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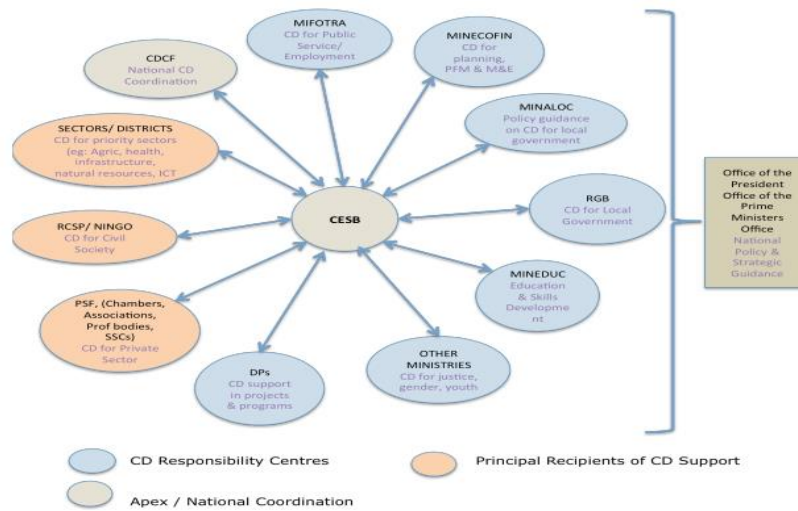


NCBS

National Capacity Building Secretariat

“STRATEGIC APPROACH TO CAPACITY BUILDING (SACB)

RESULTS REPORT 2015
RWA 12 084 11



Effective Coordination mitigates CD overlaps; duplication; scattered and stand-alone initiatives thus minimising wastage of resources, while also ensuring desired impact and alignment with national priorities

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Acronyms

BTC	Belgian Development Agency
BTC HQ	Belgian Development Technical Cooperation Head Quarters
CB	Capacity Building
CBA	Capacity Building Assessment
CBP	Capacity Building Plan
CDCF	Capacity Development Coordination Forum
CD	Capacity Development
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 Finance and Economic Planning
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

Intervention title	Support to strategic Approach to Capacity Building (SACB)
Intervention code	RWA1208411
Location	Kigali
Total budget	4.000.000 Eur
Partner Institution	National Capacity Building Secretariat (NCBS)
Start date Specific Agreement	12 th June 2013
Date intervention start /Start of first AT	03 rd February 2014
Planned end date of execution period	02 nd February 2019
End date Specific Agreement	11 th June 2019
Target groups	The direct beneficiary of the intervention is NCBS and its staff. Final beneficiaries are the people of Rwanda that will have access to better public service delivery. Indirect beneficiaries are Ministries, Departments and Agencies of the Public Sector in Rwanda, with emphasis on Decentralization, Health and Energy institutions.
Impact¹	The Capacities of public institutions and civil servants to deliver effective services are strengthened
Outcome	The capacities of NCBS to effectively coordinate the strategic approach to capacity building in particular in energy, health and decentralization, are strengthened
Outputs	<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>
Year covered by the report	2015

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

1.2 Budget execution

	Budget	Exp 2014	Exp2015	Total exp end 2015	Balance	Disb rate at the end of 2015
Total	4,000,000	273,270	624,380	897,650	3,102,350	22.44%
<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	106,460	294,920	401,380	1,333,420	23,14%
<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	147,670	190,600	796,400	20,28%
<i>NCBSs Capacity to respond to and influence a changing environment is enhanced.</i>	612,000	56,950	50,260	107,210	504,790	17,52%
Contingency	225,100	0	0	0	225,100	0%
General Means	488,100	66,700	131,530	198,460	289,940	40,66%

1.3 Self-assessment performance

Self-assessment performance

The Project management used the MTR report to assess the project performance. However, the score of the MTR on the relevance was adjusted to reflect the reality for the project team did not agree with the MTR conclusion especially matched with scoring criteria set in annual result report.

1.3.1 Relevance

	Performance
Relevance	B

As confirmed by the MTR mission conducted in October 2015, the project aims at supporting NCBS organisation to 1) strengthen performance, 2) effectively deliver CD services to three sectors, and 3) be better prepared to deal with the fast changing CD environment. The project supports the core business of the institution and allowed NCBS to get its Strategic Plan 2014-2019 approved, the CD Policy document drafted, the coaches recruited for its priority areas and training for its staff in management subjects started. Moreover, the project is in line with the National capacity building orientation, especially with the national SCBI, which is to transfer skills through coaches.

The project and its Technical and Financial File (TFF) have been designed with participation of beneficiaries. The TFF allows flexibility by the specific agreement (Art.4.2.) for adjustment and changes at activity level. There is possibility to adjust project interventions to the real needs of NCBS and MDAs and to the national environment that is very dynamic.

The project aims at supporting particularly the 3 concentration sectors supported by Belgium in Rwanda (Health, Energy and Decentralisation). These three sectors are key for the development of Rwanda and contribute to key thematic areas (economic transformation and rural development for energy, productivity & youth employment for health and lastly accountable governance for decentralisation).

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

1.3.2 Efficiency

	Performance
Efficiency	C

There is delay in most activities and thus outputs. It will have an impact on the further planning and on budget execution (22% only) whilst the time execution is 38%. The procurement process especially takes long for most of activities and some of them could not be implement as result of inefficient procurement.

According the MTR team, there is a lot of attention (too much?) for good quality documents which has meant that considerable time and effort has gone into the production of these documents. As a result several deliverables have been delayed. Balancing the three key parameters of the project, notably quality, time and cost was not appropriately addressed by key actors directly involved in the

project implementation.

With regard to the quality of outputs, taking into account the transparency in procurement for service providers and consultants/ experts and recruitment of staff, quality assurance is guaranteed by joint efforts of both NCBS and BTC to standardize results and processes, through the co-management mechanisms. However, to a certain extent it was difficult to build a consensus between NCBS and BTC on the quality of results produced by the Change Co-manager and those achieved by the Procurement management Coach. Some output are/will be not delivered on time or with good quality. Adjustments are necessary.

1.3.3 Effectiveness

	Performance
Effectiveness	C

The available outputs such as the Strategic Plan and the Policy Paper (draft) are owned and used by NCBS. The Coaching Framework and tools have been produced and referred to in defining the coach contracts but not yet used to guide the daily job of a coach. The green paper policy on CD which is at the moment at the stage of a green paper, is expected to *“create an enabling framework for providing capacity development support that delivers results.”*

The Capacity Development Coordination Forum is supposed to meet twice a year. However, in 2015 the CDCF meeting was held only once, and it is too early to appreciate to which extent this forum will be instrumental in CD coordination.

The progress of project outputs is insufficient to appreciate the contribution to the outcome of the intervention. Coaches have to show their added value in the transfer of know-how and skills. The one year pilot coaching phase by the Procurement Management Coach could not be easily successful because of, but not limited to - limited capacities of the counterpart (procurement officer); and limited personnel in the procurement unit, especially the position of a Procurement Management Specialist. A decision was taken by the PSC to recruit a Procurement Management Specialist and another Procurement Management Coach. Only 2 out of 6 coaches planned are on board and only the Data Analyst Coach was able to produce an Inception Report with a clear picture of the change to be brought about by the Data Analysis coaching. After more than three months and half for a 12 months contract, the M&E Expert coach is yet to produce a convincing Inception Report.

Given the need to closely follow-up and follow-through these various coaching assignments especially reviews and quality assurance of their deliverables, practical measures need to be urgently undertaken by NCBS concerned Divisions to improve contract management and assessment of performance of the Coaches.

1.3.4 Potential sustainability

	Performance
Potential sustainability	B

The sustainability of the project rests on the following three key factors:

Ownership by NCBS, the long term nature of some project deliverables and beneficiaries' involvement in all steps of the project implementation from planning to evaluation and post-evaluation decision-making process.

The SACB is 100% imbedded in NCBS structures, with the NCBS management team responsible and accountable for the successful implementation of activities.

The project has adopted the demand driven principle where each activity, to be implemented must meet at least two conditions: (1) It must be a request from NCBS division/unit and (2) aligned with NCBS strategic plan.

Most of the results achieved by the project so far will have long term effect not only in NCBS but also across the whole country. It is believed that the CD policy once approved, will guide all CD initiatives across all sectors for a period of at least five years. The coaching and mentoring toolkit and other tools that will be developed under the project support are expected to have long term impact on individual, organizational and institutional capacity in Rwanda. In addition, some of the developed tools such as the procurement process map have incorporated the sustainability assessment as compulsory.

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



Regardless of the above set up and implementation arrangement that safeguard the project sustainability, a number of factors must be monitored to avoid sustainability erosion. Consistency between the planning, implementation and control as part of quality assurance need to be improved. It has been observed that internal NCBS capacity to manage contract needs to be improved not only to ensure effectiveness but also sustainability. Simply put, it is unbelievable to think of sustainability of a change that never happened.

3.2 Conclusion

It is unbelievable to think of sustainability of a change that never took place. In 2015 the SACB project contributed to considerable NCBS achievements such as the green paper of the CD policy, Coaching and mentoring toolkit, improved legal practices, improved NCBS management capacity through bullet proof manager training program, hired coaches, standardized and centralized CB data at NCBS for easier use and fact based decision making and improved communication.

However, it goes without saying that, most of these achievements are

intermediate results which require consistent, logical and harmonized follow up if significant change and its value for money need to be considered as part of the project's success.

National execution official	BTC execution official
	
Director of Intervention	Project co-manager

2 Results Monitoring

2.1 Evolution of the context

2.1.1 General context

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).

