



BTC

NCBS

RESULTS REPORT 2013

SUPPORT TO STRATEGIC APPROACH TO CAPACITY BUILDING 2013-2017



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Acronyms

BTC	Belgian Technical Cooperation (Belgian Development Agency)
BTC HQ	Belgian Development Technical Cooperation Headquarters
CB	Capacity Building
CD	Capacity Development
DGD	Directorate of Development Cooperation and Humanitarian Aid
DP	Development Partners
ES	Executive Secretary
ITA	International Technical Assistance
LFA	Logical Framework Approach
MDA	Ministries, Departments and Agencies
MDG	Millennium Development Goals
M&E	Monitoring and evaluation
NCBS	National Capacity Building Secretariat
PSC	Project Sector Committee
PSCBS	Public Sector Capacity Building Secretariat
SCBI	Strategic Capacity Building Initiative
SPIU	Single Project Implementation Unit
TFF	Technical and Financial File

1 Intervention at a glance (max. 2 pages)

1.1 Intervention form

Intervention title	Support to strategic approach to capacity building 2013-2017
Intervention code	RWA1208411
Location	Kigali
Total budget	4.000.000 EUR (Belgian contribution) 400.000 EUR (Rwandan contribution)
Partner Institution	National Capacity Building Secretariat (NCBS)
Start date Specific Agreement	12/06/2013
Date intervention start /Opening steering committee	Although 2 preparatory steering committees have been held in 2013, the start-up steering committee is foreseen to take place in March or April 2014, when the project management team is in place
Planned end date of execution period	02/02/2019
End date Specific Agreement	11/06/2019
Target groups	The direct beneficiary of the intervention is PSCBS and its staff. Indirect beneficiaries are Ministries, Departments and Agencies of the Public Sector in Rwanda, with emphasis on Decentralization, Health and Energy institutions. Final beneficiaries are the people of Rwanda that will have access to better public service delivery.
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	NCBS' capacities to deliver more effectively on its mandate in terms of systems, workflows and procedures are enhanced The NCBS involvement in the successful development and implementation of MDAs Capacity Building strategies is enhanced NCBS's Capacity to respond to and influence a changing environment is enhanced
Year covered by the report	2013

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

1.2 Budget execution

	Budget (EUR)	Expenditure		Balance	Disbursement rate at the end of 2013 (%)
		Previous years	2013		
Total	4.000.000	NA	6538,82	3.993.461,18	0.16
Output 1	1.734.800	NA	2883,26	1.731.966,74	0.17
Output 2	940.000	NA	1452,63	938.547,37	0.15
Output 3	612.000	NA	1497,34	610.502,66	0.24
Contingency	94.200	NA			
General Means	619.000	NA	755,59	534.244,41	0.12

1.3 Self-assessment performance

1.3.1 Relevance

	Performance
Relevance	A

There is no doubt about the continued relevance of the intervention.

1.3.2 Effectiveness

	Performance
Effectiveness	A

The late start of the intervention (more than 9 months after the signature of the specific agreement) could be seen as a worrying sign in terms of effectiveness and efficiency. On the contrary, we believe that delaying the start of the intervention until the "new" NCBS was established was the best decision in terms of effectiveness. It will allow starting up the project in a good way, with the right key people in place in the new organizational structure of NCBS.

The discussions about the final structure of the SPIU have allowed to clarify and improve the anchorage of the intervention, by positioning the change co-manager at the level of the executive secretary and her management team.

1.3.3 Efficiency

	Performance
Efficiency	C

The recruitment of the project team could have been more efficient, once the decision was made about the final organization of the SPIU. It was initially hoped that all project team members could be recruited by the end of December. It appears now that the recruitment processes will only be finalized at the end of Q1 2014. The main reason is that NCBS gave a higher priority to the recruitment of its own permanent staff. At the end of 2013, only about one half of the 39 positions in NCBS have been filled.

1.3.4 Potential sustainability

	Performance
Potential sustainability	Not relevant this early in project implementation

1.4 Conclusions

Between the date of the signature of the specific agreement on 12 June 2013 and 31 December 2013, end of this reporting period, not many activities have been carried out, in relation to the start-up of the intervention. The steering committee members decided in their first meeting of 30 September 2013 that no actual work on the content of the project should start before the technical team is in place (decision 18 of Steering Committee n°0).

This decision was made because of the transitory situation in NCBS in the second half of 2013.

Indeed, PSCBS was reformed on 24/05/2013 into NCBS, with a new mandate enlarged to the private sector (PS) and the civil society (CS).

On 25/03/2013, the former executive secretary (ES) of PSCBS was appointed Minister of Cabinet Affairs. On 11/09/2013, Ms Antonia Mutoro, former Director General of the Institute of Policy Analysis and Research in Kigali (IPAR) was appointed Executive Secretary of NCBS. On 01/12/2013, Ms Mutoro left for a 3 month maternity leave. When the ES position was vacant, Mr. Peter Malinga, SPIU Coordinator, was acting Executive Secretary.

The creation of NCBS meant for all former PSCBS employees that they had to re-apply for a position in the new organization.

The changes at the head of NCBS and the general recruitment process created a situation where NCBS as an organization barely had enough time to concentrate on "business as usual" and had no time to think about launching a new ambitious change program like this intervention.

What has been done in 2013?

The anchorage of the project in the new NCBS organizational structure (particularly in the SPIU) has been clarified and the recruitment of the project team members has been prepared.


Very constructive discussions took place on the description of the 6 SPIU positions to be recruited by NCBS and on their financing by the intervention:

The exact anchorage of the international change co-manager and national project co-manager to be recruited by BTC has been agreed upon in a steering committee, allowing to formally position the change co-manager at the level of the executive secretary.

It has been agreed to finance SPIU staff (fiduciary coaches) instead of recruiting local consultants. Based on the lessons learned from the previous intervention, it was found more value for money to hire permanent staff for two years than to hire consultants.

Formal agreements have been made about these changes and have been reflected in the final organizational structure of NCBS SPIU, as approved by the board of directors of NCBS in late 2013.

A recruitment plan was established, but was partially implemented. NCBS lead recruitment processes were delayed because a higher priority was given to the recruitment of the permanent positions in NCBS.

<p>National execution official² Peter Malinga, SPIU Coordinator and acting Executive Secretary of NCBS</p>	<p>BTC execution official Benoit Piret, Program Officer</p>
	

² At the time of writing this report (mid-march 2013), Peter Malinga is in long-term sickness leave. As he was the person most involved in the start-up of the project in 2013 with the BTC PO, it has been estimated by BTC that it is not necessary to try to have this report signed by another official of NCBS, as no one else was actually involved in the activities described in the document.

2 Results Monitoring³

2.1 Evolution of the context

2.1.1 General context

No comment

2.1.2 Institutional context

After a quite long period of uncertainty that had started in the last quarter of 2012, a reform of PSCBS has been completed in May 2013 with the publication in the official Gazette of the Republic of Rwanda of the Prime Minister's Order establishing the National Capacity Building Secretariat (NCBS) and determining its mission, organization and functioning (see annexe 4.7 of this report).

The main result of this reform is the enlargement of the mandate of NCBS. Unlike the former institution (PSCBS), NCBS now deals not only with capacity building for the public sector but also for the private sector and the civil society. This is an important shift, that may have a clear impact on the TFF of the intervention.

Indeed, the TFF clearly identifies the public sector as the sole beneficiary of the intervention. It is probable that the partner will request in 2014 a revision of the terms of the TFF, including a change in the general and specific objectives.

The institutional anchorage of the intervention remains relevant.

2.1.3 Management context: execution modalities

The execution modalities will be discussed with NCBS in 2014, when the project implementation manual will be elaborated.

2.1.4 Harmo context

The formulation of the Belgo-Rwandan interventions in the decentralization sector that started in 2013 has revealed interesting and promising fields of collaboration across sectors, institutions (NCBS, RGB, LODA, RLDSF, etc.) that will be further explored in 2014 when the change co-manager will be on board.

³ Impact refers to global objective, Outcome refers to specific objective, output refers to expected result

2.2 Performance outcome

This section of the results report is not relevant for the reporting period, because the intervention has not yet actually started.



2.3 Performance output 1 – 2 - 3

Only two activities took place in 2013.



2.3.1 Progress of main activities

Progress of <u>main</u> activities ⁴	Progress:			
	A	B	C	D
1 Clarifying the anchorage of the intervention in the new NCBS organizational structure and particularly in the new SPIU	X			
2 Recruitment the project implementation team			X	

2.4 Transversal Themes

This section of the results report is not relevant for the reporting period, because the intervention has not yet actually started.

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

2.5 Risk management

We include in this section the risks as they were identified in the TFF and as we have analysed them. No active risk management activities have been performed in 2013, except delaying the actual start of the project, as NCBS was not organizationally ready to embark in it. A first status analysis of the risks and actions as mentioned in the TFF has been done, to serve as a baseline for risk management in 2014 and onwards.

