

2014-2018



PROJECT DOCUMENT

Transformational Capacity Development for the Implementation and Coordination of Government Policies and Programmes

Brief description

This project shall support the Government of Rwanda — particularly the Prime Minister's Office, Local Government Entities, MINECOFIN, NISR, Rwanda Development Board (RDB) and the National Capacity Building Secretariat (NCBS) as the coordinating agency to address critical capacity constraints in the central and local government to facilitate the implementation of the country's transformational agenda in the context of EDPRS II.

The project also envisages enhancing the capacity of the Prime Minister's Office to effectively coordinate implementation of Government programmes with focused service delivery.

The project aims at reinforcing capacity of local government entities and equipping them with skills and tools to deliver on their responsibility to implement government policies, service delivery, and social & economic development at the local level.

This project will support the implementation of the Strategic Capacity Building Initiative (SCBI), focusing on strengthening the capacity of the government to deliver on its most urgent priorities as defined in the Second Economic Development and Poverty Reduction Strategy (EDPRS II).

SIGNATURE PAGE

Country	Rwanda
UNDAP Result 1:	Inclusive Economic Transformation
UNDAP Outcome:	PRO-POOR GROWTH AND ECONOMIC TRANSFORMATION ENHANCED FOR INCLUSIVE ECONOMIC DEVELOPMENT AND POVERTY REDUCTION
Indicators	1)% population below the poverty line 2) % exports to GDP(value of exports goods and services)
Baseline	1)44.9% Rwandans living below poverty line 2)14.6% of GDP from exports
Targets:	1))<30%Rwandans living below poverty line 2) 27.2% of GDP from exports
UNDAP Output	Strengthened National Capacity for Policy Coordination and Resource Mobilization
Indicator:	Government coordination mechanism in place
Baseline:	No full coordination mechanism
Target	Functional coordination mechanism in place
Expected outcomes& Output(s):	Strengthened National Capacity for Effective Policy Coordination and Resource Mobilization.
	<i>Output 1: Increased number of sectors using the Monitoring and Evaluation framework/system</i>
	<i>Output 2: Strengthened coordination and implementation of government policies and programs</i>
	<i>Output 3: Increased achievement of District planned targets</i>
	<i>Output 4: Increased district resource generation</i>
	<i>Output 5: Effective coordination of the local government capacity building</i>
	<i>Output 6: A pool of experts attracting and retaining investment through application of critical skills</i>
	<i>Output 7: An increase in the number of local counterparts able to independently deliver high quality products</i>
	<i>Output 8: Enhance capacity of NCBS to coordinate focused capacity building initiatives</i>
	<i>Output 9: Statistical Data dissemination practices and data user engagement enhanced</i>
	<i>Output 10: Strengthened coordination of the financial sector development directorate</i>
	<i>Output 11:Improved capacity of private sector actors in priority export sector identified in EDPRS 2</i>
	<i>Output 12: Improved ICT coordination for SMART Rwanda</i>
Implementing partner:	National Capacity Building Secretariat (NCBS)
Other partners:	PMO, MINECOFIN, MINALOC, RGB, RDB, Districts, NISR and UNDP.

Programme Period: January 2014- June 2018

Project Duration: 5 years

Programme Component: Inclusive Economic Transformation

Project ID: _____

PAC Meeting Date: 10 December 2013

Management Arrangement: National Implementation (NIM)

Total budget: US \$ 7,038,620

Allocated resources

- o UNDP: US \$ 4,500,000
- o ONE UN: US \$ 2,300,000

In kind contribution (GoR): US \$ 238,620





	Name and Title	Date	Signature
Agreed by Government Coordinating Agency (MINECOFIN)	Claver GATETE, Minister of Finance and Economic Planning		
Agreed by participating UN Agency (UNDP)	Mr. Lamin M. Manneh, UN Resident Coordinator & UNDP Resident Representative		

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ACRONYMS

CCPD:	Common Country Program Document
DCBPs:	District Capacity Building Plans
DIP:	Decentralisation Implementation Plan
EDPRS:	Economic Development Poverty Reduction Strategy
GACU:	Government Action Coordination Unit
GoR:	Government of Rwanda
HACT:	Harmonized Accounting to Cash Transfer
IDS:	Institutional Development Strategy
JDC:	Joint Delivery Committees
LED:	Local Economic Development
LGCBS:	Local Government Capacity Building Strategy
MDAs:	Ministries, Delivery Agencies
MDGs:	Millennium Development Goals
MINAGRI:	Ministry of Agriculture and Animal Husbandry
MINALOC:	Ministry of Local Government
MINECOFIN:	Ministry of Finance and Economic planning
MININFRA:	Ministry of Infrastructure
MINERENA:	Ministry of Natural Resources
NCBS:	National Capacity Building Secretariat
NIM:	National Implementation Modality
NISR:	National Institute of Statistics of Rwanda
NLR:	National Leadership Retreats
PMO:	Office of the Prime Minister
PRSP:	Poverty Reduction Strategy Paper
RALGA:	Rwanda Association of Local Government Authorities
RDB:	Rwanda Development Board
RGB:	Rwanda Governance Board
SCBI:	Strategic Capacity Building Initiative
SPIU:	Single Project Implementation Unit
ToC:	Theory of Change
UNDAP:	United Nations Development Assistance Plan
UNDP:	United Nations Development Program

1.0. SITUATIONAL ANALYSIS

Country Situation - Background on Capacity Building in Rwanda

Rwanda has a strong development agenda, articulated in the Vision 2020 document, and the second Economic Development and Poverty Reduction Strategy (EDPRS), which needs to be supported through solid and transformational capacity development initiatives. Development partners have invested significantly in this agenda, often through direct and sector budget support as a demonstration of the trust that they have in Rwanda's leadership and robust national systems.

These efforts notwithstanding, capacity constraints continue to be a bottleneck. This was evident during the implementation of the Poverty Reduction Strategy Paper (PRSP I) and the first Economic

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Consequently, this is being addressed in a more systematic and coherent manner in the context of the second EDPRS. The particular historical context of Rwanda, the scaled up responses envisaged to attain the MDGs and meet the objectives of the second EDPRS, as well as the imperative for Rwanda to effectively face up to the country's medium and long-term challenges (including membership of the East African Community) and global partnerships require innovative and sustainable approaches to capacity development that are transformational in nature.

Over the past 17 years there have been a number of capacity building projects aimed at enhancing the provision and transfer of skills for the public sector and ultimately impact sustainable development. One of the most notable examples is the Multi Sector Capacity Building Programme (MSCBP), developed in 2005 to support the realisation of the Vision 2020, was a wide ranging government led approach. However, the programme was underfunded by almost 50%. Due to the nature of the development partner assistance provided, the activities which were prioritised for MSCBP financing did not always meet the priorities of government. As a consequence, the MSCBP fell short of its full potential.

Since 2011 the Government of Rwanda received funds from UNDP to support coordination of implementation of the Strategic Capacity Building Initiative (SCBI) four year pilot phase under a one year project and given the fact that capacity building has a longer gestation period to yield tangible outcomes, the government has continued to face capacity challenges to effectively coordinate policies and programmes as well as their implementation at both central and local government levels;

In line with the above, the government of Rwanda has put in place different mechanisms to implement the decentralisation policy as described in the new National Decentralisation Policy (March 2012). 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".

However, according to a Local Government Common Capacity Building Priorities Report (January 2013) prepared by "Rwanda Governance Board" that drew inputs from the District Capacity Building Plans (DCBPs), the DCBPs revealed that most of the capacity issues are generic yet critical across the Local Government and need to be addressed in a holistic approach to avoid piecemeal responses. Such issues are found at institutional, organisational and individual levels. Priority issues were also assessed for the District Council, the District Executive Committee and the individual staff at all levels of the Local Government machinery.

In addition, the Government of Rwanda (GoR) has started the implementation of the second Economic Development and Poverty Reduction Strategy (EDPRS II, 2013 - 2018). The strategy focuses on transforming Rwanda's economy through achieving consistently high economic growth based on a robust private sector that would lead to accelerated poverty reduction. The overall targets are to achieve 11.5% average growth, propelling Rwanda towards middle income status by 2020 and reduction of poverty from 45% to under 30%.

The implementation of the EDPRS II requires that sufficient capacities are in place including the right institutional framework, enhanced coordination as well as development of rare and technical skills that directly impact on priority sectors.

More to that, the National Capacity Building Secretariat (NCBS)'s mandate has been expanded to the public, private sectors and civil society. The scaled up mandate also requires adequate capacities to align and coordinate capacity building initiatives and interventions towards the implementation of EDPRS II. In the light of this, it is imperative to depart from the conventional form of capacity building to a more innovative, transformational, strategic and focused approach that effectively links capacity development service delivery and the country's transformational agenda. The strategic capacity building initiative (SCBI) is an approach that the government has opted for to link capacity building to service delivery. This has been piloted in four institutions (MINAGRI, MINERENA, MININFRA and RDB) and center of government (Prime minister's office, MINECOFIN and PSCBS). In its third year, the initiative has started to produce yields of capacity transfer and it has also been extended to local government before the end of the pilot phase. In a nutshell all development targets and efforts require strengthening capacities at Centre of Government, Sector Ministries, Delivery Agencies, and Local Government entities.

In the context of EDPRS II, capacity is at the center and critical for the success of any projects or programs envisaged under each of the thematic areas of EDPRS II. The successful implementation of EDPRS II therefore shall depend on the ability and capacity of sectors, districts and delivery agencies to deliver on their developmental goals and strategies.

2.0. STRATEGIES

In the light of the above, this project was conceived to contribute to the national development and transformational agenda by having improved coherence, synergy and effective coordination of the implementation and coordination of policies and programmes at central and local government level. The project envisages:

- Support to the local government entities (*where implementation takes place*) and the Prime Minister's Office (*where coordination of government programmes is managed*).
- Strengthening the capacity in the investment sector, specifically the two delivery MDAs will contribute to achieving the economic targets of these sectors. All work will contain a governance and capacity building component.
- Strengthen capacity of NISR to effectively utilize ICT to provide the required statistical support under EDPRS II
- Develop capacities of MINECOFIN to deliver on EDPRS II in three key areas: development and promotion of export sector; ICT for SMART Rwanda and Financial Sector Development.
- NCBS shall also need further support to continue effectively coordinating the project that shall underpin the SCBI framework.

The project will contribute to Result 1 of the UNDAP – Inclusive Economic Transformation. The intended outcome as stated in the UNDAP: Strengthened National Capacity for Effective Policy Coordination and Resource Mobilization.

Capacity Building for Local Government

All Districts have also developed their District Development Plans (2013-2018) that are anchored to the development targets in the EDPRS II. The Ministry of Local Government (MINALOC) has also formulated a five year National Strategy for Community Development and Local Economic Development (LED) – (2013 – 2018) to contribute to the effective implementation of Vision 2020, EDPRS II, DIP 3 and the Community Development Policy by reinforcing coordination among actors, enhancing focus on Community Development and LED and putting communities and businesses at the forefront of addressing local issues. These planning instruments have capacity implications for their enshrined development actions to be successfully implemented.

Across the districts, the budget support from central government is still limited and there is need for the local government to generate their own resources in a sustainable way. However, there are still capacity gaps for resource generation with local government institutions that need to be addressed.

Given that the needs are diverse, the project shall focus its contribution towards key cross cutting areas that include strengthening the capacities in strategic planning; monitoring and evaluation; as well as in resource generation in particular at local government level.

Support capacity strengthening of the Prime Minister Office's for effective coordination of Government programmes

From lessons learned from EDPRS 1, it is evident that the level of coordination of capacity building across all sectors still needs further improvement in terms of synergy and harmonization in approach and practice. The objective of this part of support is to contribute to a strengthened and effective coordination and oversight function within the Office of the Prime Minister (PMO).

Effective and efficient coordination of government policies and programs is a core mandate of the Office of the Prime Minister. Given the significant and growing number of Government priorities,

policies and programs that are being implemented by various central and local government entities, there are legitimate concerns that a lack of coordination may result in overlaps and duplication of initiatives consequently leading to high transaction costs, potentially impeding the achievement of key government objectives.

There is a need therefore to have a coherent approach under the SCBI framework to systematically strengthen functions of the Office of the Prime Minister to effectively monitor and oversee the planning and implementation of Government priorities, policies and programs.

