

Annex A

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Annex B

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MATRIX OF EVALUATION QUESTIONS

| Performance Area | Key Issue | Evaluation Questions | Data Sources and Review Tools |
|----------------------|---|---|---|
| 1. Programme results | 1.1 Effectiveness in delivering development results | <p>GENERAL QUESTIONS ADAPTED FROM ADR IN BHUTAN</p> <p>1.1.1 What are the main contributions to development for which UNDP is recognized in Rwanda?</p> <p>1.1.2 To what extent is UNDP being recognized for contributing to significant development outcomes in Rwanda in each of its practice and cross-cutting areas?</p> <p>1.1.3 To what extent, and how, do these contributions relate to the intended outcomes that UNDP has strived to achieve?</p> <p>1.1.4 Were there any unintended results or consequences from the work during this period?</p> <p>1.1.5 What are the implications of any mismatch with what was intended?</p> <p>1.1.6 Is progress on track to enable UNDP to achieve its intended results as planned?</p> <p>SPECIFIC QUESTIONS EMERGED IN SCOPING MISSION</p> <p>1.1.7 Higher level results? How well are outputs contributing to outcomes, outcomes to objectives? E.g.:</p> <ul style="list-style-type: none"> ■ Were the 2003 and 2006 elections fair and transparent? ■ Does UNDP support to GoR to work with rural courts have an impact? For example, in numbers of people processed, numbers of new laws promulgated and the effects of these? Effects of support to the Gacaca traditional justice system? Reactions to these results from the survivor versus non-survivor communities? ■ Effects of UNDP support to GoR's successive decentralization policies? Are these policies sufficiently well planned and supported? Decentralized offices given sufficient technical and budgetary support and capacity development to assume their new roles? Proper assessment of needs at decentralized levels? ■ Effective monitoring mechanisms in place, e.g., to inform budget allocation systems? To measure level of satisfaction of local needs? Are the rapid successive changes in the organization of decentralization creating confusion? ■ Public sector reform: Is it addressing the right issues? What kind of analysis has guided programme planning and activities? What legal changes have emerged? What exposure have they had to analogous issues and responses in comparable countries? | <ul style="list-style-type: none"> ■ Documented analyses of national development changes and achievements in Rwanda ■ MDGRs, NHDRs, CCA and other relevant national reports ■ National FYPs and other development strategies ■ UNDP programme documents ■ Supplementary preparatory studies ■ Progress and evaluation reports (including ROAR, MYFF) ■ RTM reports ■ Expert opinion survey ■ Key informant interviews ■ District administrator interviews ■ CO team interviews ■ Focus group discussions ■ Field visit observations ■ Stakeholder workshops |

| Performance Area | Key Issue | Evaluation Questions | Data Sources and Review Tools |
|----------------------|--|--|---|
| | | <ul style="list-style-type: none"> ■ Has support to Parliament facilitated anonymity of voting there? Value of the lessons emerging? ■ How much skill transfer has taken place, for example, in technical assistance support for economic planning? <p>1.1.8 Are all five units achieving satisfactory results? If not, why not? Are the activities of some units too dispersed over too many different types of activities (110 active projects, \$8 million annual budget, five units of which a couple are not very internally coherent, e.g., JHAG)? How could the operations of the CO be better organized/rationalized?</p> <p>1.1.9 What are the impacts of UNDP's interventions among local populations (particularly in relation to the goals of poverty reduction and improved governance)?</p> <p>1.1.10 How has the UNDP contributed to the development of the capacities of partner institutions and more specifically to the development of their human resources?</p> <p>1.1.11 Are UNDP programmes responding to the real needs of target groups?</p> | |
| 1. Programme results | 1.2 Factors influencing the achievement of development results | <p>GENERAL QUESTIONS ADAPTED FROM ADR IN BHUTAN</p> <p>1.2.1 To what extent has UNDP been responsive to national and local needs and priorities?</p> <p>1.2.2 To what extent has UNDP been effective in maximizing its comparative advantage and niche to deliver its results?</p> <p>1.2.3 To what extent does UNDP use a clear, coherent and appropriate strategy to maximize opportunities to contribute to development in Rwanda?</p> <p>1.2.4 To what extent do the programme assumptions and key drivers for its priorities improve its chances of delivering the most effective and relevant results?</p> <p>1.2.5 To what extent has UNDP been effective in maximizing the synergies between the component parts of its programme and organization to deliver the results?</p> <p>1.2.6 To what extent, and how have the range and quality of its partnerships influenced the achievement of results? To what extent has UNDP been effective in making use of the opportunities for harmonization of its efforts with those of potential partners?</p> <p>1.2.7 To what extent, and how, have the implementation capacity and approach of the CO influenced UNDP's contribution to development results?</p> <p>1.2.8 To what extent, and how has UNDP's strategic position in Rwanda affected its achievements?</p> <p>1.2.9 What other conditions and factors have had a significant influence on the achievement of UNDP's development results?</p> | <ul style="list-style-type: none"> ■ Documented analyses of national development changes and achievements in Rwanda ■ MDGRs, NHDRs, CCA and other relevant national reports ■ National FYPs and other development strategies ■ Analysis of strategic positioning ■ Map and analysis of development partnerships ■ Progress and evaluation reports (including ROAR, MYFF) ■ Expert opinion survey ■ Key informant interviews ■ District administrator interviews ■ CO team interviews ■ Focus group discussions |