Identification of risk or issue				Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue		
Description	Period of Identification	Logical Framework	Source	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Availability of technical expertise in CB and public sector reform	Formulation		TFF	IMP	Medium	Medium	Medium Risk	PSCBS using its involvement in international knowledge networks / Communities of practice to recruit highly qualified short term expertise				Not yet due
Sectors' buy in into PSCBS approach	Formulation		TFF	IMP	High	Medium	High Risk	Intervention foresees strategies to reinforce trust between PSCBS and sectors: better information exchange, closer relationship cluster experts-counterparts in MDAs, PSCBS involvement in CNAs and CB plans				In progress
Project results not adequately appraised through organizational learning	Formulation		TFF	IMP	High	Medium	High Risk	One of the project activities will be the development of a results-oriented M&E system taking into account organizational learning processes developed with the assistance of the PSCBS M&E coach (already in place)				In progress
Bureaucracy in project implementation especially SPIU formation within PSCBS	Formulation		TFF	IMP	Medium	Medium	Medium Risk	Clearly articulate the procedure for project resources approval process in the procedures manuals				Not yet due

Identification of risk or issue				Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue		
Description	Period of Identification	Logical Framework	Source	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Lack of appropriation and/or availability of the recommendations and suggestions made by the project team, in particular in High staff turnover	Formulation		TFF	IMP	Medium	Medium	Medium Risk	Joint description of the TOR of the change co-manager, joint selection and joint appraisal of his performance should increase appropriation by PSCBS of the outputs of the project				Terminated
Organizational restructuring PSCBS changing its Procedures and Operations Manual	Formulation		TFF	MGT	Medium	High	High Risk	PSCBS is currently developing staff attraction and retention strategy				In progress
Organizational restructuring -creation of SPU: aligning project operations with organizational strategy	Formulation		TFF	MGT	Medium	Medium	Medium Risk	Close follow up through Project Steering Committee				In progress
PSCBS not able to keep up with demand from MDAs	Formulation		TFF	MGT	Medium	Medium	Medium Risk	Close follow up through Project Steering Committee (PSCBS to develop update of Strategic Plan 2011 based on clarification role as technical facilitator –procurer for sector CB initiatives				In progress
Delays in procurement of adequate national and international technical assistance	Formulation		TFF	MGT	Medium	Medium	Medium Risk	Based on exchange with MDAs, PSCBS to establish growth path / priorities in new Strategic Plan				In progress
							Medium Risk	Sufficient support functions to the project implementation is foreseen. The TOR of the change co manager foresee the support for drafting TOR and technical provisions for the consultancies				Terminated

Identification of risk or issue				Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue		
Description	Period of Identification	Logical Framework	Source	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Insufficient demand because of inadequate understanding of CB and its added value by MDAs	Formulation		TFF	EFF	Medium	High	High Risk	PSCBS implements its quality assurance strategy, IEC and knowledge management strategy PSCBS to develop pilots in several MDAs to facilitate CNA, implementation CB plan, monitors quality, document best practices. Based on practices, PSCBS should adapt its CB strategy continuously				In progress
Delays in formulation sector CB initiatives announced in the ICP	Formulation		TFF	EFF	Medium	Medium	Medium Risk	MDAs, and stakeholders (development partners) involved in formulation process current intervention Intervention supports close collaboration with MDAs through various modalities to adapt CB tools to MDA realities and to customize CB solutions (IEC, knowledge management and quality assurance strategy)				In progress
CB tools and solutions not adapted to the realities of various MDAs	Formulation		TFF	EFF	Medium	Medium	Medium Risk	PSCBS takes on facilitator role in development CNAs and CB plans Cluster experts develop close working relationships with counterparts in MDAs Based on exchange with MDAs, PSCBS to establish growth path / priorities in new Strategic Plan Conduct periodic project reviews to reassesses assumptions made during formulation				In progress
Low project impact due to changing circumstances	Formulation		TFF	EFF	Medium	Medium	Medium Risk					In progress

Identification of risk or issue				Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue		
Description	Period of Identification	Logical Framework	Source	Category	Likelihood	Potential Impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Related to ICP-framework for inter-sector coordination: CB initiatives not institutionally embedded in MDAs	Formulation		TFF	SUS	Medium	Medium	Medium Risk	Development of M&E, knowledge management and quality assurance strategy to ensure follow up of results Intervention foresees close collaboration between PSCBS and MDAs to develop adapted CB solutions				Not yet due
Weak harmonization of Development Partners' CB initiatives	Formulation		TFF	SUS	High	Medium	High Risk	Intervention builds on DP's project initiatives under the aegis of PSCBS Exchange with DPs part of ToR International Project Expert				Not yet due
Knowledge transfer from TAs including the DELCO	Formulation		TFF	SUS	Medium	Medium	Medium Risk	Representation of PSCBS in DP coordination fora whenever Capacity Building is involved Attach local counterparts to TAs				Not yet due
Global economic crisis-dwindling resources for CB implementation	Formulation		TFF	SUS	Medium	High	High Risk	PSCBS has a resource mobilization strategy and sufficient international visibility Internal and external audits regarding the use of funds by the GoR (RPPA) Internal and external audits regarding the use of funds by Belgium Frequent monitoring and evaluation (M&E) of project activities. Quality assurance will be closely monitored by a Steering Committee that has to endorse work plans and budgets				In progress
Funds are not used for the intended purpose	Formulation		TFF	FIN	Low	Low	Low Risk					Not yet due

Identification of risk or issue			Analysis of risk or issue			Deal with risk or issue			Follow-up of risk or issue			
Description	Period of Identification	Logical Framework	Source	Category	Likelihood	Potential impact	Total	Action(s)	Resp.	Deadline	Progress	Status
Funds are not properly recorded and accounted for	Formulation		TFF	FIN	Medium	High	High Risk	(Put at the disposal of the project management team) BTC financial management system, procedures and country guidelines Conduct regular controls (Use of co-management modality) (Recruit) a technical assistant in charge of Administration / Finance / Procurement (Learn from previous project and) introducing flexibility, reorientation possibilities and continuous adaptation to change			Rwandan laws, instructions and regulations on public procurement; HR management and PFM available. <i>Package of BTC</i>	Terminated
The project does not achieve value-for-money objectives	Formulation		TFF	FIN	Medium	Medium	Medium Risk	Start with the support and expertise of a full-time, dedicated change co-manager, who will accompany the change process and make sure that required technical assistance and investments are relevant from a qualitative and technical point of view Division of tasks between the change co-manager and the project co-manager to allow each of them to focus on quality and value-for-money in their respective fields of intervention (Conduct) regular backstopping missions and reviews (covering efficiency aspects)			Final and ETR reports available and to be put at the disposal on the current project management team for regular reference Change co-manager already	In progress
											Individual ToRs and scope of work clearly elaborated, included in the TFF and attached to PCM and CCM contracts. Debriefing sessions held with the team	Terminated
												Not yet due

3 Steering and Learning

3.1 Strategic re-orientations

An important topic that will need to be discussed in 2014 is the possible alignment of the TFF to the enlarged mandate of NCBS towards the private sector and the civil society. This may lead to a change of the general objective and specific objective of the intervention.

Full alignment of the BTC TA (international and national) on the principles of the Strategic Capacity Building Initiative of the GoR will also be considered.

3.2 Recommendations

Recommendations	Actor	Deadline
Discuss openly the issue of the impact of the new mandate of NCBS on the design of the intervention ad on the TFF	SC	Q1 2014

3.3 Lessons Learned

At this stage of the implementation, it is not relevant to discuss lessons learned.

4 Annexes

4.1 Quality criteria

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

2. EFFICIENCY OF IMPLEMENTATION TO DATE: Degree to which the resources of the intervention (funds, expertise, time, etc.) have been converted into results in an economical way				
<i>In order to calculate the total score for this quality criterion, proceed as follows: 'At least two 'A', no 'C' or 'D' = A; Two times 'B', no 'C' or 'D' = B; at least one 'C', no 'D' = C; at least one 'D' = D</i>				
Assessment EFFICIENCY : total score	A	B	C	D
			X	
2.1 How well are inputs (financial, HR, goods & equipment) managed?				
	A	All inputs are available on time and within budget.		
	B	Most inputs are available in reasonable time and do not require substantial budget adjustments. However there is room for improvement.		
X	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 : total score	A	B	C	D
	X			
3.1 As presently implemented what is the likelihood of the outcome to be achieved?				
X	A	Full achievement of the outcome is likely in terms of quality and coverage. Negative effects (if any) have been mitigated.		
	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?				
X	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.		
	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).				
<i>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</i>				
Assessment POTENTIAL SUSTAINABILITY : total score	A	B	C	D
4.1 Financial/economic viability?				
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.			
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.			
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).			
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

Decision			Action			Follow-up			
N°	Decision	Identification period (mm.yy)	Sources*	Actor	Action(s)	Resp.	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	sept-13	SC 0	/	Review decision after one year	ResRep	1/09/2014	/	In progress
2	ES NCBS is the chief budget officer of the project, as indicated in the TFF	sept-13	SC 0	/	/	/	/	/	Terminated
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 committee (a draft of the letter will be submitted to PS MIFOTRA by NCBS)	sept-13	SC 0	/	NCBS to submit a draft letter to PS MIFOTRA with a proposal of senior officials from MININFRA, MINALOC and MINISANTE to join the PSC To 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 committee	NCBS ES PS MIFOTRA	/	A reminding e-mail was sent to PS MIFOTRA by REPPWA onStill waiting for feedback	In progress
4	MINAFFET is invited to the PSC as no voting member	sept-13	SC 0	/	Invitation letter describing the intervention and the role of SC to be sent to MINAFFET	PS MIFOTRA	/	/	In progress