The Prime Minister's office benefitted from the support from UNDP in the previous project. However, the project was only one year and considering that capacity building has a longer gestation period to yield tangible outcomes. It has been found imperative to continue strengthening this Office with professional inputs and expertise from international expert in Monitoring and Evaluation as well as a national expert to support the office to effectively coordinate the activities of the project. Furthermore, the project shall facilitate the PMO to create strategic partnerships and networks to learn and benchmark best practices.

A virtual learning platform for PMO staff will be created to enable online executive leadership programs, practical distance learning and tailor made modular training for PMO staff in line with enhancing leadership and management competencies, shaping attitudes and mindsets to match national and global development best practices.

Support Investment Promotion through SCBI framework

SCBI was established to support sustained, economic development through building up the capacity of staff within priority sectors to meet their key delivery objectives.

The Rwanda Development Board (RDB) is one of the priority sectors under SCBI and it leads work to fast track private sector led economic development and enables private sector growth. Delivery of this mandate depends on effective investment promotion, implementation and aftercare. In addition; RDB needs to strengthen its ability to work on competitiveness issues that will enhance the attractiveness of investment environment in Rwanda. The negotiating capacity within RDB also needs to be reinforced.

With support from this project, a team of international experts with the technical expertise the sector requires will be recruited to work alongside, and to build the capacity of, newly hired local counterparts. The experts to be brought on board will include, but are not limited to, a legal expert, investment expert, negotiating expert and an expert economist. Again, each of these experts will work directly with local counterparts.

Strengthening capacity for NISR

The NISR is mandated to track and monitor the economic development and poverty reduction performance indicators. In particular it manages and produces all the statistics for national development. For this mandate to be achieved, NISR needs to build the capacity of the Management Information systems, Monitoring and Evaluation of EDPRS II and national strategy for development of statistics.

The support from this project will enable NISR to hire an international expert with technical expertise in ICT to work with Rwandan counterparts in NISR, and coach and mentor them on MIS, developing and rolling out NSDS 2, strengthening monitoring and evaluation of EDPRS II, supporting Open Data across government, enhancing data dissemination and user engagement and consolidating ICT infrastructure across national statistical system (NSS)

Support to MINECOFIN for the implementation of EDPRS II

Advisory support to Financial Sector Development Directorate on coordination of the private and public sectors will be critical in implementing EDPRS II. Rwanda is moving towards becoming a regional financial services center, this entail developing and deepening the financial sector including the development of capital markets, new long term saving options, attracting venture and capital funds among others. The role of the private sector is increasingly important and will necessitate better coordination and specialized management skills. The project support will enable Financial Sector Development Directorate to acquire the necessary technical expertise to develop better coordination framework. Targeted support for skills development with particular focus on specialized areas for public and private sectors will also be developed. The technical expert will be leveraged to coach and mentor Employees in the Financial sector Development Directorate that is currently being revamped to match Rwanda's financial sector ambitions.

Improving coordination of private sector actors in priority export sectors identified in EDPRS II will be conducted while working hand in hand with the Rwanda Development Board (RDB). Support will be focused on enhancing the market linkage program as part of Export capacity Development plan, expanded access to finance programs for exporters particularly with a view to address shortages in working capital.

The programs supported in these areas will deliver tangible outputs that will change the landscape of Rwanda's economy thereby facilitating the process of Economic Transformation.

Strengthening capacity for NCBS to coordinate the SCBI

In order to achieve the objectives of the SCBI framework with the support from this project that focuses on capacity building of the local government and the Prime Minister's Office, NCBS as the Coordinating Agency shall also need to be supported as highlighted below:

- Support the operationalization of the Single Project Implementation Unit (SPIU);
- Have in place a team of national experts to coordinate implementation of SCBI and the project
- Have a National Qualification and Competency Framework

Lessons Learned

Since 2011 the Government of Rwanda received funds from UNDP to support coordination of implementation of the Strategic Capacity Building Initiative (SCBI). The project has contributed to the building of capacity for PMO and strengthened NCBS's role as the coordinating agency for the SCBI implementation.

Despite the progress under this project, support from the One UN needs however to take another step and have a dedicated project that can upscale and deliver further tangible achievements across government given that capacity building interventions also needs to include the local government where implementation of government programs and policies are done.

It should also be noted that capacity building has a longer gestation period to achieve desired impact and therefore it is envisaged that this project be planned for five (5) years rather than one (1) year as this was the case with the current project.

3.0. PROJECT RATIONALE AND RELEVANCE

The EDPRS II has been developed around four thematic areas, 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 (11.5% average) and restructuring of the economy towards more services and industry as we move towards middle income country status.

The capacity building inputs of the project shall, under the oversight of NCBS, strengthen the linkages between the Office of the Prime Minister and local government entities in line with the service delivery chain of national priorities.

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 that has a vital role in identifying and communicating priorities, ensuring the alignment of different government programmes, policies and supporting public institutions whilst also holding them to account. A strengthened and empowered Prime Minister's Office, with strong links to the delivery ministries will also have greater capacity to understand the cross-cutting capacity challenges affecting the government.
- Increasing investment into the country and improving the rate of deal conversion. When SCBI was initially established one third of all potential deals failed to happen hence SCBI was developed to increase the size of the negotiation team that was initially composed of one person and strengthen the Investment Promotion team so that attracting investment became more proactive and strategic.

- 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.

Through discussions with MINALOC, RGB, Prime Minister's Office, and RDB it has become clear that there are capacity gaps at the Centre of Government (Prime Minister's Office) and the Local Government entities to achieve the above.

Assistance from the project is therefore needed to ensure improved coordination, planning and delivery, of programmes and policies at central and local government level and create a pool of technical expertise leading to targeted outcomes under the Thematic Area of Economic Transformation of the EDPRS II.

4.0. PROJECT TARGET GROUPS/BENEFICIARIES

Support under the project shall be provided to:

- Institution responsible for oversight and coordination of government business (Office of the Prime Minister);
- Local Government entities (all the 30 Districts) in close liaison with MINALOC, RGB and RALGA;
- The Rwanda Development Board (RDB)
- National Capacity Building Secretariat (NCBS) for effective coordination of the implementation of SCBI

Efforts have been undertaken with these beneficiaries to ensure that there are no overlap and duplication of capacity building activities supported by UNDP and other development partners.

5.0. PROJECT OBJECTIVE

The project will contribute to Result 1 of the UNDAF – 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.

6.0. PROJECT OUTCOME AND OUTPUTS

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

Output 1: Increased number of sectors using the Monitoring and Evaluation framework/system

Output 2: Strengthen coordination and implementation of government policies and programs

Output 3: Increased achievement of District planned targets

- Output 4: Increased district resource generation
- Output 5: Effective coordination of the local government capacity building
- Output 6: A pool of experts attracting and retaining investment through application of critical skills
- Output 7: An increase in the number of local counterparts able to independently deliver high quality products
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- Output 12: Improved ICT coordination for SMART Rwanda

7.0. THE PROJECT APPROACH

After nearly two decades of heavy investment in capacity building, the Government of Rwanda recognized that its efforts along with development partners have yielded limited impact. As a response to this, the Government developed the Strategic Capacity Building Initiative (SCBI) built around the following principles:

Ownership	Managed and driven by government institutions
Prioritization	Focused on priorities of Government (Vision 2020), EDPRS2
Delivery	Directly linked to implementation
Coordination	Horizontal and vertical to maximize spill over effects
Embedded Support	Long-term time horizon and recognition of relational aspects
Reform	Rooted in wider change to improve retention and career prospects
Impact	Smart and targeted indicators to demonstrate impact

In essence, the SCBI is designed to build capacity while delivering on priorities through close coaching and mentoring to transfer skills to local counterparts by International Experts. To date the SCBI is implemented in the Ministry of Agriculture (MINAGRI); Ministry of Infrastructure (MININFRA); Ministry of Natural Resources (MINIRENA); as well as the Centre of Government institutions (*Office of the President; Prime Minister's Office and Ministry of Finance and Economic* NCBS is highly committed to integrating these principles into all Capacity Building activities both at the central and local government levels across all sectors In view of the above, it is envisaged that all technical assistance provided to MINALOC, RGB and the Districts; or any local government institutions, NCBS and PMO shall apply the SCBI framework with emphasis on knowledge and skills transfer to existing staff.

Under this project, capacity building will adopt the following approach:

- a) *The expert will be paired with Local counterparts:* Direct coaching and mentoring of the staff of the local government entities and staff in the PMO in Monitoring and Evaluation will increase the possibility of the changes having a lasting impact. As a result, the expert will be required to undertake a situational analysis when they first enter the institution to identify those individuals who should benefit from coaching. The long-term goal is for these individuals to perform their role to a higher level independently.

- b) Capacity Building shall be focused on three levels: The effectiveness of capacity building can only be maximised if it is identified at all three levels: Institutional; Organisational; and Individual. As a result, the interventions supported by the coaching programme should contain elements of all three of these levels as much as possible.
- c) Training will not be stand-alone: One of the weaknesses identified with the classical approach to Capacity Building is that trainers are brought on for a very short period of time, the training often takes place in Kigali and there is no follow-up afterwards to monitor the impact or any changes as a result of the training. The training delivered, therefore, should be done in collaboration with the coach to ensure follow-up and utilisation of skills developed, NCBS has developed a tool to assess the situation prior and after the training, this would be recommended for all trainings.
- d) Performance Evaluation: all capacity building interventions will have a strong M&E component which will monitor effectiveness, the progress of the implementation and the performance of the people benefiting from the interventions as well as value for money. This evaluation will be embedded from the outset of the programme and will be in line with NCBS' approach to monitoring capacity building interventions.

8.0 STAKEHOLDERS PARTICIPATION

In the course of preparing this project Proposal, consultations have been held with the relevant stakeholders that include the management of Prime Minister's Office; the Ministry of Local Government; the Ministry of Finance and Economic Planning; Rwanda Governance Board (RGB); Rwanda Association of Local Government Authorities (RALGA); RDB as well as UNDP Technical Staff.

These consultations were held to ensure a shared understanding and inculcate a stronger sense of ownership of project activities.

9.0 SUSTAINABILITY

The proposed approach is focused on creating a pool of Rwandan experts in different fields by the end of the five year project. The philosophy of this initiative is to have practitioners who will help to implement the priorities at district level and more specifically knowledge transfer to Rwandan counterparts.

Rwanda has been clear about the need to step away from 'fly-in fly-out' consultancies. It's the Government's view that capacity building activities need to ensure they have a long-term and sustainable impact. While the Government recognises the positive role that long-term embedded coaches can play within the countries public service, they are keen to ensure that there is a structure that facilitates skills transfer. The international experts will coach and train Rwandan counterparts on the job.

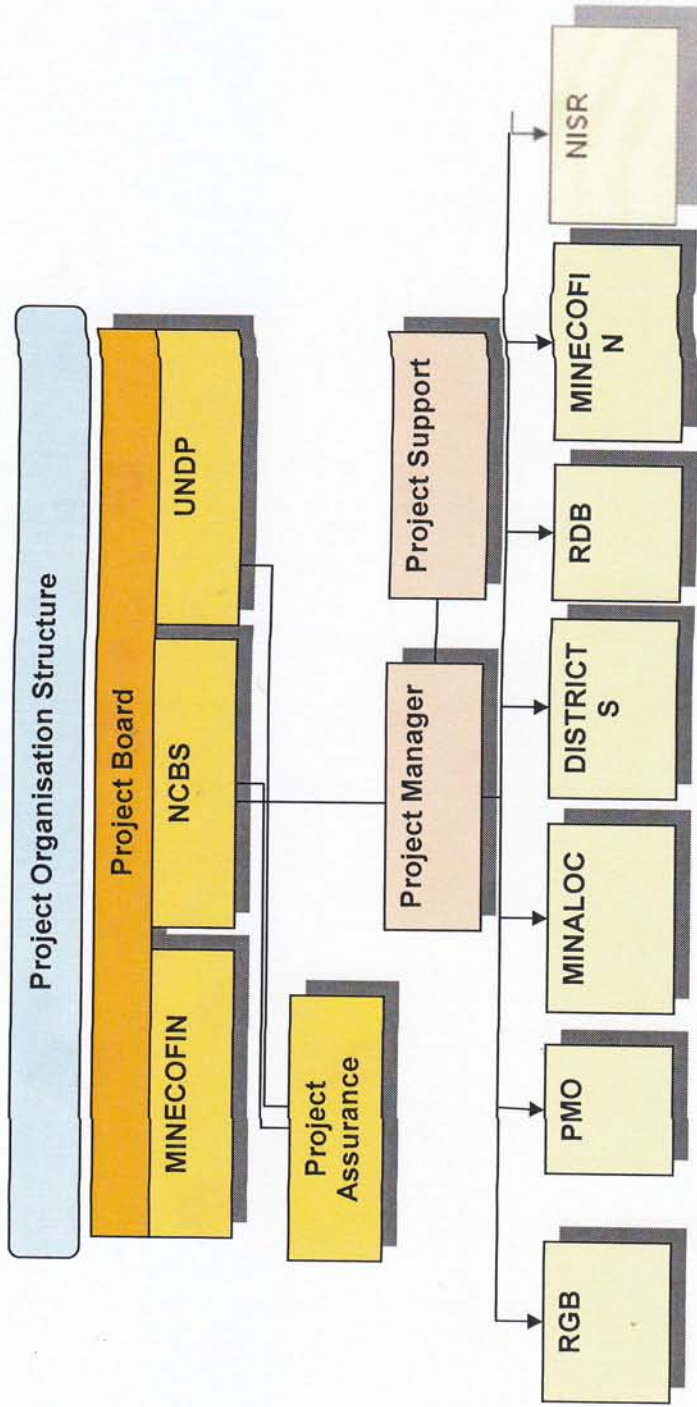
Upon completion of the assignments by the International Experts the Rwandan counterparts shall have attained the knowledge and skills levels to enable them continue with the strategic operations that were being undertaken. A formal Exit Strategy shall be mainstreamed under the project in this regard.