| Performance Area | Key Issue | Evaluation Questions | Data Sources and Review Tools |
|------------------|-----------|--|---|
| | | <p>SPECIFIC QUESTIONS EMERGED IN SCOPING MISSION</p> <p>1.2.10 What are UNDP Rwanda’s capacity limitations? Does it suffer from a weak institutional framework? Does it have effective systems for learning from experience and effective quality control norms? Does it take the time to establish and then consistently meet performance standards?</p> <p>1.2.11 Where is the UNDP Rwanda programme realizing opportunities for synergies among the five programming units? E.g., through a coherent and mutually reinforcing approach to supporting decentralization?</p> <p>1.2.12 What is UNDP Rwanda’s real capacity to provide policy advice on governance and other issues? Has it brought to bear high-quality policy analysis and advice?</p> <p>1.2.13 How much is the continuity, coherence, competence and direction of UNDP Rwanda’s programme planning and delivery dependent on individuals, starting with the Resident Representative? How much does it suffer from the effects of frequent personnel changes? How might this issue be addressed?</p> <p>1.2.14 Are problems of continuity and long-term coherence exacerbated by chronic vagaries and uncertainties in staffing, enhancing the rate of loss of the best human resources (i.e., those with the best opportunities to seek alternative opportunities)?</p> <p>1.2.15 Where should UNDP Rwanda’s programme focus? How could it narrow this focus on to a more easily manageable portfolio?</p> <p>1.2.16 Are UNDP’s budgets sufficient to meet the needs of its government partners?</p> <p>1.2.17 Is the UNDP approach too broad, its activities too spread out? Should it concentrate its activities more, to have greater and more tangible impacts and visibility, in relation to other donors?</p> <p>1.2.18 How efficient/rapid/flexible are UNDP’s decision-making and approval processes during the project development stage, compared with expectations of partners?</p> <p>1.2.19 Does UNDP have the necessary capacity, human resources especially, to meet its own responsibilities?</p> <p>1.2.20 Does UNDP respond effectively and quickly enough to recommendations emerging from mid-term evaluations?</p> <p>1.2.21 How well does UNDP follow up to determine the longer term sustainability of its interventions and results perhaps a year or two after the end of projects, for example?</p> <p>1.2.22 Is there a problem of lack of continuity of UNDP staff working on national programmes? What does UNDP do to help meet programmes’ needs for stability and continuity?</p> | <ul style="list-style-type: none"> ■ Field visit observations ■ Stakeholder workshops |

