



**PARTNERS COMMITTEE
BETWEEN
THE REPUBLIC OF RWANDA
AND
THE KINGDOM OF BELGIUM**

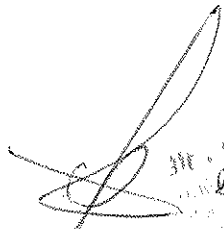
MINUTES

The Indicative Cooperation Program 2011-2014 between Rwanda and Belgium, which was adopted at the meeting of the Joint Commission on Development Cooperation of May 18th 2011 in Kigali, considers Capacity Building as an unequivocal, strategic and cross-cutting component of all projects and programs in the Belgian sectors of concentration.

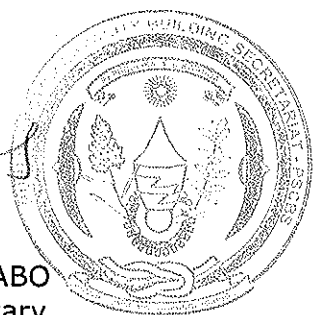
The Public Sector Capacity Building Secretariat (PSCBS) will be systematically involved in the design of this Capacity Building Component. PSCBS will act as the guarantor of the quality of the CB components of the different sector projects and programs. Monitoring of the CB components will also systematically involve PSCBS.

In order to support PSCBS to carry out its strategic role, an amount of 4 million Euros is foreseen in the ICP for direct support to PSCBS. The members of the Partner Committee herewith formally approve the attached Project Identification Note submitted by PSCBS, and recommend that a Specific Agreement between Belgium and Rwanda be signed as soon as the parties concerned will have approved the Technical and Financial File regarding this intervention.

Done in Kigali, on 29 NOV 2011


 311 - BELGIAN DEVELOPMENT AGENCY
 29/11/2011

Jean-Yves SALIEZ
 Resident Representative
 Belgian Technical Cooperation






Stella Ford MUGABO
 Executive Secretary
 Public Sector Capacity Building Secretariat

Marc PECSTEEN de BUYTSWERVE
 Ambassador
 of the Kingdom of Belgium




Kampeta Pitchette SAYINZOGA
 Permanent Secretary
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 Ministry of Finance and Economic Planning



REPUBLIC OF RWANDA



PUBLIC SECTOR CAPACITY BUILDING SECRETARIAT - PSCBS

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**PROJECT IDENTIFICATION
NOTE**

**SUPPORT TO STRATEGIC APPROACH TO CAPACITY BUILDING
(2012 – 2016)**

UNDER THE INDICATIVE COOPERATION PROGRAMME BETWEEN
BELGIUM AND RWANDA

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1. **TITLE** - Support to PSCBS, strategic approach to coordinate Capacity Development (2012 - 2016)

1.1. Short description of the intervention including its major characteristics and data.

Capacity Building is increasingly recognized as a core component of the overall planning and budgeting processes of the Government of Rwanda. The 2011-2014 ICP considers capacity building as an unequivocal, strategic and crosscutting component of all projects and programmes in Belgium's concentration sectors. It includes capacity building explicitly as a component in sector projects/ programs, to be managed and monitored within the respective sectors and recognizes the need to systematically involve PSCBS in the design, monitoring and evaluation of this component in these respective sectors. The ICP also commits to build capacities of PSCBS. The intervention will support PSCBS to carry its overall strategic coordination role, with a specific attention to the three Belgium-supported sectors. The Cross-cutting themes of the Belgian development cooperation, gender equality/women's empowerment and sustainable management of the environment will be duly taken into account.

1.2. Explain if it is a new intervention or the next phase of an existing one. In such case, the on-going phase must have been evaluated.

- This new intervention builds upon the "Support to Capacity Development in Rwanda" project (2008-2012). The recent Mid-Term Review of this project confirmed the relevance of the proposed approach and recommended to PSCBS to engage with the 3 sectors (Decentralization, Energy and Health) ahead of the new ICP.
- The Mid-Term Review also recommended seeking alternatives to the logical framework approach (LFA) in designing the intervention, as the LFA does not adequately capture processes such as capacity building. PSCBS should be involved in determining how to deal with this issue before the actual design process starts. The logical framework shall be maintained and the outcome mapping approach shall only be used to supplement the inadequacies of the LFA.
- M&E of CB has consistently been unsatisfactory. This was also noted by the project's MTR. It is recommended to ensure adequate baseline surveys and regular capacity needs assessments in this intervention as well as in all CB components of other Belgium-supported interventions. A standard procedure to ensure PSCBS involvement in other Belgium-supported interventions should be developed to this.