N°	Decision				Action			Follow-up	
	Decision	Identification period (mm/yyyy)	Source*	Actor	Action(s)	Resp.	Deadline	Progress	Status
5	The people who will be appointed to the following positions in the new structure of NCBS will participate in the PSC as no voting members: <ul style="list-style-type: none"> – 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 SPIU 	sept-13	SC 0	/	Appointment letter to be sent to the new members of the SC	NCBS ES	/	NCBS is currently recruiting staff to fill the position. Appointment letters should be sent once the concern people are in place	In progress
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	sept-13	SC 0	/	Elaboration of SC operating rules for the first meeting of the PSC	Project director, Change co-manager, Project co-manager	SC 1	Project management team now in place, SC-ORs to be initiated in Mid March 2014	In progress
7	The SPIU Coordinator will act as a part time (20%) Project Director for the Project and will be fully funded by the project	sept-13	SC 0	/	/	NCBS ES	/	/	In progress
8	One SPIU Program Manager will act as part time (70%) Project Coordinator for the Project and will be fully funded by the project	sept-13	SC 0	/	/	NCBS ES	/	/	In progress
9	One SPIU Accountant will do the accounting for the project (and possibly other projects in the SPIU) and will be fully funded by the project	sept-13	SC 0	/	/	NCBS ES	/	/	In progress
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	sept-13	SC 0	/	/	NCBS ES	/	/	In progress

Decision				Action			Follow-up		
N°	Decision	Identification period (mm.yy)	Source*	Actor	Action(s)	Resp.	Deadline	Progress	Status
11	The BTC change co-manager shall work directly with the ES who shall take overall leadership and oversight for the project. The ES will be the main counterpart of the BTC change co-manager, who will assist the ES in managing the changes and the results expected from the intervention on a regular basis. They will meet weekly for a short "tête à tête" and monthly for a more structured meeting, with the unit directors, division managers, SPIU coordinator and BTC PO	sept-13	SC 0	/	Weekly meeting between NCBS ES and Change co-manager + Monthly structured meeting with NCBS management team	NCBS ES and Change co-manager	/	/	In progress
12	The decision regarding hiring 3 fiduciary coaches needs to be analyzed further	sept-13	SC 0	/	Agreement on job description and profile between NCBS and BTC, on the basis of description of SPIU and description of responsibilities in TFF	For BTC: Formulation Manager, PO; For NCBS: ES AGI Advisor	11/10/2013	/	In progress
				/	Design of assessment method and tools (written and oral)		18/10/2013	/	In progress
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).	sept-13	SC 0	/	Assessment of 3 former PSCBS staff	By an independent assessment committee representing NCBS and BTC. For BTC: PO. For NCBS: AGI Advisor	25/10/2013	/	In progress
				/	Decision or not to open positions, based on the result of the assessments	SC	31/10/2013	/	In progress
				/	Examine the salary scale of the SPIU and check if it is acceptable	SC	/	/	In progress

N°	Decision				Action			Follow-up	
	Decision	Identification period (mmmm.yyyy)	Source*	Actor	Action(s)	Resp.	Deadline	Progress	Status
14	<p>The following position: BTC change co-manager (international) and BTC project co-manager (national) for BTC; and SPIU Coordinator (Project Director), SPIU Program Manager (Project Coordinator), SPIU Accountant, SPIU Driver for NCBS will be advertised and will be opened to all candidates. All pending recruitment processes must be started as soon as possible, in order to have the project staff ready to start working on the project in January 2014 at the latest</p>	sept-13	SC 0	/	Recruitment of BTC change co-manager (international) and BTC project co-manager (national) for BTC	BTC, NCBS	31/12/2013	/	Terminated
					Recruitment of SPIU Coordinator (Project Director), SPIU Program Manager (Project Coordinator), SPIU Accountant, SPIU Driver for NCBS	NCBS, BTC	31/12/2013	SPIU Coordinator already in place	In progress
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> <p>For the position of M&E specialist, Ms Judith Katabarwa 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>				Appointment of Ms Joanne Muhaya to the position of program manager	NCBS	1/09/2013	/	Cancelled
					Appointment of Mr. Cassian Mugume to the position of procurement management specialist	NCBS	1/10/2013	/	Cancelled
					Appointment of Ms Judith Katabarwa to the position of M&E specialist	NCBS	1/10/2013	/	Cancelled
					Appointment of M. Richard Musuhukye to the position of Financial management specialists	NCBS	1/10/2013	/	Cancelled
					Signature of short time work contract between NCBS and these 4 people, until 31st December 2013.	NCBS	1/10/2013	/	Cancelled
					Apply the SPIU salary scale, as approved by the board of NCBS.	NCBS	1/01/2014	/	Cancelled

Decision			Action			Follow-up			
N°	Decision	Identification period (mm.m.yy)	Source*	Actor	Action(s)	Resp.	Deadline	Progress	Status
16	Co_Manager: It is decided that as soon as the person is recruited, according to BTC salary scale and policies (including possible annual indexation and other benefits), the amount on this budget line will be adapted to the scale and the surplus will be transferred on a regie contingency line (to be created). This is to avoid the perception that there was more money available for the position and create unnecessary frustration with the future incumbent.	sept-13	SC0	/	Adapt the salary of the PCM to BTC scale and policies	BTC	/	/	Terminated
					Transfer the surplus from budget line Z_01_01 to a regie contingency line (to be created)	BTC, NCBS, SC	/	/	Terminated
					Change the budget lines Z_01_02 Project Accountant and Z_01_03 Driver from direct management to co-management	NCBS, BTC, SC	/	/	In progress
17	Budget lines: Z_01_02 Project Accountant and Z_01_03 Driver It is decided to change these budget lines from direct management to co-management. 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). 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	sept-13	SC0	/	Align the budget lines Z_01_02 Project Accountant and Z_01_03 Driver with the SPIU salary scale	NCBS, BTC, SC	/	/	In progress
					Transfer the surplus from the budget lines Z_01_02 Project Accountant and Z_01_03 Driver to the co-management contingency budget line	NCBS, BTC, SC	/	/	In progress
18	It is decided that no actual work on project content will start before the technical team is in place	sept-13	SC0	/	/		January-14	/	In progress
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	sept-13	SC0	/	Speed up the recruitment processes and logistical aspects, Submission of recruitment plan to PSC Chair, ES NCBS and PSC co-chair before	BTC PO and NCBS ES ai.	10/10/2013	/	Terminated

Decision				Action			Follow-up		
N°	Decision	Identification period (mm:yy)	Source*	Actor	Action(s)	Resp.	Deadline	Progress	Status
20	<p>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.</p> <p>A short time work contract will be signed between NCBS and M. Peter Malinga, until 31st December 2013. The SPIU scale will apply, as approved by the board of NCBS.</p> <p>The process of the final selection of the SPIU coordinator will proceed as described in decision 14 of SC n°0.</p>	sept-13	SC 0	/	Signature of a short-time work contract between NCBS and M. Peter Malinga, until 31st December 2013	NCBS	/	/	Terminated

4.3 Updated Logical framework

The logical framework has not been changed. This will happen when the baseline study is finalized, in 2014.

4.4 MoRe Results at a glance

Logical framework's results or indicators modified in last 12 months?	No
Baseline Report registered on PIT?	Baseline study will be realized in 2014
Planning MTR (registration of report)	02/2016
Planning ETR (registration of report)	09/2018
Backstopping missions since 01/01/2012	A backstopping mission is planned in Q2 2014

4.5 “Budget versus Actuals” Report

Budget vs Actuals (Year to Month) of RWA1208411

Project Title : **Support to Strategic Approach to Capacity Building**
 Budget Version: **C03**
 Currency : **EUR**
 YIM : **Report Includes all closed transactions until the end date of the chosen closing**
 Year to month : 31/12/2013

	Status	Fin Mode	Amount	Start to 2012	Expenses 2013	Total	Balance	% Exec
THE CAPACITIES OF PSCBS TO EFFECTIVELY COORDINATE			3.286.800,00	0,00	5.783,23	5.783,23	3.281.016,77	0%
01 PSCBS' capacities to deliver more effectively on its			1.734.800,00	0,00	2.833,26	2.833,26	1.731.966,74	0%
01 Strengthen the Organizational effectiveness: strengthen		COGES	1.106.200,00	0,00	0,00	0,00	1.106.200,00	0%
02 Enhance the capacities of PSCBS Staff to handle the		COGES	147.000,00	0,00	0,00	0,00	147.000,00	0%
03 Organizational Change Management / Technical		REGIE	116.000,00	0,00	2.833,26	2.833,26	113.166,74	2%
04 Targeted Technical Assistance, Consultancies and		COGES	221.600,00	0,00	0,00	0,00	221.600,00	0%
05 Project Coordinator		COGES	144.000,00	0,00	0,00	0,00	144.000,00	0%
02 The PSCBS involvement in the successful development		COGES	940.000,00	0,00	1.452,63	1.452,63	938.547,37	0%
01 Support operationalization of CD tools and templates		COGES	55.000,00	0,00	0,00	0,00	55.000,00	0%
02 Development of mechanisms to improve engagement of		COGES	533.000,00	0,00	0,00	0,00	533.000,00	0%
03 Organizational Change Management / Technical		REGIE	116.000,00	0,00	1.452,63	1.452,63	114.547,37	1%
04 Targeted Technical Assistance, Consultancies and		COGES	236.000,00	0,00	0,00	0,00	236.000,00	0%
03 PSCBS capacity to respond to and to influence a		COGES	612.000,00	0,00	1.497,34	1.497,34	610.502,66	0%
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	0,00	0,00	60.000,00	0%
05 Organizational Change Management / Technical		REGIE	116.000,00	0,00	1.497,34	1.497,34	114.502,66	1%
06 Targeted Technical Assistance, Consultancies and		COGES	166.000,00	0,00	0,00	0,00	166.000,00	0%
07 Capitalization		REGIE	30.000,00	0,00	0,00	0,00	30.000,00	0%
CONTINGENCY			178.200,00	0,00	0,00	0,00	178.200,00	0%
01 Contingency			178.200,00	0,00	0,00	0,00	178.200,00	0%
		REGIE	932.000,00	0,00	6.538,82	6.538,82	925.461,18	1%
		COGEST	3.068.000,00	0,00	0,00	0,00	3.068.000,00	0%
		TOTAL	4.000.000,00	0,00	6.538,82	6.538,82	3.993.461,18	0%