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

In June 2015 the Government of Rwanda announced another institutional reform aiming at re-arranging responsibilities under the current NCBS; NEP at MIFOTRA; and skills development component in science and technology under NSTC to become CESB. The law instituting this new organization CESB has been passed by the Plenary in Parliament and is currently being reviewed by the concerned Parliamentary Commission before further reviews and approvals by the competent organs.

As soon as the Law establishing CESB is enacted, the Government shall share the mandate, responsibilities and new attributes with key stakeholders.

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.

In 2014, the SACB project supported 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. After the up-to-date NCBS strategic plan was ready, the SACB project was in obligation to review and update its logical framework and align it with NCBS strategic plan in order to ensure its relevance. The SACB framework review was undertaken as part of the process of developing the project baseline which was finalised in March 2015.

The announcement of the creation of a merger organization, CESB, which will put together the current NCBS and NEP, brought a mixture of expectations and

behaviours from CD stakeholders in general and NCBS in particular. Proactively NCBS initiated some activities aiming at managing risks that would be triggered by the creation of CESB, and at the same time fear to initiate some deep initiatives was observed. It is in this regard that the development of the CD policy was accelerated, to avoid that the new organization lands in unregulated environment. By the same token, some important activities such as the development of the procedures and operations manual (POM) was put on hold as a result of the fear that it would be obsolete after the new organization is put in place.

2.1.3 Management context: execution modalities

Whilst in 2014 the project had a rather inaccurate plan and low execution rate, the 2015 plan was more realistic and the execution rate significantly increased, due to improved planning coordination and better follow-up by the project management.

Withstanding the observed improvement in planning and follow-up of project activities, the project implementation is still facing remarkable delays and other co-management issues due to the following:

The project underwent a rather high co-managers' turnover. 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. After one year and half, the change-co-manager also left the project team.

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

In the context of bilateral cooperation, frank dialogue on sensitive issues pertaining to project implementation is a key factor for success.

2.1.4 Harmo context

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

The strategic planning process conducted by NCBS with the support of the SACB project confirmed that NCBS internal capacity to coordinate and oversee capacity building initiatives as well as its capacity to influence the changing environment

needed to be strengthened. The project baseline developed in the first quarter of 2015 is aligned with the NCBS strategic plan with most of indicators drawn from NCBS monitoring matrix. The NCBS M&E team played the lead role in the development of the SACB project monitoring matrix and they are expected to lead the SACB data collection and analysis with respect to the monitoring and evaluation framework. The project midterm review conducted in October 2015 concluded that *“The project aims at supporting particularly 3 sectors (Health, Energy and Decentralisation). These three sectors are key for the development of Rwanda and contribute to key thematic areas (economic transformation and rural development for energy, productivity & youth employment for health and lastly accountable governance for decentralization)”*.

The SACB project supports the operations of the Capacity Development Coordination Forum (CBCF) and the development of the National Capacity Development Policy and Strategy. The Forum is the main platform to address these strategic capacity development issues and its 2015 meeting held in November provided important recommendations that were very critical for the improvement of the draft policy. The overall objective of this policy is to “create an enabling framework for providing capacity development support that delivers results.” It identifies sectors as the main focus of CD support and recognizes the role of multiple actors in delivering CD support to sector stakeholders.

2.2 Performance outcome



The outcome of the SACB is ***‘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 Journal for NCBS Coordination Role

Outcome challenge (CB Coordination Forum)	<ol style="list-style-type: none"> 1. NCBS regularly organises and facilitates dialogues and interactions on strategic Capacity Development (CD) issues. 2. NCBS facilitates CD policy analysis & action research to influence CD decisions and policies. 3. NCBS staff (cluster specialists) actively lead and oversee the CD interventions/initiatives in the sector level structures 	
Progress Markers		
Scoring from 0 (low) to 10 (high)	Expected to see	Evidence
7	NCBS has CDCF desk in place and operational (desk, staff, equipment, calendar of events....)	Desk appointed at NCBS (Nicholas and Sylvia – Social Cluster Specialists), prepared the CDCF meeting and wrote the minutes. However no calendar of the CDCF events.
	Like to see:	Evidence
7	NCBS engages stakeholders to actively participate in the CDCF functioning (meetings & sharing views)	Consultations of members of CDCF on CD policy, Communications through newsletter
5	NCBS CDCF desk informs and communicates with CD stakeholders timely and adequately	Communication done, but not timely, as it is affected by the bureaucracy of public institutions (within NCBS and other partners institutions)
6	NCBS collaborates with CBCF partners to facilitate implementation of resolutions & recommendations e.g. National CD Policy & Strategy	Most of the Recommendations of the last CDCF implemented. e.g second round of consultations before the final version of the green paper of the CD policy.
	Love to see:	Evidence
6	NCBS actively leads and influences CD National and Sectoral policies and decision making	NCBS took the lead in developing the operational framework for sector skills councils (approved by the cabinet), CD policy and work learning policy,

With respect to Sector level structures (in particular in H.E.D)	NCBS staff (cluster specialists) actively leads and oversees the CD interventions/initiatives in the sector level structures	
Progress Markers		
Scoring from 0 (low) to 10 (high)	Expected to see	Evidence
6	NCBS is clear on its roles and functions with respect to sector level structures.	NCBS legal framework clarifies the NCBS mandate in general. Some toolkits and manuals provide guidance. However, the clarity about its roles and functions with respect to sector level structures will become clearer after the approval of the National CD policy, strategy and other subsequent documents
6	NCBS has communicated its roles and functions to sector level structures and acts accordingly	Session with CB providers. Sectors skills councils. Feedback to CB plans.
	Like to see:	Evidence
7	NCBS taking stock of existing and past successful CD initiatives and drawing lessons learned to improve CD interventions (*)	Post CB assessment. Annual state of Capacity building report (new ToR) informed by the previous report. MTR. However, the use of lessons learned needs to be improved.
4	NCBS leads sector level research on CD initiatives to inform decision making	A draft of the research agenda as a good start. Some studies conducted but with no evidence on the influence on decision making.
8	NCBS leads sector stakeholders to plan & implement their CD in line with their SP & Sector strategy plans and mandates (*)	Active participation in planning (organized by MINECOFIN) and leading its CB plan components. NCBS influenced MINECOFIN to include CB activities in the first planning and budget call circular. . By virtue of its mandate, NCBS attended all sector planning consultations at MINECOFIN and will also be attending the subsequent sector budget consultations.
	Love to see:	Evidence
5	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	Green paper of the CD policy, as a tool that will regulate and guide CD initiatives across the country. Coaching and mentoring toolkit (finalized, but was not yet disseminated to other users outside NCBS)

Outcome Journal for NCBS Support function Outcome

Outcome challenge Support Function	<ol style="list-style-type: none"> 1. NCBS provides active CD support through innovative research, knowledge management, facilitations and advice across the sectors. 2. NCBS mobilises resources to facilitate delivery of CD initiatives. 3. CD service providers facilitated and coordinated to effectively respond to CD needs in the sectors. 4. NCBS is appreciated is appreciated for its lead role in CD. 	
Progress Markers		
Scoring from 0 (low) to 10 (high)	Expected to see	Evidence
6	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.	M&E manual updated, Knowledge Management developed, communication strategy developed. Coaching and mentoring toolkit developed. However, follow up of the use of these tools needs to be up-scaled.
10	NCBS supports CD holistically at 3 levels (Institutional, organisational and individual) by organising, training, coaching, mentoring and learning events.	CD policy green paper, TA to SCBI sector, coaching and mentoring activities
5	NCBS mobilizes the financial resources needed for identified Capacity Development at Sector level	NICHE II, Capacity development Value Chain for Potato
8	NCBS proposes allocation for financial resources for CD Strategies & Plans (Capacity Building fund)	Budget consultations, CB plans consultations.
	Like to see:	Evidence
6	NCBS functions as a knowledge-body for CD.	CB toolkit, M&E manual, monthly newsletter, coaching toolkit
7	NCBS monitors and follows up the capacities of organisations to deal with their CD needs according to provided guidelines & standards	CB plans and feedback, pre-and post-training toolkit, internship guidelines
7	NCBS is closely collaborating with MIFOTRA, PSC and other HR related institutions on organisation Capacity Development issues	HRMO, public service commission carried out an audit on NCBS function on training and gave recommendations.
	Love to see:	Evidence
5	NCBS has standardised and harmonised all CB interventions at Sector level in line with the National Development Agenda	CB planning meeting and feedback.
2	NCBS leading in changing CD environment by: CD Policy recommendations & - Guidelines / frameworks	Only the green paper of the CD policy. CDCF needs to be supported by TWG
3	NCBS links all CD actors (state & non-state) for synergies, harmonisation of efforts (value for money)	CDCF, CD providers forum

Outcome Journal for strengthening NCBS organisation through expert coaching approach

strengthening NCBS organisation through expert coaching approach	NCBS has strengthened its internal organisation functions, through application of Coaching approach, to effectively provide CD coordination and support. NCBS and BTC appreciate skills development and learning through coaching.	
Scoring from 0 (low) to 10 (high)	Progress Markers*:	
	Expected to see	Evidence
9	NCBS has approved a conceptual and operational framework for coaching and mentoring approach	Coaching and mentoring framework approved by both NCBS and BTC. Toolkit developed, approved and implemented in NCBS as pilot while waiting its replication in other institutions in 2016.
5	NCBS has hired the expert coaches	3 out of 6 coaches hired.
6	NCBS counterparts work closely with coaches within the coaching framework	Some counterparts estimate joint work with coaches at 60%.
	Like to see:	Evidence
8	NCBS delivers on its performance contracts	During the evaluation NCBS got 85%
0	NCBS undertakes comparative research of different coaching initiatives nationally and internationally	Not yet done
	Love to see:	Evidence
0	NCBS appreciates the coaching approach	Still early to assess the approach as it is new. The assessment is foreseen in October 2016
5	NCBS recommends the coaching approach for up scaling to national level	Coaching and mentoring toolkit as a standard tool to be used by MDAs. However, by end of December 2015, this tool was not yet communicated to all MDAs.

