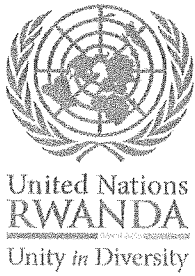


NCBS



**Minutes of the Local Project Appraisal Committee (LPAC) meeting for the  
 “Capacity Building for the Implementation and Coordination of Government Policies and  
 Programmes”**

**Held in UNDP OCHA Conference Room on 10 December 2013**

**Agenda:**

1. Presentation and Review of the Project Document
2. Discussions, Recommendations and Way Forward

**Members:**

- |                              |  |
|------------------------------|--|
| 1. Auke Lootsma:             | UNDP Country Director (Chair)  |
| 2. Ronald NKUSI              | MINECOFIN, Director of External Finance Unit                                     |
| 3. Ambassador Fatuma Ndagiza | RGB, Deputy CEO  |
| 4. Caroline Kayonga          | MINIRENA Permanent Secretary   |
| 5. Peter Katanisa            | MINIRENA, Advisor to the Minister  |
| 6. Philibert Iragena         | MININFRA   |
| 7. Richard Mushabe           | MINECOFIN  |
| 8. Crispus Ayebare           | MINECOFIN  |
| 9. Frank Bahizi              | MINECOFIN  |
| 10. Comfort Mbabazi          | NCBS   |
| 11. Peter Maringa            | NCBS   |
| 12. Jackson Rukundo          | MIGRATION  |
| 13. Janvier Wussinu          | UNDP, Deputy Country Director  |
| 14. Amata Diabate            | UNDP, Economic Advisor   |
| 15. Nadine U. Rugwe          | Programme Specialist and Head of Unit - Governance (UNDP)                        |
| 16. Sophie Nyirabakwiye      | Programme Specialist and Head of unit – Poverty Reduction and Environment (UNDP) |
| 17. Schadrack Dusabe         | UNDP, Strategic and Policy Unit;   |
| 18. Havugimana Evard         | UNDP, Strategic and Policy Unit;   |
| 19. Janvier Ntalindwa        | Programme Analyst (UNDP)   |
| 20. Uzayisaba Bernardin      | Programme Analyst (UNDP)   |
| 21. Peter Kamau              | Programme Analyst (UNDP)   |
| 22. Denis Rugege             | Environment Specialist (UNDP/REMA)   |
| 23. Nicolas Schmids          | UNV Programme Officer (UNDP)   |
| 24. Evelyne Ben-Dedale       | Programme Associate (UNDP)   |

The meeting started at 09:30am and was chaired by Mr. Auke Lootsma, the UNDP Country Director. In his introduction remarks, the UNDP country director, briefed the participants on the annual meeting of UNDP held in Johannesburg in early December 2013, that there is a reduction of donor contribution to the UNDP core funds as a consequence of the global economic crisis and that reduction of resources will also affect the UNDP programmes. Mr. Auke then introduced Sophie Nyirabakwiye as the new Head of Unit - Poverty Reduction and

Environment. The Country Director welcomed members and thanked them for honoring the invitation and he invited them to follow different project documents presentation and provide their comments. After his introductory statement, the Country Director then gave the floor to the Director of External finance Unit in the Ministry of finance and Economic Planning (MINECOFIN), Mr. Ronald Nkusi.

Mr. Ronald thanked UNDP for its catalytic contribution to MINECOFIN in especially in the resources mobilization from other potential development partners. He emphasized on the combination of different former MINECOFIN projects supported by UNDP in one big programme in order to harmonize and create synergy in the UNDP interventions and to reduce transaction cost.

## **1. PRESENTATION AND REVIEW OF THE PROJECT DOCUMENT:**

### **A) Presentation of the Project Document**

This project is a culmination of the previous Capacity Building project that focused mainly on the central government. It builds on the achievements of the previous project and incorporates the lessons learnt to build Strategic Capacity Building Initiative (SCBI) needs in the context of the EDPRS 2 and emerging needs of GoR. The SCBI is grounded on a solid high level commitment and expectations expressed by top leadership in the country and has been piloted in four institutions (MINAGRI, MINERENA, MININFRA and RDB) and center of government (OTP, PMO, MINECOFIN, and NCBS).

SCBI has started yielding early results and has been extended to Local government. Building the capacity of Local Government has always been core especially during the 3rd phase of Decentralisation (2011-2015) where the aim is *“to develop sustainable capacity for economic planning and management at local levels”*. The GoR has started implementing the second EDPRS 2 focusing on transforming the country’s economy and this requires that sufficient capacities are in place including the right institutional framework, enhanced coordination of initiatives as well as development of critical skills that directly impact on priority sectors. The mandate of National Capacity Building Secretariat (NCBS) has been expanded to span the public, private sectors and civil society hence the need for this project to support it to achieve its mandate.