| Performance Area | Key Issue | Evaluation Questions | Data Sources and Review Tools |
|---------------------------------|--|---|--|
| | | <p>1.2.23 How sufficient are available resources to achieve the planned objectives? How sufficient are the planned and budgeted activities and outputs for achieving the targeted objectives? How realistic are UNDP project plans?</p> <p>1.2.24 How well is UNDP's resource mobilization meeting the real needs? How much are insufficient RM, or unrealistic RM targets, contributing to unrealistic project plans with unachievable objectives?</p> <p>1.2.25 How well is the national execution modality system meeting partners' needs? How could it be made more flexible, responsive, fast and efficient?</p> <p>1.2.26 Does UNDP have the necessary human resources to carry out the mandate and roles it has established for itself in Rwanda?</p> <p>1.2.27 Do UNDP programmes display the necessary cultural sensitivity? (e.g., Insisting on bottled water at rural events, instead of local beer)</p> <p>1.2.28 What will be UNDP's responsibility to respond to the recommendations of the evaluation? When will another ADR be done in Rwanda?</p> | |
| 1. Programme results | 1.3 Sustainability of development results | <p>GENERAL QUESTIONS ADAPTED FROM ADR IN BHUTAN</p> <p>1.3.1 To what extent will the intended results of UNDP remain relevant within the changing context of development in Rwanda?</p> <p>1.3.2 Does UNDP have effective strategies in place to increase the likelihood of lasting effects from its development contributions?</p> <p>1.3.3 Are there any socio-cultural, political, economic or other aspects that may endanger the sustainability of the results and benefits of the work of UNDP?</p> <p>1.3.4 Do adequate systemic, technical and financial capacities and commitments exist within key role players to capitalize on UNDP's contributions to development?</p> <p>SPECIFIC QUESTIONS EMERGED IN SCOPING MISSION</p> <p>1.3.5 How well are GoR's needs being met with UNDP support, such as the Integrated Support Project to MINECOFIN?</p> <p>1.3.6 What conclusions can be drawn from data available at MINECOFIN?</p> <p>1.3.7 What is UNDP's capacity/flexibility to respond to unforeseen needs that emerge during project implementation? (For example, the Ministry of Justice)</p> | <ul style="list-style-type: none"> ■ UNDP programme documents ■ National FYPs and other development strategies ■ Progress and evaluation reports (including ROAR, MYFF) ■ Expert opinion survey ■ Key informant interviews ■ District administrator interviews ■ CO team interviews ■ Focus group discussions ■ Stakeholder workshops |
| 2. Strategic positioning | 2.1 Relevance | <p>GENERAL QUESTIONS ADAPTED FROM ADR IN BHUTAN</p> <p>2.1.1 To what extent have UNDP's programmes been relevant to Rwanda's most pressing national needs?</p> <p>2.1.2 To what extent have UNDP's programmes been relevant to the GoR's national development goals and strategies?</p> | <ul style="list-style-type: none"> ■ UNDP and UNDAF programme documents ■ MDGRs, NHDRs, CCA and other relevant national reports |

| Performance Area | Key Issue | Evaluation Questions | Data Sources and Review Tools |
|---------------------------------|----------------------------|--|---|
| | | <p>2.1.3 To what extent are the government's national development goals and strategies in line with the most pressing national needs? If discrepancies exist, what are the implications for UNDP's position and programming?</p> <p>2.1.4 To whose needs does UNDP seem to be responding most frequently (GoR, NGOs, private sector, etc.)? What are the implications?</p> <p>2.1.5 To what extent has UNDP been able to strike a sound balance between upstream and downstream initiatives?</p> <p>2.1.6 To what extent would UNDP's current objectives, thematic foci and implementation strategies remain appropriate in the next programming cycle?</p> <p>SPECIFIC QUESTIONS EMERGED IN SCOPING MISSION</p> <p>2.1.7 What should UNDP Rwanda's niche be in Rwanda?</p> <p>2.1.8 How can the future programme build on the strengths/comparative advantages and avoid/overcome the weaknesses?</p> <p>2.1.9 For example, should UNDP put money into basket funds? Or continue to help manage them?</p> <p>2.1.10 Where has UNDP Rwanda made its greatest contributions to Rwandan development in the latest programming cycle? Since 2000?</p> <p>2.1.11 How is the UNDP responding to/addressing the priorities of the GoR?</p> | <ul style="list-style-type: none"> ■ National FYPs and other development strategies ■ Supplementary preparatory studies ■ Progress and evaluation reports (including ROAR, MYFF) ■ RTM reports ■ Expert opinion survey ■ Key informant interviews ■ District administrator interviews ■ CO team interviews ■ Focus group discussions ■ Stakeholder workshops |
| 2. Strategic positioning | 2.2 Responsive-ness | <p>GENERAL QUESTIONS ADAPTED FROM ADR IN BHUTAN</p> <p>2.2.1 To what extent and in what manner (ad hoc, planned, strategic, cautious, etc.; building partnerships, coordinating, piloting, etc.) has UNDP anticipated and responded to significant changes in the development context relevant to its areas of intervention?</p> <p>2.2.2 To what extent and in what manner has UNDP been able to capitalize on opportunities and emerging issues? To what extent has this affected its ability to focus on its own goals and vision?</p> <p>2.2.3 How effectively and in what manner has UNDP anticipated and dealt with problems and constraints?</p> <p>2.2.4 To what extent were timely and adequate adjustments made to the CCF, SRF and MYFF to reflect changing needs and priorities?</p> <p>SPECIFIC QUESTIONS EMERGED IN SCOPING MISSION</p> <p>2.2.5 Does GoR have faith in UNDP as a partner? If not why not?</p> <p>2.2.6 Do UNDP Rwanda's government and donor partners have a clear vision of UNDP's role in Rwanda? How does this correspond with UNDP Rwanda's self image and strategy?</p> <p>2.2.7 Where there is lack of clarity about UNDP's role, what kinds of problems does this engender? How should this issue be addressed in the future?</p> | <ul style="list-style-type: none"> ■ UNDP and UNDAF programme documents ■ MDGRs, NHDRs, CCA and other relevant national reports ■ National FYPs and other development strategies ■ Supplementary preparatory studies ■ Progress and evaluation reports (including ROAR, MYFF) ■ RTM reports ■ Expert opinion survey ■ Key informant interviews ■ District administrator interviews ■ CO team interviews |