10.0 MANAGEMENT ARRANGEMENTS AND RESPONSIBILITIES.

a) Management Structures

The project will be implemented according to the UNDP procedures for National Implementation (NIM). As such, National Capacity Building Secretariat will be responsible for all payment requests. For all payments requests and financial reporting the Harmonized Accounting to Cash Transfer (HACT) principles will be applied. The Executive Secretary (or person assigned by him/her) will be responsible and the principal counterpart for UNDP reporting will sign on financial and narrative reports, annual and quarterly work plans, combined delivery reports, budget revisions as well as requests for funds disbursements. NCBS will also be responsible for the planning and overall management activities of this initiative, including, accounting, monitoring and evaluation and the management and audit of the use of UNDP resources. The substantive and operational activities will also be coordinated by NCBS during the course of the initiative.

Project Organization Structure:



b) Project Steering Committee

The Project Steering Committee is the oversight body with responsibility for directing and monitoring the project and it shall be meeting on a quarterly basis. 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 is held quarterly, approves annual and quarter plans and provides guidance and makes key decisions on project implementations.

c) Planning, Monitoring & Evaluation and Reporting

The Project Coordinator designated by NCBS will, together with the relevant NCBS staff and management and in close collaboration with the UNDP, elaborate annual and quarterly work plans, based on the project document Results and Resources Frameworks. These plans will first be internally validated by the NCBS Management and then be approved by the Project Steering Committee which shall be composed by representatives as mentioned above.

Results of the quarterly and annual progress reports to measure progress as compared to anticipated results will be presented and discussed in the project steering committee meetings. However, 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 NCBS project team will follow up progress on the SCBI on a quarterly basis with the delivery entity. The main tasks would be to provide an assessment on realized progress, advise on most urgent constraints and how to address them, and provide judgment on appropriateness of proposed activities to be implemented.

The implementing partner in collaboration with UNDP will prepare annual and quarterly work plans for the implementation of project activities. The quarterly and annual progress reports will provide a basis for managing outputs vs. expenditures.

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.

Field visits by all stakeholders involved in the project implementation will be conducted on a quarterly basis to assess project implementation and ensure the inputs are used for intended outputs. Field visits will be part of the monitoring and evaluation plan.

To build on inputs from M&E tools and strategies, the implementing partner will document achievements, opportunities, challenges and impacts in programming that other organizations can benefit from and take further from there. Success stories will be identified, documented and shared with stakeholders.

The UNDP project manager will perform the role of quality assurance at the UNDP level and responsibilities will include: ensuring that funds are made available to the project and ensuring the project resources are used to produce the intended outputs;

d) Transfer of cash to national Implementing Partners

The implementing partner will prepare annual and quarterly work plans which will be approved by Steering Committee. Funds will be disbursed to the implementing partner every quarter using a NIM modality and in line with Harmonized Approach to Cash Transfers (HACT). Upon expenditure and reporting by the national implementing partner, which shall be expected every 15th day of the month after the quarter, UNDP will account for the income received to fund the project in accordance with its financial regulations and rules. A separate project bank account will be opened in a local bank through which all funds transfers to the Implementing Partner will be channelled.

UNDP will however cover indirect costs in accordance with its financial regulations and rules.

e) Audit:

Independent audits will be commissioned by the UNDP and undertaken by private audit services in line with the UNDP guidelines and standards for auditing. Government implementing partner will cooperate with the UNDP in monitoring and reporting on all activities supported by the direct implementation modality and cash transfers. They will facilitate access to relevant financial records and personnel responsible for cash administration. The audit will be based on cash ceilings that necessitate an audit and those whose financial management capacity requires strengthening.

f) Communication:

The involved partners in this project shall take appropriate measures to publicize the capacity building programme. Information given to the press, to the beneficiaries of the programme, all related publicity material, official notices, reports and publications, shall acknowledge the role of the implementing partners and the One UN and all participating UN organizations, as well as other contributors to the programme account. The UN will also be free to use their communication channels to publicize the programme. As per corporate communication policy, 1% of budget will be earmarked to support communications efforts in support to the implementation of this programme. A budget line for communication will therefore be included in the programme budget as part of the management of the project.

g) Asset Management

Assets and equipment acquired to support the implementation of this programme will remain the property of the United Nations as per UN Policy on assets management until they are disposed-off or otherwise officially transferred to the Government. The Implementing partners will keep an updated inventory of all assets purchased in the framework of the programme.

11.0 PROJECT COMPONENTS

The tables below show the project cost by component and the proposed source of funding. These costs estimates have been prepared based on the current market price, past contracts for similar assignments and inputs from the NCBS in close collaboration with OPM and RGB

SUPPORT TO LOCAL GOVERNMENT

Activity	Unit Cost (USD)	Cost Per Year	No. of years	2013/14	2014/15	2015/16	2016/17	2017/18	Total Cost (USD)	Explanatory Notes
Twelve Coaches (National Experts)	2,900	417,600	2						835,200	In order to attract qualified and competent Coaches, each Coach shall be paid an equivalent of a gross sum of 2,900 USD per month tax inclusive. A coach will work with at least two districts for a period of three years. The immediate local counterpart team for this Coach shall be the District Planning, Monitoring and Evaluation Unit
Twelve Coaches (National Experts)	2900	417,600	2						835,200	Each Coach shall be paid an equivalent of a lump sum of 2,400 USD per month tax inclusive. A coach will work with at least two districts for a period of two years to enhance their capacity in income generation. The immediate counterpart team for this Coach shall be the District Finance Unit.
Short term trainings in resource mobilisation and generation	230	165,600	1						165,600	Economic committee members, Executive committee, Bureau, Distr. ES, and Sector ES will be targeted. At least 720 trainees per year for 1 years.

SUPPORT TO COORDINATION OF COACHING PROGRAMME IN DISTRICTS, (RGB)							
A Local Government Coaching Programme Coordinator	2400	28800	4			115,200	Shall be a National Expert contracted for 12 months renewable (maximum contract period shall be 2 years). Shall be paid a lump sum of 2400 USD per month tax inclusive, and cater for accommodation, transport and communication. Shall be the administrative focal person to coordinate all M&E functions at RGB to effectively track and ensure smooth operations of the coaching programme.
STRATEGIC ADVISOR TO THE PS, MINALOC							
A Strategic Advisor on Local Government Capacity Building	9500	114,000	2			228,000	To be initially contracted for 12 months renewable (maximum contract period for 2 years). Shall be paid a lump sum of 9,500 USD per month tax inclusive, and cater for accommodation, transport and communication.
TECHNICAL SPECIALIST – ICT FOR NISR							
Technical specialist – ICT to build capacity of Rwandan counterparts in NISR	16,600	199,200	1			199,200	The Technical specialist will be contracted for 12 months. Shall be paid 16,600 USD per month tax inclusive, and accommodation, transport and communication

SUPPORT TO THE PMO							
One International Expert	14,000	168,000	2			336,000	Expert to support PMO in Monitoring and Evaluation (performance evaluation). The Expert will be recruited according to the need identified by PMO. Shall be paid a lump sum of 14,000 USD (this includes 15% withholding tax and reimbursable like communication, inland travel, accommodation, and flights)
Training for PMO staff in various key areas		100,000	3			300,000	Course content should be determined in the annual action plan and will be based on needs assessments
One National Program Coordinator	2,250	27,000	4			108,000	Shall be a National Expert contracted for 24 months renewable (maximum contract period shall be 2 years). Shall be paid a lump sum of 2250 USD per month including tax, communication and transport
Executive Leadership Training on (Driving Change in Government; Translating Strategy to Results; Strategies for increasing performance; High Level Scenario Planning and Coordination of Government Programs and Government oversight...)		50,000	2			100,000	Training shall be conducted by International renowned training providers (Schools for Governments). The PMO shall target senior leadership across Government (Ministers; Directors of Cabinet; and senior government officials of similar rank). At least 50 participants shall be trained per year.
SUPPORT TO THE INVESTMENT SECTORS							

Recruitment of 3 experts in Investment	12000	432,000	2							1,024,000	Experts will be hired in the following fields: Investment Promotion Expert, Legal Expert, Economic Expert, Negotiations Experts, Strategic Planner
Recruitment of 5 counterparts in investment to work with the experts	3,000	180,000	2							360,000	Counterparts will be hired into the following positions: Legal Analyst, Investment Promotion Analyst - Mining (2), Contract Negotiations/ Management Analyst (2)
SUPPORT TO MINECOFIN											
Recruitment of 1 experts in capital markets	13,000	156,000	2							312,000	Shall be paid a lump sum of 13,000 USD (this includes 15% withholding tax and reimbursable like communication, inland travel, accommodation, and flights
Recruitment of National expert	3,000	36,000	5							180,000	Shall be a National Expert contracted for 24 months renewable (<i>maximum contract period shall be 3 years</i>). Shall be paid a lump sum of 3,000 USD per month including tax, communication and transport
Design and roll out of Export Development Fund to support priority sectors	18,667	140,000	2							280,000	Cost sharing grant programme on a 50/50 basis (to be agreed) to support new and existing exporters to implement approved export action plans. Costs to be shared include: access to specialised TA support (quality, marketing) production of packaging materials that meet international standards, production of brochures and web sites. Small capital equipment grants could also be included where they are linked to TA provided.

Develop a skills framework with labor market linkages		50,000	1							50,000	This would be a one-off payment of a consultancy to support RDB to generate interest in investing in Rwanda
Develop ICT professional skills (industry courses and certifications) and BPO/micro work creation		50,000	2							50,000	Professional ICT skills target to certify people and create micro jobs
Train ICT entrepreneurs in accessing and understanding global markets with export potential (aligned with Market Linkages program)		40,000	3							120,000	The actual content of these trainings will be determined based on the needs of their entrepreneurs. The duration and actual cost may vary depending on the availability of the training
SUPPORT TO NCBS FOR COORDINATION											
Recruitment costs		23,220								23,220	This shall cover all recruitments costs for the entire Project (advertisements)
National Expert cost		6,200	74,400	5						372,000	National Experts to serve (2 Program Managers)
Stakeholder Engagement seminars		2,500	2,500	4						10,000	To provide a forum for the Project to share success stories and best practices with targeted

Establish a National Qualification and Competency Framework for Rwanda	120,000	120,000	-							120,000	This will be a one off activity
Operationalize Virtual Learning Platform and implementing the twinning program for PMO staff		200,000	2							400,000	This platform is envisaged to support leadership across government. This package includes hardware and software training facilities including reference material and Licenses for use of proprietary software. At least 50 participants shall be trained per year.
Project management and oversight											
Key Action 1: Capacity building for implementing partners in project management		13,000	5							65,000	The activity will include capacity building of the implementing partner in project management (result based reporting, M&E, etc.)
Key Action 2: Project management and oversight including audit, evaluations, communications and other operating expenses.		40,000	5							200,000	This activity will include audits, evaluations, communications and project oversight and any other indirect cost recovered in accordance with its financial regulations and rules

Government contribution	50,000	5							250,000	This constitutes floor space covered by project staff. Salaries for staff not covered by the project but contribute towards the success of the project.
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The support project plans for activities from January 2014 to June 2018, thus for 5 years. In line with UNDP procedures most of the payments will be made using NIM (National Implementation Modality procedure and guidelines as provided by the UNDP Programme and Operations Policy and Procedure. As provided by NIM modality, the project will abide with audit requirements for UNDP funded projects.