2.2.2 Analysis of progress made

In 2014, the SACB project supported NCBS to put in place the CDCF which functions as a capacity development overarching sector working group. After the establishment of this forum, the project supported NCBS to put in place a desk responsible for day to day technical follow-up of the preparation of CDCF meetings as well as implementation of recommendations of this forum. Though the desk was created with two staff at NCBS, its functioning needs to be improved both in terms of ensuring regularity of the Forum's meetings and active engagement of the forum members. The announcement, in June 2015, of the creation of a new organization (CESB) that will merge NCBS and NEP, resulted in losing the momentum on the engagement of CD stakeholders through CDCF.

The development of the National CD policy, strategy and implementation plan was a major focus of NCBS management and its key stakeholders, in reshaping the capacity development national environment. With the support of the project, the green paper of the policy was developed and approved after extensive and wide consultation of all key stakeholders.

A key responsibility assigned to NCBS by the Government of Rwanda is to develop an Annual State of Capacity Building Report to provide a strategic outlook on the state of capacity building in the public and private sectors as well as civil society. Despite remarkable achievements from a number of capacity development initiatives, major capacity challenges still exist and hence the need for an annual assessment of capacity building in the country. A major challenge in both the public and private sectors is inadequate information/data to provide input for planning, policy design, capacity building investments, monitoring as well as assessment of the impact of various initiatives. The SACB project is supporting NCBS to develop an Annual State of Capacity Building Report to gather CB information that will enhance accountability through improved monitoring and evaluation of the impact of current sector specific CB initiatives, support policy and planning processes and ensure that new CB investments and initiatives match sector and national priorities.

As part of its mandate to support networking and peer learning between professionals in order to build a stronger national workforce, with the support of SACB project, NCBS in conjunction with the Rwanda Human Resources Management Organization and MIFOTRA, organized a national conference of HRM. The conference provided opportunity to share experience between HR professionals and discuss best practices.

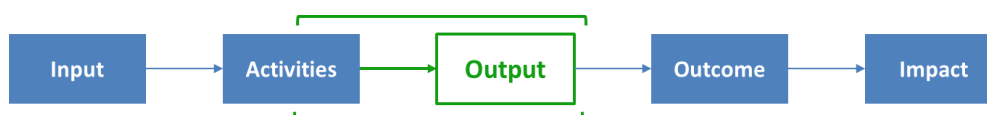
The responsibility entrusted to NCBS is quite complex not only in terms of its intricacy but also its thematic and geographical coverage. To effectively accomplish this role, NCBS needs to be capacitated and equipped with tools, approaches and functional systems. Coaching is an approach that is being implemented by NCBS and partner institutions to strengthen their respective capacities both at individual and organizational level. SACB supported NCBS to clarify this approach by developing a user-friendly toolkit. The toolkit was finalized

and approved, and by end of 2015, it was being used by NCBS. In 2016, the Caching and mentoring toolkit will be disseminated to other institutions that are using coaching as capacity development approach.

2.2.3 Potential Impact

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

2.3 Performance output 1



2.3.1 Progress of indicators

Output 1 : NCBS' organizational capacities to deliver more effectively on its mandate in terms of systems, workflows and procedures and human resources are enhanced				
Indicators	Baseline value	Value 2015	Target 2015	End Target
Staff capabilities in data management strengthened (in line with the coaching process)	CD gaps to be measured: Database admin, IT, CB analyst, M&E and planning	3 coaches + one researcher. Coaching ongoing	50%	Relevant staff (M/F) (6) able to retrieve data requested for and to manage the database
	Data base internship established (1), data base on skills available	Internship database Skills database software		A consolidated national skills database that is effectively

	(but not complete) (2), CB providers' database available and regularly updated. (3) Priority skills database (7 sectors) (4) CD database(5)	being developed (MIFOTRA)		managed, regularly updated and accessible.
Software for data management in place and operational	National internship software, EDMS and IFMIS	National internship software, EDMS and IFMIS, Software available for national skills but CD database to be worked out	75%	Software package for the national skills and CD database
Hardware for data management in place and operational	2 Servers with limited capacity, 4 printers,	5 servers(1 Internship, (2) User management, (3) Applications server, (4) Back-up email (not yet in use) and (5) Back-up NCBS system (not yet in use)	75%	100% hardware functioning
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	25 out of 45 staff of NCBS (55%)	20%	90 % of all NCBS staff (F/M)

Increased customer satisfaction expressed (internal& external)	External customer satisfaction: 51 % of surveyed (MDA) staff that perceive PSCBS services as satisfactory as at 2012 (see note)	Not assessed	60%	80 % customers satisfied
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.	The strategy not yet in place	1	Coherent gender sensitive HR system (HR strategy, POM manual, systems, workflows etc)
HR capacities built	Skills audit on HR competences not yet done. Performance contracts 2012 scored 93% on planning and over 70% of staff performance ToR and inception report Expert coach	Performance contract done	50%	All HR functions performed adequately
Financial systems, workflows in place and operational	IFMIS in place, staff under training; Many staff new and need to be trained.	Processes and procedures to be clarified	1	Fin system in place and functional
staff capacity in finance strengthened in line with job profiles	IFMIS in place, staff under training; Many staff new and need to be trained. ToR and inception report Expert Coach	4 staff of the finance unit trained in IFMS	50%	Financial functions performed adequately
Procurement systems, workflows in	NCBS procurement procedures	POM not yet developed. It is expected	1	Procurement system in place and

place and operational	aligned to the national procurement guidelines.	end of 2016 and will be followed by NCBS quality platform which will identify, map and define all NCBS services and related process and link them to the relevant tools and templates		functional
staff capacity in procurement strengthened in line with job profiles	Procurement staff and user departments need to be trained on procurement. ToR and inception report Expert Coach	POM not yet developed. It is expected end of 2016 and will be followed by NCBS quality platform which will identify, map and define all NCBS services and related process and link them to the relevant tools and templates	1	Procurement functions performed adequately and user departments understand and conform to the processes

2.3.2 Progress of main activities

Progress of <u>main</u> activities ²	Progress:			
	A	B	C	D
Training in leadership and management for NCBS managers		X		
Strengthen procurement management systems and procedures and capacities of NCBS staff		X		
Strengthen Data management of NCBS and coach staff on Data analysis		X		
NCBS ICT management		X		
Strengthen M&E Framework for NCBS and coach staff to develop tools and templates		X		
Support short trainings for NCBS staff approved by CB Committee		X		
Develop and implement NCBS Expert Coaching approach			X	
Update and develop POM to include all divisions, units and departments				X
Strengthen Human resource management systems of NCBS				X
Strengthen knowledge management system and procedures and capacities of NCBS staff				X
Improve financial management systems and procedures of NCBS staff				X

2.3.3 Analysis of progress made

The SACB project supported a high level training of NCBS senior managers and middle managers in leadership and management. The training was a response to a big gap in leadership and management in NCBS given that most of the managers were new in their respective positions. After six months of training, the assessment conducted by the Leadership Impact Solutions LTD, highlights

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significant improvement in leadership and management ranging from improved leadership and managerial skills (created capacity) to positive changes (use of acquired capacity) at organizational level such as better work relationship, achievement of planned target, harmonized Capacity Building plan, aligned and effective use of existing processes and procedures. It also strengthened teamwork among the senior management team and provided strategic thinking skills to the management team.

SACB project support NCBS to develop the Coaching and mentoring framework that provide guideline for the procurement of NCBS coaches and managing contracts related to coaching activities. Project supported a three day workshop to develop the National Coaching and mentoring toolkit which is currently piloted at NCBS and implemented under Strategic Capacity Building Initiative in sectors and Food Security Capacity building project.

With the support of SACB project, over the intensive trainings, the NCBS Legal Adviser acquired legal knowledge, skills to thrive in today's legal environment. The use of acquired skills and knowledge contributed to the harmonization and understanding of the legal issues and challenges appearing in the legal texts. At the moment contracts signed by NCBS are clearer and better harmonized, thanks to useful advices from the Legal Advisor.

Notwithstanding the above mentioned achievement, challenges remain for the project in particular and NCBS in general, not only to plan relevant activities that will answer to the problem behind the creation of SACB project but also to efficiently and coherently implement those them. By end of June 2016, the majority of coaches and TAs funded by the project will be on board. Capacity needs assessment conducted in the past has showed that there is still a gap in both project and contract management in Rwanda. Management of contract is as important as project management. Efforts have been done to improve public institutions in terms project and contract management, but the actual state of affairs is that the gap has persisted and needs special solutions in terms of quality and time management to avoid both delays and unnecessary scope creep. The SACB project plans to improve NCBS and partners institutions in project and contract management through trainings and coaching activities by subject matter experts.

The improvement of the coaching approach remains a strategic objective of NCBS in all partner institutions and with the support of SACB, sharing of lessons and challenges through peer learning sessions will be accelerated in 2016. Monitoring effectively and evaluating efficiently the transfer of skills and knowledge by the coaches to the coachees using the coaching framework will be enhanced.