| Performance Area | Key Issue | Evaluation Questions | Data Sources and Review Tools |
|---------------------------------|---|--|---|
| | | <p>2.2.8 Is there a lack in UNDP among other donors because of this ambiguous character of the UNDP?</p> <p>2.2.9 What is UNDP's strategy for coping with the conflicting imperatives imposed by low absorptive capacities of partners with limited human resources, the need to disburse versus the need to develop capacities?</p> <p>2.2.10 What is the UNDP? A donor? A special partner of the government that helps resource mobilization especially? A catalyst?</p> | <ul style="list-style-type: none"> ■ Focus group discussions ■ Stakeholder workshops |
| 2. Strategic positioning | 2.3 Alignment with MDGs | <p>GENERAL QUESTIONS ADAPTED FROM ADR IN BHUTAN</p> <p>2.3.1 To what extent are the CCF, SRF and MYFF strategically linked to the achievement of the MDGs? Are gaps used to direct programme development?</p> <p>2.3.2 To what extent have partnerships been formed to address the MDGs? Are mechanisms in place for collaboration and knowledge sharing?</p> <p>2.3.3 To what extent has UNDP been active in raising national awareness around the MDGs?</p> <p>2.3.4 To what extent is UNDP supporting the monitoring of progress and preparing MDG reports?</p> | <ul style="list-style-type: none"> ■ UNDP programme documents ■ MDGRs ■ National FYPs and other development strategies ■ Progress and evaluation reports (including ROAR, MYFF) ■ Supplementary preparatory studies ■ Expert opinion survey ■ Key informant interviews ■ CO team interviews ■ Focus group discussions ■ Stakeholder workshops |
| 2. Strategic positioning | 2.4 Alignment with the UN system | <p>GENERAL QUESTIONS ADAPTED FROM ADR IN BHUTAN</p> <p>2.4.1 How relevant are the intended SRF and MYFF outcomes to the intended results of the UN system as expressed in UNDAF?</p> <p>2.4.2 How effectively is UNDP contributing to UNDAF goals?</p> <p>2.4.3 How effective is the cooperation strategy with other UN agencies within these addressed areas?</p> <p>2.4.4 To what extent are major programmes designed in active coordination with other UN agencies?</p> <p>2.4.5 To what extent is UNDP active in areas not indicated in the UNDAF? What are the implications of this?</p> <p>2.4.6 How effectively has UNDP leveraged the resources of others towards results?</p> | <ul style="list-style-type: none"> ■ UNDP and UNDAF programme documents ■ Supplementary preparatory studies ■ Progress and evaluation reports (including ROAR, MYFF) ■ RTM reports ■ Expert opinion survey ■ Key informant interviews ■ Focus group discussions ■ Stakeholder workshops |

