

Final report

Strategic Approach to Capacity Building – SACB

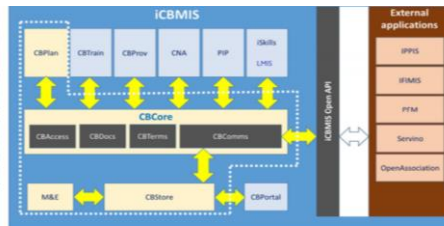


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Acronyms

BRD	Rwanda Development Bank
BTC	Belgian Development Agency
CB	Capacity Building
CBA	Capacity Building Assessment
CBP	Capacity Building Plan
CDCF	Capacity Development Coordination Forum
CD	Capacity Development
CDMIS	Capacity Development Management Information System
CESB	Capacity Development and Employment Services Board
CNA	Capacity Needs Assessment
CSOs	Civil Society Organisations
EDMS	Electronic Document Management System
EDPRS - 2	Economic Development and Poverty Reduction Strategy - 2
E.H.D	Energy, Health and Decentralisation
Enabel	Belgian Development Agency
GoV	Government of Rwanda
HICD	Human and Institutional Capacity Development
HR	Human Resources
IFMIS	Integrated Financial Management Information System
KM	Knowledge Management
MDA	Ministries, Departments and Agencies
M&E	Monitoring & Evaluation
MIFOTRA	Ministry of Public Service and Labor
MINECOFIN	Ministry of Finance and Economic Planning
MTR	Mid-Term Review
NCBS	National Capacity Building Secretariat
NST	National Strategy for Transformation
POM	Procedural, Operations Manual

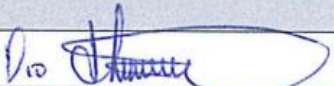

PSCBS	Public Sector Capacity Building Secretariat
QA	Quality Assurance
RDB-CDE	Rwanda Development Board-Capacity Development and Employment
SACB	Strategic Approach to Capacity Building
SS	Sector Support (Division)
SPIU	Single Project Implementation Unit

Intervention form

Intervention name	Support to strategic Approach to Capacity Building (SACB)
Intervention Code	RWA1208411
Location	Kigali
Budget	€ 2.500.000
Partner Institution	Capacity Development and Employment Services Board(CESB)
Date intervention start /Opening steering committee	5 th May 2014
End date Specific Agreement	11 th October 2018
Target groups	The direct beneficiary of the intervention is CESB and its staff. Final beneficiaries are the people of Rwanda that will have access to better public service delivery. Indirect beneficiaries are Ministries, Departments and Agencies of the Public Sector in Rwanda, with emphasis on Decentralization, Health and Energy institutions.
Impact ¹	The Capacities of public institutions and civil servants to deliver effective services are strengthened
Outcome	CESB effectively coordinates and supports Public Sector CD initiatives particularly for the Energy, Health and Decentralization Sectors.
Outputs	<i>CESB' organizational capacities to deliver more effectively on its mandate in terms of systems, workflows and procedures and Human Resources are enhanced</i>
	<i>CESB's support in the successful development and implementation of MDA's/Sectors capacity development plans and strategies is effective in particular in Energy, Health and Decentralization Sectors</i>
	<i>CESB's capacity to respond to and influence a changing environment is enhanced.</i>
Total budget of the intervention	€ 2.500.000
Period covered by the report	12 th June 2013 -11 th October 2018

¹ Impact is a synonym for global objective, Outcome is a synonym for specific objective, output is a synonym for result

Global appreciation

Describe your global appreciation of the intervention (max 200 words):	Describe your global appreciation of the intervention (max 200 words):
<p>Strategic approach to capacity building project at the time of inception was very ambitious. Its initiation was built on the already existing strategic orientation of the government of Rwanda and in streamlining capacity development to national and global goals. The expansion of PSCBS mandate which focused on Public institutions which later was expanded to include private sector and civil society under NCBS confirms clear interest by the government to have an agenda on capacity development. Therefore the Key milestone achieved under this intervention with lasting impact to CD includes now the National CD policy, the digitisation of the capacity development planning and the organisation development tools among others.</p> <p>It is worth mentioning that, the project could have achieved in totality all the progress markers but the government continuous reforms of the institution could have limited some to be completed</p>	<p>SACB was a very ambitious project: shape how CD is managed by Rwanda across all public institutions. It was supposed to influence all ministries, departments and agencies in Rwanda. The purpose of SACB project was to strengthen NCBS capacity to effectively coordinate and support Public Sector CD initiatives particularly for the Energy, Health and Decentralization sectors. Out of 8 progress makers of the project outcome, 5 have been achieved. Out of 18 project output indicators, 8 have been completely achieved while the remaining 10 have been partially achieved. All in all, the three major results that were planned for the successful implementation of the strategic approach to capacity building were achieved approximately at 68%.</p> <p>However, due to delay in the procurement process, some activities have not been implemented on time and a few were not delivered at all. It also goes without saying that the frequent reform of the partner institution (from PSCBS to NCBS in 2013, from NCBS to CESB in 2016 and from CESB to RDB in 2018) did not facilitate the successful project implementation.</p>
Score your global appreciation of the intervention ² :	Score your global appreciation of the intervention ³ :
Satisfactory	Satisfactory
National execution official ⁴	Enabel execution official ⁵
Peter Malinga 	Gratien Gasaba 

PART 1: Results achieved and lessons learned **Assessing the intervention strategy**

1 Assessing the intervention strategy

1.1 Context

The Strategic Approach to Capacity Building (SACB) project was initiated back in 2013. An agreement related to the support was officially signed between Rwanda and Belgium on 12th June 2013.

SACB project was initiated as a response to the issue of limited capacity that resulted from the Rwanda's historical context, more specifically the 1994 genocide against the Tutsi that seriously destroyed the Rwanda's human resources. Indeed, after the 1994 genocide, the Government of Rwanda, embarked on an ambitious process that not only meant to re-establish state institutions but also to re-organize the public administration for better service delivery. This required a set interventions aiming at addressing capacity building challenges in a more broad sense to cover the human resource and institutional aspects as well as to develop a common framework to guide capacity building initiatives across sectors.

Rwanda sees Capacity Development (CD) as critical for achieving its short to long term development aspirations. In fact, despite the change in the nature of the CD challenge to respond to the prevailing socioeconomic dynamics, its centrality to the achievement of Rwanda's development destiny remains unaltered. Therefore Rwanda can only achieve its twin agenda of building a skilled workforce and capable and accountable organizations can only be realized if there are effective systems in place to deliver required CD support.

In addition to addressing the capacity issues describe above, capacity building has been prioritised under the Rwanda-Belgian Indicative Country Program (ICP) for the period 2011-2014. Indeed, capacity building has been retained capacity building as an unequivocal, strategic and cross-cutting component of all bilateral projects and programs in the Belgian prioritised sectors. Therefore, SACB interventions translated priorities under Rwanda-Belgian-ICP and intended to support and strengthen PSCBS/NCBS/CESB/RDB-CDE to carry out its strategic role and mandate of building capacities across sectors in Rwanda.

The implementation of the SACB project was an integral part of the National Capacity Building Secretariat (NCBS) interventions, which at the time, was mandated by the Government of Rwanda to coordinate the development and implementation of Capacity Building interventions and initiatives as well as providing related support across sectors.

It should be reminded that NCBS inherited from the Public Sector Capacity Building Secretariat (PSCBS) that had capacity building of the public sector in its mandate.). In 2013, PSCBS changed into NCSB and was given the mandate to cover capacity building interventions in both the public sector, the private sector and civil society organisations (CSOs). NCBS was then affiliated to the Ministry of Finance and Economic Planning (MINECOFIN). The law n°43/2016 of 18/10/2016 enacted in 2016 merged the NCBS with the National Employment Program (NEP) into Capacity Development and Employment Services Board (CESB) under the affiliation of the Ministry of Public services and Labour (MIFOTRA). In February 2018, the mandate of CESB was transferred to the Rwanda Development Board (RDB). Indeed, this report is drafted at a time when the re-structuring of RDB to accommodate the CESB mandate is going on.

SACB project proposed to “strengthen the capacities of public institutions and civil servants to deliver effective services”. More specifically, SACB project intended to achieve the following objective: *“the capacities of PSCBS/NCBS/CESB/RDB-CDE to effectively coordinate the strategic approach to capacity building, in particular in the sectors of Energy, Health and Decentralization, are strengthened”*.

SACB project intervention approach was mainly based on the existing capacity development framework and considered the “*organizational level*” as an entry point to further achieve results at *individual* and *institutional* levels.

SACB project retained the following three results, also called “outcome statements”:

Result 1: “PSCBS/NCBS/CESB/RDB-CDE capacities to deliver more effectively on its mandate in terms of systems, workflows and procedures are enhanced”. This first result intended to strengthen the organizational support functions through enhanced coordination and improved systems, processes and workflows.

Result 2: “The PSCBS/NCBS/CESB/RDB-CDE involvement in the successful development and implementation of MDAs Capacity Building strategies is enhanced”. This result focused on improving organizational output of a more effective service delivery towards MDAs. This entailed strengthening strategic partnership, information, education and communication as well mentoring of staff and their counterparts in partner institutions.

Result 3: “PSCBS/NCBS/CESB/RDB-CDE capacity to respond to and influence a changing environment is enhanced”. This result proposed to support PSCBS’ ability to influence and respond to changes in the environment to keep its relevance as an organization. This also implied enhancing its capacity to make evidence-based policies, learning from field tested CB strategies and on a robust M&E system.