2.4 Performance output 2

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

2.4.1 Progress of indicators

Output 2 : The NCBS involvement in the successful development and implementation of MDAs Capacity Building strategies is enhanced				
Indicators	Baseline value	Value year 2015	Target year 2015	End Target
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 full-fledged holistic sector plans
6b) Templates for sector CD plans validated	1 template available for institution level, not yet sector level	0	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)	No data available		3 success stories, one from each sector

Output 2 : The NCBS involvement in the successful development and implementation of MDAs Capacity Building strategies is enhanced				
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.	Annual state of Capacity building study ongoing Post-capacity Building report at final stage MTR for SACB and UNDP project		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	NCBS newsletter published monthly Functioning shared drive	1	Research & Knowledge Mgt systems produce x number of CD publications and CD briefs
a) 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 system	Lack of clear M&E methodology and framework; relies mainly on secondary data and reporting is ad hoc. No clear deliverables with sector working group partners further complicates M&E.	50%	M&E systems strengthened and operational

Output 2 : The NCBS involvement in the successful development and implementation of MDAs Capacity Building strategies is enhanced				
Indicators	Baseline value	Value year 2015	Target year 2015	End Target
9 b) Staff capacity in M&E strengthened according to job profiles	HICD inputs to be consolidated. ToR and Inception report Expert coach	Improved capacity in data analysis and interpretation as result of coaching and TA	50%	M&E functions provided timely information for monitoring operational performance
10 a) Number of CD tools provided by NCBS for CD planning and monitoring at sector levels	CB Handbook and (draft) CD toolkit	-	1	Up to date CD Handbook and Toolkit for CD at sector levels
10 b) Number of CD activities supported by NCBS to address CD gaps in sectors;	New HR positions (HR specialists) created in GoR institutions. Capacity gaps in strategic HR identified in MIFOTRA. The need to strengthen existing HR capacities	-	1	GOR institutions performing HR functions for organisational performance adequately
10 c) CD programme for HR specialists in GoR (conference / training)		HRMO National conference organized	1 training program	1 training program

Output 2 : The NCBS involvement in the successful development and implementation of MDAs Capacity Building strategies is enhanced				
Number of linkages/partnerships established between Rwandan service provider and regional/international Centres of Excellence	No agreements in place yet; follow-up of twinning RMI/MSM is explored	CB providers Forum/Community of practice	1	Rwandan service providers are offering CD services with international standards
NCBS has national CD policy, strategy and implementation plan available	ToR for two individual consultants (national & international) advertised	<u>Green paper of the policy</u>		CD policies and guidelines and interventions are supported by national CD policy and strategy.
) Number of sector level (H.E. D.) structures implement x% of recommendations (from the CD CF)	National CD policy and strategy is planned and ready August 2015	CDCF held only once and oriented the CD policy		3 sectors implement x number of recommendations

2.4.2 Progress of main activities

Progress of <u>main</u> activities ³	Progress:			
	A	B	C	D
Development of the CD policy, strategy and implementation plan		X		
Organise Quarterly CB CF meetings and follow up		X		
Support the functioning of CB supplier's forum		X		
Conduct the annual state of CB study			X	
Organise NCBS - HRMO national workshop on HR for Organisational Performance		X		
Awareness workshop on CB services and CB planning			X	
Launch of M&E peer learning				X
Strengthen NCBS Knowledge management and research through expert inputs				X
Review and update the CBF Manual				X

2.4.3 Analysis of progress made

Through consultancy, the Project supported NCBS to develop the National Capacity Development Policy, Strategy and Implementation Plan. This policy, once approved by the Cabinet, will dynamically guide the capacity development interventions in the country. The capacity development strategy is a guide on how the country's capacity development needs and requirements must be addressed. The implementation plan provides guidance to all stakeholders involved in capacity development across the sectors towards addressing capacity needs and in referring to policy objectives and drawing up action plan for implementation plan addressing sectoral targets of the development agenda.

The Capacity Development Coordination Forum was established in 2014. The SACB project supports NCBS in the organization of CDCF meetings and follow-up the implementation of its recommendations. This year the CDCF meeting was organized in November and discussed the CD policy and strategy developed by NCBS with the support of SACB project. Recommendations of the CDCF meeting were very critical for the improvement of the draft policy.

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In its role of quality assurance of CB initiatives, NCBS monitors quality of services provided by CB providers. It is in this regard that NCBS supported the launch CB providers' community of Practice. The purpose of this community of practice is to increase the understanding of members on how CB providers can better meet the current and future capacity needs through internal and external networking.

The SACB project has already created a number of capacities at NCBS. The green paper of the CD policy is available. It is expected to be approved by the cabinet in 2016. Once approved by the cabinet, NCBS, with the support of SACB project will play a leading role in mobilizing sectors for alignment with this CD policy. The three concentration sectors of BTC interventions (HED) will serve as pilot for the policy implementation.

By the same token, other available capacity created with the support of the project such the coaching and mentoring toolkit will be used not only in NCBS but also in other institutions where CB interventions are implemented.

2.5 Performance output 3

2.5.1 Progress of indicators

Output3: NCBS capacity to respond to and influence a changing environment is enhanced				
Indicators	Baseline value	Value year 2015	Target year 2015	End Target
14a) QM standards appropriate for NCBS identified e.g. ISO	One pager on ISO standards (OD expert BTC HQ, May 2014)	No progress		NCBS Q standards identified NCBS Performance managed according to international Q standards
Application	0	No progress		NCBS certified
15) Number of CD resolutions /policy recommendations (high level)	NCBS strategic plan and upcoming CD Policy, strategy and implementation plan	Green paper of CD policy		NCBS 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	12 staff trained and coached in data analysis and management	7 coaches x trainings	CBS staff capacities strengthened for high performance
Score of appreciation of NCBS coaching for organisation performance NCBS	NA	Not yet done	Score 3	5(max on scale of 5)

2.5.2 Progress of main activities

Progress of <u>main</u> activities ⁴	Progress:			
	A	B	C	D
Strengthen NCBS Research Capacities (research agenda)		X		
Organize NCBS MT retreat			X	
Redesign the KM Resource Centre (Organizational)				X
Organize NCBS staff retreat on M&E and understanding everyone roles in their respective sectors				X
Awareness of CB services through production and dissemination of Video, audio and print materials				X

2.5.3 Analysis of progress made

Despite the limited time (few months) spent with the senior researcher, NCBS has started experiencing signs of change in a number of areas. For instance, NCBS started experiencing a shift in the way it was traditionally planning and conducting research and evaluations. The forward looking research agenda that is currently being designed by the senior researcher is a reflection of NCBS's commitment to anticipate the supply and demand of quality capacity development interventions to sustain the national development priorities.

The recruitment of the Senior Researcher has also brought changes in NCBS

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communication strategy. A newsletter that is commonly fed with research related information is sent to NCBS's stakeholders on monthly basis as an informative update of NCBS achievements.

The NISR is the home of the national coordination to collect and archive reliable data, to analyse, document and disseminate data. To overcome the problem of unavailable or scattered CB data, NCBS organized consultation meetings with NISR to ensure CB data are part of data collected and analysed and archived at NISR. At the moment, all requirements are met for NISR to include CB data in its future survey

The SACB project is supporting the improvement and NCBS data analysis through coaching. The Data Analysis Expert Coach procured under the SACB project has assisted NCBS to put in place a system to standardize available and to be collected CB data. For easier access and use within NCBS, a shared drive has been created and is currently used by a big number of NCBS staff.

2.6 Transversal Themes

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

Gender mainstreaming is part of ToR of all coaches and it is expected that some of them such as the Data analysts will include gender aspect in their quarterly reports and success stories.

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 in into NCBS Coordination role	Formulation stage & Dec 2014	Relevance	Medium	High	High	Capacity Building Coordination Forum (CBCF) provides clear directions to the Sectors.	Division Head Sector Support	June 2016	CBCF launched, but meetings are still irregular	Open
2) Reforms GoR affecting stability of NCBS	Dec 2014	Effectiveness	High			Branding of NCBS	ES	Continuous	Ongoing	Open
3) Lack of understanding of NCBS mandate by key stakeholders	Dec 2014	Effectiveness	Medium	Medium	Medium	CD Policy & Strategy validated & to be shared with stakeholders & implemented	ES	Dec 2015	Green Paper of the policy available	Open
						Establish a desk for Coordination Forum (in NCBS)	DI + Change Manager	Continuous	Desk established but not fully operational	Open
4) Mismatch between CB supply side and demand side	Dec 2014	Effectiveness	Medium	High	High	Focus on partnerships to strengthen capacity building providers	Change co-manager	2018	Not yet started	Open

Risks	Period of identification	Risk category	Probability	Potential Impact	Risk level	Mitigation measures	Resp.	Deadline	Progress	Status
5)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
6)Lack of mutual understanding and commitment to the project in terms of co-management & content	Dec 2014	Efficiency/effectiveness	Low	Medium	Medium	Regular exchange on the purpose and importance of co-management and the content of the project.	RR and ES	Continuous	Ongoing	Open
7)Low disbursement rate due to: Low procurement capacity including development of ToR and inadequate planning	Jan 2015	Effectiveness	High	High	High	Project to recruit procurement management Specialist	DI and DELCO	February 2016	Recruitment ongoing	Open
						Use the own management modality for some tenders	DI and DELCO	March 2016	Decision on which tenders to be executed in own management to be taken by PSC of march 2016	Open
8)Strategic Steering of the SACB project in	Dec 2014	Effectiveness	Low	High	Medium	Continuous dialogue at all levels to harmonize procedures and agree	RR	Continuous	Ongoing	Open

Risks	Period of identification	Risk category	Probability	Potential Impact	Risk level	Mitigation measures	Resp.	Deadline	Progress	Status
co-management not having consensus in decisions						on terms				
9)Delays in procurement of national and international TA for SACB activities	Formulation stage & Dec 2014	Efficiency	High	High	Very High	Use Own management for some tenders	DI & Project Co-Manager	Continuous	Ongoing	Open
10)CDCF not fully operational as a CD coordination body due to lack of technical support	Implementation	Effectiveness	Medium	Medium	Medium	Put in place a Strategic support team to provide technical support to the forum	ES	March	Not yet started	Open

3 Steering and Learning

3.1 Strategic re-orientations

1. Effective technical coordination of Expert Coaching

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

2. NCBS organizational performance: quality Platform for better performance and effective service delivery.

Notwithstanding the clarity of its mandate as defined in the Prime Minister order establishing it, NCBS in the retreat held in January 2016 identified lack of clear processes with clear and well defined step as a major challenges to performance and service delivery. A quality platform that identifies, defines and maps all services provided by and within NCBS is a pressing priority. Through the OD coaching expert and a specialized firm, the SACB project will support NCBS to clarify roles and responsibilities across all divisions and units as well as between individual staff. The procedures and operational manual will be developed and user-friendly quality platform including all NCBS processes will be created.