12.0 BUDGET

Project Financing and Indicative Budget

The cost of the project is estimated at USD Seven million, thirty eight thousand, six hundred and twenty (USD 7,038,620).

According to Calendar Year

MDA's	2014	2015	2016	2017	2018	Total Cost (USD)
Local Government	501 800,00	1 130 800,00	503 400,00	28 800,00	14 400,00	2 179 200,00
NISR	99 600,00	99 600,00	-	-	-	199 200,00
PMO	239 000,00	289 000,00	289 000,00	27 000,00	0	844 000,00
RDB	346 000,00	652 000,00	346 000,00	40 000,00	-	1 384 000,00
MINECOFIN	242 000,00	437,000	241 000,00	36 000,00	36 000,00	992 000,00
NCBS	166 900,00	479,900	484 920	155 500,00	153 000,00	1 440 220,00
Total	1 595 300,00	3 088 300,00	1 864 320,00	287 300,00	203 400,00	7 038 620,00

13.0 LEGAL CONTEXT

The programme relates to article 1 of the basic agreement concluded between UNDP and the Government of Rwanda and signed on the 2nd February 1977.

This Programme Document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Rwanda and the UNDP, signed by both parties. The host country implementing agencies shall, for the purpose of the Standard Basic Agreement, refer to the government cooperating agency described in that Agreement.

The following types of revision may be made to this Programme document, only with the signature of the UNDP Resident Representative, provided that he/she is assured that the other signatories of the Programme document have no objections to the proposed changes:

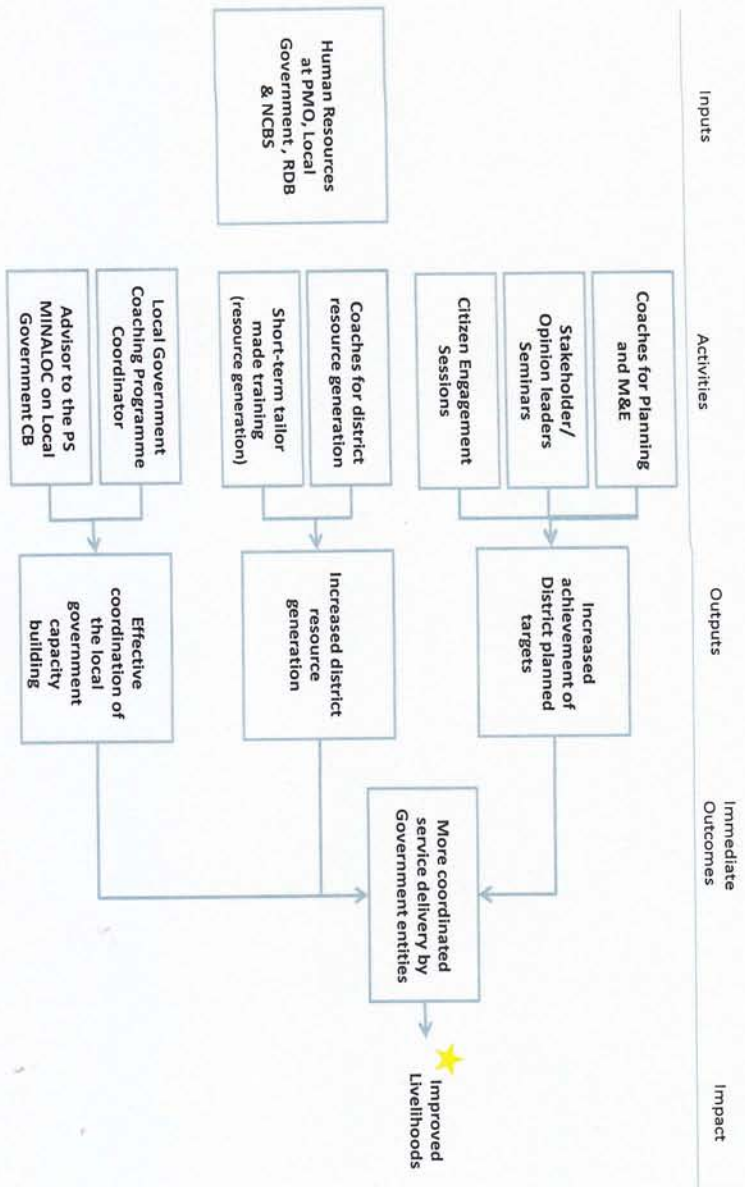
- Revisions or in addition of any of the annexes of the Programme Document.

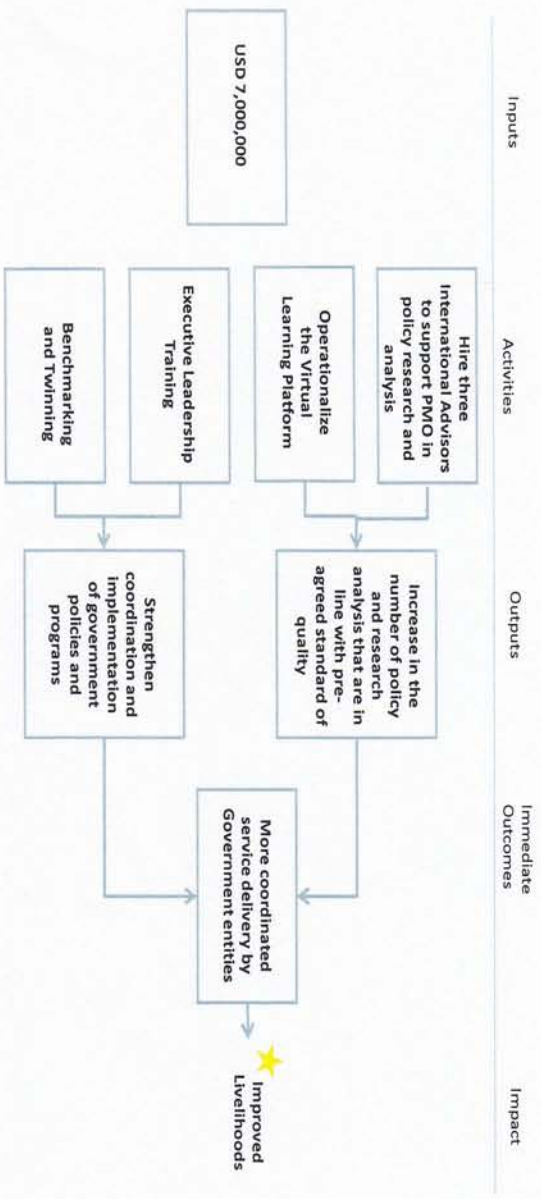
- Revisions which do not involve significant changes in the immediate objectives, outputs or activities of a programme, but are caused by the rearrangement of inputs already agreed to or caused by cost increases due to inflation, and
- Mandatory annual revisions, which rephrase the delivery of agreed Programme inputs, or increase expert or other costs due to inflation, or take into account expenditure flexibility

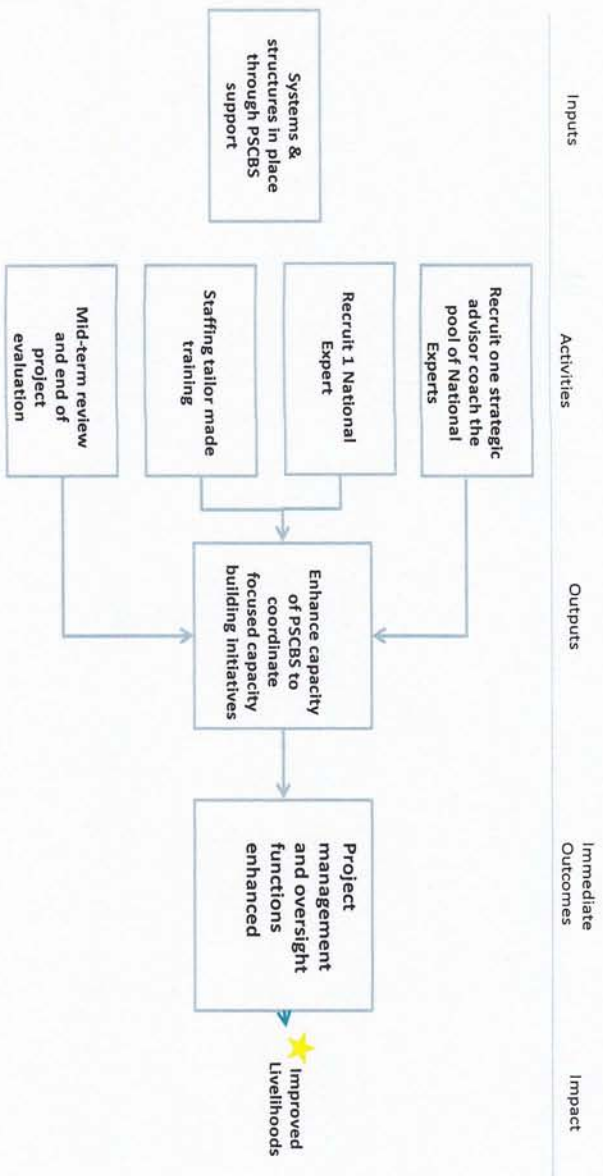
The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the present Programme Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Programme Document”.

14.0 ANNEXES

1. Project Theory of Change (ToC)







2. Results Framework

Result hierarchy	Indicator	Baseline ¹	Milestones 2013-2014	Milestones 2014-2015	Milestones 2015-2016	Milestones 2016-2017	Target 2018	Means of verification	Geographical coverage
UNDAP Outcome: Strengthened National Capacity for Policy Coordination and Resource Mobilization									
Indicator: Government Coordination mechanism in place									
Baseline: No coordination mechanism									
Target: Functional coordination mechanism in place									
Output 1.1: Increased number of sectors using the Monitoring and Evaluation framework									
UNDAP Key Action: TA and FS to strengthen national capacities to effectively coordinate, Monitor and Evaluate the implementation of government programs									
Key Action 1.1.1.	Hire one international expert to support PMO in establishing and operationalizing Monitoring and Evaluation framework	Monitoring and Evaluation framework established and used by PMO in all government programs of the different sectors	0 ²	1	1	1		Quarterly Reports Government Reports Annual Reports Functional M&E framework	national
Key Action 1.1.2.	Hire one national expert to support PMO in coordinating the implementation of the project	At least 80% of the objectives are achieved	0	80%	80%	80%	80%	Recruitment report Progress reports Performance reports	national
Output 1.2: Strengthen coordination and implementation of government policies and programs									
Key Action 1.2.1: Executive Leadership Training	No. of participants able to use skills acquired from training in their strategic operations	0		50 (cumulative)	100 (cumulative)	150 (cumulative)	200 (cumulative)	Training Reports Assessment of participants / exam results Performance Evaluation Reports	National
Key Action 1.2.2: Benchmarking and Twinning	Proportion of best practices & innovations replicated from other centres of	0		10	15	20	25	Innovation implementation reports submitted by benefiting MDAs or staff.	National

¹ Baseline values shall be captured after approval of the project.