The implementation of the SACB project interventions was supported of technical support that took a multiple forms base on the need. These included: outsourcing

capacities nationally, twining international experts with local counterparts in the sister-organizations and/or international CB centres of excellence as well as offering national, regional and international coaching and mentoring opportunities to local counterparts.

The technical assistance under SACB project was aligned and guide by the principles described in the Aid Manual of Rwanda that prioritises transformational over transactional activities and prioritised the transfer of capacity to the GoR by building skills and capabilities and developing systems and procedures.

In mid-2016, the Belgium Government reviewed its financial support through bilateral cooperation downward and the budget initially allocated to SACB activities was reduced from 4 million to 2.5 million Euros (a cut of 37.5% of the initial budget). This unexpected budget cut, coupled with a series of institutional reforms (from PSCBS to RDB/CDE) negatively affected the implementation as many activities that were initially planned were delayed or simply put on hold.

1.2 Important changes in intervention strategy

As mentioned above, the entry point for the implementation of SACB project interventions has been the “*Organisational level*” and intended to strengthen the capacity *PSCBS/NCBS/CESB/RDB-CDE* to deliver on its mandate.

At its inception, SACB project proposed to focus on three components of capacity building that in fact was prioritised throughout the implementation of the project. These are:








- *Capacity creation;*
- *Capacity utilisation and;*
- *Capacity retention*

The table below describes how these components were integrated in the SACB project implementation approach and how they were juxtaposed with three capacity building levels, namely:

- The Individual,
- the organizational and;
- The Institutional

With regard to capacity creation, SACB project proposed the establishment efficient organizational structures, processes and procedures that not only strengthens the required staff skills, knowledge, competencies and attitude- the individual level, but also support the institutional strengthening through the establishment of adequate laws and regulations.

Table 1. Intervention Strategy

	Levels	Capacity creation	Capacity utilization	Capacity retention
	Individual level	Developing adequate skills, knowledge, competencies and attitudes 	Applying skills, knowledge, competencies on the workplace 	Reducing staff turnover, facilitating skills and knowledge transfer within institutions 
Entry Point 	Organizational level	Establishing efficient structures, processes and procedures	Integrating structures, processes and procedures in the daily workflows	Regular adaptation of structures, processes and procedures
	Institutional environment and policy level	 Establishing adequate institutions, laws and regulations	 Enforcing laws and regulations for good governance	 Regular adaptation of institutions, laws and regulations

For the capacity utilization, SACB project focused on mainstreaming structures, processes and procedures in the staff daily workflows. At individual level, this gave an opportunity to staff to apply the acquired skills, knowledge and competencies in their workplaces. This also had positive implication at institutional level as it facilitated the enforcement of the laws and regulations which translated good governance values.

Finally, in line with capacity retention, SACB focus has been on ensuring that structures, processes and procedures are regularly updated and contextualized. At individual level, this meant facilitating skills transfer within the organization and reducing turnover. At the institutional level, this called for regularly updating laws, policies and regulations to accommodate the dynamic environment.

It is therefore obvious that, the design of SACB interventions was mainly informed by regular capacity needs assessments conducted at organizational level. In fact, the series of change in institutional mandate that happened throughout the implementation of the project dictated the need for continuous and contextualized adjustments.

2. Results achieved

2.1. Monitoring matrix

This section briefly describes the project performance against its set progress markers. In this context, progress markers are a set of graduated indicators of changed behaviors for a boundary partner that focus on the depth or quality of change. For this project the boundary partner was NCBS/CESB/RDB-CDE as an organization. Therefore, the progress markers for SACB project are meant to describe the changes in NCBS behaviors that are observed at the following three levels:

- ✚ **Expected to see:** Simple change. These are activities and processes tied to the project;
- ✚ **Like to see:** Advanced Change. They are new practices adopted, applying new knowledge
- ✚ **Love to see:** Deepest change. They are higher-order practices, sustained behaviors

In total, 8 progress markers were retained under the SACB project, of which, 3 progress markers were categories as *expected to see*, 2 as *like to see* and 3 as *love to see*. Details of the performance against the progress markers are summarised in table 2.

Commendable performance have been achieved by SACB project across the progress markers except the one stated as “NCBS/CESB harmonizes the expert coaching approach with the National CD policy and strategy” that scored 2 out of 5 marks that were expected to be seen. In fact, a updating the Coaching toolkit as well as the drafting of the Coaching framework still need to be finalized and approved.

In addition to the progress markers, this section also briefly presents the performances of different SACB project indicators as summarised in table 3. Generally, the project has achieved its intended outputs as demonstrated by the performance against the indicators.

Table 2. Assessing Progress Markers

IMPACT: Capacities of public institutions and civil servants to deliver effective services is strengthened				
Outcome: Outcome Journal for Coordination Function: (Sector level structures, in particular in E.H.D.)				
Outcome Challenges: (NCBS/CESB regularly organizes and facilitates dialogues and interactions on strategic Capacity Development (CD) issues, (2) NCBS/CESB facilitates CD policy analysis & action research to influence CD decisions and policies.				
Results / indicators	Baseline Value	End Target	End Value obtained	Comments
Like to see	Score from 1 to 10	Score from 1 to 10	Score from 1 to 10	Evidence
NCBS engages stakeholders to actively participate in the CDCF functioning (meetings & sharing views)	0	7	6	This score is an average of two sub-elements that make the assessed indicator: (1) the establishment of the CDCF that was scored 8 out of 10 and (2) stakeholders participation in CDCF meetings. In total 3 out 5 planned stakeholders meeting were organized, scoring 5 points
Love to see	Score from 1 to 10	Score from 1 to 10	Score from 1 to 10	Evidence

NCBS facilitates CD policy analysis & action research to influence CD decisions and policies	0	6	9	There are also two components to the indicator: (1) the drafting and approval of the CD policy by the cabinet that was achieved was attributed a score of 10 marks and (2) the action research to influence CD decision and policy. In this regard, a number of research were conducted including: the evaluation of the Internship program that, Skills Audit, Coaching Initiative, MTR 5 year priority Skills program, Capacity Building outlook (Annual State of capacity building), Metadata, upgraded internship system, etc. These studies have significantly contributed to identifying gaps in the implementation of capacity building interventions and informed the design of appropriate actions to address these gaps. This component score 8 marks.
Outcome Journal for Coordination Function: (Sector level structures, in particular in E.H.D.)				
Outcome challenge: NCBS/CESB staff (cluster specialists) actively lead and oversee the CD interventions/initiatives in the sector level structures				
Expect to see	Score from 1 to 10	Score from 1 to 10	Score from 1 to 10	Evidence
NCBS put in place a functional automated system to track sector and institutional CB plans	0	9	9	CBP Module was developed and is currently operational and used by 138 institutions (private, CSOs but mostly public institutions). There is still need to sensitize Institutions in the private sectors and in the CSOs to use this digital facilities that was established to ease their CB plans
Love to see	Score from 1 to 10	Score from 1 to 10	Score from 1 to 10	Evidence

NCBS leads sector level research on CD initiatives to inform decision making	0	5	8	At sector level, three types of research are of great importance: 1° the Mid-term review of the 5 years priority skills program that highlighted the status of skills to deliver EDPRS2 in 7 priority sectors. A report was submitted to the Prime Minister's office for action. 2° Skills audit in 8 sectors that not only show the current status of skills in terms of number and skills areas but also provide projections of numbers that will be required in each skills area in the next 10 to 12 years to come. 3° Research on coaching initiatives that recommends what needs to be done in order to improve the coaching approaches across sectors
Love to see	Score from 1 to 10	Score from 1 to 10	Score from 1 to 10	Evidence
NCBS leads sector stakeholders to plan & implement their CD in line with their SP & Sector strategic plans and mandates	0	5	7	As per MINECOFIN budget call circular, CESB (RDB-CDE) was actively involved in the capacity building planning processes (planning sessions were organized with MDAs). The big challenges remain the full engagement of the private sector and Civil society organizations
Outcome Journal for Support Function				
Outcome challenge: NCBS/CESB provides active CD support through innovative research, knowledge management, facilitations and advice across the sectors				
Like to see	Score from 1 to 10	Score from 1 to 10	Score from 1 to 10	Evidence
NCBS undertakes and disseminates comparative research of different expert coaching initiatives nationally	0	7	5	The research on Coaching initiative was completed and report validated by the management. However, the dissemination of the findings were not disseminated to stakeholders. Also, coaching framework is not yet approved for public use
Expect to see	Score from 1 to 10	Score from 1 to 10	Score from 1 to 10	Evidence

NCBS/CESB harmonizes the expert coaching approach with the National CD policy and strategy	0	5	2	There has been some work done in line with harmonizing the coaching approach and this include for instance: induction of the coaches, placement of the coaches into institutions and drafting of the coaching framework. However, updating the Coaching toolkit as well as the drafting of the Coaching framework still need to be finalized and approved
Outcome Journal for NCBS internal organization functioning				
NCBS/CESB has strengthened its internal organization functions, through application of Coaching approach to effectively provide CD coordination and support				
Expect to see	Score from 1 to 10	Score from 1 to 10	Score from 1 to 10	Evidence
NCBS saves cost of some important research activities by using internal resources who have acquired new capacity through coaching (e.g Annual state of Capacity Building report, impact assessment of the internship program, etc)	0	9	9	On average all the studies used 30% of the budget resulting from using internal staff as well as from building the capacity of internal staff capacity in research and data analysis (eg. Evaluation of 5 years priority skills in 7 priority sectors used 15 Mi out of 45 Mi planned while the evaluation of the internship program: used 23,008,570 out of 50,000,000 Rfw planned initially)