Budget vs Actuals (Year to Month) of RWAT1208411

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

Budget Version: **C03**

Currency : **EUR**

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

Year to month : **31/12/2013**

	Status	Fin Mode	Amount	Start to 2012	Expenses 2013	Total	Balance	% Exec
GENERAL MEANS			535.000,00	0,00	755,59	755,59	534.244,41	0%
1 Wages and Salaries			340.000,00	0,00	755,59	755,59	339.244,41	0%
01 Project Co-Management		REGIE	190.000,00	0,00	755,59	755,59	189.244,41	0%
02 Project accountant		REGIE	120.000,00	0,00	0,00	0,00	120.000,00	0%
03 Driver		REGIE	30.000,00	0,00	0,00	0,00	30.000,00	0%
04 Reserve budgétaire en REGIE		Deleted	0,00	0,00	0,00	0,00	0,00	??%
2 General and Statutory contributions			65.000,00	0,00	0,00	0,00	65.000,00	0%
01 IT and office equipment		COGES	5.000,00	0,00	0,00	0,00	5.000,00	0%
02 Operational budget (incl stationary, fuel, communications,		COGES	60.000,00	0,00	0,00	0,00	60.000,00	0%
3 Audit, monitoring, evaluation			130.000,00	0,00	0,00	0,00	130.000,00	0%
01 Evaluations (mid term and final)		REGIE	30.000,00	0,00	0,00	0,00	30.000,00	0%
02 Technical backstopping BTC		REGIE	30.000,00	0,00	0,00	0,00	30.000,00	0%
03 Audit (annual)		REGIE	70.000,00	0,00	0,00	0,00	70.000,00	0%

REGIE	932.000,00	0,00	6.538,82	6.538,82	925.461,18	1%
COGEST	3.068.000,00	0,00	0,00	0,00	3.068.000,00	0%
TOTAL	4.000.000,00	0,00	6.538,82	6.538,82	3.993.461,18	0%



4.6 Prime Minister's Order establishing NCBS

ITEKA RYA MINISITIRI W'INTEBE
 N°157bis/03 RYO KUWA 24/05/2013
 RISHYIRAHU UBUNYAMABANGA
 BW'IGIHUGU BWO KONGERA
 UBUSHOBOZI (NCBS) KANDI RIKAGENA
 INSHINGANO, IMITERERE N'IMIKORERE
 BYABWO

PRIME MINISTER'S ORDER N°157bis /03
 OF 24/05/2013 ESTABLISHING NATIONAL
 CAPACITY BUILDING SECRETARIAT
 (NCBS) AND DETERMINING ITS MISSION,
 ORGANIZATION AND FUNCTIONING

ARRETE DU PREMIER MINISTRE
 N°157bis/03 DU 24/05/2013 PORTANT
 CREATION DU SECRETARIAT NATIONAL
 DE RENFORCEMENT DES CAPACITES
 (NCBS) ET DETERMINANT SES MISSIONS,
 SON ORGANISATION ET SON
 FONCTIONNEMENT

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ITEKA RYA MINISITIRI W'INTEBE
N°157bis/03 RYO KUWA 24/05/2013
RISHYIRAHU UBUNYAMABANGA
BW'IGIHUGU BWO KONGERA
UBUSHOBOZI (NCBS) KANDI RIKAGENA
INSHINGANO, IMITERERE N'IMIKORERE
BYABWO

PRIME MINISTER'S ORDER N° 157bis /03
OF 24/05/2013 ESTABLISHING NATIONAL
CAPACITY BUILDING SECRETARIAT
(NCBS) AND DETERMINING ITS MISSION,
ORGANIZATION AND FUNCTIONING

ARRETE DU PREMIER MINISTRE
N°157bis/03 DU 24/05/2013 PORTANT
CREATION DU SECRETARIAT NATIONAL
DE RENFORCEMENT DES CAPACITES
(NCBS) ET DETERMINANT SES MISSIONS,
SON ORGANISATION ET SON
FONCTIONNEMENT

Minisitiri w'Intebe,

The Prime Minister,

Le Premier Ministre,

Ashingiywe ku Itegeko Nshinga rya Repubilika y'u
Rwanda ryo kuwa 04 Kamena 2003 nk'uko
ryavugururwe kugeza ubu, cyane cyane mu ngingo
zaryo, iya 118, iya 119, iya 121 n'iya 201;

Pursuant to the Constitution of the Republic of
Rwanda of 04 June 2003, as amended to date
especially in Articles 118, 119, 121 and 201;

Vu la Constitution de la République du Rwanda du
04 juin 2003 telle que révisée à ce jour,
spécialement en ses articles 118, 119, 121 et 201;

Ashingiywe ku Itegeko n° 22/2002 ryo kuwa
09/07/2002 rishyiraho sitati rusange igenga
abakozi ba Leta n'inzego z'imirimo ya Leta;

Pursuant to Law n° 22/2002 of 09/07/2002 on
General Statutes for Rwanda Public Service;

Vu la Loi n° 22/2002 of 09/07/2002 portant Statut
Général de la Fonction Publique;

Asubiywe ku Iteka rya Minisitiri w'Intebe n° 56/03
ryo kuwa 14/08/2009 rishyiraho Ubunyamabanga
bwo kongerera abakozi ba Leta ubushobozi
(PSCBS) kandi rikagena inshingano, imiterere
n'imikorere byabwo;

Having revised the Prime Minister's Order n°
56/03 of 14/08/2009 establishing and determining
the responsibilities, organization and functioning
of the Public Sector Capacity Building Secretariat
(PSCBS);

Revu l'Arrêté du Premier Ministre n° 56/03 du
14/08/2009 portant création du Secrétariat de
renforcement des capacités du Secteur Public
(PSCBS) et déterminant sa mission, son
organisation et son fonctionnement;

Bisabwwe na Minisitiri w'Imari n'Igenamigambi;

On proposal by the Minister of Finance and
Economic Planning;

Sur proposition du Ministre des Finances et de la
Planification Economique;

Inama y'Abaminisitiri yateranye kuwa 24/04/2013
imaze kubisuzuma no kubyemeza;

After consideration and approval by the Cabinet,
in its session of 24/04/2013;

Après examen et adoption par le Conseil des
Ministres en sa séance du 24/04/2013;

ATEGETSE:

HEREBY ORDERS:

ARRETE:

UMUTWE WA MBERE: INGINGO RUSANGE

CHAPTER ONE: GENERAL PROVISIONS

CHAPITRE PREMIER: DISPOSITIONS GENERALES

Ingingo ya mbere: icyo iri teka rigamije

Iri teka rishyiraho Ubunyamabanga bw'igihugu bwo kongera Ubushobozi "NCBS" mu magambo ahimye y'ururimi rw'icyongereza, Rigena kandi inshingano, imiterere n'imikorere byabwo.

NCBS ni serivisi yihariye ifite ubwigenge mu mbyoberere, mu mutungire y'umutungo n'abakozi bayo kandi icyungwa hakurikijwe amategako agenga inzego z'imirimo ya Leta.

Ingingo ya 2: icyicaro cya NCBS

Icyicaro cya NCBS kiri mu Mujyi wa Kigali.

Ingingo ya 3: Urwego rureberera NCBS

NCBS ireberera na Minisitiri ifite igenamigambi mu nshingano zayo.

UMUTWE WA II: INSHINGANO

Ingingo ya 4: Inshingano za NCBS

Inshingano z'ingenzi za NCBS ni izi zikurikira:

- 1° gucunga ikiyega cya Leta gishinzwe kongera ubushobozi mu nzego z'imirimo ya Leta no gukurikirana imikorere

Article One: Purpose of this Order

This Order establishes the National Capacity Building Secretariat abbreviated as "NCBS" and determines its mission, organization and functioning.

NCBS shall operate as a specialized service with administrative and financial autonomy and be governed in accordance with laws governing public service.

Article 2: Head Office of NCBS

The Head Office of NCBS is located in the City of Kigali.

Article 3: Supervising authority of NCBS

NCBS shall be under the supervision of the Ministry in charge of economic planning.

