | Completed |
| 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 ES and Change Co-Manager +weekly NCBS management meeting   | Change Co-manager    | NA       | Done and ongoing  | ongoing   |
| 12 | The decision regarding hiring 3 fiduciary coaches needs to be analyzed further  | 01-09-13 | June 14  | DI                |                        | Agreement on job description and profile between   | For BTC: Formulation | 11-10-13 | Procurement coach | ongoing   |

| N<br>o | Decision  | Date     | Deadline | Responsible | Status of the decision | Action   | Responsible                          | Deadline | Progress   | Status    |
|--------|---|----------|----------|-------------|------------------------|--|--------------------------------------|----------|--|-----------|
|        |   |          |          |             |                        | NCBS and BTC, on the basis of description of SPIU and description of responsibilities in TFF | Manager, PO; For NCBS: ES AGI Advise |          | recruited Draft ToR for Financial Management coach available |           |
|        |   |          |          |             |                        | Design of assessment method and tools (written and oral)                                     | -                                    | -        | Assessment was initiated and later cancelled                 | Cancelled |
|        |   |          |          |             |                        | Assessment of 3 former PSCBS staff   | Independent Assessment committee     |          | Cancelled  | Cancelled |
| 1<br>3 | 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 |

| NO | Decision   | Date     | Deadline | Responsible | Status of the decision                            | Action  | Responsible | Deadline | Progress | Status   |
|----|--|----------|----------|-------------|---|---|-------------|----------|----------|--|
| 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<br>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 functioning of NCBS.<br><br>For the position of program manager, Ms Joanne Muhaya will be appointed, starting 1st September 2013.<br>For the position of procurement management specialist, M. Cassian Mugume will be appointed; starting 1st October 2013.<br>For the position of M&E specialist, Ms             | 01-09-13 | Oct 13   | ES          | Implemented but payment issues not fully resolved | Appointment of Ms Joanne Muhaya to the position of program manager<br>Appointment of Mr, Cassian Mugume to the position of procurement management specialist<br>Appointment of Ms Judith Katarwa to the position of M&E specialist          | ES          | Oct 13   | Done     | Salary reimbursement to be done<br>Salary reimbursement to |

| N | Decision   | Date     | Deadline | Responsible        | Status of the decision | Action   | Responsible | Deadline | Progress | Status                          |
|---|--|----------|----------|--------------------|------------------------|--|-------------|----------|----------|---------------------------------|
| 0 | <p>Judith Katarawa 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 SPU scale will apply, as approved by the board of NCBS.</p>  |          |          |                    |                        | <p>Appointment of M. Richard Musuhukye to the position of Financial management specialists</p> <p>Signature of short time work contract between NCBS and these 4 people, until 31st December 2013.</p> | ES          | Oct 13   | Done     | Salary reimbursement to be done |
| 1 | <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 more money available for the position and create unnecessary frustration with the future incumbent.</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                       |
| 1 | <p>Budget lines: Z_01_02 Project</p>   | 01-      |          |                    | Implemented            | Transfer the surplus from budget line Z_01_01 to a regie contingency line (to be created)  | MAF         | -        | Done     | Completed                       |
|   |  |          |          |                    |                        | Change the budget  | Project     | -        | Done     | Comp                            |

| N | Decision   | Date     | Deadline | Responsible | Status of the decision | Action  | Responsible        | Deadline | Progress   | Status        |
|---|--|----------|----------|-------------|------------------------|---|--------------------|----------|--|---------------|
| 0 |  |          |          |             |                        |   |                    |          |  |               |
| 7 | <p>Accountant and Z_01_03 Driver<br/> 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> | 09-13    |          |             | nted                   | <p>lines Z_01_02 Project Accountant and Z_01_03 Driver from direct management to co-management</p> <p>Align the budget lines Z_01_02 Project Accountant and Z_01_03 Driver with the SPIU salary scale</p> | Co-Manager         |          |  | leted         |
|   |  |          |          |             |                        | <p>Transfer the surplus from the budget lines Z_01_02 Project Accountant and Z_01_03 Driver to the co-management contingency budget line</p>  | Project Co-Manager | -        | <p>Accountant salary aligned to SPIU scale<br/> Driver salary aligned to BTC scale<br/> Done</p> | Comp<br>leted |
| 1 | <p>It is decided that no actual work on project content will start before the technical team is in place</p>   | 01-09-13 |          |             | Imple<br>mented        |   |                    |          |  |               |
| 8 |  |          |          |             |                        |   |                    |          |  |               |