Table 3. Assessing the Indicators

Output/Indicator	Baseline	Final target value	Actual achievement
Output 1: NCBS' organizational capacities to deliver more effectively on its mandate in terms of systems, workflows and procedures and Human Resources are enhanced			
CB Management Information System in place	There is no clear roadmap on CB MIS	CB Management Information System in place	The CB Management Information System was developed and is currently being used

CB Management Information System initiated with the component on institutions and sector CB plans fully functional	5: Data base internship established (1), data base on skills available (but not complete) (2), CB providers' database available and regularly updated. (3) Priority skills database (7 sectors) (4) CD database available but collected and processed manually. National internship software, EDMS and IFMIS	CB Management Information System initiated with the component on institutions and sector CB plans fully functional	The CB Management Information System is fully functional for institutions but not yet function for sectors.
Hardware for data management in place and operational	2 Servers with limited capacity, 4 printers	Two additional servers and accessories available used CDMIS	two servers were bought and Installed at RDB-CDE offices and are perfectly working
NCBS Employee Handbook available and utilized	NCBS does not have an Employee Handbook	NCBS Employee Handbook available and utilized	The Employee handbook commonly known as " <i>the LINK</i> " is available but its utilization was affected by the transition/restructuring of the institution.
NCBS HR Policy available and utilized	NCBS does not have a specific	NCBS HR Policy available and utilized	The HR policy is available but its utilization was affected by the restructuring of the institution (the restructuring might also affected the current structure of the HR department)
NCBS Procedures and operational Manual available and utilized	Baseline study (2013), HICD performance package 2014. Need to update performance criteria, operating procedures and job descriptions. HR strategy and POM need to be updated.	NCBS Procedures and operational Manual available and utilized	The procedures and operational manual is available but its utilization is also affected by the transition from CESB to RDB.
% of NCBS roles or functions with updated and implemented job descriptions	0%	100%	(100%) All job descriptions for all staff are available under the existing structures (CESB). The review of Job description under RDB might be required after the approval of a new structure

Output 2: NCBS support in the successful development and implementation of MDA's/Sectors capacity development plans and strategies is effective in particular in Energy, Health and Decentralization Sectors			
Approved updated coaching toolkit available and disseminated to partners institutions for use	A coaching toolkit has been developed in 2015 and disseminated to partners, but needs to be harmonized and updated with buy in from partner institutions	Approved updated coaching toolkit available and disseminated to partners institutions for use	Updating the coaching toolkit is still on going and the process is expected to be informed by the ongoing work on coaching framework that is also
Updated and approved M&E framework for coaching available	The only guiding tool is the coaching toolkit which is not updated.	Updated and approved M&E framework for coaching available	The coaching framework is in its final stage of development and expected to be approved in a shortest period possible
Improved quality of annual CD plans of public institutions	CD sector plan consolidated by NCBS as aggregates of institutions plans, with little or no alignment with sector CD strategy	3	The big challenge here remains the fact that there are no sector specific CD strategies to which CD interventions can be aligned
Annual state of CB report for the fiscal year 2015/2016 available and disseminated	Annual state of capacity building plan (2012), covered Health and Decentralization, but not Energy. In 2015, NCBS with the support of SACB project hired a consulting firm to conduct the annual state of CB but the contract was later terminated due to poor performance of the firm	Annual state of CB report for the fiscal year 2015/2016 available and disseminated	The annual state of capacity building report (also known as the capacity building outlook) is available and approved by the management. However, the report was not disseminated to stakeholders
Internship Program impact assessment report available, approved by NCBS and disseminated	Internship is being implemented since 2009 but no study was conducted to assess its impact	Internship Program impact assessment report available, approved by NCBS and disseminated	The Internship Program impact assessment report is available and approved by the management. However, the report was not disseminated to stakeholders

Research report on coaching available	Impact assessment of internship program has never been conducted	Research report on coaching available	The Research report on coaching is available and approved by the management. However, the report was not disseminated to stakeholders
Fully functional CB M&E System	Lack of clear M&E methodology and framework; relies mainly on secondary data and reporting is ad hoc. No clear deliverables with sector working group partners further complicates M&E. Inputs provided by HICD M&E consultant on current M&E system	Fully functional CB M&E System with automated sector CB and CB Providers planning and monitoring	The CB M&E system is currently working for the component of capacity building but does not cover the employment component. The system also lacks a module on sector mainly due to the fact that there are no sector specific CD strategies
Improved quality of annual CB sector plans	Only consolidated institutional plans	All sector CB plans improved	CD plans in different institutions are aligned with the National priority needs that are specific to each institution's mandate
Number of Peer learning sessions for SPIUs staff in HED (with reports available and shared)	0	3	There has been only one (1) leaning session that was organized to reflect on the assessment of the SPIUs. All the SPIU staff attended the session
Output/Indicator	Baseline	Final target value	Actual achievement
9.1 % of resolutions implemented (consolidate ex. number of resolutions implemented, disaggregated by implements/non-implemented)			
15) Number of CD resolutions/policy recommendations (high level)	Not known	6 resolutions expected;	1)Done
		(1) National CD policy,	2) On progress: It is there but needs to be updated.
		(2)National Coaching toolkit	3)On progress
		(3) National Coaching Approach,	4) Updated by including Employment part as CESB was later established.

		(4) CD Metadata Hand book,	5)Done
		(5) CD MIS	6)Draft is available
		(6) Research agenda	
Approved CD research agenda	no CD research agenda available	Approved CD research agenda	Approved
Number of quick wins proposed, approved and implemented as a result of informed policy research / analysis	0	3	•Upgrade of internship system
			•Sector skills audit to inform the CB plans across sectors (8 Sectors: Energy, Urbanization, Transport and logistics, tourism, Manufacturing, horticulture, Mining, and Agro-processing.
			•MTR 5 year priority skills program.

2.2. Analysis of results

This section briefly describes the attainment of results that were planned under the SACB project. The results is assessed as at different levels including at impact, outcomes and outputs levels as presented below.

2.2.1. To what extent will the intervention contribute to the impact² (potential impact)?

As highlighted earlier, the overall objective of SACB project that also reflects the intended impact was stated as follows: *“The capacities of public institutions and civil servants to deliver effective services are strengthened”*.

It is therefore clear from the project objective that the impact of the SACB project were more to be seen from the side of institutions/sectors trough the quality of services they offer to Rwandans.

Though no impact evaluation has been conducted across sectors to assess the extent to which SACB has the helped benefiting institutions deliver on their mandate, evidence show that SACB project has set strong foundations for the institutions to effectively deliver services. The drivers of the impact are expected to be manifested through the following drivers:

a. Coordination

SACB project has contributed to improving capacity development interventions across sectors by establishing a capacity building coordination forum that brings together all stakeholders in the area of capacity building. One of the key outcomes from the coordination forum was the drafting of the capacity development policy that was approved by the cabinet in 2017. The policy provides clear guidance on capacity development priorities as the country moves forward on its development aspirations.

b. CDIMS

SACB has supported the setting of the CDMIS that has proven to be a powerful tool for the coordinating annual building plans across public institutions. In fact 138 institutions are currently using the CDMIS in their capacity building plans. The system also intends to accommodate capacity development plans in the private sector and in civil society organizations.

² Terminology : Impact = General Objective ; Outcome = Specific Objective; Outputs = Expected Result

c. Mainstreaming capacity development across sectors

The fiscal year 2017/18 was a crucial year for planning in Rwanda as it marked the end of the EDPRS2 as well as the beginning of NST1 that will guide Rwanda's development aspirations cover the next seven years (until 2024). Similarly, all sectors have been requested to draft their strategies that will facilitate the translation of the NST1 across sectors. This has therefore served as an important opportunity for CESB/RDB-CDE to mainstreaming capacity development interventions across sectors. Indeed, a template was developed and shared with different institutions across sectors to guide the selected of capacity development priorities and include them in their respective strategies.

2.2.2. To what extent has the outcome been achieved? Explain

Throughout the implementation of SACB project, the aim was to achieve the three main outcomes, in the areas of coordination, support and internal organization functioning.

In the area of coordination, SACB project has supported the development of the National CD policy that is the main reference document in the area as well as the establishment of the CD coordination forum.

The second outcome area covers **CESB CD support function** through innovative research and knowledge management across sectors and through mobilization of resources for CD. With regard to research and knowledge management, SACB has supported a range of research and studies, the findings of which, are still being used as evidence for decision making. These include: the assessment of the internship program, the mid-term evaluation of the five-year priority skills program, the annual state of capacity building report, the assessment of the coaching initiatives, skills audits in 8 sectors, etc. These are important knowledge management resources that need to be effectively used.

A third outcome area focused on strengthening the **organizational capacities** of **CESB** for organizational performance through expert coaching in specific organizational areas. In line with this outcome, the SACB project internal organizational capacity development by recruiting an organizational development expert to support to coach CESB staff.