² This indicator will start counting the policy and research document delivered during the tenure of Advisors, hence a baseline of zero.

	excellence									Performance Evaluation Reports PMO Annual Reports	
Output 1.3: Increased achievement of District planned targets											
UNDAP Key Action: TA and FS to strengthen M&E functions at decentralized level											
Key Action 1.3.1. Coaches for Planning and M&E	Proportion of Government planned targets are achieved at District level	of -	70%	70%	70%					District Development Plans District Annual Action Plans District Performance Evaluation Reports	All Districts
Output 1.4: Increased district resource generation											
UNDAP Key Action: TA to support resource generation by local government institutions											
Key Action 1.4.1. Coaches for district resource generation	Number of district who increase their resource generation by at least 10%	-	15	17	20					District Development Plans District Annual Action Plans District Performance Evaluation Reports	All Districts
Key Action 1.4.2: Short-term tailor made training	Number of participants trained in resource generation	-	750	750	750	750	750	750	80%	Training Reports Performance Evaluation Reports	All Districts
	Proportion of participants able to use skills acquired from training in their resource generation operations	-	50%	60%	70%	75%	80%			Training Reports Performance Evaluation Reports	All Districts

Output 1.5: Effective coordination of the local government capacity building

Key Action 1.5.1. Local Government Coaching Programme Coordinator	At least 80% of the coaching objectives are achieved	-	60%	80%	80%	-	-	Coaching progress reports District Performance Evaluation Reports	All Districts
Key Action 1.5.2. Strategic Advisor to the PS MINALOC on Local Government Capacity Building	At least 80% of the planned local government capacity building activities implemented in a coordinated and harmonized way	-	60%	80%	80%	-	-	District Performance Evaluation Reports Performance Evaluation Reports of all Coaches Progress Reports on the Local Government Capacity Building Strategy	National

Output 2.1: A pool of local experts able to attract and retain investments in priority areas

Key action 2.1.1: Recruit 3 technical experts in different fields of investment to work in RDB	At least 80% of planned activities are delivered	-	80%	90%	-	-	-	Institutional progress reports Project progress reports	national
Key action 2.1.2: Recruit 5 local counterparts to be coached by the experts in RDB	Percentage of local counterparts able to independently deliver high quality products	-	80%	100%	-	-	-	Institutional progress reports Project progress reports	national

Output 3.1: Enhance capacity of NCBS to coordinate focused capacity building initiatives

UNDAP Key Actions: TA to national and subnational institutions to effectively coordinate capacity building initiatives									
Key Action 3.1.1: Recruit 2 National Experts	At least 90% of benefiting institutions	-	90%	90%	90%	90%	90%	Institutional progress reports	National

	receive technical support from the National Experts in fiduciary operations and project management									Project progress reports	
Key Action 3.1.2: Operationalize the VLP and implementing the Twinning program for PMO staff	Existence of a fully-fledged learning platform and participation / training of targeted staff	0		100	150	200	250	trained within 5 years	Training Reports of Assessment of participants / exam results	national	
Key Action 3.1.3: Project management and oversight including audit, evaluations, communication	Timely and high quality periodic reports	Baseline			MTR		End of project report	Baseline Report Mid-Term Report End of Evaluation Report	national		
Key Action 3.1.4 : Capacity building for implementing partners in project management	Training delivered to all concerned staff							Training report	National		
Output 4.1: Statistical Data dissemination practices and data user engagement enhanced											
Key action 4.1.1 Coach and Mentor in web design and development (including data dissemination tools) in different data dissemination tools and publication methods.	-70% of statistical data disseminated electronically and on the NISR websites - 80% of available data in open data portals and in machine readable format. -80% of efficiency achieved in dissemination and publication of statistical data.	-70%	70%	80%	80%	80%	80%	80%	Project progress reports	National	
Key action 4.1.2 Train NISR staff on MIS and related official statistics	70% of statistical data disseminated electronically and on the NISR websites - 80% of available data			70%	80%	80%	80%	80%	Project progress reports	National	

	<p><i>in open data portals and in machine readable format.</i></p> <p><i>-80% of efficiency achieved in dissemination and publication of statistical data.</i></p>			70%	80%	80%	80%	80%	Project progress reports	National
<p>Key action 4.1.3 Provide orientation on relevant ICT courses in statistical areas</p>	<p>70% of statistical data disseminated electronically and on the NISR websites</p> <p>- 80% of available data in open data portals and in machine readable format.</p> <p>-80% of efficiency achieved in dissemination and publication of statistical data.</p>			70%	80%	80%	80%	80%	Project progress reports	National
<p>Key action 4.1.4 Train and coach staff on the basic ICT skills relevant for production, dissemination and publication of statistical data</p> <p>Organize knowledge management sessions on relevant dissemination tools in statistical areas</p> <p>Involve the researcher and students in usage and manipulation of data</p>	<p>70% of statistical data disseminated electronically and on the NISR websites</p> <p>- 80% of available data in open data portals and in machine readable format.</p> <p>-80% of efficiency achieved in dissemination and publication of statistical data.</p>			70%	80%	80%	80%	80%	Project progress reports	National

Output 5.1: Strengthened coordination of the financial sector development directorate

<p>Key action 5.1.1 Recruit 1 international expert to coach Rwandan counterparts on capital markets and investment schemes</p>	<p>At least 80% of planned capital development activities delivered</p> <p>Percentage of local counterparts able to independently deliver on their key performance indicators</p>			80%	90%	90%	90%	90%	Project progress reports	National
<p>Key action 5.1.2 Recruit 1 National Expert to coach and mentor FSDD employees on various activities</p>	<p>At least 80% of planned capital development activities delivered</p> <p>Percentage of local counterparts able to independently deliver on their key performance indicators</p>			80%	90%	90%	90%	90%	Project progress reports	National
<p>Key 5.1.3 Organize tailor-made training for FSDD staff</p>	<p>At least 80% of counterparts are trained</p>			80%	90%	90%	90%	90%	Project progress reports	National
<p>Key action 5.1.4 Support FSDD staff on development and implementation of various financial sector strategies that are aligned to EDPRS 2</p> <p>Key action 5.1.4 Develop a robust M & E framework to facilitate tracking of progress within the financial sector</p>	<p>80% of capital development activities delivered</p> <p>-80% of counterparts able to independently deliver quality work</p>			80%	80%	80%	80%	80%	Project progress reports	National

Output 5.2: Improved capacity of private sector actors in priority export sector identified in EDPRS 2

<p>Key action 5.2.1 Design and roll out of Export Development Fund to support priority sectors</p>			80%	80%	80%	80%	80%	Project progress reports	National
<p>Key action 5.2.2 Support the implementation of Export Capacity Development program</p>	At least 80% of planned export promotion activities designed and implemented		80%	80%	80%	80%	80%	Project progress reports	National
<p>Output 5.3 Improved ICT coordination for SMART Rwanda</p>									
<p>Key action 5.3.1 Develop a skills framework with labor market linkages</p>	-No. of entrepreneurs equipped with ICT skills -No. of off-farm jobs created		- 200,000 off-farm jobs created annually - 50% ICT literacy	- 200,000 farm jobs created annually - 50% ICT literacy	- 200,000 off-farm jobs created annually - 50% ICT literacy	- 200,000 farm jobs created annually - 50% ICT literacy	- 200,000 off-farm jobs created annually - 50% ICT literacy	Project progress reports	National
<p>Key actions 5.3.2 Develop ICT professional skills(industry courses and certifications) and BPO/micro work creation</p>									

3. Annual Work Plan

Year: 2013-2014

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 1.1: Increased number of sectors using the Monitoring and Evaluation framework</p> <p>Baseline: 0 Indicators:</p> <ul style="list-style-type: none"> - <i>Monitoring and Evaluation framework established and used by PMO in all government programs of the different sectors</i> - <i>At least 80% of the objectives are achieved</i> - <i>Existence of a fully-fledged learning platform and participation / training of targeted staff</i> 	<p>Activity Result: Monitoring and Evaluation of government programs streamlined</p> <ul style="list-style-type: none"> - Recruit one M&E expert (Coach) - Recruit one National Project Coordinator - Develop and review systems, procedures and tools used in the sectors - Recruit a consultant to streamline training needs for PMO through the VLP - International expert to build capacity of Gacu team in performance evaluation 					PMO PMO PMO	UNDP UNDP	One International Expert One National coordinator for twelve month @ Usd 2,250	112,000 27,000
<p>Output 1.3: Increased achievement of District planned targets</p> <p>Baseline: 0 Indicators:</p> <ul style="list-style-type: none"> - <i>Proportion of Government</i> 	<p>Activity result: Planning and M&E at district level streamlined</p> <ul style="list-style-type: none"> - Recruit coaches for planning and M&E 					NCBS & District	UNDP	Professional fees and reimbursables for coaches (Planning and M&E) for six month	208,000

<p>Planned targets are achieved at District level</p> <ul style="list-style-type: none"> - No. of opinion leaders attending JADF meetings - No. of specific radio dialogue on decentralisation <p>Targets: 30 districts</p>	<p>Activity Result: <i>Involvement of Stakeholder/ Opinion leaders</i></p> <ul style="list-style-type: none"> - Support organization of the general assembly of JADF at District Level to include stakeholders/opinion leaders 		NCBS & districts	UNDP	Seminar cost	
<p>Output 1.4: Increased district resource generation</p> <p>Baseline:-</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Number of district who increase their resource generation by at least 10%; - Number of participants trained in resource generation; - Proportion of participants able to use skills acquired from training in their resource generation operations <p>Targets: All the 30 districts</p> <p>Related CP outcome: More coordinated service delivery by Government entities</p>	<p>Activity Result: <i>Citizen engagement sessions organised</i></p> <ul style="list-style-type: none"> - Organise radio interactive talk shows 		Districts & NCBS	UNDP	Professional fees and reimbursables for coaches (Resource mobilization)for six month	208,800
<p>Output 1.5: Effective coordination of the local government capacity building</p> <p>Baseline:-</p> <p>Indicators:</p>	<p>Activity Result: <i>Well-coordinated LG capacity building:</i></p> <ul style="list-style-type: none"> -Recruit a program Coordinator 		NCBS & MINALOC	UNDP	Shall be a National Expert contracted for 12 months renewable	28,800

<ul style="list-style-type: none"> - At least 80% of the coaching objectives are achieved; - At least 80% of the planned local government capacity building activities implemented in a coordinated and harmonized way <p><i>Targets: All the 30 districts</i> <i>Related CP outcome: More coordinated service delivery by Government entities</i></p>	<ul style="list-style-type: none"> - Recruit a strategic advisor <p>Recruit a Strategic Advisor to the PS MINALOC on Local Government Capacity Building</p>		NCBS & MINALOC	UNDP	Strategic Advisor professional fees	57,000
<p>Output 2.1: A pool of experts attracting and retaining investment through application of critical skills</p> <p>Baseline:-</p> <p>Indicators:</p> <ul style="list-style-type: none"> - At least 80% of planned activities are delivered - Percentage of local counterparts able to independently deliver high quality products - At least 80% of counterparts are trained <p>Targets: RDB</p>	<ul style="list-style-type: none"> - Recruit 3 technical experts in different fields of investment to work in RDB - Recruit 5 local counterparts to be coached by the experts in RDB 		NCBS & RDB	UNDP	Experts professional fees	216,000
			NCBS & RDB	UNDP	Local counterparts professional fees	90,000
<p>Strengthened coordination of the financial sector development directorate</p> <p>Baseline: -</p> <p>Indicators:</p>	<p>Recruitment of 1 expert in capital markets</p> <p>Develop a skills framework with labour market linkages</p>		MINECOFIN	UNDP	Internal expert at 13000 per month for one year	156,000
			MINECOFIN	UNDP	Consultancy	50,000

<ul style="list-style-type: none"> - <i>At least 80% of planned capital development activities delivered</i> - <i>Percentage of local counterparts able to independently deliver on their key performance indicators</i> - <i>At least 80% of counterparts are trained</i> 	<p>Recruitment of 1 National Expert</p>			<p>MINECOFIN</p>	<p>UNDP</p>	<p>National expert 3000 per month for six month.</p> <p>36,000</p>
<p>Output 3.1: Enhance capacity of NCBS to coordinate focused capacity building initiatives UNDAF Key Actions</p> <p>Baseline:-</p> <ul style="list-style-type: none"> - <i>At least 80% of supported activities are effectively coordinated by NCBS;</i> - <i>At least 90% of benefiting institutions receive technical support from the National Experts in fiduciary operations and project management;</i> - <i>Timely and high quality periodic reports</i> - <i>Training delivered to all concerned staff</i> <p>Targets: NCBS</p>	<ul style="list-style-type: none"> - Recruit 2 National Expert - Operating expenses - Organise a stakeholder engagement seminar - Government contribution towards operations project 			<p>NCBS</p> <p>NCBS</p> <p>NCBS</p>	<p>UNDP</p> <p>UNDP</p> <p>UNDP</p> <p>GOR</p>	<p>Recruitment fees, professional fees and project management & oversight</p> <p>74,400</p> <p>40,000</p> <p>2,500</p> <p>50,000</p>
<p>TOTAL</p>						<p>1,607,314</p>

4. Offline Risk Log

Project Title: Capacity building for the Implementation and Coordination of Government Policies and Programmes	Award ID:	Date: 11 October 2013
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
	Low disbursement due to inadequate procurement and financial management capacity	11/10/2013	Organizational	Probability – 4 (high) Impact – 4 (high)	NCBS to provide direct procurement and financial coaching support to the beneficiary institutions	NCBS			
	Changing capacity building priorities through ad-hoc requests from the beneficiary institutions	11/10/2013	Strategic	Probability – 3 (medium) Impact – 3 (medium)	NCBS to have specific agreements with beneficiary institutions to clearly define project objectives, activities and eligibility criteria for accessing funds.	NCBS			
	Delayed recruitment of experts and coaches	11/10/2013	Operational	Probability – 2 (low) Impact – 3 (medium)	Beneficiary institutions to prepare TORs and launch adverts as early as possible	PMO MINALOC RGB RDB			

5. Terms of reference

Terms of Reference, Monitoring and Evaluation Expert

1. Background

The Government of Rwanda has received funds from the United Nations Development Program (UNDP) to support "Capacity building for the Implementation and Coordination of Government Policies and Programs". This project shall support the Government of Rwanda — particularly the Prime Minister's Office, Local Government Entities and the National Capacity Building Secretariat (NCBS) as the coordinating agency to address critical capacity constraints found in the central and local government.