| Performance Area | Key Issue | Evaluation Questions | Data Sources and Review Tools |
|--------------------------|------------------|---|--|
| 2. Strategic positioning | 2.5 Partnerships | <p>GENERAL QUESTIONS ADAPTED FROM ADR IN BHUTAN</p> <p>2.5.1 Given the existing relationships between the GoR and donors; CSOs, NGOs, the private sector and donors; and donors, how well is UNDP positioned to contribute to development in Rwanda? Does it have a unique role compared to those of other donors?</p> <p>2.5.2 What are the key development funding modalities used in Rwanda and how effective are those of UNDP?</p> <p>2.5.3 To what extent is UNDP playing a role in promoting coordination between the GoR and donors, donors, and CSOs and donors?</p> <p>2.5.4 What are the implications for UNDP of the anticipated changes in the donor environment over the next 5 to 10 years?</p> <p>2.5.5 What are the implications for UNDP of the large amounts of donor funding from non-resident agencies flowing into Rwanda?</p> <p>2.5.6 To what extent has UNDP leveraged support and funding of partners and donors? What were mitigating and constraining factors?</p> <p>SPECIFIC QUESTIONS EMERGED IN SCOPING MISSION</p> <p>2.5.7 Do donors trust UNDP as a partner? If not, why not?</p> <p>2.5.8 What do donors perceive as UNDP Rwanda's primary strengths and comparative advantages?</p> <p>2.5.9 What is the 'UNDP brand' in Rwanda? What should it be? E.g., governance? MDGs? Capacity development? Systems development? Facilitating dialogue(s) between GoR and international community?</p> <p>2.5.10 Perceptions of UNDP Rwanda's main weaknesses, e.g.:</p> <ul style="list-style-type: none"> ■ Is UNDP spread too thin? ■ Is it too close to GoR and not sufficiently neutral? ■ Is there a necessary level of impartiality to ensure effective aid coordination? ■ Does UNDP's close relationship with GoR erode the value of its advice? ■ Does the Resident Coordinator devote too much time to UN reform at the expense of UNDP? <p>2.5.11 Does UNDP need a Resident Representative separate from Resident Coordinator?</p> <p>2.5.12 Are synergies being achieved between UNDP supported programmes and those of other international partners? How can greater synergies be achieved? Examples?</p> <p>2.5.13 UNDP and World Bank support to developing internet capacities at the district level?</p> <p>2.5.14 How well are the 10 'development clusters' functioning? What contributes to their relative strengths and weaknesses? What are UNDP Rwanda's contributions and how could these be enhanced?</p> | <ul style="list-style-type: none"> ■ National FYPs and other development strategies ■ Supplementary preparatory studies, including map and analysis of development partnerships ■ Progress and evaluation reports (including ROAR, MYFF) ■ Expert opinion survey ■ Key informant interviews ■ Focus group discussions ■ Stakeholder workshops |

| Performance Area | Key Issue | Evaluation Questions | Data Sources and Review Tools |
|---------------------------------|--|---|---|
| | | 2.5.15 How can UNDP Rwanda adapt to the longer-term approaches of key partners like GoR, DFID (who are moving to direct budgetary support for 10 years)? | |
| 2. Strategic positioning | 2.6 Factors influencing UNDP's position | <p>GENERAL QUESTIONS ADAPTED FROM ADR IN BHUTAN</p> <p>2.6.1 What were the key internal and external influences on UNDP's ability to respond to and position itself in changing contexts?</p> <p>2.6.2 To what extent and how effectively is UNDP's position in Rwanda guided by a clear-cut vision and strategy?</p> <p>2.6.3 Does UNDP have adequate and effective technical and administrative capacity and systems to play its perceived and intended role in Rwanda?</p> <p>2.6.4 To what extent, and how, are policy and administrative constraints affecting UNDP's position and role in Rwanda?</p> <p>2.6.5 To what extent, and how, have UNDP's development contributions affected its position and role in Rwanda?</p> <p>2.6.6 To what extent is UNDP contributing to effective learning and knowledge sharing among development partners and programme participants?</p> <p>2.6.7 To what extent, and how, has UNDP's partnership approach influenced its position and role in Rwanda?</p> | <ul style="list-style-type: none"> ■ Supplementary preparatory studies ■ Progress and evaluation reports (including ROAR, MYFF) ■ Expert opinion survey ■ Key informant interviews ■ District administrator interviews ■ CO team interviews ■ Focus group discussions ■ Stakeholder workshops |
| 2. Strategic positioning | 2.7 Future role and positioning | <p>GENERAL QUESTIONS ADAPTED FROM ADR IN BHUTAN</p> <p>2.7.1 What are the key external factors most likely to have a significant influence on UNDP's future role and position in Rwanda over the next 5 to 10 years?</p> <p>2.7.2 What are the key emerging areas of support that would become significant for UNDP over the next 5 to 10 years?</p> <p>2.7.3 What lessons and good practice will help UNDP determine and play its most effective role in Rwanda?</p> <p>2.7.4 How should UNDP adjust its areas of work and strategies to be best positioned in Rwanda to fulfil its mission?</p> | <ul style="list-style-type: none"> ■ Country documents, including FYPs ■ Key informants ■ Focus group discussions ■ ADR analysis ■ Stakeholder workshops |