2.2.3. To what extent have outputs been achieved? Explain

As reflected in the table 3 above, commendable achievements were recorded across all the SACB outputs. Indeed, almost all the targets across two main outputs (*NCBS' organizational capacities to deliver more effectively on its mandate in terms of systems, workflows and procedures and Human Resources are enhanced, NCBS support in the successful development and implementation of MDA's/Sectors capacity development plans and strategies is effective in particular in Energy, Health and Decentralization Sectors*) have been achieved.

2.2.4. To what extent did outputs contribute to the achievement of the outcome

SACB project outputs have been instrumental in achieving the intended project outcomes. For instance, the output stated as “*NCBS’ organizational capacities to deliver more effectively on its mandate in terms of systems, workflows and procedures and Human Resources are enhanced*” focused on establishing CB Management Information System, NCBS Employee Handbook available and utilized, NCBS HR Policy available and utilized, NCBS Procedures and operational manual available and utilized,... have driven the achievement of the outcome on coordination as well as the one on strengthening the organizational capacities of CESB for organizational performance.

Similarly, the outcome CESB CD support function was primarily driven by the output stated as “*NCBS support in the successful development and implementation of MDA’s/Sectors capacity development plans and strategies is effective in particular in Energy, Health and Decentralization Sectors*” that: developed the coaching toolkit, Improved quality of annual CD plans of public institutions, supported the research activities, established a functional CB M&E System, etc.

2.2.5. Assess the Integration of Transversal Themes in the intervention strategy

With regard to the transversal themes, gender was part and parcel of the implementation of SACB project. In fact, gender mainstreaming is particularly taken into consideration in the Capacity Building plan module which, currently, is being used by 138 public institutions. Beneficiaries of each capacity building initiative are disaggregated into females and males both at the planning and monitoring and evaluation stages.

Also, during the baseline exercise, the BTC ‘Gender Budget Scan’ tool has been adapted and applied to assess gender sensitivity of SACB project budget (i.e. the extent to which the budget lines have been designed to take into account the gender parameters). Where possible, the project team also included the gender aspects in some activities such as CDMIS and coaching activities.

2.2.6. To what extent have M&E, backstopping activities and/or audits contributed to the attainment of results? How were recommendations dealt with?

The key recommendations from the backstopping missions include:

- The establishment of the CDMIS strategy that is yet to be implemented;
- The strengthening of the internal organizational development that led to the recruitment of organizational development coach;
- The establishment of the capacity development coordination forum that in return proposed the CD policy development.

3. Sustainability

3.1.1. What is the economic and financial viability of the results of the intervention? What are potential risks? What measures were taken?

In terms of sustainability of the SACB project interventions, there has been a number of initiatives aiming at perpetuating the SACB legacy. These initiatives mainly include:

- The approval of the national CD policy that will continue to guide CD interventions across sectors;
- The increasing CDMIS adoption by MDAs and its continuous use as a tool for planning and monitoring of CD activities across sectors and institutions set strong ground for sustainability of the system;
- RDB has adopted the OD tools (employees handbook, internal policy and the standard operations procedures), the development of which was supported by the SACB project.

3.1.2. What is the level of ownership of the intervention by target groups and will it continue after the end of external support? What are potential risks? What measures were taken?

The overall ownership of the capacity development in Rwanda is manifested through its prioritization in the national planning processes. Indeed, capacity development is an important component under the national budget call circular issued by the Ministry of Planning and economic development (MINECOFIN). Under the call, it is a requirement for all the budget agencies to mainstream CD in their budget proposals in order to be approved by MINECOFIN.

3.1.3. How well has the intervention contributed to institutional and management capacity? What are potential risks? What measures were taken?

As earlier mentioned, SACB through organizational development coaching, the establishment of CD coordination forum, CDMIS and the CD policy have not only increased the internal capacity to manage the CD interventions across sectors but also have helped establish a national framework for promoting capacity development in Rwanda.

There is however need to ensure that the foundation set by the SACB project is taken forward by the RDB and that the engagement with the private sector and civil society organizations is prioritized.

4. Learning

4.1. Lessons Learned

This section presents key lessons learned throughout the implementation of SACB project as detailed below.

a. Strengthened Coordination and Effective Monitoring

The other important lesson learned throughout the implementation of SACB project is related to the coordination and effective monitoring. In fact, we have learned that strengthened coordination mechanisms at national level coupled with effective monitoring through consistent and frequent steering committee meetings are an important foundation and booster of the project successful implementation of SACB project interventions. Certainly, the role of SACB project in strengthening NCBS/CESB/RDB-CDE internal coordination capacity has been instrumental not only in the establishment of the Capacity Development Coordination Forum that brings all stakeholders together but also developing tools that guided capacity development interventions across sectors.

b. CD Policy Processes

We have learned that strengthened coordination and extensive stakeholders engagement at all stages of the capacity development policy formulation process is an important factor for ownership and effective mainstreaming of its interventions in specific sectors strategies and in MDAs annual plans.

c. Capacity Development Management Information System

The introduction of the capacity development management information system has proven to be a powerful tool for effective planning, monitoring and quality assurance for capacity development interventions across sectors.

d. Skills Transfer and Value for Money

One of the important lessons learned through SACB project is the effectiveness and efficiency that resulted from a teamwork approach that brought together expert coaches/consultants and NCBS/CESB/RDB-CDE staff to perform a given task such as research or evaluation (eg. Conducting the Annual State of Capacity Building Report, Sector Skills Audits, Coaching Assessment, Internship Impact Assessment, Mid-term review, designing the CDMIS,...). This approach has not only revealed to be effective in transferring skills to internal staff but also very efficient in saving money for the institution (on average, all research activities costed around 30% of planned budget thanks to the approach).

e. Benefits Realisation Management

In terms of benefits realisation, we have learned that aligning experts (coaches and consultants) contracts with the mapped benefits and their corresponding tracking

systems with clear timelines is an important tool for achieving the intended project outcomes.

f. Importance of joint Planning

One of the important lessons learnt in the area of planning is that poor planning constitute a serious risk for the project to achieve its intended objective. For instance, the delays in conducting the capacity needs assessment for SPIU has negatively affected the intended SPIUpeer leaning program. Similarly, the delays in procuring expert coaches due long procurement procedures and seeking for no objection has had negative effects on the duration of the coaching initiatives. A joint planning and accountability system is therefore required for a smooth project implementation.

g. Coaching approach: the duration and ownership

With regard to the coaching duration, a big lesson learnt through SACB project remains the unrealistic timeframe allocated to the coaching initiatives. From the assessment of the coaching initiatives, it was revealed the timeframe allocated to different coaching initiatives was very short compared the planned coaching objectives. Moreover, the limited availability of the counterparts as well as the lack of agreed upon coaching plans in some cases have constrained the timely achievement of the coaching objectives.

h. Surprises and unpredicted events

We have learned that it is always wise to adopt flexible attitude whenever there is unpredicted events or surprising circumstances that affect the implementation of a project. A couple of tangible examples can perfectly illustrate SACB experience. These include changes in institutional mandate from NCBS to CESB and then to RDB as well as the cut in the budget from an initial budget of € 4 million to € 2.5 million. The two unexpected events required a strategic decisions of adjusting to the prevailing context and make the move with minimum collateral damages.

i. Consolidating best practices for sustainability

The implementation of SACB project has generated a range of best practices that are meant to be preserved in order to sustain the project legacy. These include:

- ✚ The implementation of output based contracts with deliverables-based payment has proven to be very effective especially in delivering the planned activities on time.
- ✚ Successful project co-management that provided flexibility for not only looking at the project from different angles but also as a mechanisms to ease the approval process;
- ✚ The use of the automated planning system through the developed CDMIS is powerful tool for planning and monitoring of capacity development interventions;

- ✚ The use of benefit realisation map for coaching activities helps align with the intended high level outcomes but also monitor their respective performances.
- ✚ In house collaborative approaches that proven to be very helpful in producing internal and appropriate solution (e.g. the recruitment of the OD coach),
- ✚ Efficient use of financial resources (cost saving through twining local counterparts with international experts).

4.2. Recommendations

This section summarises the key recommendations derived from the implementation of the SACB project.

Table 4. Key recommendations

Recommendation (<i>Description of the decision to be taken</i>)	Source (<i>The source to which the recommendation refers</i>)	Target audience
There is need to explore possibilities of designing a project with similar interventions to take over the matured SACB project. This is recommended at a very special moment where, Rwanda has just adopted its new “National Strategy for Transformation” and in process of developing its vision 2050 that will define new development aspirations over the next 30 years after 2020. At the same time, the approved National CD policy needs to be reviewed to reflect the new mandate of under RDB. Therefore, there is need for a similar project in order to strengthen RDB’s organisational capacity to accommodate capacity development along with other components under its mandate	New national development framework, implementation of the CD policy, organisational restructuring	Government of Rwanda, development partners
There is need for supporting sectors to develop their specific capacity development strategic plans. Indeed, currently, the lack of the sector specific capacity development strategies is a big challenge that complicate the tracking of the progress at sectors.	Sectors strategic plans, CB planning	Sectors, MDAs, RDB, Development partners
Establish mechanisms and frameworks that sustain the achievements of SACB projects. In fact, a lot has been achieved by the SACB project in its different components (organisational strengthening, coaching, evidence based decision making, CDMIS,...) and these need to sustained	SACB project achievements	RDB, Sectors, MDAs

<p>to serve as foundation for capacity development work across sectors. It is therefore paramount that mechanisms that promote great sense of ownership and championship is established with aim to preserve and sustain SACB precious achievements</p>		
<p>Review the coaching approaches for the different coaching initiatives coaching to ensure that not only skills that respond to the needs of different organisations are transferred to counterparts but also to that the duration allocated to coaching initiatives is realistic.</p>	<p>Assessment of the coaching, Coaching framework</p>	<p>RDB, Sectors, MDAs</p>
<p>In case of unexpected circumstances (such as the budget cut and the institutional restructuring that happened in the course of implementation of SACB project) there is need for all parties involved to always be responsive and ready to adapt to the new changes</p>	<p>Budget cut, organisational restructuring</p>	<p>RDB, Development partners</p>

PART 2: Synthesis of (operational) monitoring

1 Follow-up of decisions by the JLCB

This section summarises the follow up on key decisions taken in line with the implementation of SACB project. In this regard, the table below shows the date when the decisions were made, the proposed action and the status of implementation. Over a total of 50 decisions/actions made, 38 were implemented, 5 were repealed and funded by others, 3 were delayed or partly implemented while 4 were simply not implemented.