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- Within the framework of the new ICP, an amount of 4 million Euros is foreseen for direct support to PSCBS.

2. MINISTRY IN CHARGE OF PREPARING AND IMPLEMENTING THE INTERVENTION

The Ministry of Finance and Economic Planning which is the tutelage Ministry of PSCBS shall be charge of preparing and implementing the intervention.

3. GENERAL AND SPECIFIC OBJECTIVES OF THE INTERVENTION

3.1. General Objective

The Capacities of public institutions and civil servant to deliver effective services are strengthened.

3.2. Specific Objective

- The capacities of PSCBS to effectively coordinate the strategic approach to capacity building, in particular in the Sectors of Energy, Health and Decentralisation are strengthened.

- Expected Results

- The design, monitoring and evaluation of the capacity building components of all Belgium-supported interventions under the new ICP is enhanced;
- PSCBS's overall role of capacitating the Public sector institutions to deliver on their mandates, through strategic partnerships, information, education and communication, and mentoring of PSCBS staff and their counterparts in partner institutions is strengthened;
- PSCBS's capacity in key technical areas for enhanced coordination and value for money of public sector capacity building (e.g. Quality Assurance, Technical Guidance, IEC, Advocacy, Brokering, Networking, Knowledge Management, M&E, Planning, Resource Mobilization, Contract Management and Disbursement Monitoring functions) is strengthened.
- Monitoring and evaluation of capacity building in view of a fully-fledged and operational M&E system for CB in the public sector is enhanced.

4. TARGET GROUP, BENEFICIARIES AND JUSTIFICATION OF CHOOSING THEM, GEOGRAPHICAL LOCATION OR COVERAGE (AS NECESSARY), THEME (TOPICAL AREA) OF THE INTERVENTION (AS NECESSARY)

4.1. Major Beneficiaries:

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- PSCBS as the coordinating government agency for capacity development in the public sector. PSCBS shall act as guarantor of the quality of the CB components of the different sector projects/ programs.
- Decentralization, Energy and Health sector working groups and institutions. These are due to receive capacity building support under the new PIC, to be directly linked to the coordination and quality assurance role of PSCBS. Each of the sectors shall be supported to perform regular CB assessments and establish related CB plans, to conduct M&E of CB and to regularly report on CB to sector working groups and other relevant stakeholders, feeding into national level reporting frameworks for CB.

4.2. Other beneficiaries:

- Other Public sector institutions benefitting from an improved coordination of Public sector capacity building.

5. RELATION OF THE INTERVENTION WITH EDPRS AND MDGS

The intervention looks at enhanced strengthening of Public sector institutions to deliver on EDPRS and the MDGs. EDPRS and MDG priorities underpin accelerating poverty reduction; skills development and improving maternal and child health. This project seeks to enhance the capacity of PSCBS to support service delivery sectors like Energy; Health; Decentralization to have the required capacity to provide basic services to the people.

It is stated in the Vision 2020 and EDPRS that the Energy Sub-sector plays a vital role with the Private Sector to facilitate growth, in the Agricultural Sector to enable value addition, in the development of a dependable ICT Sub-sector, and in the provision of services in the Public Sector. The goal of the Energy Sub-sector is to ensure security of supplies by increasing domestic energy production from several sources (hydro-electricity, methane gas, solar power, biomass and petroleum).

Improving health is an important goal expressed in the MDGs, Vision 2020 and EDPRS and human capital and institutional development is a strategic component which this Project could support. Poverty and poor health are often linked in a vicious cycle. Poverty exposes households to greater health risks stemming from under nourishment, limited or no access to safe drinking water and basic sanitation, overcrowding, illiteracy, and an inability to access or utilise health care resources. Poor health reduces household savings, constrains learning ability,

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lowers productivity and leads to a low quality of life thus higher infant and maternal mortality rates.

Decentralisation has improved policy implementation in two ways. Firstly, by assigning responsibility for broad areas of service delivery to local government, the pattern of public spending matched with citizen's priorities more closely. In this regard, voters have a stronger incentive to demand implementation of policy priorities. Secondly, by reallocating state functions from central government to the districts, accountability is increased at local level.

Since the adoption of the decentralization policy, different initiatives aimed at building capacities of the Local Government entities have been implemented, but it still remains difficult to account for the quality of the capacity building interventions, establish their impact and consistency with both the national priorities and local needs, mainly due to weak monitoring, coordination and harmonization.

PSCBS is already actively involved in the Sector Working Groups of the Energy, Health and Decentralization and contributes to shaping their capacity building priorities.