Notes: ADR indicates Assessment of Development Results; CCA, Common Country Assessment; CCF, Country Cooperation Framework; CO, Country Office; FYP, Fiscal-Year Plan; CSO, Civil Society Organization; DP, Development Partner; GoR, Government of Rwanda; MDGR, Millennium Development Goals Report; MYFF, Multi-Year Funding Framework; NHDR, National Human Development Report; NGO, Non-governmental Organization; ROAR, Results-Oriented Annual Report; RTM, Round Table Meeting; SRF, Strategic Results Framework; UNDAF, United Nations Development Assistance Framework.

Annex D

FACTORS INFLUENCING RWANDAN ATTAINMENT OF DEVELOPMENT OUTCOMES

| 1. Outcomes related to the MDGs and poverty reduction | | |
|---|--|--|
| Expected Outcome | Factors Supporting the Achievement | Challenges Related to the Achievement |
| Ministry of Finance able to effectively monitor poverty trends and formulate policies, strategies and plans to address poverty in Rwanda. | <ul style="list-style-type: none"> ■ Strong leadership and policy orientation of GoR/MINECOFIN. ■ Harmonized and aligned contribution by several development partners through a basket fund. ■ Important financial volume of the contribution increases the potential of a significant impact. ■ Increasing capacity of NISR. ■ PRSP has been evaluated and there is significant experience to formulate EDPRS. ■ APRM by NEPAD has made a substantial contribution to policy formulation. ■ Clear linkage between MDGs and GoR policy. | <ul style="list-style-type: none"> ■ Little involvement of civil society. ■ Important development partners (World Bank, Belgium) do not contribute through the basket fund. ■ High volumes of external technical assistance may decrease the sustainability of the contribution. ■ Outcome relates to complicated processes that may pose important challenges in administration and management of the contribution. ■ Little effort in incorporation of cross-cutting issues such as gender. |
| NHDR prepared addressing national priority issues. | <ul style="list-style-type: none"> ■ Important background and preparatory work has been done. ■ NHDR preparatory process has involved a number of national stakeholders. | <ul style="list-style-type: none"> ■ NHDR has not been published. ■ Potential NHDR contributions to national policy dialogue diminished due to delays in publication. |

Notes: APRM indicates African Peer Review Mechanism; CSO, Civil Society Organization; DP, development partner; EDPRS, Economic Development and Poverty Reduction Strategy; GoR, Government of Rwanda; MINALOC, Ministry of Local Government; MINECOFIN, Ministry of Economics and Finance; NEC, National Electoral Council; NEPAD, New Partnership for Africa's Development; NHDR, National Human Development Report; NISR, National Institute of Statistics Rwanda; PRSP, Poverty Reduction Strategy Paper.