Table 5. Key JLCB Decisions

	Decision	Date of the decision	Implementation action	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	1-09-2013	<i>Option of reviewing the decision after one year</i>	<i>DG Of CESB has been later elected the Chairperson of PSC</i>
2	<i>ES NCBS is the chief budget officer of the project, as indicated in the TFF</i>	1-09-2013	-	<i>Implemented</i>
3	<i>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)</i>	1-09-2013	<i>Invitation letter</i>	<i>Implemented</i>
4	<i>MINAFFET is invited to the PSC as no voting member</i>	1-09-2013	<i>Invitation letter</i>	<i>implemented</i>
5	<i>The people who will be appointed to the following positions in the new structure of NCBS will participate in the PSC as non-voting members:</i> <ul style="list-style-type: none"> - <i>Director of Administration and Finance Unit</i> - <i>Director of Internship Program and Continuing Professional Development</i> - <i>Division Manager Capacity Building Strategic Operations & Quality Assurance</i> - <i>Division Manager Capacity Building Sector Support</i> - <i>Coordinator SPIU</i> 	1-09-2013	<i>Appointment letters</i>	<i>Implemented</i>
6	<i>The SPIU Coordinator will act as a part time (20%) Project Director for the Project and will be fully funded by the project</i>	1-09-2013	<i>Decision repealed</i>	<i>Decision repealed</i>
7	<i>The BTC change co-manager shall work directly with the ES who shall take overall leadership and oversight</i>	1-09-2013	<i>Needs-based meetings between</i>	<i>Not implemented</i>

	<i>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</i>		NCBS ES and Change co-manager + Weekly NCBS management meetings	<i>and change co-manager was later removed from the project team.</i>
8	<i>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</i>	1-09-2013	<i>Elaboration of SC operating rules for the first meeting of the PSC</i>	<i>Implemented</i>
9	<i>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</i>	1-09-2013	<i>Induction on BTC procedures</i>	<i>Implemented</i>
11	<i>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</i>	1-09-2013	<i>Recruitment of concerned staff</i>	<i>Implemented</i>
12	<i>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.</i> <i>For the position of program manager, Ms Joanne Muhaya will be appointed, starting 1st September 2013. For the position of procurement management specialist, M. Cassian Mugume will be appointed; starting 1st October 2013.</i> <i>For the position of M&E specialist, Ms Judith Katararwa will be appointed; starting 1st October 2013</i> <i>For the position of financial management specialist, M. Richard Musuhukye will be appointed, starting 1st October 2013</i> <i>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.</i>	1-09-2013	<i>Appointment of concerned staff</i>	<i>Implemented</i>
13	<i>It is decided that no actual work on project content will start before the technical team is in place</i>	1-09-2013	-	<i>Implemented</i>
14	<i>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</i>	1-09-2013	<i>Speed up the recruitment processes</i>	<i>Implemented</i>

15	<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>	1-09-2013	Signature of a short-time work contract between NCBS and M. Peter Malinga for the period ending with 31st December 2013	Implemented
16	<p>The PSC approves the procurement of the 3 fiduciary coaches through a consultancy service tender. A proposal regarding the profiles needed and their market availability (national, regional or international level), the cost and the duration of their contracts will be submitted to the Executive Secretary of NCBS (Project Chief Budget Manager) and the Resident Representative of BTC (Project Co-Chief Budget Manager) for approval</p>	19/08/2014	Elaboration of a proposal regarding the profiles needed and launch of the procurement process	Implemented
17	<p>The PSC approves the proposal to update the TFF to reflect the new mandate and strategic objectives of NCBS. The project management team will ensure that the alignment will still respect the 3 main result areas of the project framework and that the support to result area 2 will have a specific focus on the 3 priority sectors of Belgian-Rwandan bilateral cooperation (Health, Energy and Decentralization) as described in the original TFF</p>	19/08/2014	Review the TFF in accordance with the new strategic plan of NCBS and submit it to the PSC for approval	Implemented
18	<p>The PSC approves the Operating Rules of the Project Steering Committee and that voting members should sign them at the end of the meeting</p>	06/03/2015	-	Implemented
19	<p>The project steering committee approves recommendation to clarify the division of work between the project co-manager and the change co-manager and agree on their respective TORs</p>	06/03/2015	Prepare draft ToRs	Implemented
20	<p>The PSC approves recommendation that the Pilot Expert coaching will be implemented within NCBS which will learn from it for developing Coaching approach. After reports and revision of the coaching approach, a decision on its replication at larger scale will be made.</p>	06/03/2015	prepare reports on coaching approach	Implemented
21	<p>A presentation of the progress of the CD Policy framework will be done during the next SC meeting. After this presentation a planning for clear actions for alignment will be proposed in order to accelerate NCBS CD coordination and support through the National CD Coordination Forum with applications in priority sectors H.E.D.</p>	06/03/2015	Prepare the presentation	Implemented

22	<i>The project steering committee approves the new project structure</i>	06/03/2015	-	<i>Implemented and later repealed</i>
23	<i>The project steering committee approves the project baseline process and report</i>	06/03/2015	-	<i>Implemented</i>
24	<i>The project steering committee approves the project operational plan 2015.</i>	06/03/2015	-	<i>Implemented</i>
25	<i>Project activities to be included in the performance contracts of NCBS divisions</i>	06/03/2015	<i>Prepare performance contract</i>	<i>Partially Implemented</i>
26	<i>The Steering Committee approves the SACB project implementation manual seen as the principal reference to guide the functioning of the project during its implementation.</i>	06/03/2015	<i>Share the final version with concerned staff</i>	<i>Implemented</i>
27	<i>The project steering committee approves the transfer of the BTC car plate IT806RC to SACB project.</i>	06/03/2015	-	<i>Implemented</i>
28	<i>Decision regarding the approval of the project management structure is repealed.</i>	23/09/2015	<i>Update the decision table</i>	<i>Implemented</i>
29	<i>NCBS to share beforehand, the draft National CD policy, strategy and implementation plan with all key stakeholders including DPs and SWGs especially those dedicated to capacity building</i>	23/09/2015	<i>Share then draft policy with stakeholders through email</i>	<i>Implemented</i>
30	<i>Project activities to be explicitly mentioned in the performance contract to ensure proper follow-up and effective collaboration between the project and heads of divisions.</i>	23/09/2015	<i>Prepare performance contracts that include project activities</i>	<i>Implemented</i>
31	<i>The PSC decided that a comprehensive/holistic coaching framework acceptable by all stakeholders should be finalized and approved by end of December 2015.</i>	23/09/2015	<i>Finalization of the coaching framework</i>	<i>Delayed</i>
32	<i>The PSC adopts decision of the backstopping mission report to conduct a midterm review in Oct 2015</i>	23/09/2015	<i>Prepare ToR</i>	<i>Implemented</i>
33	<i>The PSC decided to request the MTR scheduled in October 2015 to assess the performance of the procurement management coaching and to advise on the way forward. In the meantime the contract with the procurement coach will be extended for 3 months until end of December 2015. After this period the MTR recommendations will be the basis for a decision on the way forward.</i>	23/09/2015	<i>Draft a contract and submit it to BTC for NO</i>	<i>Implemented</i>
34	<i>The Steering Committee approves that SACB project will finance the position of ICT Specialist in SPIU. TORs to be revised in order to include IT business analysis skill.</i>	23/09/2015	<i>Draft ToR and submit to BTC and NCBS for approval</i>	<i>Implemented</i>
35	<i>The contract with the current Procurement Management will be extended for a period of tw360 months from January to February 2016</i>	23/09/2015	<i>Draft contract extension and get it</i>	<i>Repealed / funded by other sources</i>