CHAPTER II: MISSION

Article 4: Mission of NCBS

The NCBS shall have the following main mission:

- 1° to manage the national Capacity Building Fund and carry out implementation oversight of other capacity building

Article premier: Objet du présent arrêté

Le présent arrêté porte création du Secrétariat National de Renforcement des Capacités "NCBS" en sigle anglais. Il détermine aussi ses missions, son organisation et son fonctionnement.

NCBS opère comme un service spécialisé et est doté de l'autonomie administrative et financière. Il est géré conformément aux lois relatives à la fonction publique.

Article 2: Siège de NCBS

Le siège de NCBS est établi dans la Ville de Kigali.

Article 3: Autorité de tutelle de NCBS

NCBS est placé sous tutelle du Ministère ayant la planification dans ses attributions.

CHAPITRE II: MISSIONS

Article 4 : Missions du NCBS

Les principales missions du NCBS sont les suivantes:

- 1° gérer le Fonds National de Renforcement des capacités et assurer la supervision du fonctionnement et de la gestion des autres

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- | | | |
|--|---|---|
| <p>n'imicungire y'ibindi bigega by'izindi nzezo bishinzwe kongera ubushobozi;</p> | <p>pooled funds in the sectors;</p> | <p>fonds sectoriels de renforcement des capacités;</p> |
| <p>2° guhuza no gukurikirana ibikorwa bijyanye no kubaka ubushobozi haba mu nzezo za leta cyangwa iz'abikorera;</p> | <p>2° to coordinate and monitor all capacity building interventions in the Public Sector and Private Sector;</p> | <p>2° coordonner et faire le suivi des interventions dans le domaine du renforcement des capacités tant dans le secteur public que privé;</p> |
| <p>3° gushakisha umutungo ukenewe mu bijyanye no kubaka ubushobozi, haba mu nzezo za leta cyangwa iz'abikorera;</p> | <p>3° to mobilize resources required for implementation of capacity building initiatives in the public and private sector;</p> | <p>3° mobiliser les ressources nécessaires dans le domaine de renforcement des capacités tant dans le secteur public que privé;</p> |
| <p>4° gushyiraho no gukurakwiza ibikoreho byo kongera ubushobozi, inyigisho n'uduhabo tuyobora abadukoresha, hagendewe ku mikorere nyiza iba ahandi;</p> | <p>4° to develop and disseminate capacity building tools, templates and user guides referenced on global best practices;</p> | <p>4° développer et diffuser des outils de renforcement des capacités, des modèles et des guides des utilisateurs basés sur les meilleures pratiques;</p> |
| <p>5° gufasha mu rwego rwa tekimiki inzezo za leta mu bijyanye no gusuzuma ibikenewe mu kubaka ubushobozi bw'abakozi no gushyiraho uburyo bunoze mu ngamba, gahunda n'ingengo y'imari bijyanye no kubaka ubushobozi;</p> | <p>5° to provide technical support to Public organs to conduct their capacity needs assessments and provide quality assurance of their capacity building strategies, plans and budgets;</p> | <p>5° fournir un appui technique aux organes publics dans l'évaluation des besoins en capacités et assurer la qualité de leurs stratégies, planification et budgets en matière de renforcement des capacités;</p> |
| <p>6° gushyiraho, kunoza no kumenyekanisha ububiko bugaragaza ubumenyi buri mu gihugu n'ubukenewe;</p> | <p>6° to establish, update and disseminate a national data base of skills available and skills required;</p> | <p>6° établir, mettre à jour et diffuser une base de données pour les capacités qui existent et celles dont on a besoin au niveau national;</p> |
| <p>7° guhuza ibikorwa bijyanye no guhanahana ubumenyi no gushyira mu bikorwa gahunda yo kwimenyereza umurimo;</p> | <p>7° to coordinate knowledge transfer process and implement internship programs;</p> | <p>7° coordonner le processus de transfert des connaissances et mettre en exécution le programme national d'apprentissage;</p> |
| <p>8° guhuza ibikorwa bijyanye no kubaka ubushobozi mu buryo buhoraho mu byerekeye porogaramu zo kongera</p> | <p>8° to coordinate continuing professional development with regard to area of skills-upgrading programs;</p> | <p>8° coordonner le développement professionnel continu dans le cadre des programmes de réajustement des</p> |

ubumenyi bukenewe:

9° gusuzuma ibikorwa bijyanye no kubaka ubushobozi mu buryo buhoraho ku bakozi bo nzeze za Leta n'ikoresha neza ry'ingenzo y'imari mu bikorwa byo kubaka ubushobozi, haba mu nzeze za Leta cyangwa iz'abikorera;

10° gushyikirana no gukorana n'ibindi bigo byo mu rwego rw'akarere no mu rwego mpuzamahanga bihuje inshigano;

11° gutegura no kumenyekanisha buri mwaka raporo ijyanye no kongera ubushobozi mu nzeze zihutirwa.

UMUTWE WA III: IMITERE N'IMIKORERE

Ingingo ya 5: Inzeze

NCBS igizwe n'inzeze z'ubuyobozi zikurikira:

- 1° Komite y'Ubuyobozi;
- 2° Ubunyamabanga Nshingwabikorwa.

Ingingo ya 6: Inshingano za Komite y'Ubuyobozi

Komite y'Ubuyobozi ikora nk'Inama y'Ubuyobozi ikaba ishinzwe gukurikirana no guhuza ibikorwa bya NCBS.

connaissances ;

9° to monitor progress, assess impact and value for money of capacity building activities across the public and private sector;

10° to cooperate and collaborate with other regional and international institutions having similar responsibilities;

11° to prepare and disseminate an annual report on the state of capacity in priority sectors.

CHAPTER III: ORGANIZATION AND FUNCTIONING

Article 5: Organs

NCBS shall be comprised of the following administrative organs:

- 1° the Governing Steering Committee;
- 2° the Executive Secretariat.

Article 6: Responsibilities of the Governing Steering Committee

The Governing Steering Committee shall act as the "Board of Directors" and be in charge of monitoring and coordinating the activities of NCBS.

9° suivre les progrès, évaluer l'impact et une bonne optimisation des ressources dans les activités de renforcement des capacités, tant dans le secteur public que privé;

10° coopérer et collaborer avec d'autres institutions ayant les missions similaires, tant au niveau régional qu'international;

11° préparer et diffuser un rapport annuel sur l'état des capacités dans les secteurs prioritaires.

CHAPITRE III: ORGANISATION ET FONCTIONNEMENT

Article 5: Organes

NCBS est composé des organes administratifs suivants:

- 1° le Comité Technique de Pilotage;
- 2° le Secrétariat Exécutif.

Article 6: Attributions du Comité de Pilotage

Le Comité de Pilotage agit comme un «Conseil d'Administration» avec mission de supervision et de coordination des activités du NCBS.

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Komite y'Ubuyobozi ifite inshingano zikurikira:

- 1° kwemeza icyerekezo cy'ibikorwa, gahunda y'ibikorwa n'ingengo y'imari n'igenamigambi byakusanyijwe na NCBS ibikuye mu byateguwe n'inzego zose zishinzwe kongera ubushobozi bw'abakozi;
- 2° kwemeza raporo za NCBS z'umwaka zirebana n'ibikorwa n'imikoreshereze y'imari;
- 3° kwemeza amategeko ngengamikorere ya NCBS;
- 4° kwemeza inyandiko zisobanura imikorere ya NCBS;
- 5° kwemeza ishyirwaho ry'abakozi ba NCBS;
- 6° gusuzuma imikorere y'ibikorwa n'imishinga icungwa na NCBS.

Inama y'Ubuyobozi ya NCBS isinyana na Minisitiri ifite igenamigambi mu nshingano zayo amazezerano yitwa « Imihigo » akubiyemo ibikorwa by'umwaka.

Ingingo ya 7: Abagize Komite y'Ubuyobozi

Komite y'Ubuyobozi igizwe n'aba bakurikira:

The Governing Steering Committee shall have the following responsibilities:

- 1° to approve the strategic plan, annual action plans and budget prepared by NCBS incorporating information from all capacity building institutions;
- 2° to approve the NCBS annual activity and financial reports;
- 3° to approve internal rules and regulations governing NCBS;
- 4° to approve the program operational manuals of NCBS;
- 5° to approve recruitment of personnel of NCBS;
- 6° to appraise the performance of projects and activities coordinated by NCBS.

There shall be a one year performance contract "Imihigo" between the Ministry in charge of Economic Planning and the Governing Steering Committee.

Article 7: Membership of the Governing Steering Committee

The Governing Steering Committee shall comprise of the following:

Le Comité de Pilotage a les attributions suivantes:

- 1° approuver le plan stratégique, les plans d'actions et budgets annuels consolidés par le NCBS incluant toutes les données fournies par les institutions ayant dans leurs attributions le renforcement des capacités;
- 2° approuver les rapports annuels d'activités et des finances du NCBS;
- 3° approuver le règlement d'ordre intérieur du NCBS;
- 4° approuver les manuels de procédures opérationnelles du programme de NCBS;
- 5° approuver le recrutement du personnel de NCBS;
- 6° évaluer la performance des projets sous coordination du NCBS.

Le Comité de Pilotage du NCBS et le Ministère ayant la planification dans ses attributions signent un contrat de performance « Imihigo » indiquant les activités à exécuter au cours de l'année.