| N  | Decision  | Date     | Deadline | Responsible        | Status of the decision                        | Action  | Responsible        | Deadline | Progress                            | Status                        |
|----|---|----------|----------|--------------------|---|---|--------------------|----------|-------------------------------------|-------------------------------|
| 19 | BTC PO and NCBS acting executive secretary must speed-up recruitment processes and logistical aspects. Detailed plans for the various recruitment processes must be provided to chair, ES NCBS and co-chair before October 11   | 01-09-13 | Oct 13   | BTC PO +ES         | Implemented                                   | Complete the recruitment process  | BTC PO +ES         | Sept 13  | Done                                | Completed                     |
| 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.<br>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.<br>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 reimbursment | 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 reimbursment | Remain in salary reimbursment |
| 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   | 21-05-14 |          | Project Co-manager | Done  | Creation of Z_02_03 budget line and transfer of Euro 4000 from reserve regie to this budget                             | Project Co-manager | -        | Done                                | Completed                     |

| N | Decision   | Date     | Deadline | Responsible        | Status of the decision | Action  | Responsible        | Deadline | Progress                                       | Status    |
|---|--|----------|----------|--------------------|------------------------|---|--------------------|----------|--|-----------|
| 0 | budget line to this new budget line is approved  |          |          |                    |                        | line  |                    |          |  |           |
| 2 | 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                | Done                   | -   | Project Co-manager | -        | Done   | Completed |
| 2 | 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 | Late                   | 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 | On track  |
| 3 |  |          |          |                    |                        | Approval of the proposal regarding the coaches by the   | RR+ES              |          | Concept note to be                             | Late      |

| NO | Decision   | Date     | Deadline | Responsible        | Status of the decision | Action  | Responsible        | Deadline | Progress  | Status    |
|----|--|----------|----------|--------------------|------------------------|---|--------------------|----------|---|-----------|
|    |  |          |          |                    |                        | Executive Secretary of NCBS (Project Budget Manager) and the Resident Representative of BTC (Project Co-Budget Manager) |                    |          | approved  |           |
| 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. | 19-08-13 |          | Project management | Implemented            | Brainstorming on the Concept note on Coaching framework between SACB PMU, NCBS and BTC RR as well as other BTC projects | Project Management | Feb 15   | Draft Concept note available and shared with NCBS and BTC | On track  |
| 25 | The PSC approves the proposal to update the TFF to reflect the new   | 19-08-   | 31-10-14 | Project management | Late                   | Keep the requirement of previous 5 year working experience and apply the SPIU salary scale for the accountant           |                    |          | Accountant board since January 2015                       | Completed |
|    |  |          |          |                    |                        | Review the TFF in accordance with the   | Project management | Oct 14   | Proposal for TFF  | Late      |

| NO | Decision  | Date   | Deadline | Responsible | Status of the decision | Action   | Responsible                               | Deadline                     | Progress  | Status                        |
|----|---|--------|----------|-------------|------------------------|--|---|------------------------------|---|-------------------------------|
|    | 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 | 13     |          | ement       |                        | new strategic plan of NCBS and submit it to the PSC for approval<br><br>Approval of the revised TFF by the PSC<br><br>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 | ment<br><br>PSC<br><br>Project management | <br><br>Oct 14<br><br>Oct 14 | modification available after Baseline Report<br><br>To be done in next SC meeting<br><br>Done | <br><br>Late<br><br>Completed |
| 26 | The PSC approves the Operating Rules of the Project Steering Committee and  | 19-08- | NA       |             | Implemented            | Signing the SC operating rules   | PSC                                       | August 14                    | Done  | Completed                     |

| NO | Decision   | Date | Deadline | Responsible | Status of the decision | Action | Responsible | Deadline | Progress | Status |
|----|--|------|----------|-------------|------------------------|--------|-------------|----------|----------|--------|
|    | that voting members should sign them at the end of the meeting | 13   |          |             |                        |        |             |          |          |        |