			<i>signed by both parties</i>	
36	<i>SACB Project will finance the position of the Procurement Management Specialist which is foreseen in SPIU structure and the recruitment will be done in co-management modality.</i>	23/09/2015	<i>Recruit the PMS</i>	<i>Repealed funded by other sources</i>
37	<i>SACB Project will finance a two years' service contract for the Procurement Management Expert Coach (PMEC) and the procurement will be done in co-management modality.</i>	23/09/2015	<i>Recruit the PMEC</i>	<i>Repealed / funded by other sources</i>
38	<i>NCBS to share with BTC the performance contracts</i>	23/09/2015	<i>Prepare performance contract and share them with BTC</i>	<i>Not implemented</i>
39	<i>Following decisions of the PSC held on 14th December 2015 are repealed:</i> <ul style="list-style-type: none"> ➤ <i>The contract with the current procurement expert coach will be extended for a period of two months from January to February 2016</i> ➤ <i>SACB project will finance the position of the procurement management specialist which is foreseen in SPIU structure and the recruitment will be done in co-management modality.</i> ➤ <i>SACB project will finance the two years' service contract for the procurement Management expert coach and the procurement will be done in co-management modality</i> 	22/09/2016	-	<i>Implemented</i>
40	<i>The PSC approves the revised TFF and the new budget</i>	22/09/2016	-	<i>Implemented</i>
41	<i>The SACB project to support the CD policy and strategy awareness campaign through SWG, TWG (elaboration of the key message and publication of the policy) and drafting of related legal instruments (organization of drafting sessions)</i>	08/03/2017	<i>Elaboration of the key message and organize awareness campaign</i>	<i>Not implemented</i>
42	<i>To ensure sustainability, in terms of ownership , maintenance and regular updates, the SACB will hand over intermediate results to the user departments (e.g CBP application and other CDMIS applications)</i>	08/03/2017	<i>Finalise and ensure quality of the CB Plan application</i>	<i>Implemented</i>
43	<i>Organizational Development Coach to support the Change management at higher level of CESB (DG, HoD and SPIU Coordinator). The entry point will be the retreat for CESB vision and strategy foreseen in March 2017</i>	08/03/2017	<i>prepare and organize the vision and strategy retreat</i>	<i>Implemented</i>
44	<i>SACB project to finance the position of Strategic Communication Advisor for one year</i>	08/03/2017	<i>Conduct the recruitment</i>	<i>Not implemented</i>
45	<i>The DG of CESB endorsed by the PSC members as the new chair of the SACB PSC to be co-chaired by the BTC RR</i>	08/03/2017	-	<i>Implemented</i>

46	<i>The PSC approved the removal of the “succession plan and career map” from the list of indicators in the amended TFF.</i>	29/08/2017	-	<i>Implemented</i>
47	<i>The PSC approves the modification of some indicators in the TF</i>	23/01/2018	-	<i>Implemented</i>
48	<i>The PSC approves the SACB project closing plan</i>	23/01/2018	-	<i>Implemented</i>
49	<i>The PSC approves the destination of the project assets</i>	23/01/2018	<i>List of project assets</i>	<i>Implemented</i>
50	<i>The PSC approves the Coaching Approach Quality Assurance work plan for the period from January to September 2018. Four activities are retained: 1. Updating the Expert Coaching Framework 2. Updating the Expert Coaching toolkit 3. Developing the Expert Coaching M&E framework 4. Training of Expert Coaching on coaching skills</i>	23/01/2018	<i>Follow-up the implementation</i>	<i>On going</i>

2 Expenses

The table below summarises the expenses as extracted from FIT as of 31st August 2018.

Table 6. SACB Expenses

ProjectCode	RWA1208411			
AccountingCode	(All)			
TranType	(All)			
Sum of AmountBudCur		AccFinMode		
TranYear	Tranmonth	COGEST	REGIE	Grand Total
2013	201308		-41,65	-41,65
	201309		-68,66	-68,66
	201311		-5.579,74	-5.579,74
	201312		-847,77	-847,77
2013 Total			-6.537,82	-6.537,82
2014	201401		-100,00	-100,00
	201402	-1,09	-19.989,63	-19.990,72
	201403	-5,94	-20.824,60	-20.830,54
	201404	0,00	-11.026,59	-11.026,59
	201405	-4,41	-14.689,43	-14.693,84
	201406	-27,34	-12.293,70	-12.321,04
	201407	-6.976,01	-11.744,77	-18.720,78
	201408	-1.036,20	-15.020,89	-16.057,09
	201409	-21.186,90	-17.972,00	-39.158,90
	201410	-14.013,35	-24.319,45	-38.332,79
	201411	-6.573,75	-18.122,83	-24.696,58
	201412	-21.057,98	-30.587,15	-51.645,13
2014 Total		-70.882,97	-196.691,03	-267.574,00
2015	201501	-5.103,23	-14.218,47	-19.321,69
	201502	-8.904,04	-17.656,18	-26.560,22
	201503	-16.541,21	-23.982,80	-40.524,02
	201504	-6.306,78	-12.956,09	-19.262,87
	201505	-51.445,15	-17.217,25	-68.662,39
	201506	-120.851,58	-18.827,01	-139.678,59
	201507	-12.094,41	-14.115,89	-26.210,30
	201508	-38.651,85	-17.792,53	-56.444,38
	201509	-41.995,32	-13.828,34	-55.823,66
	201510	-14.590,84	-31.610,05	-46.200,89
	201511	-70.049,01	-5.464,03	-75.513,04
	201512	-41.101,02	-8.992,47	-50.093,49
2015 Total		-427.634,44	-196.661,10	-624.295,54
2016	201601	-30.378,26	-40.681,17	-71.059,42
	201602	-33.977,05	-9.079,10	-43.056,16
	201603	-26.485,88	-10.488,13	-36.974,01
	201604	-42.137,04	-5.309,06	-47.446,10
	201605	-13.275,10	-5.437,27	-18.712,38
	201606	-14.860,97	-5.331,91	-20.192,88
	201607	-11.312,64	-11.625,01	-22.937,65
	201608	-34.972,70	-3.540,88	-38.513,58
	201609	-12.197,02	-3.443,93	-15.640,95
	201610	-28.793,28	-5.408,68	-34.201,96

	201611	-7.849,29	-3.243,24	-11.092,53
	201612	-20.304,03	-10.401,01	-30.705,04
2016 Total		-276.543,27	-113.989,39	-390.532,66
2017	201701	-17.475,92	-6.960,44	-24.436,36
	201702	-48.797,87	-3.901,86	-52.699,72
	201703	-17.820,33	-29.522,49	-47.342,82
	201704	-18.750,05	-5.227,88	-23.977,94
	201705	-17.016,21	-3.405,26	-20.421,47
	201706	-11.306,47	-7.567,85	-18.874,33
	201707	-40.253,94	-3.732,89	-43.986,83
	201708	-15.410,46	-3.254,69	-18.665,14
	201709	-37.140,61	-23.686,14	-60.826,76
	201710	-16.302,59	-19.633,57	-35.936,16
	201711	-32.324,51	-13.634,07	-45.958,58
	201712	-29.219,52	-60.040,95	-89.260,47
2017 Total		-301.818,48	-180.568,10	-482.386,59
2018	201801	-14.862,83	-6.355,12	-21.217,95
	201802	-6.965,32	-8.933,63	-15.898,95
	201803	-106.841,82	-35.386,68	-142.228,50
	201804	-23.924,95	-11.424,05	-35.349,01
	201805	-12.644,33	-12.074,25	-24.718,58
	201806	-26.383,45	-33.182,03	-59.565,48
	201807	0,00	-25.066,55	-25.066,55
	201808	-25.370,61	-40.585,39	-65.955,99
2018 Total		-216.993,31	-173.007,70	-390.001,01
Grand Total		-1.293.872,47	-867.455,15	-2.161.327,62

3 Disbursement rate of the intervention

This analysis shows that, as of 31st August 2018, the disbursement rate was estimated at 89.5%. Details of SACB disbursement are presented in the table below.

Table 7. Disbursement

Source of financing	Cumulated budget	Real cumulated expenses	Cumulated disbursement rate	Comments and remarks
Direct Belgian Contribution	2,500,000.00	2,239,667.12	89.5	These expenses include register expenses as at the end of Aust31, 2018 plus the final commitments that are due after 31 st August 2018.
Contribution of the Partner Country	-	-	-	-
Other source	-	-	-	-

4 Personnel of the intervention

The table below lists the personnel of SACB project

Table 8. Project Personnel

Personnel (title and name)	Gender (M/F)	Duration of recruitment (start and end dates)
National personnel put at disposal by the Partner Country:		
Richard Niwenshuti, Project Manager	M	January1, 2018-August 31, 2018
Prime Karinda, ICT Business System Specialist	M	August 1, 2017-August 31, 2018
Jean Bosco Habimana, Project Accountant	M	September 1,2017-August, 2018
Théogène Uwizeye, Driver	M	January 1, 2018-August,2018
Support personnel, locally recruited by BTC:		
Patrice Mwitende, Project Co-Manager	M	March 1, 2014-October 31, 2014
Gratien GASABA, Project Co-Manager	M	November 1, 2014- August 31, 2018
NZANZIMANA Pantaleon	M	September 18, 2017- September 30, 2018
Training personnel, locally recruited		
International Personnel (outside BTC):		
International experts (BTC):		
Anne-Marie Schreven (Change Co-manaer)	F	March 1, 2014 –October 31, 2015
Peter Braun, ITA	M	October 1, 2017-September 30, 2018
Meïssa G. NDIR , Finance Advisor	M	June 1, 2018- September 30, 2018