6. DEMONSTRATE SYNERGY WITH OTHER BILATERAL AND MULTILATERAL DEVELOPMENT PARTNERS, WITH THE INDICATIVE PROGRAMME OF THE EUROPEAN COMMISSION, AS WELL AS WITH BELGIUM'S NATIONAL AGENDA FOR HARMONIZATION AND ALIGNMENT. PROVIDE AN ANALYSIS OF THE INTERVENTION'S DEGREE OF COHERENCE WITH OTHER INTERVENTIONS IN THE SAME SECTOR, IN THE SAME REGION, AND/OR HAVING THE SAME BENEFICIARIES.

Belgium's Harmonisation and Alignment (H&A) plan recognised national ownership and capacity as conditions for sustainable development. It stated that supporting partner countries in the reinforcement of their capacity has become one of the essential tasks for donors which needed their activities "from services to the people to capacity development of national institutes" for the benefit of ownership and alignment. The H&A plan pledged to reorient Belgian cooperation to capacity development by supporting in a harmonised way the national strategies for 'capacity development'. This intervention translates these commitments into implementable actions in the Rwandan context.

Synergy with other interventions by Development Partners will be ensured through the anchorage and coordination of this intervention and take advantage of existing institutional arrangements that facilitate effective coordination, these include but not limited to:

- The Development Partners Coordination Group (DPCG) that is chaired by Permanent Secretary and Secretary to the Treasury, Ministry of Finance and Economic Planning and co-chaired by the UN Resident Coordinator;
- All Sector Working Groups (SWGs) with special emphasis on Sectors that have their own capacity building pooled funds as well as the Capacity Building and Employment Promotion Sector Working Group that is chaired by the Permanent Secretary, Ministry of Public Service and Labour (MIFOTRA);
- The high level Steering Committee 'Board' of PSCBS that is chaired by the Permanent Secretary and Secretary to the Treasury, Ministry of Finance and Economic Planning.
- The Public Sector Capacity Building Stakeholders Forum coordinated by PSCBS and chaired by the Minister of Finance and Economic Planning

The aforementioned institutional arrangements shall enhance synergies and coordination of capacity building investments of the government and development partners that are committed to strengthening the public sector to improve service delivery and deliver on national priorities.

Currently PSCBS manages support from the following sources:

- Government of Rwanda annual ordinary budget (currently managing capacity building funds from the budget for 2011/2012 fiscal year)
- Public Sector Capacity Building Project (PSCBP) which is funded by the World Bank. The total amount for the project is 20 million US dollars. The Project that started effectively on 8th October 2004 is due to end on 31st December 2011.
- Grant 143 that is supported by the African Capacity Building Foundation with an amount of 4 million dollars. The Grant started effectively in 2005 and is due to end on 31st December 2011.
- Support to Capacity Development in Rwanda Project which is funded by the Belgian Government through BTC with an amount of 5 million Euros. The Project started effectively on 1st October 2007 and is due to end on 19th September 2012.
- Strategy and Policy Development Project that is financed by the African Development Project with an amount of 1,540,270 dollars. The Project started effectively in 2010 and is due to end in December 2012.

7. MAXIMUM TOTAL AMOUNT OF THE BELGIAN CONTRIBUTION AND INDICATIVE DURATION OF THE INTERVENTION

Within the framework of the present ICP, an amount of 4 million Euros shall be foreseen for direct support to PSCBS from 2012 – 2016.


8. MEASURES TO BE TAKEN TO ENSURE THE SUSTAINABILITY OF THE INTERVENTION AFTER ITS CLOSURE

The proposed intervention is consistent with the overall policies of the GoR, in particular the Economic Development and Poverty Reduction Strategy.

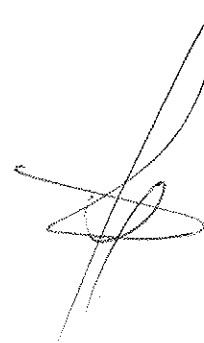
In Rwanda Capacity Building represents both a Government priority and a long-term challenge. There is a firm commitment from the GoR (1) to address Capacity Building in a holistic way, which will cover the human resources, institutional and organizational aspects, and (2) to develop a common framework to guide Capacity Building in all sectors.

PSCBS is strongly embedded in institutional structures that will definitely survive beyond the life of the intervention as Capacity Building receives high priority from GoR. The Institutional sustainability is guaranteed by the fact that the intervention is “on budget” and “on plan” as it will finance parts of the national strategy for Capacity Development.

One of the main challenges for the sustainability of the intervention will be the capacity of the GoR to develop an effective strategy for staff retention. This issue is currently addressed by the Ministry of Public Service and Labor and the partners involved in Capacity Building.



P.O.

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