## 4.5 Updated Logical Framework

|                | <b>TFF formulation</b>   | <b>Interpretation</b>   | <b>Outcome challenges</b>   | <b>Sources of verification</b>   |
|----------------|--|---|---|--|
| <b>Impact</b>  | The capacities of public institutions and civil servants to deliver effective services are strengthened  | Institutions/organizations and workforce deliver effective services for improved quality of the life of Rwandans                                |   |  |
| <b>Outcome</b> | The capacities of NCBS to effectively coordinate the strategic approach to capacity building, particularly in Energy, Health and Decentralization sectors are strengthened | NCBS effectively coordinates and supports CD initiatives aligned to NCBS strategy, particularly for Energy, Health and Decentralization sectors | <ol style="list-style-type: none"> <li>1. Coordination Function of NCBS, in particular the CD Coordination Forum</li> <li>2. Coordination function of NCBS with respect to Sector level structures, in particular Health, Energy and Decentralization</li> <li>3. CD Support function of NCBS</li> <li>4. NCBS Internal organizational functioning through Coaching approach</li> </ol> | <p>Annual outcome journals for each outcome challenge</p> <p>NCBS Strategic Plan + annual reviews</p> <p>Sector Strategies and sector CD plans in H.E.D.</p> |

| Output SACB | Logic of the intervention   | Indicators  | Sources of Verification  | Hypotheses   |
|-------------|---|---|--|--|
| 1.          | NCBS' organizational capacities to deliver more effectively on its mandate in terms of systems, workflows and procedures and Human Resources are enhanced                                 | <p>NCBS organization performant in:</p> <ol style="list-style-type: none"> <li>1. Procurement Management</li> <li>2. Financial Management</li> <li>3. M&amp;E</li> <li>4+5 Research and Knowledge Mgt</li> <li>6. Data management including IT</li> <li>7. Human Resources Management</li> </ol> <p>HRD through training and other CD activities</p> <p>NCBS able to monitor and measure its performance against targets set in SP, annual activity plans and is able to review strategies based on performance reviews</p>   | <p>TORs, Contracts and Inception Reports of Coaches</p> <p>Monthly and Annual reports of expert coaches and counterparts</p> <p>NCBS Strategic Plan</p> <p>Annual budget plans and reports</p> <p>Monthly activity plans and reports</p> <p>Performance contracts and appraisals of NCBS staff</p> <p>NCBS CB Plan</p>   | <p>Required capacities for Expert Coaches are available in the market</p> <p>HRD is sufficiently integrated in the performance contracts and appraisals of NCBS staff</p> <p>NCBS M&amp; E capacities sufficiently strengthened to plan and monitor for organizational performance</p>   |
| 2.          | NCBS support in the successful development and implementation of MDAs/Sectors capacity development plans and strategies is effective in particular in Energy, Health and Decentralization | <p>NCBS is effectively overseeing implementation of CD resolutions and recommendations as per the CD policy and strategy, in particular in H.E.D.</p> <p>NCBS is effectively coordinating CD initiatives at sector level structures, in particular in H.E.D.</p> <p>NCBS is providing user friendly CD tools and templates</p> <p>NCBS publishes up to date CD reports and briefs that influence national decisions and policies</p> <p>NCBS is supporting CD service providers to deliver quality CD services</p> <p>NCBS effectively mobilizing CD resources ('branding')</p> | <p>National CD Policy, Strategy and Implementation Plan</p> <p>Sector level CD Strategies and CD plans of H.E.D.</p> <p>CD Handbook, CD toolkit, tools and templates, addressing CD at sector levels</p> <p>Annual State of CB Report, other CD reports and studies</p> <p>Twinning arrangement, exchange programs, benchmarking visits</p> <p>CD projects coordinated by NCBS and CD partners</p> | <p>CD Policy, Strategy and Implementation Plan are approved by Cabinet</p> <p>Sectors are performing in SWGs</p> <p>CD materials are updated and adapted to sector level interventions</p> <p>Research &amp; KM, Data Mgt and M&amp;E sufficiently capacitated to generate CD data and knowledge</p> <p>CD service providers are interested in international standard setting for the services they provide</p> <p>Sufficient stability in NCBS for improvement of quality services</p> <p>DP's continue investing in CD</p> |