5 Public procurement

Table 9. Summary of procurement

Tender type	Tender title	Estimated Cost RWF	Actual costs	Estimated Cost EUR	Source of funds	Tendering Method	Status
Goods	Provision of all in one printer	1,700,000	RWF 1,565,000	1,906	RWA1208411	R/RFQ	Closed
Services	Procurement Management Coach	48,000,000	RWF 30,000,000	53,812	RWA1208411	R/NOT	Closed
Individual Consultants	Four Expert Coaches (Data Analysts,)	72,000,000	RWF 64,548,364	80,717	RWA1208411	R/NOT	closed
Individual Consultants	National Expert Coaches (Monitoring and Evaluation)	72,000,000	RWF 4,705,884	80,717	RWA1208411	R/NOT	Terminated
Goods	Heavy duty printer for NCBS Office	15,912,975	RWF 11,682,200	17,840	RWA1208411	R/NOT	Closed
Services	Bullet Proof Manager Program	62,870,400	RWF 65,174,400	70,483	RWA1208411	R/IOT	Closed
Individual Consultants	International Consultant for the National CB Policy,	68,684,000	EUR 65,838	77,000	RWA1208411	R/IOT	Closed
Individual Consultants	National Consultant for the National CB Policy	10,927,000	RWF 13,379,309	12,250	RWA1208411	R/IOT	Closed
Services	Consultancy to conduct the Annual state of CB report	98,120,000	RWF 17,413,520	110,000	RWA1208411	B/FC	Terminated
Individual Consultants	NCBS Senior researcher	85,632,000	RWF 72,674,089	96,000	RWA1208413	R/NOT	Closed
Services	Car Washing and Cleaning I	1,584,000	RWF 897,229	1,776	RWA1208411	B/FC	Closed
Goods	Acquisition of two office chairs	713,600	RWF 560,000	800	RWA1208413	R/RFQ	Closed
Goods	Acquisition of 4 tires for Pick Up	520,000	RWF 870,170	583	RWA1208411	R/RFQ	Closed
Individual Consultants	Three Expert Coaches (KM, FM and OD)	216,000,000	RWF 160,249,548	242,152	RWA1208411	R/IOT	Closed

Goods	Acquisition of work station for coaches	9,000,000	RWF 4,880,000	10,090	RWA1208411	R/NOT	Closed
Goods	Acquisition of Laptops for coaches	6,000,000	RWF 4,130,000	6,726	RWA1208411	R/NOT	Closed
Individual Consultants	International M&E Expert Coach	168,588,000	EUR 129,663	189,000	RWA1208413	R/IOT	Execution
Goods	Purchase of IT equipment for CD MIS	79,500,000	RWF 76,266,500	89,126		R/NOT	Closed
Individual Consultants	Hiring of the Software Developer	17,840,000	RWF 9,764,706	20,000		R/NOT	Execution

6 Equipment

The list equipment acquired during the intervention are summarised in the table below

Table 10. List of equipment

Equipment type	Cost		Delivery date	Remarks
	budget	real		
IT EQUIPMENTS				
2. LAPTOPS				
HP PROBOOK(7pcs)	NA	RWF 4,130,000	17/02/2016	Two were stolen and 5 will be transferred to RDB after Project Closure
Dell (2pcs)	NA	RWF 2,640,386	19/09/2014	To be transferred to RDB-After project closure
LENOVO E 440 (2 Pcs)	NA	1,460 €	18/03/2018	To be transferred to ENABEL
3. Other IT Equipment				
Air-condition 24000 BTU wall mount AC (2)	NA	RWF 5,304,000	6/4/2018	To be transferred to RDB-After project closure
Access point	NA	RWF 85,000	12/8/2014	To be transferred to RDB-After project closure

Firewall CR 300 INGI-XP	NA	RWF 4,462,500	10/2/2017	To be transferred to RDB-After project closure
HP PROLIANT DL 560 GEN9	NA	RWF 35,000,000	10/2/2017	To be transferred to RDB-After project closure
Printer all in one Heavy duty	NA	RWF 11,682,200	1/7/2016	To be transferred to RDB-After project closure
Printer HP Officejet pro x576dw MFP	NA	RWF 1,565,000	1/5/2017	To be transferred to RDB-After project closure
UPS 60 KVA : APC MGE Galaxy UPS	NA	RWF 31,500,000	23/02/2016	To be transferred to RDB-After project closure
External Hard disk	NA	RWF 750, 000	3/2/2015	To be transferred to RDB-After project closure
Camera Sonny	NA	RWF 109, 000	9/8/2016	To be transferred to RDB-After project closure
4. Office Equipment				
Medium Back Fabric Chair (18Pcs)	RWF 1,440,000	RWF 1,080,000	24/02/2016	To be transferred to RDB-After project closure
Orthopaedic Chair (2Pcs)	RWF 780,000	RWF 560,000	19/05/2015	To be transferred to RDB-After project closure
Workstation desk(4pcs)	NA	RWF 2,540,000	23/02/2016	To be transferred to RDB-After project closure
High Closed Filling Cabinet with two doors (7Pcs)	NA	RWF 1,260,000	23/02/2016	To be transferred to RDB-After project closure
VEHICLES				
SUZUKI GD VITARA (JEEP) GP 061 B	NA	RWF 17,425,000	10/2/2017	To be transferred to RDB-After project closure
TOYOTA -VIGO IT 806 RC	NA	RWF 19.610,00	25/11/2009	To be transferred to ENABEL

7 Original Logical Framework from TFF :

The logical framework as presented in the original TFF is shown in the table below

Table 11. Original logical framework

	Logic of the intervention	Indicators	Sources of verification	Hypotheses
GO	<u>Global objective I</u> The capacities of public institutions and civil servants to deliver effective services are strengthened			
SO	<u>Specific objective</u> The capacities of PSCBS to effectively coordinate the strategic approach to capacity building, particularly in Energy, Health and Decentralization sectors are strengthened	MDAs understand their role in implementing CB approach MDAs liaising with PSCBS on implementing CB initiatives PSCBS possessing adequate expertise to facilitate implementation CB initiatives in sectors Successfully implemented CB initiatives leading to effective and accountable public service delivery	Annual EDPRS II progress reports PSCBS and MDA annual reports PSCBS' CD state report Minutes Sector Working Group meetings	Political leaders remain committed to public sector reform and CB approach Sectors willing to participate, collaborate and exchange information on CB initiatives Civil servants motivated and committed to improve public sector accountability
R 1	<u>Result 1</u> PSCBS' capacities to deliver more effectively on its mandate in terms of systems, workflows and procedures are	PSCBS able to offer added value in procurement of technical and managerial expertise for MDAs PSCBS able to monitor and measure its performance against annual targets of	PSCBS annual implementation results report (Strategic Plan) PSCBS' Client satisfaction survey reports (frequency to be defined in the baseline)	PSCBS adequately staffed and personnel possessing adapted technical and managerial expertise TAs with the right skills and know how are

	enhanced	<p>strategic plan and able to review organizational strategies based on performance reviews</p> <p>Staff development plans are available and implemented</p> <p>HR policy including a Staff retention strategy is available and utilised</p> <p>Management Information Systems are in place and functional</p>	<p>report)</p> <p>PSCBS' Quarterly and monthly implementation reports</p> <p>PSCBS' Internal and external audits</p> <p>Management meeting reports</p>	<p>recruited in the change process</p> <p>Development partners committed to supporting PSR/CB</p>
R 2	<p><u>Result 2:</u></p> <p>The PSCBS involvement in the successful development and implementation of MDAs Capacity Building plans or strategies is enhanced</p>	<p>PSCBS able to motivate sectors/MDAs on using CB approach (strategic partnerships, peer mentoring PSCBS-MDAs)</p> <p>PSCBS able to have continuous dialogue with sectors/MDAs on how to adapt CB approach to their sectors and feedback incorporated to ensure learning</p> <p>PSCBS able to design customized sector CB strategies together with sectors/MDAs</p> <p>PSCBS able to document CB best practices</p> <p>PSCBS able to develop M&E strategy of capacity building, pilot strategy in view of a public sector CB M&E system</p> <p>Harmonized and authentic data from Public Institutions on CB</p> <p>Improved quality of annual CB plans</p> <p>Percentage of targeted institutions where PSCBS CB tools have been institutionalized</p>	<p>PSCBS' annual implementation results report (Strategic Plan)</p> <p>Internal and external audits</p> <p>Client satisfaction surveys</p> <p>Management meeting reports</p>	<p>MDAs committed to develop CB strategy based on capacity needs assessments facilitated by PSCBS and to implement these</p> <p>Sectors/MDAs share information to monitor and document CB best practices</p>

R 3	<p><u>Result 3:</u> PSCBS capacity to respond to and influence a changing environment is enhanced</p>	<p>PSCBS able to develop quality assurance strategy e.g. to field- test and adapt CB tools and to document these exercises</p> <p>PSCBS able to develop knowledge management strategy e.g PSCBS able to raise adequate resources (increased proportion of DP targeting CB interventions)</p> <p>Level of PSCBS participation in key stakeholders forums</p> <p>Number of quick wins proposed, approved and implemented as a result of informed policy research / analysis</p>	<p>KM, QA, M&E strategies tested and implemented</p> <p>Reports and documents on international CD networks, south-south, north-south cooperation, twinning arrangements</p> <p>PSCBS organizational learning tools and events (e.g. action research – reports)</p> <p>PSCBS annual implementation results report (Strategic Plan)</p>	<p>GoR, MDAs and international community committed to confirm and support PSCBS as a technical centre of excellence in CB</p>
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	Activities to reach Result 1	Means
R 1	<u>Result 1</u>	
A 1.1	A 1.1 Strengthen the Organizational effectiveness: strengthen the capacity of key internal functions (structures, systems, workflows, procedures)	<p>Change manager, process facilitator</p> <p>Procurement Specialist/ Coach</p> <p>Financial Specialist/ Coach</p> <p>MIS Specialist/ Coach</p> <p>Program Manager (CD Projects)</p> <p>Targeted Technical Assistance and Advisory Services</p> <p>Support Implementation of M&E and KM Study Technical Recommendations</p>