Article 7: Composition du Comité de Pilotage

Le Comité de Pilotage est composé de:

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- | | | |
|--|---|--|
| 1° Umunyamabanga Uhoraho muri Minisiteri ifite igenamigambi nshingano zayo, akaba ari na we uyiyobora; | 1° the Permanent Secretary in the Ministry in charge of Economic Planning who shall be the Chairperson; | 1° Secrétaire Permanent au Ministère ayant la planification économique dans ses attributions, qui en est le Président; |
| 2° Umuyobozi Mukuru w'Urugaga rw'Abikorera, ari na we wungiriza uyiyobora; | 2° the Chief Executive Officer of the Private Sector Federation, who shall be the Deputy Chairperson; | 2° Directeur Général en Chef (CEG) de la Fédération Rwandaise du Secteur privé, qui en est le Vice Président; |
| 3° Umunyamabanga Uhoraho muri Minisiteri ifite Uburezi mu nshingano zayo; | 3° the Permanent Secretary in the Ministry in charge of Education; | 3° Secrétaire Permanent au Ministère ayant l'éducation dans ses attributions; |
| 4° Umunyamabanga Uhoraho muri Minisiteri ifite ubutegetsi bw'Igihugu mu nshingano zayo; | 4° the Permanent Secretary in the Ministry in charge of Local Government; | 4° Secrétaire Permanent au Ministère ayant l'administration locale dans ses attributions; |
| 5° Umunyamabanga Uhoraho muri Minisiteri ifite ibikorwa remezo mu nshingano zayo; | 5° the Permanent Secretary in the Ministry in charge of Infrastructure; | 5° Secrétaire Permanent au Ministère ayant les infrastructures dans ses attributions; |
| 6° Umunyamabanga Uhoraho muri Minisiteri ifite ubucuruzi n'inganda mu nshingano zayo; | 6° the Permanent Secretary in the Ministry in charge of trade and industry; | 6° Secrétaire Permanent au Ministère ayant le commerce et l'industrie dans ses attributions; |
| 7° Umunyamabanga Uhoraho muri Minisiteri ifite ubuhinzi n'ubworozi mu nshingano zayo; | 7° the Permanent Secretary in the Ministry in charge of Agriculture and Animal Resources; | 7° Secrétaire Permanent du Ministère ayant l'agriculture et les ressources animales dans ses attributions; |
| 8° Umunyamabanga Uhoraho muri Minisiteri ifite abakozi ba Leta mu nshingano zayo; | 8° the Permanent Secretary in the Ministry in charge of Public Service; | 8° Secrétaire Permanent au Ministère ayant la fonction Publique dans ses attributions; |
| 9° Umuyobozi Mukuru wa Komisiyo y'Igihugu ishinzwe siyansi n'ikorabuhanga; | 9° the Executive Director of the National Science and Technology Commission; | 9° Directeur Général de la Commission Nationale de la Science et la Technologie; |
| 10° Umuyobozi Mukuru ushinzwe Ikigo cyo gusesengura politiki no gukora | 10° the Executive Director of the Institute of Policy Analysis and Research; | 10° Directeur Exécutif de l'Institut d'Analyse des Politiques et de la Recherche; |

ubushakashatsi;

11° Umunyamabanga Nshingwabikorwa wa NCBS, uyibera umwanditsi ariko ntajire uburenganzira mu gufata ibyemezo.

11° the Executive Secretary of NCBS who shall be the Secretary to the Committee, but not entitled to vote in the decision making.

11° Secrétaire Exécutif du NCBS qui en est le rapporteur, mais sans voix délibérative.

Ingingo ya 8: Itumirwa n'iterana ry'inama za Komite y'Ubuyobozi

Inama ya Komite y'Ubuyobozi ya NCBS iterana buri gihembwe n'igihe cyose bibaye ngombwa.

Inama iterana iyo nibura bibiri bya gatatu (2/3) by'abayigize babonetse.

Ubutumire bukorwa mu nyandiko ishyikirizwa abagize inama ya Komite y'Ubuyobozi hasigaye nibura iminsi irindwi (7) ngo inama iterane. Iyakora, inama idasanzwe itumizwa mu nyandiko hasigaye nibura iminsi itatu (3) kugira ngo iterane.

Ibyemezo by'inama bishyirwaho umukono n'ahajwe mu nama, kopi yabyo ikoherezwa Minisitiri ufite igenamigambi mu nshingano ze mu gihe kitarenze iminsi irindwi (7).

Komite y'Ubuyobozi ishobora gutumira, igihe cyose bibaye ngombwa, undi muntu wese ibona ko yayigira inama, ariko ntajire uburenganzira bwo gutora mu gihe cyo gufata ibyemezo.

Article 8: Convening and holding meetings of the Governing Steering Committee

The meeting of the Governing Steering Committee of NCBS shall be held once every quarter and whenever deemed necessary.

The Governing Steering Committee convenes upon attendance of at least two-third (2/3) of its members.

The invitation shall be submitted in writing to the Steering Committee members at least seven (7) days before the meeting is held. However, an extraordinary meeting shall be convened in writing at least three (3) days before the meeting is held.

Resolutions of the meeting of the Steering Committee shall be signed by its members present and a copy sent to the Minister in charge of Economic planning in a period not exceeding seven (7) days from the date of the meeting.

The Steering Committee may, whenever necessary, invite any other person from whom it may seek advice, but who shall not be entitled to vote in decision making.

Article 8: Convocation et tenue des réunions du Comité de Pilotage

Le Comité de Pilotage du NCBS se réunit une fois par trimestre et chaque fois que de besoin.

Le Comité de Pilotage ne peut siéger valablement que lorsqu'au moins deux-tiers (2/3) des membres sont présents.

La convocation est faite par écrit et adressée aux membres du Comité de Pilotage au moins sept (7) jours avant la réunion. Cependant, la réunion extraordinaire est convoquée au moins trois (3) jours avant sa tenue.

Les résolutions du Comité de Pilotage sont signées par les membres présents et une copie doit être envoyée au Ministre ayant la planification dans ses attributions au moins sept (7) jours après la date de la tenue de la réunion.

Le Comité de Pilotage peut inviter toute autre personne qu'il juge nécessaire pour lui donner des conseils, sans voix délibérative.

Ingingo va **9: Ubunyamabanga Nshingwabikorwa**

Inshingano za NCBS zishyirwa mu bikorwa n'Ubunyamabanga Nshingwabikorwa buyoborwa n'Umunyamabanga Nshingwabikorwa ushyirwaho kandi agakurwaho n'iteka rya Minisitiri w'Intebe. Umunyamabanga Nshingwabikorwa ashinzwe ibi bikurikira:

- 1° gucunga umutungo, imari n'abakozi ba NCBS;
- 2° gutegura icyerekezo cya gahunda y'ibikorwa, gahunda y'ibikorwa ya buri mwaka n'ingengo y'imari bya NCBS;
- 3° gutegura raporo y'ibikorwa n'umikoroshereze y'imari ya buri mwaka bya NCBS;
- 4° gushyira mu bikorwa ibyemezo byafashwe n'Inama y'Ubuyobozi ya NCBS.

Inama y'Ubuyobozi ya NCBS isinyana n'Umunyamabanga Nshingwabikorwa amazezerano yitwa « Imihigo » akubiyemo ibikorwa by'umwaka.

Ingingo va **10: Imiterere y'inzego z'imirimiro n'abakozi**

Imiterere y'inzego z'imirimiro n'imanyanya y'imirimiro bya NCBS biri ku mugereka w'iri teka.

Article 9: Executive Secretariat

NCBS daily activities are carried out by an Executive Secretariat presided over by the Executive Secretariat who shall be appointed and removed from office by a Prime Minister's Order. The Executive Secretary shall have the following responsibilities:

- 1° to manage the property, finances and human resources of NCBS;
- 2° to prepare the strategic plan, annual action plan and budget of NCBS;
- 3° to prepare annual activity and financial reports of NCBS;
- 4° to implement decisions taken by the Steering Committee of NCBS.

There shall be a performance contract "Imihigo" between the Steering Committee and the Executive Secretary indicating the activities to be accomplished annually.

Article 10: Organizational structure and personnel

The Organizational structure and job positions of NCBS are annexed to this Order.

Article 9: Secrétariat Exécutif

Les activités journalières de NCBS sont menées par un Secrétariat Exécutif dirigé par un Secrétaire Exécutif qui est nommé et révoqué par arrêté du Premier Ministre.

Le Secrétaire Exécutif a les attributions suivantes:

- 1° gérer le patrimoine et les ressources humaines et financières du NCBS;
- 2° préparer le plan stratégique, le plan d'action annuel et le budget du NCBS;
- 3° préparer les rapports annuels d'activités et des finances du NCBS;
- 4° assurer l'exécution des décisions prises par le Comité de Pilotage du NCBS.

Le Comité de Pilotage du NCBS et le Secrétaire Exécutif signent un contrat de performance «*Imihigo*» indiquant les activités à exécuter au cours de l'année.

Article 10: Structure organisationnelle et personnel

La structure organisationnelle et la synthèse des emplois du NCBS sont annexées au présent arrêté.

Inshahara n'ibindi bigenerwa Umunyamabanga Nshingwabikorwa n'abandi bakazi bishyirvaho hakurikijwe ibiteganywa mu mategeko agenga abakazi ba Leta.