Ensuring Policy coherence through the effective coordination of government policies and programs lies at the heart of the mandate of the Office of the Prime Minister of the Republic of Rwanda (OPM). As a means of contributing to a "step-change" in the quality of services currently at of the Office of the Prime Minister., a second phase of the project "Capacity building for the Implementation and Coordination of Government Policies and Programmes" with a component to support PMO has been prepared under NSCBS.

The Project will support the implementation of the Strategic Capacity Building Initiative (SCBI), focusing on strengthening the capacity of the PMO to deliver on urgent priorities other government programs as defined in the second medium term development strategy, the Economic Development and Poverty Reduction Strategy (EDPRS II).

2. Objectives

The main objective of this assignment is to contribute to establishing a system for the M&E that will help the Office of the Prime Minister to Monitor and evaluate all government programs implemented across all sectors.

3. Scope of assignment

The scope of the assignment will include:

- PMO will recruit an International Expert in Monitoring and Evaluation with the objective of institutionalizing "world class" monitoring and evaluation framework with appropriate processes within PMO.
- The Expert will contribute to the development and review of the systems, procedures and tools related to evaluation.
- He will be supporting the Office of the Prime Minister in substantive engagements and intellectual leadership in the area of evaluation specifically in the implementation of the Government Command Center tool.
- Specifically he will contribute to the development of mechanisms to distil and channel key strategic level recommendations from evaluations to the senior leadership of PMO,

4. Specific tasks:

- To facilitate the design of practical M&E plans to assist the PSCBS to monitor implementation and delivery of results, building on the M&E guidelines developed by the Consultant; this might involve reviewing of the log frames, particularly the targets and indicators, to reflect the realities of the sectors
- Provide substantive support in the conduct evaluations of programs and policies
- Provide quality assurance for the evaluation work undertaken in PMO
- Apply high professional standard in line with international best practices and evaluation norms
- Build sustainable capacity in PMO to conduct focused evaluation with qualitative and quantitative data collection and analysis modern tools, techniques and approaches

5. Qualifications

- PHD or Masters Degree or equivalent in Evaluation, in Economics, Business Administration, Science, Political, Management or any other related social sciences with hands on proven experience of 3 years in the public sector preferably including project experience.
- At least 6 years of progressively responsible professional work in programming and evaluation gained working for national, regional or international organisations .
- Solid grasp and demonstrable track record in the implementation of the principles of Result Based Management in public sector organizations required
- Knowledge in specialized software applied to evaluation , including IT knowledge to establish and maintain data bases and tracking systems
- Experience in development of Terms of Reference, managing Consultants, Budget preparation and execution.
- Strong communication and interpersonal skills.
- Fluent in English, knowledge of French being an added advantage.

6. Supervision and Reporting Arrangements

The Expert will report to the Project PMO Focal Point.

7. Duration of the assignment

This is a fixed term contract, for **two** years.

8. Location

The Expert will be based in PMO in Kigali, Rwanda.

Project Coordinator

1. Background

The Government of Rwanda has received funds from the United Nations Development Program (UNDP) to support "Capacity building for the Implementation and Coordination of Government Policies and Programs". This project shall support the Government of Rwanda — particularly the Prime Minister's Office, Local Government Entities and the National Capacity Building Secretariat (NCBS) as the coordinating agency to address critical capacity constraints found in the central and local government.

Ensuring Policy coherence through the effective coordination of government policies and programs lies at the heart of the mandate of the Office of the Prime Minister of the Republic of Rwanda (OPM). As a means of contributing to a "step-change" in the quality of services currently at of the Office of the Prime Minister., a second phase of the project "Capacity building for the Implementation and Coordination of Government Policies and Programs" with a component to support PMO has been prepared under NSCBS.

The Project will support the implementation of the Strategic Capacity Building Initiative (SCBI), focusing on strengthening the capacity of the PMO to deliver on urgent priorities and other government programs as defined in the second medium term development strategy, the Economic Development and Poverty Reduction Strategy (EDPRS II).

2. Duties and responsibilities

PMO will recruit a Rwandan National to take up the position of a Project Coordinator to work with the project Focal Point to implement the Project in PMO. The Program Coordinator will be based in PMO in Kigali, Rwanda.

The Programme Coordinator will be responsible for the following tasks;

- Manage all project planning, budgeting, implementation, monitoring, reporting and evaluation processes particularly with respect to all Key Result Areas.
- Prepare briefs, reports, presentations, budgets and expenditure analysis on project activities. Analyze and monitor the situation of resource utilization compared to planned activities and make recommendations for remedial action.
- Ensure regular communication with partners and wider stakeholders
- Work with the Project Accountant to ensure timely and accurate financial planning and reporting for the project.

- Ensure accurate documentation for the project is kept and remains available for reference of all stakeholders.

3. Profile

- University degree in Economics, Business Administration, Management with hands on proven experience of 3 years in the public sector preferably including project experience.
- Knowledge of the Project Management Cycle and understanding of Aid effectiveness and Technical Cooperation.
- Ability to interpret project information and to identify and analyze problems with implementation.
- Experience in development of Terms of Reference, managing Consultants, Budget preparation and execution.
- Strong communication and interpersonal skills.
- Fluent in English and Kinyarwanda, knowledge of French being an added advantage.

4. Supervision and Reporting Arrangements

The Project Coordinator will report to the Project PMO Focal Point.

5. Duration

This is a fixed term contract, for **two** years renewable based on performance.

A. Terms of reference for the local government coaching programme coordinator

1. Background and context

The 3rd phase of the decentralization process in Rwanda (2011-2015) is very crucial for the country's aspiration for improved well-being of its citizens. It is intended to (1) consolidate achievements in terms of governance and service delivery while scaling up on economic development, (2) consolidate fiscal, financial and sectoral decentralization, and (3) strengthen useful strategic partnerships for more effective decentralized service delivery and local development.

To better fulfill their main responsibilities towards the local communities' aspirations (efficient service provision and driving local economic development), LG officials and staff need to be equipped with the ability to efficiently plan, organize, direct and control their communities' resources and activities.

The Capacity Building (CB) strategy for LGs was adopted in 2011 advocates for integration of a large diversity of CB approaches, combining induction training, specialized courses, coaching and regular refresher courses.

The coaching component has been identified as one of the priorities as regards the implementation of Local Government Capacity Building strategy. It is tailored to learning by doing and on-the-job training consisting of developing LG officials' skills and knowledge to improve their performance. The technical assistance comes also to help elected leaders carry out highly strategic responsibilities in the sense they are expected to be the ones to initiate and manage the organizational change due to take place.

With the mandate to implement and manage the daily operations of DIP, Rwanda Governance board, a government agency established under MINALOC since 2011, has among other roles and responsibilities, the coordination and harmonization of capacity building initiatives and interventions in Local Governments. Therefore, in order for RGB to provide LGs with the needed technical assistance based on the implementation plan of CB strategy for LG and needs assessments results, RGB is seeking a qualified EXPERT to coordinate its coaching project in 30 districts

2. Objectives of the assignment

The Project Coordinator will assist RGB in the daily operations of the project. He/she will be responsible for actions that will help coaches perform their daily activities. He/she will assist RGB in carrying out his responsibilities, to maximize his assistance for adequate run of the coaching programme in 30 districts.

3. Duties and responsibilities

The Project Coordinator will have the overall responsibility for the planning, implementation, monitoring and reporting of activities under the project, ensuring that the expected outputs and results are achieved in a timely and effective way. He/she will work under the direct supervision of the RGB Deputy CEO in charge of good governance promotion and decentralization, and in close collaboration with the LG Capacity Building Director who is the focal point of the project. He/she will collaborate as necessary with other staff, programmes and activities of RGB, and maintain on-going communication with the project stakeholders and partners. He/she will ensure that all GoR and NCBS/UNDP procedures, rules and regulations are respected in the course project.

4. Specifically, the Project Coordinator's tasks will include the following:

- Assume responsibility for the overall coordination and organization of project activities in accordance with the project outline proposal;
- Develop regular work plans for the duration of the contract, in order to achieve specified outputs and results;
- Maintain on-going contact with project stakeholders in order to assure their buy-in to the project and involvement in planning and implementation of project activities

- Monitor and support implementation of the programme of the implementing partners including reviewing their reports and making recommendations for further actions.
- Provide a regular support to Coaches in all beneficiary districts, and attend relevant meetings with local governments
- Analyze and comment on workplan as prepared by coaches to ensure the sustainability of the technical assistance provided (By maintaining and benchmarking all best practices and lessons learnt during the programme to carry forward the benefits into the future);
- Prepare monthly and quarterly consolidated report consisting of statement on (i) achievements, (ii) challenges, (iii) how the challenges have been addressed, and (iv) way forward as per the need of RGB and NCBS/UNDP
- Other related duties as requested by RGM management

5. Required qualifications, skills and experience

In order to achieve the objective of the assignment the project coordinator requires knowledge and understanding of the process as well as the variety of styles, skills and techniques that are appropriate to the context in which the coaching takes place. He/she should possess the following qualifications, competencies and abilities:

- A Master's degree in HRM, Public Administration, Management, Project Management
- Excellent knowledge of scope, challenges and problems concerning local development and decentralized service delivery;
- Minimum 3 years experience in project management, planning and coordination;
- Excellent written and oral communication skills; in English or French and Kinyarwanda
- Ability to work independently, and with minimal supervision;
- Ability to prioritize the program work and to complete multiple tasks;
- Ability to communicate with others in an effective and concise manner;
- Demonstrated capacity to work pro-actively with partners
- Excellent knowledge of the decentralization sector and intimate knowledge of the functioning of local governments ;
- Extensive work experience with local government (an asset);
- Solid experience in a relevant field related to the area of assignment (At least 5 years experience in one or more following fields: (i) financial, administrative management and organizational development, (ii) strategic planning, (iii) project management, (iv) individual and organizational capacity development, (v) human resource management, (vi) information and institutional communication;
- Self motivation and ability to work independently and/or collaboratively under time constraints
- Proven record of providing technical assistance through coaching is an asset;
- Outstanding interpersonal communication skills with fluency in English, French and Kinyarwanda languages;
- Advanced computer skills mainly MS Office (word, Excel PowerPoint Applications).

6. Deliverables

- Consolidated baseline report for all the 30 districts
- Annual detailed action plan and budget for the Project
- A project operational manual for the management of couches
- Roadmap for the project implementation
- Monthly payments to the project staff
- Logistical support to all couches in the districts
- Replacement of couches in case of dropouts

7. Reporting requirements and Schedule of Deliverables

The Project coordinator should report to RGB Management on progress achieved against the agreed action plan for the entire assignment. Specifically, he/she is required to submit the following reports:

- i. Monthly Progress report which includes: progress in the action plan, challenges encountered, planned activity for the following month.
- ii. Quarterly Progress report should include:
 - Progress in the action plan for each district
 - Challenges, and how the challenges have been addressed
 - Recommended modifications on action plans
- iii. Annual Progress report should include:
 - Progress in the action plan for each district
 - Challenges, and how the challenges have been addressed
 - Recommended modifications on action plans
- iv. Final report at the end of the project should include:
 - A summary on the baseline information following areas of intervention,
 - Outputs of intervention and sources of verification
 - Recommendations for further interventions to achieve desired results
 - Reflection of the experience obtained as the result of the technical assistance (lessons learnt)
 - The exit strategy for the sustainability of the results of coaching intervention.
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8. Contracting parties

The contract for this assignment will be signed between RGB and the project coordinator.