| Output SACB | Logic of the intervention  | Indicators  | Sources of Verification   | Hypotheses  |
|-------------|--|---|---|---|
| 3.          | NCBS capacity to respond to and influence a changing environment is enhanced | <p>NCBS organizational performance according to international Quality standards</p> <p>NCBS senior mgt effectively leading NCBS organization</p> <p>NCBS organizational culture strengthened through learning clinics</p> | <p>Identified QM Standard + performance criteria</p> <p>Leadership and Change Mgt program for senior mgt</p> <p>Bullet Proof program for middle mgt</p> <p>Annual Calendar Learning Clinics</p> | <p>NCBS has sufficient organizational stability to improve quality of organizational performance</p> <p>Inputs provided are applied in NCBS and included in performance contracts and appraisals</p> <p>Implementation of calendar Learning Clinics</p> |



| <b>Activities to Reach Result 1</b>   |  |
|---|--|
| <b>Result 1</b>   | <b>Means</b>   |
| 1.1<br>Strengthen Organizational Effectiveness:<br>strengthen the capacities of key internal functions (structures, systems, workflows, procedures and human resources) through expert coaching, training and other capacity development activities | Change co-manager<br>Procurement Management Expert Coach<br>Financial Management Expert Coach<br>M&E Expert Coach<br>Research and Knowledge Mgt Expert Coach<br>Business Data Expert Coach<br>Software Development Expert Coach<br>Human Resources Management & Development Expert Coach<br>Conceptual and operational framework for expert coaches: design, implementation and follow up<br><br>Exchange programs with Centers of Excellence<br>Support implementation of NCBS CB Plan<br><br>Hardware and Software facilities and equipment<br>Printing and dissemination costs, publication costs |
| <b>Activities to Reach Result 2</b>   |  |
| <b>Result 2</b>   | <b>Means</b>   |
| 2.1.<br>Effective coordination and implementation oversight of CD initiatives at national and sector levels   | Support to the National CD Policy, Strategy and Implementation Plan<br>Support strengthening NCBS CD role at sector level structures (SWGs, SSCs etc.), in particular in H.E.D.<br>Support the establishment of the National CB Coordination Forum and the functioning of its operational desk   |
| 2.2.<br>Support to CD guidelines, tools and templates for sector level CD planning  | CD resource persons (HRD, organizational and institutional levels)<br>Consultative Session costs and related logistics costs<br>Technical Assistance to develop and update CD handbook and toolkit<br>Technical Assistance /resource persons to strengthen Strategic HR Capacities<br>Conference, seminar and workshop costs, events management costs<br>Printing and dissemination costs of CD Handbook and Toolkit and other guidelines and templates<br>Research and publication costs for CD documents and reports<br>Field costs  |
| 2.3.<br>Support to CD service providers to deliver quality CD services<br>Results Report  | Benchmarking visits and exchange programs<br>Twinning arrangement and collaborative partnerships<br>Support to training and other CD activities  |
| 2.4.<br>Support to resource mobilization for CD   | Conferences and public events<br>Publications<br>Events management costs   |

| <b>Activities to reach Result 3</b> |   | <b>Means</b>  |
|-------------------------------------|---|---|
| <b>Result 3</b>                     |   |   |
| <b>3.1.</b>                         | Support to leadership and management competencies for effectively influencing CD policies and decisions | Tailor made Leadership and Change Management Program  |
|                                     | Support to leadership and management competencies of NCBS core staff                                    | Bullet Proof Program  |
|                                     | Strengthening organizational culture of NCBS  | Learning clinics costs & out of office sessions<br>Training materials and workshop costs<br>Books and publications<br>Other learning materials<br>Exchange visits and peer learning costs |

## 4.6 MoRe Results at a glance

|   |   |
|---|---|
| Logical framework's results or indicators modified in last 12 months? | Not applicable, SACB baseline just completed  |
| Baseline Report registered on PIT?                                    | Baseline report to be registered on PIT after approval by the SACB Project Steering Committee (foreseen early March 2015)   |
| Planning MTR (registration of report)                                 | MTR exercise is postponed from end of 2015 (as planned in the TFF) to 2016 as project activities started only in the second half of 2014  |
| Planning ETR (registration of report)                                 | Not yet due (foreseen in 2018)  |
| Backstopping missions since 01/01/2012                                | 1 backstopping mission on OD support to NCBS Strategic Planning (May 2014)<br>1 backstopping mission on preparation of the SACB baseline and inputs on the NCBS expert coaching approach (Dec 2014) |