Salaries and Benefits entitled to the Executive Secretary and personnel of the Executive Secretariat shall be determined in accordance with the legal provisions applicable to public servants.

Les salaires et autres avantages alloués au Secrétaire Exécutif et au personnel du Secrétariat Exécutif sont déterminés suivant les dispositions légales régissant la fonction publique.

UMUTWE WA IV: UMUTUNGO N'IMARI

CHAPTER IV: PROPERTY AND FINANCE

CHAPITRE IV: PATRIMOINE ET FINANCES

Ingingo ya 11: Umutungo wa NCBS

Article 11: Property of NCBS

Article 11: Ressources du NCBS

Umutungo wa NCBS ugizwe n'ibintu byimukana n'ibitumukanwa.

The property of NCBS shall comprise of movables and immovables.

Le patrimoine du NCBS comprend les biens meubles et immeubles.

Umutungo wa NCBS ukomoka kuri ibi bikurikira:

The property of NCBS shall come from the following:

Le patrimoine du NCBS provient des sources suivantes:

- 1° ingengo y'imari igenerwa na Leta;
- 2° inkunga, zaba iza Leta cyangwa iz'abaterankunga;
- 3° ibituruka ku mirimo ikora;
- 4° impano n'indagano.

- 1° the State budget allocation;
- 2° the Government or Donors grant;

- 1° les dotations budgétaires de l'Etat;
- 2° les subventions de l'Etat ou des donateurs;

- 3° le produit de ses services;
- 4° la donation and bequest.

- 3° le produit de ses services;
- 4° les dons et legs.

Ingingo ya 12: Iyimirwa ry'umutungo

Article 12: Transfer of patrimony

Article 12: Transfert du patrimoine

Imitungo yimukana, itumukanwa n'imyenda bya PSCBS yagengwaga n'iteka rya Minisitiri w'Intebe n° 56/03 ryo ku wa 14/08/2009 rishyiraho Umunyamabanga bwo kongerera abakazi ba Leta ubushobozi rikagena inshingano. imiterere n'imitokore byabwo byeguriwe NCBS.

Movable, immovable property and liabilities of PSCBS governed by the Prime Minister's Order n° 56/03 of 14/08/2009 establishing and determining the responsibilities, organization and functioning of the Public Sector Capacity Building Secretariat, are transferred to NCBS.

La propriété sur les biens meubles et immeubles ainsi que le passif du PSCBS régis par l'arrêté du Premier Ministre n° 56/03 du 14/08/2009 portant création du Secrétariat de renforcement des capacités du Secteur Public et déterminant sa mission, son organisation et son fonctionnement est transférée à NCBS.

Ingingo ya 13: Imicungire n'igenzurwa ry'umutungo

Imikoroshereze, imicungire n'ingenzurire by'umutungo wa NCBS bikorwa hakurikijwe amategekako abigenga.

Ubugenzuzi bushinzwe igenzura rya buri muni ry'imikoroshereze y'umutungo wa NCBS buha raporo Komite y'Ubuyobozi bukagenera kopi Umunyamabanga Nshingwabikorwa wa NCBS n'Umugenzuzi w'Imari Mukuru wa Guverinoma.

Ingingo ya 14: Ingingo y'imari

Ingingo y'imari ya NCBS yemezwa kandi igatungwa hakurikijwe amategekako abigenga.

Ingingo ya 15: Raporo y'imari

Mu mezi atatu (3) akurikira impera z'umwaka w'ibaruramari, Umunyamabanga Nshingwabikorwa wa NCBS ashyikiriza Komite y'Ubuyobozi raporo y'umwaka w'ibaruramari kugira ngo iyisuzume kandi inayemeze, hakurikijwe amategekako agenga imicungire y'imari n'umutungo bya Leta.

UMUTWE WA Y: INGINGO ZISOZA

Ingingo ya 16: Abashinzwe kubahiriza iri teka

Minisitiri w'Imari n'igenamigambi na Minisitiri

Article 13: Management and audit of property

The use, management and audit of the property of NCBS shall be carried out in accordance with the governing laws.

The internal audit of NCBS shall submit a report to the Governing Steering Committee with a copy to the Executive Secretary of NCBS and the Government Chief Internal Auditor.

Article 14: Budget

The budget of the NCBS shall be approved and managed in accordance with the governing laws.

Article 15: Financial report

Within a period of three (3) months following the closure of the financial year, the Executive Secretary of NCBS shall submit a financial report to the Governing Steering Committee for review and approval in accordance with laws governing the management of State finance and property.

CHAPTER V: FINAL PROVISIONS

Article 16: Authorities entrusted with the implementation of this Order

The Minister of Finance and Economic Planning

Article 13 : Gestion et audit du patrimoine

L'utilisation, la gestion et l'audit du patrimoine de NCBS sont effectués conformément aux dispositions légales en la matière.

Le service d'audit interne de NCBS transmet son rapport au Comité Technique de Pilotage et réserve une copie au Secrétaire Exécutif du NCBS et à l'Auditeur en Chef Interne du Gouvernement.

Article 14: Budget

Le budget de NCBS est adopté et géré conformément aux dispositions légales en la matière.

Article 15: Rapport financier

Le Secrétaire Exécutif de NCBS soumet au Comité Technique de Pilotage dans les trois (3) mois qui suivent la fin de l'exercice comptable un rapport de l'exercice comptable pour examen et approbation conformément aux dispositions régissant les finances et le patrimoine de l'Etat.

CHAPITRE V: DISPOSITIONS FINALES

Article 16: Autorités chargées de l'exécution du présent arrêté

Le Ministre des Finances et de la Planification

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w'Abakozi ba Leta n'Umurimo basabwe kubahiriza iri teka.

and the Minister of Public Service and Labour are entrusted with the implementation of this Order.

Economique et le Ministre de la Fonction Publique et du Travail sont chargés de l'exécution du présent arrêté.

Ingungu ya 17: Ivanwaho ry'ingingo zinyuranyije n'iri teka

Article 17: Repealing provision

Article 17: Disposition abrogatoire

Iteka rya Ministiri w'Intebe n° 56/03 ryo ku wa 14/08/2009 rishyiraho Ubunyamabanga hwo kongerera abakozi ba Leta ubushobozi rikagena inshingano, imihereze n'imikorere yabwo hamwe n'izindi ngungu zose zamateka abanziriza iri kandi zinyuranyije na ryo zivanyweho.

The Prime Minister's Order n° 56/03 of 14/08/2009 establishing and determining the responsibilities, organization and functioning of the Public Sector Capacity Building Secretariat and all other prior provisions contrary to this Order are hereby repealed.

L'Arrêté du Premier Ministre n° 56/03 du 14/08/2009 portant création du Secrétariat de renforcement des capacités du Secteur Public et déterminant sa mission, son organisation et son fonctionnement ainsi que toutes les dispositions réglementaires antérieures contraires au présent arrêté sont abrogées.

Ingungu ya 18: Igihe iteka ritangira gukurikizwa

Article 18: Commencement

Article 18: Entrée en vigueur

Iri teka ritangira gukurikizwa ku munsu ritangarijweho mu Igazeti ya Leta ya Repubulika y'u Rwanda.

This Order shall come into force on the date of its publication in the Official Gazette of the Republic of Rwanda.

Le présent arrêté entre en vigueur le jour de sa publication au Journal Officiel de la République du Rwanda.

Kigali, kuwa 24/05/2013

Kigali, on 24/05/2013

Kigali, le 24/05/2013

Official Gazette n° 25 of 24/06/2013

(sé)
Dr HABUMUREMYI Pierre Damien
Minisitiri w'Intebe

(sé)
Dr HABUMUREMYI Pierre Damien
Prime Minister

(sé)
Dr HABUMUREMYI Pierre Damien
Premier Ministre

(sé)
Amb. GATEETE Claver
Minisitiri w'Imari n'Igenamigambi

(sé)
Amb. GATEETE Claver
Minister of Finance and Economic Planning

(sé)
Amb. GATEETE Claver
Ministre des Finances et de la Planification
Economique

**Bibonywe kandi bishyizweho Ikirango cya
Repubulika:**

**Seen and sealed with the Seal of the
Republic:**

Vu et scellé du Sceau de la République:

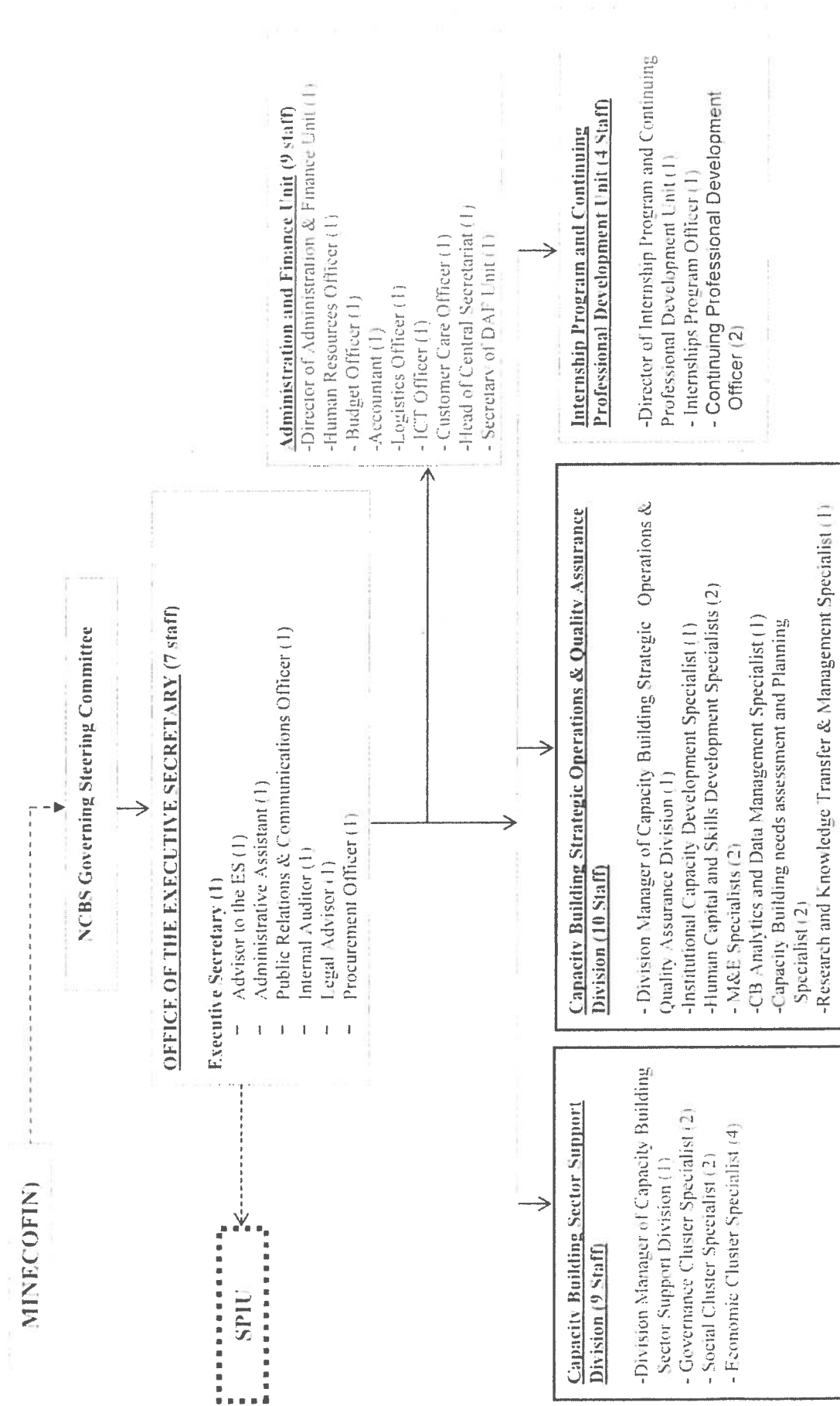
(sé)
KARUGARAMA Tharcisse
Minisitiri w'Ubutabera/Intumva Nkuru ya Leto

(sé)
KARUGARAMA Tharcisse
Minister of Justice/Attorney General

(sé)
KARUGARAMA Tharcisse
Ministre de la Justice/Garde des Sceaux

<p>UMUGEREKA WA I WITEKA RYA MINISITIRI W'INTEBE N°157bis/03 RYO KUWA 24/05/2013 RISHYIRAHO UBUNYAMABANGA BW'IGHUGU BWO KONGERA UBUSHOBOZI (NCBS) KANDI RIKAGENA INSHINGANO, IMITERERE N'IMIKORERE BYABWO</p>	<p>ANNEX I OF THE PRIME MINISTER'S ORDER N°157bis/03 OF 24/05/2013 ESTABLISHING NATIONAL CAPACITY BUILDING SECRETARIAT (NCBS) AND DETERMINING ITS MISSION ORGANISATION AND FUNCTIONING</p>	<p>ANNEXE I DE L'ARRETE DU PREMIER MINISTRE N°157bis/03 DU 24/05/2013 PORTANT CREATION DU SECRETARIAT NATIONAL DE RENFORCEMENT DES CAPACITES (NCBS) ET DETERMINANT SES MISSIONS, SON ORGANISATION ET SON FONCTIONNEMENT</p>
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ORGANISATIONAL CHART FOR NCBS -2013



<p>UMUGEREKA WA II W'ITEKA RYA MINISITIRI W'INTEBE N°157bis/03 RYO KUWA 24/05/2013 RISHYIRAHU UBUNYAMABANGA BW'IGIHUGU BWO KONGERA UBUSHOBOZI (NCBS) KANDI RIKAGENA INSHINGANO, IMITERERE N'IMIKORERE BYABWO</p>	<p>ANNEX II OF THE PRIME MINISTER'S ORDER N°157bis/03 OF 24/05/2013 ESTABLISHING NATIONAL CAPACITY BUILDING SECRETARIAT (NCBS) AND DETERMINING ITS RESPONSIBILITIES, ORGANISATION AND FUNCTIONING</p>	<p>ANNEXE II DE L'ARRETE DU PREMIER MINISTRE N°157bis/03 DU 24/05/2013 PORTANT CREATION DU SECRETARIAT NATIONAL DE RENFORCEMENT DES CAPACITES (NCBS) ET DETERMINANT SES RESPONSABILITES, SON ORGANISATION ET SON FONCTIONNEMENT</p>
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SUMMARY OF JOBS FOR NATIONAL CAPACITY BUILDING SECRETARIAT (NCBS) - 2013

Administrative Unit	Job Title	Title of Job position linked to the Job	Proposed Jobs	
Office of the Executive Secretary	Executive Secretary	Executive Secretary	1	
	Advisor to the ES	Advisor to the ES	1	
	Administrative Assistant	Administrative Assistant to the ES	1	
	Internal Audit	Internal Auditor	1	
	Public Relations and Communications	Public Relations and Communications Officer	1	
	Procurement	Procurement Officer	1	
	Legal Advisor	Legal Advisor	1	
	Sub Total		7	
	Capacity Building Sector Support Division	Division Manager	Division Manager of Capacity Building Sector Support Division	1
		Governance Cluster	Governance Cluster Specialist	2
Social Cluster		Social Cluster Specialist	2	
Economic Cluster		Economic Cluster Specialist	4	
Sub Total			9	
Capacity Building Strategic Operations & Quality Assurance Division	Division Manager	Division Manager of Strategy Operations & Quality Assurance Division	1	
	Institutional Capacity Development Specialist	Capacity Building Strategy Planning and Policy Specialist	1	
	Human Capital and Skills Development Specialist	Human Capital and Skills Development Specialist	2	
	M & E	M & E Specialist	2	
	Capacity Building Analysts and Data Management Specialist	Capacity Building Analysts and Data Management Specialist	1	

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	Capacity Building Needs Assessment and Planning Specialist	Public Sector Training Specialist	2	
	Research and Knowledge Management	Research and Knowledge Management Specialist	1	
			10	
Internship Program and Continuing & Professional Development Unit	Director of Unit	Director of Internship Program and Continuing & Professional Development Unit	1	
	Internship Program	Internships Program Officer	1	
	Continuing Professional Development	Continuing Professional Development Officer	2	
	Sub Total		4	
Finance & Administration Unit	Director of Unit	Director of Administration and Finance Unit	1	
	Human Resource	Human Resource Officer	1	
	Accountant	Accountant	1	
	Budget	Budget Officer	1	
	Logistics	Logistics Officer	1	
	IT Officer	IT Officer	1	
	Customer Care	Customer Care Officer	1	
	Secretary (Central Secretariat)	Secretary (Central Secretariat)	2	
	Sub Total		9	
		GRAND TOTAL		39

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Bibonywe kugira ngo bishyirwe ku mugereka w'iteka rya Minisitiri w'Intebe n°157bis/03 ryo kuwa 24/05/2013 rishyiraho Ubunyamabanga bw'Igihugu bwo kongera Ubushobozi (NCBS) kandi rikagena inshingano, imiterere n'imikorere byabwo

Kigali, kuwa 24/05/2013

(sé)
Dr HABUMUREMYI Pierre Damien
Minisitiri w'Intebe

(sé)
Amb. GATETE Claver
Minisitiri w'Imari n'Inyamigambi

Bibonywe kandi bishyizweho Ikirango cya Repubilika:

(sé)
KARUGARAMA Tharcisse
Minisitiri w'Ubutabera/Intumwa Nkuru ya Leta

Seen to be annexed to the Prime Minister's Order n° 157bis/03 of 24/05/2013 establishing the National Capacity Building Secretariat (NCBS) and determining its mission, organization and functioning

Kigali, on 24/05/2013

(sé)
Dr HABUMUREMYI Pierre Damien
Prime Minister

(sé)
Amb. GATETE Claver
Minister of Finance and Economic Planning

Seen and Sealed with the Seal of the Republic:

(sé)
KARUGARAMA Tharcisse
Minister of Justice/Attorney General

Vu pour être annexé à l'Arrêté du Premier Ministre n° 157bis/03 du 24/05/2013 portant création du Secrétariat National de Renforcement des Capacités (NCBS) et déterminant ses missions, son organisation et son fonctionnement

Kigali, le 24/05/2013

(sé)
Dr HABUMUREMYI Pierre Damien
Premier Ministre

(sé)
Amb. GATETE Claver
Ministre des Finances et de la Planification Economique

Vu et scellé du Sceau de la République:

(sé)
KARUGARAMA Tharcisse
Ministre de la Justice/ Garde des Sceaux