9. Time Frame

This assignment is expected to be completed in a maximum of **36 months** from the date of signing the contract. The assignment will commence upon signing the contract with the expert and will end by the satisfactory submission of the expected deliverables as outlined in the contract proposal.

B. Strategic advisor to support coordination, quality assurance and oversight of local government capacity building initiatives

I. Background

The Government of Rwanda has approved the third generation of the Decentralization Implementation Programme (DIP) and a first ever Local Government Capacity Building Strategy as well as Implementation Plan.

In order to translate the development actions defined in the DIP, the Government of Rwanda through the Ministry of Local Government (MINALOC) has received contributions from the Belgian Government; GIZ; and KfW as well as others towards financing of various capacity building initiatives in the local government.

Effective leadership, implementation oversight and coordination is needed at Ministerial level to translate this ambition into results on the ground. MINALOC is the singular institution that is primarily responsible for overseeing strategic vision, plans and policies as well as providing institutional leadership on matters dealing with local governance. The Ministry requires internal capacity to give policy and strategic direction to stakeholder agencies, delivery bodies and local government entities on capacity building matters.

It is against this background that MINALOC with support from the National Capacity Building Secretariat (NCBS) seeks the services of an experienced Resident Strategic Advisor to provide top quality advice on direction of strategy and policy of local government capacity building.

The purpose of the Resident Strategic Advisor based full time in MINALOC and attached to the Office of the Permanent Secretary, is to take the lead in facilitating, coordinating and driving forward the successful implementation of local government capacity building initiatives. This includes fast tracking progress of the Local Government Capacity Building Strategy and Implementation Plan 2011-2015.

II. Objective of the consultancy

The overall objective of this assignment is for the Resident Strategic Advisor to work along with the Office of the Permanent Secretary to ensure a clear link between the oversight role of policy identification and design as well as overall implementation with clear results as defined under Local Government Capacity Building Strategy as well as identify long term capacity needs and design plans to address them.

More specifically the Resident Strategic Advisor shall support the PS, MINALOC to work closely with the Directorate of Planning in the Ministry to provide policy guidance, facilitation, quality assurance and monitoring and evaluation support to ensuring timely delivery of defined activities under the Local Government Capacity Building Strategy and other related strategic capacity building actions defined in programmes and projects.

III. Scope of services

The Resident Strategic Advisor shall closely work with the Office of the Permanent Secretary, MINALOC to undertake, but not, limited to the following tasks:

- Review and support the planning, monitoring and implementation of Local Government Capacity Building Strategic interventions and follow up as necessary through consultations, support in organizing stakeholder forums, trouble-shooting if activities get stuck, provide additional analysis and opinions and follow up on recommendations emerging from various meetings and forums;
- Keep all development partners supporting LG capacity building initiatives (BTC; GIZ; KfW; World Bank, DFID and others) informed on ongoing and planned local government capacity building activities including consulting and coordinating activities with them;
- Establish an operational and sustainable mechanism to ensure that principal DPs for the Decentralization Sector are actively engaged and regularly include their inputs and feedback in implementation of capacity building activities;
- Support policy dialogue on capacity building issues with NCBS and other Government counterparts, MINALOC key staff and DPs using comparative experience, analysis and strategic advice;
- Develop and agree with MINALOC as well as NCBS on a roadmap for a well sequenced LG Capacity Building implementation plan in 2011-2015;
- Activate a sustainable coordination mechanism at MINALOC for LG Capacity Building issues including how to engage relevant Ministries, NCBS, other stakeholder institutions and relevant DPs;
- General advice on managing, developing and enhancing LG Capacity Building in a fast changing 21st century global environment.
- Provide Knowledge and Skills Transfer to the local counterparts that work closely/ directly with the Office of the PS. This is an important component of this assignment. There shall be progress reports produced by the Resident Strategic Advisor regarding the coaching and mentoring initiatives and shall form a basis of performance evaluation of this assignment.

IV. Deliverables

- **An Inception Report:** the Resident Strategic Advisor shall provide within 10 days upon commencement of the assignment, an Inception Report that clearly stipulates how he/she has interpreted the Terms of Reference and also how he/she shall undertake the assignment with the specified period. The Inception Report shall be approved by the Management of MINALOC within 5 days upon receipt of the Report. This shall be an important component of the assignment since it is aimed at providing a shared understanding of the scope and expected outputs.
- **Monthly Reports:** the Resident Strategic Advisor shall provide monthly reports to the Permanent Secretary, MINALOC with copies to the Minister of Local Government and NCBS. The report shall detail out specific strategic interventions and inputs that he/she has provided during the month. The reports shall have to be approved by MINALOC and provide a basis for payments during the course of the assignment.
- **End of Assignment Report:** the Resident Strategic Advisor shall provide an End of Assignment Report indicating achievements, lessons learnt and a set of recommendations on the way

forward. The final report should be in 3 hard copies and soft copies for each, together with a CD Rom containing the full detailed reports to be submitted to PS, MINALOC and copies for the Minister of Local Government and NCBS.

V. Outputs

- A well sequenced roadmap in place to guide implementation of LG Capacity Building implementation plan (2011-2015);
- A regularly updated and comprehensive master 'database' for LG Capacity Building activities supported by Development Partners;
- An effective and efficient coordination mechanism for ensuring regular reporting to LG Capacity Building stakeholders
- A set of policy and strategic briefs to the top leadership of MINALOC on key issues of LG Capacity Building;
- A set of reports indicating the skills and knowledge transfer initiatives undertaken by the Resident Strategic Advisor.

VI. Required Qualifications and Experience

The Resident Strategic Advisor being sought to undertake this assignment should possess the following minimum qualifications and experience:

- At least a Master's degree in any of the following: public administration, Public Policy , Governance, Development Management, Development Studies, and Human Resources Development with demonstrable knowledge of Public Management;
- At least Seven years proven professional experience in public sector management with a focus on local governance, decentralization, public administration, public sector policy reform and institutional development;
- Experience in developing countries in the areas of local governance and decentralization as well as public administration policy development and /or public sector reform issues and strategies. Experience in Eastern and/or Southern Africa relevant work experience shall be an advantage;
- Experience in providing relevant capacity building support such as on-the-job training and mentoring/coaching ;
- Client focus, results-orientation and team-working skills are essential;
- Fluency in English and a working knowledge of French.

VII. Timeframe:

The assignment shall be undertaken for 12 months renewable. In the initial year of this assignment, the Resident Strategic Advisor is expected to spend his/her full-time in-country.

VIII. Location and Responsibility of the Client:

The Resident Strategic Advisor will be based at MINALOC. The Ministry shall provide an equipped office space at MINALOC with close proximity to the Office of the Permanent Secretary and various Government and programme reports necessary for the assignment.

IX. Reporting Arrangements:

The Resident Strategic Advisor shall report directly to the Permanent Secretary of MINALOC. However, to successfully deliver on the above tasks, he (she) will be expected to work closely with all the staff in the Ministry involved in the LG capacity building initiatives.

➤ Terms of reference for the SCBI project coordinator

Background:

The Government of Rwanda established the National Capacity Building Secretariat (NCBS) in 2009 to coordinate capacity building activities across the public sector as well as manage a capacity building fund.

The Government recognises that building the capacity of its institutions, organisations and people is *essential for delivering its long term vision of economic, political and social development*. Over the past 16 years there have been a number of effective capacity building projects which have contributed significantly to Rwanda's development and the Government continues to receive considerable capacity building support from development partners. But capacity building projects in Rwanda could have greater impact. As a result NCBS have developed a new approach which is based on two fundamental principles.

First, it is focused on the Government of Rwanda's own delivery priorities –specific outcomes rather than broad sectors, themes or projects. This means that the Government owns the approach, and that the Government get's the support they need rather than accepting what is offered. It also gives the Government a clear mechanism for prioritising the support we need.

Secondly the approach combines delivery and capacity building at the same time. Rwanda's development needs are too urgent to pause and wait while capacity is built. So our model involves embedding external support to drive delivery but with a clear mandate for skills transfer and sustainable capacity building.

The GoR, utilising this approach, has now carried out detailed assessments of specific priorities examining capacity gaps at the Institutional, organisational and individual levels, as shown in the below chart. These assessments have been carried out in the priority areas of: (i) improving agricultural production through the CIP; (ii) improving electricity generation; (iii) increasing mining revenue and (iv) improving investment and deal conversion as well as within the centre of Government. These assessments have been turned into recommendations and a detailed package of

support which will go from budget years 2011/12 - 2014/15. With the support of the World Bank, African Development Bank and United Nations Development Programme, NCBS and the client institutions of MINAGRI, MININFRA, MINERENA and RDB have begun implementing this programme.

In this second phase of SCBI support, the Prime Minister's Office; Rwanda Governance Board (RGB) and the Ministry of Local Government (MINALOC) were added and to be funded under the UNDP Project support to SCBI Coordination.

Considering the strategic importance of the Strategic Capacity Building Initiative, NCBS, the coordinating and management body of SCBI, shall need through the Project support, a high level team of experienced and qualified national experts with the required profile for the critical role of SCBI Coordination and fiduciary coaching support.

Specific Tasks to be done by the SCBI Coordinator:

Specifically the SCBI coordinator will responsible for;

- Taking lead responsibility for managing the operations of the SCBI
- Take responsibility, as Project manager, of the overall operations of the SCBI in line with the SCBI implementation strategy to ensure delivery of key milestones on time and on budget.
- Ensure proper development, updating and timely implementation of the SCBI implementation strategy
- Manage and supervise the SCBI operations in close collaboration with cluster experts/specialists
- Ensure regular Monitoring and Evaluation of SCBI activities so that the initiative is delivering clear results based on robust data
- Make recommendations on spending of SCBI resources, and suggestions for reallocation based on any over or under spends to ensure adequate use of resources
- Provide regular quarterly updates to the NCBS management and others as requested
- Leading positive and productive relations with client institutions to support deliver
- Liaise with the cluster specialists to ensure effective partnership with client institutions
- Facilitate full ownership of roles and responsibilities within client institutions including working relations between SCBI expert staff in NCBS technical units and the SCBI beneficiary institutions, fostering a sense of ownership by client institutions and installing a strong client-orientation by NCBS staff aimed at effective implementation of activities
- Providing briefing and support to the Executive Secretary in her senior level engagement with client institutions
- Managing the wider SCBI stakeholder relationships effectively
- Work with government and donor partners proactively to identify future areas for SCBI implementation
- Share best practice with other institutions to promote lessons learnt from SCBI
- Establish a good working relationship with SCBI Focal Points in client institutions

Qualifications and Experience

The minimum qualifications and experience required for the Strategic Capacity Building Initiative (SCBI) Coordinator are as follows:

- A Masters degree preferably with a public sector focus in any of the following domains: (*business administration; project management; economics; public administration; public policy or equivalent*) with at least 3 years relevant working experience OR a Bachelors degree preferably with a public sector focus in any of the following domains: (*business administration; project management; economics; public administration; public policy or equivalent*) with at least 5 years relevant working experience;
- At least five years' experience in the management of capacity building initiatives in the public sector or strong project management experience of delivering similar scale initiatives to time and budget;
- Proven experience of managing a large budget portfolio;
- Proven experience with management of donor funded projects and operations desirable;
- Demonstrated experience of building positive relationships with donor partners and wider stakeholders;
- Experience of strategy development and implementation Experience of strategy development and implementation including understanding of project management techniques;
- Proven ability to deliver results in a complex stakeholder environment;
- Proven ability to lead and manage a team;
- High integrity, strong results orientation, drive for excellence and ability to take initiative;
- Good communication skills including presentations to senior stakeholders;
- Fluency in English (French shall be an added advantage).

Supervision and Reporting Arrangements

The SCBI Coordinator will report to the will report to the Coordinator, SPIU.

Duration

This is a fixed term contract, for **two** years renewable based on performance.

➤ Terms of reference, Project Coordinator

BACKGROUND

The Government of Rwanda has received funds from the United Nations Development Program (UNDP) to support "Capacity building for the Implementation and Coordination of Government Policies and Programs". This project shall support the Government of Rwanda — particularly the Prime Minister's Office, Local Government Entities and the National Capacity Building Secretariat (NCBS) as the coordinating agency to address critical capacity constraints found in the central and local government.

The Project will support the implementation of the Strategic Capacity Building Initiative (SCBI), focusing on strengthening the capacity of the government to deliver on its most urgent priorities as defined in the second medium term development strategy, the Economic Development and Poverty Reduction Strategy (EDPRS II).