3. Strategic CD Coordination

One of the major responsibilities of NCBS is coordinating CD initiatives across the country. To achieve this purpose, various mechanisms have been put in place, in particular the CDCF. After one year and half of its creation the CDCF meeting was held only twice while it is supposed to be held regularly. The SACB project will support NCBS to ensure the CDCF has required technical support and its meetings are regularly held.

4. Mainstreaming CD within sector and district planning, budgeting and reporting framework

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

In 2014, 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 2016.

3.2 Project implementation re-orientations

Project structure and implementation modalities

After the project midterm review conducted in October 2015, NCBS and BTC have agreed to maintain the co-management by which BTC and NCBS share responsibility of the implementation of the project as defined in in the specific agreement and the TFF as the right implementation modality.

It was observed that, having one co-manager and one change manager on behalf of BTC in the project coordination resulted in unnecessary misunderstanding within the project team. During the 3rd quarter of 2015, the Change co-manager resigned when BTC had also had taken a decision to remove her from the project. After the departure of the Change co-manager, it was decided that instead of two co-managers representing BTC in the project, the project co-manager will be responsible for the project management for both fiduciary and technical/scope aspects. For aspects related to fiduciary management he will be supported by an Administration, Finance and Procurement Adviser. The SPIU Coordinator will remain the DI and act as a project manager and as an authorizing officer for the Rwandan side for all administrative, financial, operational and technical matters, executed in joint responsibility.

3.3 Recommendations

Recommendations	Actor	Deadline
1. Speed up implementation of the project by accelerating the procurement of all coaches and identify possibility to procure some urgent services in own management	DI and DELCO	Ongoing
2. Put in place a technical team to provide strategic support to the CDCF to ensure regular meetings and useful dialogue and information sharing for CD coordination.	ES/NCBS, RR/BTC, MINECOFIN and Belgium Embassy	March 2016
3. Accelerate the support to NCBS organizational performance by developing the NCBS POM and creating a functional NCBS quality platform that identifies, defines and maps all processes and related tools and templates	NCBS Management Team, DELCO	March 2016 onwards
4. Create a mechanisms for regular consultations between SACB project and BTC projects in HED sectors for information sharing and joint activities	DI and DELCO	March 2016 onwards

5 Review and harmonize the SACB baseline, to get a consistent M&E matrix with relevant and SMATR indicators (focusing on the consistency between the indicators name, its baseline values and target values)	Project team, Data analysis coach and SOQA division	31/03/2016
5 Provide specific high level support to NCBS cluster specialists to strengthen their policy analysis and CD sector coordination capacity	DI and DELCO	March 2016 onwards

3.4 Lessons Learned

Lessons learned	Target audience
Open and regular dialogue between partner institutions implementing a bilateral project is a major factors to success and a foundation for sustainability	BTC and NCBS
Clarifying roles and responsibilities for each step of the process increases the likelihood of proper follow-up and achievement of target, increases motivation and reduces delays and stress. Without putting borders within members of the implementing team, efforts should be done to clarify who does what and when?	NCBS management
In an environment where complexity has the command, perfectionism leads to ineffectiveness and should leave place to continuous improvement approach where there is no fear to take risky initiatives which may lead to non-perfect but acceptable results that can be improved at latter stage	Project management team + NCBS MT + BTC
External support to understand the project and develop the baseline, is useful only when the project team and beneficiary institutions are ready to clarify their needs and actively participate in shaping the result of the baseline study. Absence of active and proactive participation may lead to irrelevant indicators and invalid baseline report.	BTC and NCBS
4. Set realistic timelines for procurement and other project implementation activities, facilitates implementation, increases confidence and motivation and reduces stress	Project management team
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:	A	B	C	D
total score		X		
1.1 What is the present level of relevance of the intervention?				
	A	Clearly still embedded in national policies and Belgian strategy, responds to aid effectiveness commitments, highly relevant to needs of target group.		
X	B	Still fits well in national policies and Belgian strategy (without always being explicit), reasonably compatible with aid effectiveness commitments, relevant to target group's needs.		
...	C	Some issues regarding consistency with national policies and Belgian strategy, aid effectiveness or relevance.		
...	D	Contradictions with national policies and Belgian strategy, aid efficiency commitments; relevance to needs is questionable. Major adaptations needed.		
1.2 As presently designed, is the intervention logic still holding true?				
	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 :	A	B	C	D
total score			X	

2.1 How well are inputs (financial, HR, goods & equipment) managed?	
	A All inputs are available on time and within budget.
X	B Most inputs are available in reasonable time and do not require substantial budget adjustments. However there is room for improvement.
	C Availability and usage of inputs face problems, which need to be addressed; otherwise results may be at risk.
	D Availability and management of inputs have serious deficiencies, which threaten the achievement of results. Substantial change is needed.
2.2 How well is the implementation of activities managed?	
	A Activities implemented on schedule
	B Most activities are on schedule. Delays exist, but do not harm the delivery of outputs
X	C Activities are delayed. Corrections are necessary to deliver without too much delay.
	D Serious delay. Outputs will not be delivered unless major changes in planning.
2.3 How well are outputs achieved?	
	A All outputs have been and most likely will be delivered as scheduled with good quality contributing to outcomes as planned.
	B Output delivery is and will most likely be according to plan, but there is room for improvement in terms of quality, coverage and timing.
X	C Some output are/will be not delivered on time or with good quality. Adjustments are necessary.
	D Quality and delivery of outputs has and most likely will have serious deficiencies. Major adjustments are needed to ensure that at least the key outputs are delivered on time.

3. EFFECTIVENESS TO DATE: Degree to which the outcome (Specific Objective) is achieved as planned at the end of year N				
<i>In order to calculate the total score for this quality criterion, proceed as follows: 'At least one 'A', no 'C' or 'D' = A; Two times 'B' = B; At least one 'C', no 'D' = C; at least one 'D' = D</i>				
Assessment EFFECTIVENESS :	A	B	C	D
total score			X	
3.1 As presently implemented what is the likelihood of the outcome to be achieved?				
	A	Full achievement of the outcome is likely in terms of quality and coverage. Negative effects (if any) have been mitigated.		
X	B	Outcome will be achieved with minor limitations; negative effects (if any) have not caused much harm.		
	C	Outcome will be achieved only partially among others because of negative effects to which management was not able to fully adapt. Corrective measures have to be taken to improve ability to achieve outcome.		

	D	The intervention will not achieve its outcome unless major, fundamental measures are taken.
3.2 Are activities and outputs adapted (when needed), in order to achieve the outcome?		
	A	The intervention is successful in adapting its strategies / activities and outputs to changing external conditions in order to achieve the outcome. Risks and assumptions are managed in a proactive manner.
	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.
X	C	The intervention has not entirely succeeded in adapting its strategies to changing external conditions in a timely or adequate manner. Risk management has been rather static. An important change in strategies is necessary in order to ensure the intervention can achieve its outcome.
	D	The intervention has failed to respond to changing external conditions, risks were insufficiently managed. Major changes are needed to attain the outcome.

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

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

Assessment POTENTIAL SUSTAINABILITY : total score	A	B	C	D
		X		

4.1 Financial/economic viability?

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

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

	A	The steering committee and other relevant local structures are strongly involved in all stages of implementation and are committed to continue producing and using results.
X	B	Implementation is based in a good part on the steering committee and other relevant local structures, which are also somewhat involved in decision-making. Likelihood of sustainability is good, but there is room for improvement.
	C	The intervention uses mainly ad-hoc arrangements and the steering committee and other relevant local structures to ensure sustainability. Continued results are not guaranteed. Corrective measures are needed.

	D	The intervention depends completely on ad-hoc structures with no prospect of sustainability. Fundamental changes are needed to enable sustainability.
4.3 What is the level of policy support provided and the degree of interaction between intervention and policy level?		
	A	Policy and institutions have been highly supportive of intervention and will continue to be so.
X	B	Policy and policy enforcing institutions have been generally supportive, or at least have not hindered the intervention, and are likely to continue to be so.
	C	Intervention sustainability is limited due to lack of policy support. Corrective measures are needed.
	D	Policies have been and likely will be in contradiction with the intervention. Fundamental changes needed to make intervention sustainable.
4.4 How well is the intervention contributing to institutional and management capacity?		
	A	Intervention is embedded in institutional structures and has contributed to improve the institutional and management capacity (even if this is not an explicit goal).
x	B	Intervention management is well embedded in institutional structures and has somewhat contributed to capacity building. Additional expertise might be required. Improvements in order to guarantee sustainability are possible.
	C	Intervention relies too much on ad-hoc structures instead of institutions; capacity building has not been sufficient to fully ensure sustainability. Corrective measures are needed.
	D	Intervention is relying on ad hoc and capacity transfer to existing institutions, which could guarantee sustainability, is unlikely unless fundamental changes are undertaken.