### **Project rationale and relevance**

While the Project shall have strategic relevance to all the thematic areas, it shall be more oriented to the Economic Transformation Thematic Area which targets accelerated economic growth.

### **The Project shall contribute to the following:**

- Promoting citizen participation and mobilisation for delivery of development, strengthening public accountability and improving service delivery
- Enhancing capacity of the centre of government through OPM and MINECOFIN
- Increasing investment into the country and improving the rate of deal conversion
- Effective coordination of capacity building across the central and local government through professional/ technical support in the capacity building assessments and planning, M&E and stringent accountability of the Project resources.

### **Project objective:**

The project will contribute to Result 1 of the UNDAP – Inclusive Economic Transformation. *The Project Development Objective (PDO) is to assist the Government of Rwanda in improving effective policy coordination and resource mobilisation.*

The project is in line with the programmatic areas of focus of the Common Country Program Document (CCPD) 2013-2018 which outlines the role of the UNDP in providing policy advisory support to strengthen national capacities for policy coordination, cross sectorial linkages and improve public service delivery. The specific objective of the Project is to empower government entities to achieve EDPRS II targets by 2018.

**Project Expected results:**

**Outcome:** Strengthened National Capacity for Effective Policy Coordination and Resource Mobilization.

**Outputs:**

- Increased number of sectors using the Monitoring and Evaluation framework/system
- Strengthen coordination and implementation of government policies and programs
- Increased achievement of district planned targets
- Increased district resource generation
- Effective coordination of the local government capacity building
- A pool of experts attracting and retaining investment through application of critical skills
- Increased number of local counterparts able to independently deliver high quality service
- Enhanced capacity of NCBS to coordinate focused capacity building initiatives
- Statistical Data dissemination practices and data user engagement enhanced
- Strengthened coordination of the financial sector development directorate
- Improved capacity of private sector actors in priority export sector identified in EDPRS 2
- Improved ICT coordination for SMART Rwanda

**Project target groups and beneficiaries:**

- ▶ PMO
- ▶ MINECOFIN
- ▶ NISR
- ▶ LOCAL GOV'T – MINALOC, RGB & Districts
- ▶ RDB
- ▶ NCBS – shall serve as the coordinating institution

**i. The management and coordination arrangements**

The proposed project will be implemented under the National Implementation Modality. NCBS which is under the MINECOFIN will manage and coordinate implementation of activities as well as monitor and evaluate achievement of the results and effective resource utilisation in the project. Other partners to be supported by the Project include: Office of Prime Minister, MINECOFIN, MINALOC, RGB, NISR and RDB.

The project will be overseen by the Project Steering Committee as the oversight body with responsibility for project management decisions, ensure development results, best value for money, conduct periodic reviews and approve quarterly and annual work plans. The project board will be composed of representatives from MINALOC; RGB; PMO Focal Point; representative from MINECOFIN; RDB; UNDP and NCBS with the Executive Secretary of NCBS as chair and UNDP representative as Co-chair. The Capacity Building Project Coordinator at NCBS will work as Secretary to the SC. The Project Steering Committee will be held quarterly.

**ii. Monitoring and Evaluation**

The Project Coordinator designated by NCBS will, together with the relevant NCBS staff and management in close collaboration with the UNDP, elaborate annual and quarterly work plans, based on the project document Results and Resources Frameworks. Beneficiary local entities will ensure an adequate level of quality control, monitoring and evaluation arrangements. A proper project completion report will be prepared at the end of the project activities.

The implementing partner in collaboration with UNDP will prepare annual and quarterly work plans for the implementation of project activities. A mid-term programme review will be undertaken to assess the progress towards achieving objective of the programme. A final evaluation will assess the programme achievements vis-à-vis the expected results and will be used to guide the next programming cycle. It will in addition identify the challenges faced, draw lessons learned and provide recommendations. A final report will be prepared upon project completion, summarizing and evaluating project achievements in detail. UNDP will be responsible for quality assurance functions of the project.

### iii. Budget

The proposed Budget is Six Million Three Hundred Twenty Eight Thousand Six Hundred Twenty US dollars (\$6,328,620).

## **B) GENERAL COMMENTS: REVIEW OF THE PROJECT DOCUMENT**

Following the presentation of the Project Document, the Chair opened the session for discussions and it generated the following comments and recommendations:

- UNDP Country Director raised the issue of the project hiring so many experts and therefore we need to know how to manage their work and measure their impacts. We also need to know how to capture the results of the project as well as the M&E.
  - AGREEMENT: NCBS has experience in managing big capacity building projects – a good example is the Strategic Capacity building initiative which has over 46 international experts and 106 local counterparts for the last three years. However, more systems can be put in place to assess the work of the experts for instance: provinces and RALGA will have a role to follow up on the work on district experts/coaches.
- Ambassador Fatuma Ndingiza acknowledged that the current coaching project is also informed by the previous coaching that supported several districts operations and helped them to have clean audits. The lesson learnt was that coaching can really help in boosting the capacity of districts especially with regard to M&E as well as Resource mobilization.
  - AGREEMENT: The project should ensure that it builds on the lessons learnt from previous coaching rather than the use of fly in-fly out experts who don't spend enough time to ensure knowledge transfer to local staffs.
- Janvier Ntalidwa requested a clarification on behalf of UN Resident Coordinator with regard to the Prime Minister's Office budget.
  - AGREEMENT: The budget for the PMO had reduced because the virtual platform has been moved to NCBS. Janvier confirmed that the UNRC has promised to increase the budget of PMO by \$300,000 to support an expert that the PMO has requested.
- Nicolas Schmids from UNDP mentioned that the RALGA is mentioned in the project organization structure but is missing in the text while NISR is mentioned in the text and missing in the project organization structure.
  - AGREEMENT: RALGA to be included in the text while NISR to be also included in the project organization structure. Proof reading to be done to correct editorial mistakes in the project documents.
- Nadine Rugwe from UNDP suggested that the implementation period of the project should end in June 2018 to align it to UNDAF and EDPRS II. She also said that clarifications should be done with regard to periodicity of audit and evaluations. She suggested a technical committee to be included to handle technical issues of the project.
  - AGREEMENT: NCBS to revise the implementation period to be in line with UNDAF and EDPRS II implementation. Mid-term and final evaluations periodicity to be clarified. A technical committee to be set-up on need basis to handle technical issues of the project.




- Nadine Rugwe requested clarification as to why the ICT technical expert to support NISR was only for one year while initially NISR has been requesting the support of the expert in every year.
  - AGREEMENT: ICT expert request for one year was done by NISR and is demand driven. NCBS will double check with NISR if the expert will be required for a longer period.
  - AGREEMENT: The Prodoc should indicate the amount that UNDP will provide and the amount to be mobilized.

**2. RECOMMENDATIONS AND WAY FORWARD:**

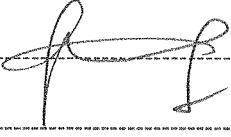




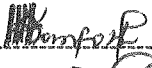

- Finalize the project document urgently and incorporate the recommended revisions by the LPAC
- Prepare the Minutes of LPAC Meeting, circulate them to all members for comments and finalize for signature by the LPAC members
- The revised Project Document will be circulated to all LPAC members along with the Minutes for validation
- Once the Minutes of LPAC Meeting signed by all members, the Signing of the Project Document could proceed.

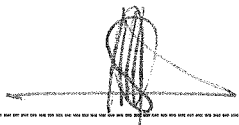
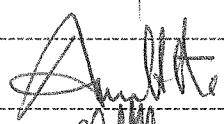

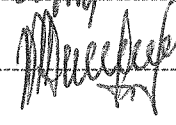
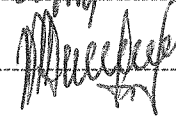






*Meeting adjourned at 11:55 AM.*

**Signature of key LPAC members:**

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1. LPAC Chair (Auke Lootsma, Country Director, UNDP) 
  2. LPAC Co-Chair (Caroline Kayonga, Permanent Secretary, MINERENA) 
  3. ~~Amb.~~ Fatuma Ntangiza (RGB, Deputy CEO) 
  4. Ronald NKUSI (MINECOFIN, Director of External Finance Unit)

**LPAC Members:**

5. Philibert Iragena (MININFRA) 
6. Peter Katanisa (MINERENA) 
7. Richard Mushabe (MINECOFIN) 
8. Crispus Ayebare (MINECOFIN) 
9. Franek Bahizi (MINECOFIN) 
10. Comfort Mbabazi (NCBS) 
11. Peter Maringa (NCBS) 

12. Jackson Rukundo (Migration) ----- 
13. Janvier Wussinu (DCDO, UNDP) ----- 
14. Amata Diabate (Economic Advisor, UNDP) ----- 
15. Havugimana Evarde (Strategic and Policy Unit, UNDP) ----- 
16. Schadrack Dusabe (Strategic and Policy Unit, UNDP) ----- 
17. Nadine U Rugwe (Programme specialist, UNDP) -----
18. Sophie Nyirabakwiye (Programme Specialist, UNDP) ----- 
19. Janvier Ntalindwa (Programme Analyst, UNDP) ----- 
20. Denis Rugege (Environment Specialist, UNDP/REMA) ----- 
21. Evelyne Ben-Dedale (Programme Associate, UNDP) ----- 
22. Nicolas Schmids (Programme Officer, UNDP) ----- 
23. LPAC Secretary (Bernardin Uzayisaba, Programme Analyst, UNDP) ----- uzayisaba - 18-12-2013
24. LPAC Secretary (Peter Kamau, Programme Analyst, UNDP) ----- 

Date: \_\_\_\_\_