## 4.7 “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: C04

Current: EUR

YTM: Year to month : 31/12/2014

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

| Status   | Fin Mode  | Amount       | Start to 2013 | Expenses 2014 | Total      | Balance      | % Exec |
|--|---|--------------|---------------|---------------|------------|--------------|--------|
| <b>A THE CAPACITIES OF PSCBS TO EFFECTIVELY COORDINATE</b> |   |              |               |               |            |              |        |
| 01 PSCBS capacities to deliver more effectively on its     |   | 3 269 800,00 | 5 762,23      | 200 656,27    | 206 440,60 | 3 069 353,50 | 6%     |
|  | 01 Strengthen the Organizational effectiveness: strengthen    | 1 734 800,00 | 2 833,26      | 103 732,73    | 106 565,99 | 1 628 234,01 | 6%     |
|  | 02 Enhance the capacities of PSCBS Staff to handle the        | 1 106 200,00 | 0,00          | 18 983,32     | 18 983,32  | 1 087 216,68 | 2%     |
|  | 03 Organizational Change Management / Technical               | 147 000,00   | 0,00          | 7 078,45      | 7 078,45   | 139 921,55   | 5%     |
|  | 04 Targeted Technical Assistance, Consultancies and           | 116 000,00   | 2 833,26      | 40 004,51     | 42 837,77  | 73 162,23    | 37%    |
|  | 05 Project Coordinator  | 221 600,00   | 0,00          | 24 228,57     | 24 228,57  | 197 371,43   | 11%    |
| 02 The PSCBS involvement in the successful development     |   | 144 000,00   | 0,00          | 13 437,88     | 13 437,88  | 130 562,12   | 9%     |
|  | 01 Support operationalization of CD tools and templates       | 940 000,00   | 1 452,63      | 41 477,59     | 42 930,22  | 897 069,78   | 5%     |
|  | 02 Development of mechanisms to improve engagement of         | 55 000,00    | 0,00          | 0,00          | 0,00       | 55 000,00    | 0%     |
|  | 03 Organizational Change Management / Technical               | 533 000,00   | 0,00          | 0,00          | 0,00       | 533 000,00   | 0%     |
|  | 04 Targeted Technical Assistance, Consultancies and           | 116 000,00   | 1 452,63      | 41 477,59     | 42 930,22  | 73 069,78    | 37%    |
| 03 PSCBS capacity to respond to and to influence a         |   | 236 000,00   | 0,00          | 0,00          | 0,00       | 236 000,00   | 0%     |
|  | 01 Support Policy function                                    | 612 000,00   | 1 496,34      | 55 447,95     | 56 944,29  | 555 055,71   | 9%     |
|  | 02 Support strategic networking and partnerships              | 30 000,00    | 0,00          | 0,00          | 0,00       | 30 000,00    | 0%     |
|  | 03 Support Strategic utilization of data to inform Policy and | 150 000,00   | 0,00          | 0,00          | 0,00       | 150 000,00   | 0%     |
|  | 04 Support to advocacy, lobbying and resource mobilization    | 60 000,00    | 0,00          | 0,00          | 0,00       | 60 000,00    | 0%     |
|  | 05 Organizational Change Management / Technical               | 60 000,00    | 0,00          | 0,00          | 0,00       | 60 000,00    | 0%     |
|  | 06 Targeted Technical Assistance, Consultancies and           | 116 000,00   | 1 496,34      | 46 510,07     | 48 006,41  | 67 993,59    | 41%    |
|  | 07 Capitalization   | 168 000,00   | 0,00          | 0,00          | 0,00       | 168 000,00   | 0%     |
| <b>X Contingency</b>                                       |   | 30 000,00    | 0,00          | 8 937,88      | 8 937,88   | 21 062,12    | 30%    |
| 01 Contingency   |   | 174 200,00   | 0,00          | 6,69          | 0,00       | 174 200,00   | 0%     |
|  |   | 174 200,00   | 0,00          | 0,00          | 0,00       | 174 200,00   | 0%     |
|  |   | 932 000,00   | 6 537,82      | 193 406,50    | 199 944,32 | 732 055,68   | 21%    |
|  |   | 3 068 000,00 | 0,00          | 70 193,48     | 70 193,48  | 2 997 806,52 | 2%     |
| <b>TOTAL</b>   |   | 4 000 000,00 | 6 537,82      | 263 599,98    | 270 137,80 | 3 729 862,20 | 7%     |