4.2 Decisions taken by the Steering Committee and follow up

N0	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
1	PS MIFOTRA, in his quality of President of the Board of NCBS, is the chair of the steering committee, at least for the 1st year of implementation of the intervention. This decision may be reviewed by the original voting members of the steering committee, as set in the original version of the TFF	01-09-13	August 13	ES	Implemented	Option of reviewing the decision after one year	PSC	Feb 15		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 no voting member	01-09-13	August 14	ES	Implemented	Invitation letter describing the	ES	August 14	Done	Completed

NO	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
						intervention and the role of SC to be sent to MINAFFET				
5	The people who will be appointed to the following positions in the new structure of NCBS will participate in the PSC as non voting members: – Director of Administration and Finance Unit – Director of Internship Program and Continuing Professional Development – Division Manager Capacity Building Strategic Operations & Quality Assurance – Division Manager Capacity Building Sector Support – Coordinator SPIU01-	01-09-13	August 14	ES	Implemented	Appointment letters to be sent to the SC	ES	August 14	Done	Completed
6	The PSC requests the project management to propose complete and detailed operating rules for the first meeting of the PSC after the project management is in place	01-09-13	August 14	Project Co-manager	Implemented	Elaboration of PSC Operating rules for the first meeting of the PSC	Project Co-manager	August 14	Done	Completed
7	The SPIU Coordinator will act as a part time (20%) Project	01-09-13	NA	DI	Repealed	-	-	-	-	-

N0	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
	Director for the Project and will be fully funded by the project									
8	One SPIU Program Manager will act as part time (70%) Project Coordinator for the Project and will be fully funded by the project	01-09-13	NA	DI	Implemented	Induction on BTC Procedures	Project Co-manager	NA	Done	Completed
9	One SPIU Accountant will do the accounting for the project (and possibly other project in the SPIU) and will be fully funded by the project	01-09-13	NA	DI	implemented	The ToRs and provisions of the contract for the accountant clearly indicate that the accountant will do the accounting for projects under SPIU and that the position is fully	Project Co-manager	NA	Done	Completed
10	The SPIU driver will act as part time 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	01-09-13	NA	Change Co-manager	implemented	Needs based meeting between NCBS ES and Change Co-	Change Co-manager	NA	Done and ongoing	ongoing

NO	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
	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					Manager +weekly NCBS management meeting				
12	The decision regarding hiring 3 fiduciary coaches needs to be analysed further	01-09-13	June 14	DI		Agreement on job description and profile between NCBS and BTC, on the basis of description of SPIU and description of responsibilities in TFF	For BTC: Formulati on Manager, PO; For NCBS: ES AGI Advisor	11-10-13	Procurement coach recruited Draft ToR for Financial Management coach available	ongoing
						Design of assessment method and tools (written	-	-	Assessment was initiated	Cancelled

NO	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
						and oral)			and later cancelled	
						Assessment of 3 former PSCBS staff	Independent Assessment committee		Cancelled	cancelled
13	Salary deviation from the proposed SPIU scale is not acceptable. If the scale for a particular position (like driver or accountant) does not allow for adequate and timely recruitment, the problem will be examined and solved by the steering committee (upgrading a position is one option).	01-09-13	April 14	DI	Implemented	Applying SPIU salary scale	SC	April 14	Done	Completed
14	The following position: BTC change co-manager (international) and BTC project co-manager (national) for BTC; and SPIU Coordinator (Project Director), SPIU Program Manager (Project	01-09-13	Jan 14	DI +ResRep	Implemented	Recruitment of BTC change co-manager (international) and BTC project co-manager (national) for BTC	RR+DI	Dec 13	Done	Completed
						Recruitment of SPIU Coordinator (Project	RR+DI	Dec 13	Done	Completed

NO	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
	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					Director), SPIU Program Manager (Project Coordinator), SPIU Accountant, SPIU Driver for NCBS				
15	<p>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.</p> <p>For the position of program manager, Ms Joanne Muhaya will be appointed, starting 1st September 2013.</p> <p>For the position of procurement management specialist, M. Cassian Mugume will be appointed; starting 1st October 2013.</p>	01-09-13	Oct 13	ES	Implemented but payment issues not fully resolved	<p>Appointment of Ms Joanne Muhaya to the position of program manager</p> <p>Appointment of Mr, Cassian Mugume to the position of procurement management specialist</p> <p>Appointment of Ms Judith Katarwa to the position of M&E specialist</p> <p>Appointment of M. Richard Musuhukye to the position of</p>	ES	Oct 13	Done	Salary reimbursement to be done
							ES	Oct 13	Done	Salary reimbursement to be done
							ES	Oct 13	Done	Salary reimbursement to be done

NO	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
	<p>For the position of M&E specialist, Ms Judith Katarwa will be appointed; starting 1st October 2013</p> <p>For the position of financial management specialist, M. Richard Musuhukye will be appointed, starting 1st October 2013</p> <p>Short time work contract will be signed between NCBS and these 4 people, until 31st December 2013. The SPIU scale will apply, as approved by the board of NCBS.</p>					<p>Financial management specialist</p> <p>Signature of short time work contract between NCBS and these 4 people, until 31st December 2013.</p>				<p>be done</p> <p>Salary reimbursement to be done</p>
16	<p>Budget line: Z_01_01 BTC Project Co_Manager: It is decided that as soon as the person is recruited, according to BTC salary scale and policies (including possible annual indexation and other benefits), the amount on this budget line will be adapted to the scale and the surplus will be transferred on a regime contingency line (to be</p>	01-09-13	NA	Project Co-manager	Implemented	<p>Adapt the salary of the Project Co-manager to BTC scale and policies</p> <p>Transfer the surplus from budget line Z_01_01 to a regime contingency line (to be created)</p>	MAF	-	Done	Completed

NO	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
	created). This is to avoid the perception that there was more money available for the position and create unnecessary frustration with the future incumbent.									
17	<p>Budget lines: Z_01_02 Project Accountant and Z_01_03 Driver</p> <p>It is decided to change these budget lines from direct management to co-management.</p> <p>Indeed, just like the project coordinator (A_01_05), these two functions will be part of the project SPIU and will be considered as NCBS employees (see table in the beginning of chapter 5.7 on page 71 of the TFF).</p> <p>The amount of these two budget lines will be aligned with the SPIU salary scale and the surplus will be transferred on the co-management contingency budget line</p>	01-09-13			Implemented	<p>Change the budget 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> <p>Transfer the surplus from the budget lines Z_01_02 Project Accountant and Z_01_03 Driver</p>	Project Co-Manager	-	Done	Completed
							Project Co-Manager	-	Accountant salary aligned to SPIU scale Driver salary aligned to BTC scale	Completed
							Project Co-Manager	-	Done	Completed

NO	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
						to the co-management contingency budget line				
18	It is decided that no actual work on project content will start before the technical team is in place	01-09-13			Implemented					
19	BTC PO and NCBS acting executive secretary must speed-up recruitment 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. A short time work contract will be signed between NCBS	01-09-13	Dec 13	ES	Implemented but remaining salary reimbursement	Signature of a short-time work contract between NCBS and M. Peter Malinga for the period ending with 31st December 2013	ES	Dec 13	Done but remain salary reimbursement	Remain salary reimbursement

N0	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
	<p>and M. Peter Malinga, until 31st December 2013. The SPIU scale will apply, as approved by the board of NCBS.</p> <p>The process of the final selection of the SPIU coordinator will proceed as described in decision 14 of SC n°0.</p>									
21	<p>Creation of a budget line in regie Z_02_03 to finance the procurement of the laptops and the SLA between BTC and the change co-manager. A transfer of EUR 4000 from the reserve regie budget line to this new budget line is approved</p>	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 line	Project Co-manager	-	Done	Completed
Procurement of laptops and cover the cost of SLA between BTC and the change co-manager						Project Co-manager	-	Done	Completed	
22	The steering committee approves a budget transfer of 5000EUR from the co-	21-05-14		MAF	Done	-	Project Co-manager	-	Done	Completed

NO	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
	managed funds to self-managed funds to pay the VAT on the ETR invoice for the project RWA0705411									
23	The PSC approves the procurement of the 3 fiduciary coaches through a consultancy service tender. A proposal regarding the profiles needed and their market availability (national, regional or international level), the cost and the duration of their contracts will be submitted to the Executive Secretary of NCBS (Project Chief Budget Manager) and the Resident Representative of BTC (Project Co-Chief Budget Manager) for approval	19-08-14		Project Management	Late	<p>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</p> <p>Approval of the proposal regarding the coaches by the Executive Secretary of NCBS (Project Chief Budget Manager) and the Resident Representative of BTC (Project Co-Chief Budget Manager)</p> <p>Brainstorming on the</p>	Project Management RR+ES		<p>Concept note developed and need to be approved</p> <p>Concept note to be approved</p> <p>Draft</p>	<p>On track</p> <p>Late</p> <p>On track</p>

N0	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
						Concept note on Coaching framework between SACB PMU, NCBS and BTC RR as well as other BTC projects	Management	15	Concept note available and shared with NCBS and BTC	
24	The PSC decides to maintain the requirement of a previous working experience of 5 years, and approves the alignment of the duration of the accountant contract to the duration of the project, subject to annual performance evaluation.	21-05-14		Project management	Implemented	Keep the requirement of previous 5 year working experience and apply the SPIU salary scale for the accountant			Accountant on board since January 2015	Completed
25	The PSC approves the proposal to update the TFF to reflect the new mandate and strategic objectives of NCBS. The project management team will ensure that the alignment will still respect the 3 main result areas of the project framework and that the support to result area 2 will	21-05-14	31-10-14	Project management	Late	Review the TFF in accordance with the new strategic plan of NCBS and submit it to the PSC for approval	Project management	Oct 14	Proposal for TFF modification available after Baseline Report	Late
						Approval of the revised TFF by the PSC	PSC	Oct 14	To be done in next SC	Late