2. Outcomes related to democratic governance in Rwanda

| Expected Outcome | Factors Supporting the Achievement | Challenges Related to the Achievement |
|--|--|---|
| <p>Legal and institutional frameworks that enable free, fair, transparent and sustainable elections at all levels in place.</p> | <ul style="list-style-type: none"> ■ Support to the National Electoral Commission has been vital in conducting the elections in 2003 and 2006. ■ Existence of and long-term relationship with the NEC. ■ Comprehensive electoral mechanism is in place. ■ Capacity to implement local level elections exists. ■ Joint development partner contribution to the electoral process through a basket fund. ■ Involvement of several CSOs in the electoral process. ■ Special attention paid to female voters. | <ul style="list-style-type: none"> ■ Electoral code has not yet been adopted by the GoR. ■ NEC's continuing dependence on donor support may diminish the sustainability of the outcome. ■ Inadequate management of the basket fund of 2003 elections decreased the perspective of development partner collaboration. |
| <p>Local governments able to assume their responsibilities in planning and service delivery and MINALOC able to provide effective oversight and guidance for the decentralization process in Rwanda.</p> | <ul style="list-style-type: none"> ■ Long-term and wide-ranging support to MINALOC. ■ Direct support to district and local governments and communities through targeted projects. ■ Support to sub-national governments is allocated through their own development plans. | <ul style="list-style-type: none"> ■ Possible lack of relevance in the GoR decentralization policy and strategy may decrease the potential of the UNDP support. ■ Upstreaming of UNDP interventions may diminish the impact at local level. ■ Impact-oriented contribution to the decentralization process may be reduced to institutional support to MINALOC. ■ Key development partners in the sector don't agree on certain strategic aspects. ■ Administrative and project management difficulties have brought about increases in transaction costs. ■ Little involvement of CSOs in UNDP's support to the sector. |
| <p>Rwanda's public service reform programme effectively implemented for greater public sector efficiency and Parliament able to realize the representative and oversight duties of elected members.</p> | <ul style="list-style-type: none"> ■ Capacity building of the public administration is highly relevant to the GoR. ■ UNDP has provided important material support and training to key institutions of public service. ■ Although not yet commenced, the support to Ombudsman's Office has the potential to improve efficiency and transparency of the public service. | <ul style="list-style-type: none"> ■ Public service reform is a highly political issue in which several key issues are beyond a donor's influence. ■ Division of UNDP's support to several institutions may have reduced its strategic focus. ■ Administrative difficulties have reduced the effect of UNDP contributions. |

Notes: APRM indicates African Peer Review Mechanism; CSO, Civil Society Organization; DP, development partner; EDPRS, Economic Development and Poverty Reduction Strategy; GoR, Government of Rwanda; MINALOC, Ministry of Local Government; MINECOFIN, Ministry of Economics and Finance; NEC, National Electoral Council; NEPAD, New Partnership for Africa's Development; NHDR, National Human Development Report; NISR, National Institute of Statistics Rwanda; PRSP, Poverty Reduction Strategy Paper.

Annex E

FACTORS INFLUENCING UNDP CONTRIBUTIONS TO AID COORDINATION

| Expected Outcome | Factors Supporting the Achievement | Challenges Related to the Achievement |
|--|---|---|
| <p>Improved government capacity for leading the aid coordination, harmonization and alignment process for improved efficiency and poverty impact of aid.</p> | <ul style="list-style-type: none"> ■ MINECOFIN/EFU will assume the key role in aid coordination starting 2008. ■ UNDP contributed to the preparation of the GoR Aid Policy. ■ Harmonized collaboration between key development partners through a basket fund. ■ Existence and functioning of the DPCG and cluster round tables. ■ CSOs participate in activities of the ACHA framework, thus improving their involvement in policy dialogue. ■ Development Assistance Database and baseline survey on aid effectiveness strengthen the GoR capacity in aid coordination. ■ Development partners Web site is an effective tool in sharing and disseminating information. ■ Exchange and collaboration with OECD-DAC and other countries. ■ High significance of the UNDP contribution to aid coordination is generally acknowledged. | <ul style="list-style-type: none"> ■ Some of the UNDP's practices are not in line with ACHA principles. ■ In most line ministries, the ACHA principles have not yet been entirely operationalized. ■ UNDP may have difficulties in maintaining its expertise in ACHA issues as the respective capacities of the GoR and other development partners grow. ■ Concentration of ACHA operations in MINECOFIN as well as the deep-rooted project approach may dilute a wider operationalization of alignment and harmonization. ■ M&E of the aid coordination is not yet completely functional. |

Note: ACHA indicates Aid Coordination, Harmonization and Alignment; CSO, Civil Society Organization; DP, Development Partner; DPCG, Development Partners Coordination Group; EFU, External Finance Unit; GoR, Government of Rwanda; M&E, Monitoring and Evaluation; MINECOFIN, Ministry of Economics and Finance; OECD-DAC, Organisation for Economic Co-operation and Development-Development Assistance Committee.