## Budget vs Actuals (Year to Month) of RWA1208411

Project Title : **Support to Strategic Approach to Capacity Building**

Budget Version: **C04**  
 Currency: **EUR**

Year to month: **31/12/2014**  
 Report includes all closed transactions until the end date of the chosen closing

|   | Status | Fin Mode | Amount            | Start to 2013   | Expenses 2014     | Total             | Balance           | % Exec     |
|---|--------|----------|-------------------|-----------------|-------------------|-------------------|-------------------|------------|
| 01 Contingency  |        | COGES    | 94.200,00         | 0,00            | 0,00              | 0,00              | 94.200,00         | 0%         |
| 02 Contingency  |        | REGIE    | 80.000,00         | 0,00            | 0,00              | 0,00              | 80.000,00         | 0%         |
| <b>GENERAL BEANS</b>  |        |          | <b>538.000,00</b> | <b>755,59</b>   | <b>62.941,71</b>  | <b>63.697,30</b>  | <b>475.302,70</b> | <b>12%</b> |
| 01 Wages and Salaries   |        |          | 340.000,00        | 755,59          | 37.954,77         | 38.710,36         | 301.289,64        | 11%        |
| 01 Project Co-Management                                      |        | REGIE    | 190.000,00        | 755,59          | 37.954,77         | 38.710,36         | 151.289,64        | 20%        |
| 02 Project account unit                                       |        | REGIE    | 120.000,00        | 0,00            | 0,00              | 0,00              | 120.000,00        | 0%         |
| 03 Driver   |        | REGIE    | 30.000,00         | 0,00            | 0,00              | 0,00              | 30.000,00         | 0%         |
| 04 Réserve budgétaire en REGIE                                |        | REGIE    | 0,00              | 0,00            | 0,00              | 0,00              | 0,00              | 0%         |
| Deleted   |        |          | 69.000,00         | 0,00            | 0,00              | 0,00              | 0,00              | 7%         |
| 02 General and Statutory contributions                        |        |          | 5.000,00          | 0,00            | 12.387,92         | 12.387,92         | 56.632,08         | 18%        |
| 01 IT and office equipment                                    |        | COGES    | 60.000,00         | 0,00            | 1.036,20          | 1.036,20          | 3.963,80          | 21%        |
| 02 Operational budget (incl stationary, fuel, communications, |        | COGES    | 4.000,00          | 0,00            | 5.429,06          | 5.429,06          | 54.570,94         | 9%         |
| 03 Operational budget   |        | REGIE    | 130.000,00        | 0,00            | 5.902,66          | 5.902,66          | -1.902,66         | 148%       |
| 03 Audit, monitoring, evaluation                              |        |          | 30.000,00         | 0,00            | 12.619,02         | 12.619,02         | 1.17.380,98       | 10%        |
| 01 Evaluations (mid term and final)                           |        | REGIE    | 30.000,00         | 0,00            | 0,00              | 0,00              | 30.000,00         | 0%         |
| 02 Technical backstopping BTC                                 |        | REGIE    | 30.000,00         | 0,00            | 12.619,02         | 12.619,02         | 17.380,98         | 42%        |
| 03 Audit (annual)   |        | REGIE    | 70.000,00         | 0,00            | 0,00              | 0,00              | 70.000,00         | 0%         |
| <b>TOTAL</b>  |        |          | <b>932.000,00</b> | <b>6.537,82</b> | <b>193.406,50</b> | <b>199.944,32</b> | <b>732.055,68</b> | <b>21%</b> |
| COGEST  |        |          | 3.086.000,00      | 0,00            | 70.193,48         | 70.193,48         | 2.997.806,52      | 2%         |
| TOTAL   |        |          | 4.000.000,00      | 6.537,82        | 263.599,98        | 270.137,80        | 3.729.862,20      | 7%         |