N0	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
	have a specific focus on the 3 priority sectors of Belgian-Rwandan bilateral cooperation (Health, Energy and Decentralization) as described in the original TFF								meeting	
						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	Project management	Oct 14	Done	Completed
26	The PSC approves the Operating Rules of the Project Steering Committee and that voting members should sign them at the end of the meeting	121-05-14	NA		Implemented	Signing the SC operating rules	PSC	August 14	Done	Completed
27	The project steering committee approves recommendation to clarify the division of work between the	06-03-15	31-03-15	RR/BTC	Repealed	Draft ToR	PCM and CCM	25-03-15	Not done	Cancelled

NO	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
	project co-manager and the change co-manager and agree on their respective TORs									
28	The project steering committee approves recommendation that the Pilot Expert coaching will be implemented within NCBS which will learn from it for developing Coaching approach. After reports and revision of the coaching approach, a decision on its replication at larger scale will be made.	06-03-15	30-09-2015	DI and CCM	Late	Prepare report for coaching	DI and CCM	30-09-2015	The procurement coaching was not implemented successfully	Cancelled
29	A presentation of the progress of the CD Policy framework will be done during the next SC meeting. After this presentation a planning for clear actions for alignment will be proposed in order to accelerate NCBS CD coordination and support through the National CD Coordination Forum with applications in priority sectors	06-03-15	30-09-2015	DI and CCM	Implemented	prepare the presentation	DI and CCM	30-09-2015	Presentation done	Completed

N0	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
	H.E.D.									
30	The project steering committee approves the new project structure	06-03-15	immediate	DI, CCM and PCM	Repealed	Update the MONOP	PCM and use it	immediate	done	completed
31	The project steering committee approves the project baseline process and report	06-03-15	immediate	DI and CCM	implemented	Update sheet number 9 of the MONOP	CCM	Immediate	done	completed
32	The project steering committee approves the project operational plan 2015.	06-03-15	immediate	DI and CCM		Update sheet number 13 of the MONOP	CCM	Immediate	done	completed
33	Project activities to be included in the performance contracts of NCBS divisions	06-03-15	immediate	DI	Implemented	Prepare performance contracts	NCBS	30-06-2016	done	completed
34	The Steering Committee approves the SACB project implementation manual seen as the principal reference to guide the functioning of the project during its implementation.	06-03-15	immediate	PCM	Implemented	Share the final copy with concerned staff	PCM	25-03-2016	done	completed
35	The project Steering committee approves the transfer of 10.000 Euros from own management line X0102 contingency to own management line Z0203	06-03-15	15 – 03 - 2015	PCM	Implemented	Revise the project budget	PCM	15-03-2016	done	completed

N0	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
	Operational budget									
36	The project steering committee approves the transfer of the BTC car plate IT806RC to SACB project	06-03-15	immediate	PCM	Implemented	NA	NA	NA	NA	NA
37	Decision No 30 regarding the approval of the project management structure is repealed.	23-09-15	immediate	PCM	Implemented	NA	NA	NA	NA	NA
38	NCBS to share beforehand, the draft National CD policy, strategy and implementation plan with all key stakeholders including DPs and SWGs especially those dedicated to capacity building. It was decided that DPs will be invited in the National CD policy validation session	23-09-15	30- 10 - 2015	SOQA division Head	Implemented	Share then draft policy with stakeholders through email	SOQA division Head	15- 10 -2016	Done	Completed
39	Project activities to be explicitly mentioned in the performance contract to ensure proper follow-up and effective collaboration between the project and heads of divisions.	23-09-15	30- 10 - 2015	DI	Late	Prepare performance contracts that include project activities	DI	31- 10- 2015	Not yet done	Late
40	The PSC decided that a comprehensive/holistic	23-09-15	31- 12- 2015	DI	Implemented	Finalisation of the coaching	DI	31- 10-	Done	Completed

NO	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
	coaching framework acceptable by all stakeholders should be finalized and approved by end of December 2015.					framework		2015		
41	The PSC decided that NCBS will make a presentation on (1) changes done in the ToR and (2) lessons learned from the feedback from stakeholders on the use of the Annual state of CB report	23-09-15	31- 12-2015	SOQA division Head	implemented	compare the two version of ToR and highlight changes and lessons learned	SOQA division Head	31-10-2015	Done	Completed
42	The PSC adopts decision of the backstopping mission report to conduct a midterm review in Oct 2015	23-09-15	30- 11-2015	DI and PCM	implemented	Prepare the ToR and discuss with MDF	DI and PCM	30-09-2015	Done	Completed
43	The PSC decided to request the MTR scheduled in October 2015 to assess the performance of the procurement management coaching and to advise on the way forward. In the meantime the contract with the procurement coach will be extended for 3 months until end of December 2015. After this period the MTR	23-09-15	30- 11-2015	DI and PCM	implemented	Prepare the ToR and discuss with MDF	DI and PCM	30-09-2015	Done	Completed

N0	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
	recommendations will be the basis for a decision on the way forward.									
44	The Steering Committee approves that SACB project will finance the position of ICT Specialist in SPIU. TORs to be revised in order to include IT business analysis skill.	23-09-15	31- 12-2015	DI and PCM	Late	Launch the recruitment and sign the contract	DI and PCM	31-12-2015	ongoing	Late
45	The project Steering committee approves the proposed budget modification: Transfer of 69000 Euros from BL A0101 to the new BL A0106 (co-management) and Transfer of 56000 Euros from BL A0101 to the new BL A0107 (direct management)	23-09-15	30- 10-2015	DI and PCM	implemented	Revise the project budget	PCM	30-09-2016	done	completed
46	The contract with the current Procurement Management will be extended for a period of two months from January to February 2016	14- 12-2015	31/12/2015	DI and Project co manager	Late	Extend the contract	DI and Project co manager	31/12/2015	Draft contract rejected by the P MEC	Cancelled
47	SACB Project will finance the position of the Procurement Management Specialist which	14- 12-2015	31/01/2016	DI and Project co		Prepare ToR and launch the tender	DI and Project co	31/04/2016	Ongoing	Late

N0	Decision	Date	Deadline	Responsible	Status of the decision	Action	Responsible	Deadline	Progress	Status
	is foreseen in SPIU structure and the recruitment will be done in co-management modality.			manager			manager			
48	SACB Project will finance a two years' service contract for the Procurement Management Expert Coach and the procurement will be done in co-management modality.	14- 12- 2015	30/04/2016	DI and Project co manager		Prepare ToR and launch the tender	DI and Project co manager	31/04/2016	Not yet started	Late
49	NCBS to share with BTC the performance contracts	14- 12- 2015	31/12/2015	SOQA division manager	Implemented	Share the document with BTC	SOQA division manager	31/12/2015	Ongoing	Late

4.3 Updated Logical Framework

	TFF formulation	Interpretation	Outcome challenges	Sources of verification
Impact	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		
Outcome	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"> 1. Coordination Function of NCBS, in particular the CD Coordination Forum 2. Coordination function of NCBS with respect to Sector level structures, in particular Health, Energy and Decentralization 3. CD Support function of NCBS 4. NCBS Internal organizational functioning through Coaching approach 	<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 performance in:</p> <ol style="list-style-type: none"> 1. Procurement Management 2. Financial Management 3. M&E 4+5 Research and Knowledge Mgt 6. Data management including IT 7. Human Resources Management <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& 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 & KM, Data Mgt and M&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>

Activities to Reach Results		
	Result 1	Means
1.1	Strengthen Organizational Effectiveness: strengthen the capacities of key internal functions (structures, systems, workflows, procedures and human resources) through expert coaching, training and other capacity development activities	<ul style="list-style-type: none"> ➤ Organizational Development Expert Coach ➤ Procurement Management Expert Coach ➤ Financial Management Expert Coach ➤ M&E Expert Coach ➤ Research and Knowledge Mgt Expert Coach ➤ Data Analyst Expert Coach ➤ Conceptual and operational framework for expert coaches: design, implementation and follow up ➤ Master Coach ➤ Exchange programs with Centers of Excellence ➤ Support implementation of NCBS CB Plan ➤ Hardware and Software facilities and equipment ➤ Printing and dissemination costs, publication costs
1.2	Standardize processes and procedures to strengthen NCBS organizational capacity (POM and Quality platform)	<ul style="list-style-type: none"> ➤ Consultant Firm
1.3	Initiate and implement a paperless meeting (environment friendly) management for increased Efficiency and effectiveness of NCBS meetings (Smart Board)	<ul style="list-style-type: none"> ➤ Procurement of the supply and installation of the smart board ➤ ICT Specialist
1.4	Strengthen the NCBS staff Capacity through individual and group training (Project management, finance, Administration, customer care, outcome mapping etc..)	<ul style="list-style-type: none"> ➤ Training firms