Duties and responsibilities

NCBS will recruit a Rwandan National to take up the position of a Program Coordinator for 48 months to work with the project team to implement the Strategic Approach to Capacity Building Project. The Program Coordinator will be based in NCBS in Kigali, Rwanda.

The Programme Coordinator will be responsible for the following tasks;

- Manage all project planning, budgeting, implementation, monitoring, reporting and evaluation processes particularly with respect to all Key Result Areas of the grant.
- Initiate action for identification and contracting the national experts/consultants. This includes drafting contracts and participation in drafting the Terms of Reference.
- Ensure that appropriate procedures are established and implemented for the inspection and monitoring of the work of consultants so as to be able to certify that services are satisfactorily accomplished in compliance with Terms of Reference and evaluate performance considering the different levels of responsibilities of the Project and synchronize key components to ensure the right results.
- Prepare briefs, reports, presentations, budgets and expenditure analysis on project activities. Analyze and monitor the situation of resource utilization compared to planned activities and make recommendations for remedial action.
- Ensure the completion of the procurement process and full compliance with the National procurement guidelines.
- Work with the Project Accountant to ensure timely and accurate financial planning and reporting for the project.
- Ensure accurate documentation for the project is kept and remains available for reference of all stakeholders.

Profile

- University degree in Economics, Business Administration, Management with hands on proven experience of 6 years in the public sector preferably including project experience.
- Knowledge of the Project Management Cycle and understanding of Aid effectiveness and Technical Cooperation.
- Ability to interpret project information and to identify and analyze problems with implementation.

- Experience in development of Terms of Reference, managing Consultants, Budget preparation and execution.
- Strong communication and interpersonal skills.
- Fluent in English and Kinyarwanda, knowledge of French being an added advantage.

Supervision and Reporting Arrangements

The SCBI Coordinator will report to the Coordinator, SPIU.

6. Duration

This is a fixed term contract, for **two** years renewable based on performance.

Terms of reference for RDB

➤ TOR for Rwandan Legal Analyst in the Strategic Investment Unit

1. BACKGROUND

The Government of Rwanda, in conjunction with the World Bank, is starting a 4-year Strategic Capacity Building Initiative (SCBI) which will focus on increasing delivery in four priority areas: investment, energy, agriculture and mining.

The Rwanda Development Board (RDB) has been tasked with implementing the investment priority and is currently recruiting additional staff to join its investment focused departments. The RDB is a public institution with a vision of transforming Rwanda into a dynamic global hub for business, investment and innovation. Its mission is to fast track economic development in Rwanda by fostering private sector growth. The scope of work includes all aspects related to the development of the private sector. This involves working with and addressing the needs of companies of all sizes (large and SMEs) and both local and foreign investors.

2. JOB DESCRIPTION

The RDB is looking to recruit a **Rwandan Legal Analyst** to join its Strategic Investments Unit (SIU). The SIU was created to lead the negotiation of strategic investments on behalf of the Government of Rwanda and across its stakeholders, including the Ministry of Finance and Economic Planning, the Ministry of Infrastructure, and the Ministry of Forestry and Mines. Strategic investments are private investments that are either large (in terms of investment value), high impact (creation of many jobs), strategic (e.g., catalytic investment into a strategic sector) or complex (e.g., requires Government of Rwanda approval because it involves large tracts of public land). The SIU is part of the RDB's

Investment Promotion and Implementation Department but reports directly to the CEO of RDB, as the CEO often represents RDB in the negotiations of strategic investments.

The successful candidate will be required to perform the following functions:

- Conduct legal analysis and develop recommendations with respect to the legal aspects of investment proposals involving the Government of Rwanda for the RDB.
- Conduct negotiations of investments on behalf of the Government of Rwanda and coordination of negotiations with other government and private sector stakeholders.
- Provide negotiation support, e.g., preparations of negotiation positions and strategies to the CEO of RDB (or whoever may be the chief negotiator of the transaction at RDB).
- Provide guidance to and supervise the analytical work of the SIU and external consultancies.
- Support the Head of SIU in the development of methodologies to select/prioritize investment projects and of systems to plan and allocate efficiently the overall workflow of the SIU.
- Support the Head of SIU in the development of a system to procure, commission and review external consultants to perform (1) company due diligence and (2) sector-specific analysis related to particular investments/projects.
- Support the Head of SIU in the development of an efficient system to report on progress and highlight challenges to RDB and key external stakeholders.

3. MINIMUM QUALIFICATIONS & EXPERIENCE

RDB is looking for candidates with the following profile:

- A Masters or JD in law. Qualification to practice preferred.
- 1-3 years of relevant professional experience related to investment transactions in a reputable law firm. Specialization in corporate finance, project finance or PPPs highly desirable.
- Excellent analytical and contract drafting skills with respect to large, complex private or public-private investments.
- Ability to successfully negotiate and implement large, complex private or public-private investments. Experience working with governments to negotiate public-private investment in developing country context highly desirable.
- Excellent stakeholder management skills, able to confidently work with senior public officials and private sector leaders.
- Excellent business writing and presentation skills and verbal communication skills (in English).
- Delivery focused, pragmatic, able to multi-task and get things done in a fast paced environment.
- Professional, detail orientated with high standards.

4. SUPERVISION AND REPORTING ARRANGEMENTS

The Legal Advisers will be supervised by and report to the Head of the SIU.

5. DURATION OF THE ASSIGNMENT

The duration of the assignment is 2 years, and the contract is renewable.

6. LOCATION

The Legal Advisers will be located at the RDB, and will be expected to reside in Kigali, Rwanda, for the duration of the assignment.

LEGAL EXPERT

The RDB is looking to recruit one International Legal Expert to join its Strategic Investments Unit (SIU). The SIU was created to lead the negotiation of strategic investments on behalf of the Government of Rwanda and across its stakeholders, including the Ministry of Finance and Economic Planning, the Ministry of Infrastructure, and the Ministry of Forestry and Mines. Strategic investments are private investments that are either large (in terms of investment value), high impact (creation of many jobs), strategic (e.g., catalytic investment into a strategic sector) or complex (e.g., requires Government of Rwanda approval because it involves large tracts of public land). The SIU is part of the RDB's Investment Promotion and Implementation Department but reports directly to the CEO of RDB, as the CEO often represents RDB in the negotiations of strategic investments.

The successful candidate will be required to perform the following functions:

- Conduct legal analysis and develop recommendations with respect to legal aspects of investment proposals involving the Government of Rwanda for the RDB.
- Conduct or lead negotiations of investments on behalf of the Government of Rwanda and coordination of negotiations with other government and private sector stakeholders.
- Provide negotiation support e.g., preparations of negotiation positions and strategies to the CEO of RDB (or whomever may be the chief negotiator of the transaction at RDB).
- Formal training and on the job coaching of the SIU's Rwandan staff (of different skill levels).
- Development of a strategy for required external training and skills development for the SIU staff.

- Support the Head of the SIU in the development of a framework for managing the overall negotiation process and intra-departmental organizational structure and recruitment needs.
- Support the Head of SIU in the development of methodologies to select/prioritize investment projects and of systems to plan and allocate efficiently the overall workflow of the SIU.
- Support the Head of SIU in the development of a system to procure, commission and review external Experts to perform (1) company due diligence and (2) sector-specific analysis related to particular investments/projects.
- Support the Head of SIU in the development of an efficient system to report on progress and highlight challenges to RDB and key external stakeholders.

MINIMUM QUALIFICATIONS & EXPERIENCE

RDB is looking for candidates with the following profile:

- A Masters or JD in law.
- At least four years of relevant professional experience related to investment transactions in a reputable international law firm. Specialization in project finance or PPPs highly desirable.
- Excellent analytical and contract drafting skills with respect to large, complex private or public-private investments.
- Proven track record in successfully negotiating and implementing large, complex private or public-private investments. Experience working with governments to negotiate public-private investment in developing country context highly desirable.
- Excellent stakeholder management skills, able to confidently work with senior public officials and private sector leaders.
- Excellent business writing and presentation skills and verbal communication skills (in English).
- Delivery focused, pragmatic, able to multi-task and get things done in a fast paced environment.
- Proven ability to inspire, coach, capacity build individuals, including people from different backgrounds and cultures and including senior managers.
- Professional, detail orientated with high standards.
- Excellent team leadership and coaching skills.

Terms of Reference for a National Qualification and Competency Framework for Rwanda

Background and Context

A National Qualifications and Competency Framework is basically an instrument for the development and classification of qualifications and competencies according to a set of criteria (e.g. using descriptors) applicable to specified levels of learning outcomes.

In Rwanda to-date, there is a Rwandan National Qualifications Framework for Higher Education Institutions, February 2007 (coordinated by the Higher Educational Council – HEC) – that sets out the requirement for the awards of institutions of higher education in Rwanda in line with the National Council for Higher Education’s draft Higher Education Qualifications Framework of Rwanda.

There is also the Rwanda TVET Qualification Framework, coordinated by WDA that is being aligned with curricula to improve transparency in qualifications, skills development, the quality of education and training, career guidance, regional and international mobility of the workforce.

However, there is no clear framework that governs continuous professional development (CPD) that is normally undertaken by a calibre of the workforce that is employed or self-employed in a given profession. Most of the training programs under CPD lead to certificates of attendance that do not have authentic academic or professional value since there is no known descriptive criteria to rank these certificates.

The concept of competence has a wide application in defining performance and certainly in vocational education and training it is a critically important and central concept. Competence based qualifications take into account the influence of the learning (or working) context when learning outcomes are defined and assessed. Competence based qualifications are fundamentally a statement that a person is qualified to work in the field.

An important issue in incorporating competence-based qualifications into the National Qualification Framework concerns the limits to the way that types of competence (for example, knowledge, skills, social and personal competence) can be accommodated in level descriptors. Many qualifications place emphasis on generic skills, such as those involved in managing people and organisations, language skills and to ethical approaches to solving problems. The level descriptors in NQFs need to be written so that these wider aspects of competence are included where it is intended that competence based qualifications are to be part of the framework.

The National Capacity Building Secretariat (NCBS) that is charged with coordinating capacity building across all the public sector, private sector and civil society intends to coordinate the exercise of putting in place a comprehensive National Qualification and Competency Framework that has the component of the Higher Learning Institutions; TVET and Continuous Professional Development training programs.

NCBS envisages to work closely with the Ministry of Education (MINEDUC); Ministry of Public Service and Labour (MIFOTRA); Higher Education Council (HEC); Rwanda Management Institute (RMI)

formerly RIAM and Private Sector Federation (PSF) to ensure synergies and harmonisation in the establishment of the National Qualification and Competency Framework.

General Objective:

The National Qualification and Competency Framework is expected to address the labour market needs as well as develop the quality of academic, vocational and professional training through an integrated system compatible with global best practices.

In general terms and in most national settings it is probably reasonable to expect benefits in some or most of the following ten areas:

- Increased consistency of qualifications and competencies
- Better transparency for individuals and employers
- Increased harmonization of single qualifications
- A broader range of learning forms are recognised
- A national/external reference point for qualifications and competency standards
- Clarification of learning pathways; progression and career paths
- Increased mobility of qualifications and competencies
- Acting as a platform for stakeholders for strengthening cooperation and commitment
- Greater coherence of national reform policies in skills development
- A stronger basis for international co-operation, understanding and comparison

Scope of Work

This assignment shall require an experienced firm to make reference to that include, but not limited to, National Qualification and Competency Framework best practices in England, Australia, South Africa and Singapore and undertake the following:

- A unified and objective system of qualifications and competencies embracing all the qualification and competency levels, ensuring transferability between levels, guaranteeing diversity of the ways of acquiring qualifications and competencies, and enabling flexibility in the rapidly changing environment
- Development and streamlining of rigorous quality assurance processes with regard to National Qualification and Competency Framework
- Development of structures, processes and procedures required for the National Qualification and Competency Framework
- Research input support to the National Qualification and Competency Framework
- Developing a Policy Statement on the final draft National Qualification and Competency Framework to be subjected for the approval process by the competent organs, including the Cabinet

Required Profile of the firm

The firm to undertake this assignment shall require a Team Leader, who shall lead a team of three experienced support experts with the following experience

- A support consultant with at least a relevant Masters degree with proven experience in developing a National Qualifications Framework for Higher Education Institutions
- A support consultant with at least a relevant Masters degree with proven experience in developing a TVET Qualifications Framework for Higher Education Institutions
- A support consultant with at least a relevant Masters degree with proven experience in developing a Competency Framework for Continuous Professional Development