Annex F

UNDP'S EMERGING SUPPORT FOR NATIONAL CAPACITY DEVELOPMENT STRATEGY

Since last year, the CO has decided to move from this restricted vision of CD and the fragmented 'stop and go' nature of interventions and start developing a long term strategy:

In September 2006, the CO, in close collaboration with the Ministry of Economic Planning, the Ministry of Public Service and Labour and the Human Resources and Institutional Development Agency, UNDP organized a National Workshop on capacity building. The main objective of the workshop was to provide a forum for capacity building stakeholders in all the key sectors of the economy to have a common view on 'capacity', appreciate its importance, and work closely to ensure that it's a major ingredient in the components of the EDPRS.

SKILLS AUDIT

This study is being undertaken by the Ministry in Charge of Public Service (MIFOTRA) and the World Bank. It will concentrate on individual skills (professionals per sector) gaps like the number of physicians available, those who are needed for the next EDPRS, etc. The objective of this assignment is to identify gaps in critical skills required to deliver on priority programmes under the PRSP Capacity Development.

INITIATIVES MAPPING

It is meant to be a mapping exercise of the current capacity development interventions in the country: projects and current initiatives in the area of capacity development, source of funding, amount/budget

allocated, activities, actors, implementation arrangements, monitoring/evaluation mechanism, duration, etc. UNDP is assisting Human Resources and Institutional Development Agency to carry out the mapping.

INSTITUTIONAL CAPACITY ASSESSMENT

This initiative is being carried out by UNDP as well and it should focus on institutional capacity gaps like systems, procedures, manuals, legal policy frameworks, partnership, etc. It has been decided that an important element of the Needs Assessment will be a capacity gap assessment and a subsequent elaboration of a capacity support and building strategy, which will run in parallel to the Economic Development for Poverty Reduction Strategy (EDPRS), now being designed.

Using the above analyses, UNDP and the World Bank will assist the Rwandan Government to develop a **National Integrated Skills Development Policy** and a Global CD National Strategy, that lays strategic measures of filling the gaps and continuously addressing, in a sustainable manner, means and methods of strategic development of individual and institutional capacity aimed at promoting economic, and employment growth and social development that are commensurate with the Government of Rwanda Development Goals. The strategies will then guide all development programmes.

Notes: CO indicates Country Office; CD, Capacity Development; EDPRS, Economic Development for Poverty Reduction Strategy; MIFOTRA, Ministry in Charge of Public Service; PRSP, Poverty Reduction Strategy Paper.

63 UNDP Rwanda, 'Note on CD Strategy in Rwanda', Governance Unit, Kigali, Rwanda, January 2007.

Annex G

UNDP RWANDA EVALUATION COVERAGE, 2000–2006

In the **Governance Unit**, only three projects have been evaluated in the period 2000–2006:

- Mid-term Review of the Support to Capacity Building and Civil Service Reform in Rwanda, August 2003
- Mid-term Report of Good Governance and Poverty Reduction, no date
- Evaluation and Impact Assessment of the National Unity and Reconciliation Commission (NURC), December 2005

The Governance Unit plans five project evaluations to take place in 2007 and one in 2008.

Among the projects managed by the **Strategic Planning and Economic Management Unit**, three evaluations are foreseen in 2007. So far only one has been evaluated:

- Support to Formulation of National Poverty Strategy

In the **Justice, HIV/AIDS and Gender Unit**, one project has been evaluated to date:

- Capacity Development for Strengthening of National Response to HIV/AIDS in Rwanda (Mid-term Review)

Full evaluation of HIV project support to National Council for the Struggle Against AIDS will be done in 2007.

The **Sustainable Livelihoods Unit** has undertaken the following:

- Mid-term review of the Resettlement and Reintegration Projects in Gisenyi and Kibuye Provinces
- Final evaluation of Food Security Initiative through Small-scale Dairy Development in Rwanda

The **Aid Coordination Unit** is expected to be the object of an external evaluation in 2007.