Activities to Reach Result 2		
	Result 2	Means
2.1.	Effective coordination and implementation oversight of CD initiatives at national and sector levels	<ul style="list-style-type: none"> ➤ National CD Policy, Strategy and Implementation Plan ➤ Strengthening NCBS CD role at sector level structures (SWGs, SSCs etc.), in particular in H.E.D. ➤ Support the establishment and operationalization of the National CB Coordination Forum and the functioning of its operational desk (TWGs, Focal points, CD committees)
2.2.	Support to CD guidelines, tools and templates for sector level CD planning	<ul style="list-style-type: none"> ➤ Policy Analysis Expert Coach ➤ CD resource persons (HRD, organizational and institutional levels) ➤ Consultative Session costs and related logistics costs ➤ Technical Assistance to develop and update CD handbook and toolkit ➤ Policy Analysis Expert Coach ➤ Conference, seminar and workshop costs, events management costs ➤ Printing and dissemination costs of CD Handbook and Toolkit and other guidelines and templates
2.3.	Support to CD service providers to deliver quality CD services	<ul style="list-style-type: none"> ➤ Research and publication costs for CD documents and reports ➤ Field costs
2.4.	Support to resource mobilization for CD	<ul style="list-style-type: none"> ➤ Benchmarking visits and exchange programs ➤ Twinning arrangement and collaborative partnerships ➤ Support to training and other CD activities
2.5.	Strengthen the policy analysis capacity of Rwandan apex institution	<ul style="list-style-type: none"> ➤ Conferences and public events ➤ Publications ➤ Resource mobilisation strategy(consultancy)
2.6.	Support the development of CD sector plans (HED sectors) and agriculture, Transport and urbanization	<ul style="list-style-type: none"> ➤ partnership with ECDPM ➤ Consultant firm

	Activities to reach Result 3	
	Result 3	Means
3.1.	Support to leadership and management competencies for effectively influencing CD policies and decisions	<ul style="list-style-type: none"> ➤ Tailor made Leadership and Change Management Program ➤ National Symposium on procurement (meeting and workshop facilities) ➤ Organize the long term CD vision (2050)
3.2	Support to leadership and management competencies of NCBS core staff	<ul style="list-style-type: none"> ➤ Bullet Proof Program
3.3	Strengthening organizational culture of NCBS	<ul style="list-style-type: none"> ➤ Learning clinics costs & out of office sessions ➤ Training materials and workshop costs ➤ Books and publications ➤ Other learning materials ➤ Exchange visits and peer learning costs
3.4	Conduct CD researches and support KM systems for NCBS informed strategic decisions	<ul style="list-style-type: none"> ➤ Senior Researcher ➤ Research agenda ➤ Research firm to be procured

4.4 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?	YES
Planning MTR (registration of report)	YES MTR conducted in October 2015 and report available
Planning ETR (registration of report)	foreseen in 2018
Backstopping missions since 01/01/2012	1 backstopping mission on OD support to NCBS Strategic Planning (May 2014) 1 backstopping mission on preparation of the SACB baseline and inputs on the NCBS expert coaching approach (Dec 2014) 1 Backstopping mission by OD support to the Change co-manager(08-14/07/2015)

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

Budget vs Actuals (Year to Month) of RWA1208411								
Project Title : Support to Strategic Approach to Capacity Building								
Budget Version: E01								
Currency : EUR Year to month : 31/12/2015								
YtM : Report includes all closed transactions until the end date of the chosen closing								
	Status	Fin Mode	Amount	Start to 2014	Expenses 2015	Total	Balance	% Exec
A THE CAPACITIES OF PSCBS TO EFFECTIVELY COORDINATE			3.286.800,00	206.330,19	492.868,77	699.198,96	2.587.601,04	21%
01 PSCBS' capacities to deliver more effectively on its			1.734.800,00	106.455,68	294.935,40	401.391,08	1.333.408,92	23%
01 Strengthen the Organizational effectiveness: strengthen		COGES	981.200,00	18.983,32	165.804,79	184.788,11	796.411,89	19%
02 Enhance the capacities of PSCBS Staff to handle the		COGES	147.000,00	7.078,45	26.944,87	34.023,32	112.976,68	23%
03 Organizational Change Management / Technical		REGIE	116.000,00	42.837,77	42.236,10	85.073,87	30.926,13	73%
04 Targeted Technical Assistance, Consultancies and		COGES	221.600,00	24.228,57	1.083,70	25.312,27	196.287,73	11%
05 Project Coordinator		COGES	144.000,00	13.327,57	51.542,29	64.869,86	79.130,14	45%
06 ICT Specialist		COGES	69.000,00	0,00	0,00	0,00	69.000,00	0%
07 Scholarship for NCBS Staff		REGIE	56.000,00	0,00	7.323,65	7.323,65	48.676,35	13%
02 The PSCBS involvement in the successful development			940.000,00	42.930,22	147.677,89	190.608,11	749.391,89	20%
01 Support operationalization of CD tools and templates		COGES	55.000,00	0,00	498,54	498,54	54.501,46	1%
02 Development of mechanisms to improve engagement of		COGES	533.000,00	0,00	22.814,94	22.814,94	510.185,06	4%
03 Organizational Change Management / Technical		REGIE	116.000,00	42.930,22	39.171,36	82.101,58	33.898,42	71%
04 Targeted Technical Assistance, Consultancies and		COGES	236.000,00	0,00	85.193,05	85.193,05	150.806,95	36%
03 PSCBS capacity to respond to and to influence a			612.000,00	56.944,29	50.255,48	107.199,77	504.800,23	18%
01 Support Policy function		COGES	30.000,00	0,00	0,00	0,00	30.000,00	0%
02 Support strategic networking and partnerships		COGES	150.000,00	0,00	0,00	0,00	150.000,00	0%
03 Support Strategic utilization of data to inform Policy and		COGES	60.000,00	0,00	0,00	0,00	60.000,00	0%
04 Support to advocacy, lobbying and resource mobilisation		COGES	60.000,00	0,00	830,72	830,72	59.169,28	1%
05 Organizational Change Management / Technical		REGIE	116.000,00	48.006,41	40.358,83	88.365,24	27.634,76	76%
06 Targeted Technical Assistance, Consultancies and		COGES	166.000,00	0,00	9.065,93	9.065,93	156.934,07	5%
07 Capitalization		REGIE	30.000,00	8.937,88	0,00	8.937,88	21.062,12	30%
		REGIE	838.000,00	203.051,52	196.647,29	399.698,81	438.301,19	48%
		COGEST	3.162.000,00	70.193,49	427.768,50	497.961,99	2.664.038,01	16%
		TOTAL	4.000.000,00	273.245,01	624.415,79	897.660,80	3.102.339,20	22%



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

Budget Version: **E01** Year to month : 31/12/2015

Currency : **EUR**

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

	Status	Fin Mode	Amount	Start to 2014	Expenses 2015	Total	Balance	% Exec
X CONTINGENCY			225.100,00	0,00	0,00	0,00	225.100,00	0%
01 Contingency			225.100,00	0,00	0,00	0,00	225.100,00	0%
01 Contingency		COGES	155.100,00	0,00	0,00	0,00	155.100,00	0%
02 Contingency		REGIE	70.000,00	0,00	0,00	0,00	70.000,00	0%
Z GENERAL MEANS			488.100,00	66.914,82	131.547,02	198.461,84	289.638,16	41%
01 Wages and Salaries			279.100,00	38.710,36	67.173,26	105.883,62	173.216,38	38%
01 Project Co-Management		REGIE	190.000,00	38.710,36	46.958,63	85.668,99	104.331,01	45%
02 Project accountant		REGIE	0,00	0,00	0,00	0,00	0,00	?
03 Driver		REGIE	0,00	0,00	0,00	0,00	0,00	?
04 Réserve budgétaire en REGIE		REGIE	0,00	0,00	0,00	0,00	0,00	?
05 Project Accountant		COGES	64.800,00	0,00	11.924,89	11.924,89	52.875,11	18%
06 Project Driver		COGES	24.300,00	0,00	8.289,74	8.289,74	16.010,26	34%
02 General and Statutory contributions			79.000,00	12.480,57	50.105,30	62.585,87	16.414,13	79%
01 IT and office equipment		COGES	5.000,00	1.036,20	1.898,47	2.934,67	2.065,33	59%
02 Operational budget (incl stationary, fuel, communications,		COGES	60.000,00	5.429,06	28.134,60	33.563,66	26.436,34	56%
03 Operational budget		REGIE	14.000,00	5.809,54	5.906,60	11.716,14	2.283,86	84%
04 TVA en Compte COGEST		COGES	0,00	110,32	13.741,97	13.852,29	-13.852,29	?
05 TVA en Compte REGIE		REGIE	0,00	95,45	423,66	519,11	-519,11	?
03 Audit, monitoring, evaluation			130.000,00	15.723,89	14.268,46	29.992,35	100.007,65	23%
01 Evaluations (mid term and final)		REGIE	30.000,00	1.497,00	0,00	1.497,00	28.503,00	5%
02 Technical backstopping BTC		REGIE	30.000,00	14.226,89	14.268,46	28.495,35	1.504,65	95%
03 Audit (annual)		REGIE	70.000,00	0,00	0,00	0,00	70.000,00	0%
		REGIE	838.000,00	203.051,52	196.647,29	399.698,81	438.301,19	48%
		COGEST	3.162.000,00	70.193,49	427.768,50	497.961,99	2.664.038,01	16%
		TOTAL	4.000.000,00	273.245,01	624.415,79	897.660,80	3.102.339,20	22%



Budget vs Actuals (Year to Month) of BW & 120R/11 Printed on december 11 february 2016

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Budget vs Actuals (Year to Month) of RWA1208411

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

Budget Version: **E01** Year to month : 31/12/2015

Currency : **EUR**

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

	Status	Fin Mode	Amount	Start to 2014	Expenses 2015	Total	Balance	% Exec
99 Conversion rate adjustment			0,00	0,00	0,00	0,00	0,00	7%
98 Conversion rate adjustment		REGIE	0,00	0,00	0,00	0,00	0,00	7%
99 Conversion rate adjustment		COGES	0,00	0,00	0,00	0,00	0,00	7%

		REGIE	838.000,00	203.051,52	196.647,29	399.698,81	438.301,19	48%
		COGEST	3.162.000,00	70.193,49	427.768,50	497.961,99	2.664.038,01	16%
		TOTAL	4.000.000,00	273.245,01	624.415,79	897.660,80	3.102.339,20	22%