A 1.2	A 1.2 Enhance the capacities of PSCBS Staff to handle the strategic functions	Support Implementation of IEC Strategy Support Implementation of the POM Facilities for KM Resource Centre Hardware and software facilities and equipment Exchange programmes with Centres of Excellence Benchmarking Tours Staff Development & Training Fund Twinning arrangements Targeted Consultancies (Process/Change Management)
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	Activities to reach Result 2	Means
R 2	<u>Result 2</u>	
A 2.1	A 2.1 Support operationalization of CD tools and templates	CD Process Facilitators (Sector based) ICD Advisor Consultative Session Costs and related Logistics Costs Technical Assistance to develop and update CD Tools Technical Assistance to support Gender Mainstreaming in the CD Cycle operations
A 2.2	A 2.2 Development of mechanisms to improve engagement of sectors	Printing and Dissemination Costs of CD Tools and Templates Consultative Session Costs and related Logistics Costs Field Work Costs Costs of Targeted Cluster Based Teams

	Activities to reach Result 3	Means
R 3	<u>Result 3</u>	
A 3.1	A 3.1 Support Policy function	<p>Strategy and Policy Advisor</p> <p>Targeted External support (Cluster Based)</p> <p>Printing and Dissemination Costs of CD Policy Briefs</p> <p>Consultative Session Costs and related Logistics Costs</p> <p>Field Work Costs</p>
A 3.2	A 3.2 Support strategic networking and partnerships	<p>Exchange programmes with Centres of Excellence in CD Policy</p> <p>Conference Costs and related Logistics Costs</p> <p>Travel Costs</p> <p>Targeted External support (Cluster Based)</p> <p>Costs of Thematic Talks by reputable resource persons in CD</p>
A 3.3	A 3.3 Support strategic utilization of Data to inform Policy and Planning	<p>Costs of implementing M&E Study; State of CB Report & Post CB Assessment recommendations</p> <p>Targeted Technical Assistance (CD Statistics and M&E)</p> <p>Costs of CD Thematic Surveys and Studies</p> <p>Consultative Session Costs and related Logistics Costs</p> <p>Printing and Dissemination Costs of CD Statistical Based Reports</p> <p>Field Work Costs</p>
A 3.4	A 3.4 Support to advocacy, lobbying and resource mobilization for CD	<p>Targeted External support (Resource Mobilisation for CD)</p> <p>Consultative Session Costs and related Logistics Costs (GoR & DPs on CD related issues)</p> <p>Printing and Dissemination Costs of Thematic Briefs on Priority CD gaps and required resources</p>

(resource mobilization strategy for CD)

Extra staff for targeted advocacy, lobbying and resource mobilisation functions (IEC and Stakeholder Engagement)

Field Work Costs

8 Complete Monitoring Matrix

The full version of the monitoring matrix is summarised in the table below

Table 12. Monitoring Matrix

NCBS indicator from Strategic Plan in line with Results Monitoring Matrix (RMM)	Indicator SACB	Baseline value (see note)	Final Target value *	2016	2017	2018
				Target 2016	Target 2017	Target 2018
OUTPUT 1 of SACB project						
5.1/5.2 Secure CB information systems established and running (internships, data base SSCs data base, CB providers database, skills available database etc) including hardware	CB Information Management Strategy in place	There is no clear roadmap on CDMIS	CB Information Management Strategy in place	Approved CB information management strategy available	Approved CB information management strategy available	Approved CB information management strategy available

	CB Management Information System initiated with the component on institutions and sector CB plans fully functional	5: Data base internship established (1), data base on skills available (but not complete) (2), CB providers database available and regularly updated. (3) Priority skills database (7 sectors) (4) CD database available but collected and processed manually. National internship software, EDMS and IFMIS	CB Management Information System initiated with the component on institutions and sector CB plans fully functional	First phase (CBP module) developed (available) and piloted	CB plan module implemented by beneficiary institutions and 2 additional servers available	B Management Information System initiated with the component on institutions and sector CB plans fully functional
	1 c) Hardware for data management in place and operational	2 Servers with limited capacity, 4 printers,	Two additional servers and accessories available used CB MIS		Two additional servers and accessories available used CD MIS	Two additional servers and accessories available used CB MIS
7.1 % of NCBS staff delivering on their performance contract (evidence based)	NCBS Employee Handbook available and utilized	NCBS does not have an Employee Handbook	NCBS Employee Handbook available and utilized	Draft NCBS Employee Handbook available	NCBS Employee Handbook utilize	NCBS Employee Handbook available and utilized
	NCBS HR Policy available and utilized	NCBS does not have a specific	NCBS HR Policy available and utilized	Draft NCBS HR Policy available	NCBS HR Policy available and utilized	NCBS HR Policy available and utilized
	NCBS Procedures and operational Manual available and utilized	Baseline study (2013), HICD performance package 2014. need to update performance criteria, operating procedures and job descriptions. HR strategy and POM need to be updated.	NCBS Procedures and operational Manual available and utilized	Draft NCBS POM available	NCBS Procedures and operational Manual available and utilized	NCBS Procedures and operational Manual available and utilized

	% of NCBS roles or functions with updated and implemented job descriptions	0%	100%	100 % of NCBS roles or functions with updated a job descriptions	100% of NCBS roles or functions with updated and implemented job descriptions	100% of NCBS roles or functions with updated and implemented job descriptions
	Succession plan and career map available	NCBS does not have a Succession plan and career map	Succession plan and career map available		Succession plan and career map available	Citizen Charter available
OUTPUT 2 of SACB project						
National Expert Coaching approach harmonized and aligned with the National CD policy	Approved updated coaching toolkit available and disseminated to partners institutions for use	A coaching toolkit has been developed in 2015 and disseminated to partners, but needs to be harmonized and updated with buy in from partner institutions	Approved updated coaching toolkit available and disseminated to partners institutions for use		Approved updated coaching toolkit available	Approved updated coaching toolkit available and disseminated to partners institutions for use
1.2 Number of CD (key) interventions implemented	Updated and approved M&E framework for coaching available	The only guiding tool is the coaching toolkit which is not updated.	Updated and approved M&E framework for coaching available		First draft of the M&E framework for coaching available	Updated and approved M&E framework for coaching available
	Improved quality of annual CD plans of public institutions	CD sector plan consolidated by NCBS as aggregates of institutions plans, with little or no alignment with sector CD strategy	3		2	Improved quality of annual CD plans of public institutions

2.1 Number of research studies validated in response to NCBS research agenda (see note)	Annual state of CB report for the fiscal year 2015/2016 available and disseminated	Annual state of capacity building plan (2012), covered Health and Decentralization, but not Energy. In 2015, NCBS with the support of SACB project hired a consulting firm to conduct the annual state of CB but the contract was later terminated due to poor performance of the firm	Annual state of CB report for the fiscal year 2015/2016 available and disseminated		Annual state of CB report for the fiscal year 2015/2016 available and disseminated	
	Internship Program impact assessment report available, approved by NCBS and disseminated	Internship is being implemented since 2009 but no study was conducted to assess its impact	Internship Program impact assessment report available, approved by NCBS and disseminated	Draft report of internship assessment available	Internship Program impact assessment report available, approved by NCBS and disseminated	
	Research report on coaching available	Impact assessment of internship program has never been conducted	Research report on coaching available		Draft Research report on coaching available	Research report on coaching available
2.2 CB initiatives and programs at sector level regularly monitored & reported on.	Fully functional CB M&E System	Lack of clear M&E methodology and framework; relies mainly on secondary data and reporting is ad hoc. No clear deliverables with sector working group partners further complicates M&E. Inputs provided by HICD M&E consultant on current M&E system	Fully functional CB M&E System with automated sector CB and CB Providers planning and monitoring	NCBS and CB stakeholders ready for the change to wards functional M&E system with clear responsibilities and roadmap	Updated M&E framework, and pilot CBP modules and CB providers modules	Fully functional CB M&E System with automated sector CB and CB Providers planning and monitoring

	Improved quality of annual CB sector plans	Only consolidated institutional plans	All sector CB plans improved		CB Plan module utilized by all sectors	
2.3 Execution rate of CD initiatives by org/inst. in line with their mandate and priorities	Number of Peer learning sessions for SPIUs staff in HED (with reports available and shared)	0	3		2	3
OUTPUT 3 of SACB project						
9.1 % of resolutions implemented (consolidate ex. number of resolutions implemented, disaggregated by implements/non-implemented)	15) Number of CD resolutions/policy recommendations (high level)	Not known	6 resolutions expected; (1) National CD policy, (2) National Coaching toolkit (3) National Coaching Approach, (4) CD Metadata Hand book, (5) CD MIS (6) Research agenda	1	4	6
	Approved CD research agenda	no CD research agenda available	Approved CD research agenda	Draft CD research agenda available	Approved CD research agenda available	Approved CD research agenda
	Number of quick wins proposed, approved and implemented as a result of informed policy research / analysis	0	3		2	3

