

UNDP

**SUPPORT PROJECT TO THE IMPLEMENTATION OF THE NEPAD/APRM
PROGRAMMES IN RWANDA**

FINAL EVALUATION OF THE PROJECT

Final Report

**Justice MAHUNDAZA
(Consultant)**

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Abbreviations

AGFVI	-	Coordination of the Six African Governance Forum
APR	-	African Peer Review
APR	-	African Peer Review Mechanism
CAADP	-	Comprehensive African Agriculture Programme
CDRs	-	Combined Delivery Reports
COMMESA	-	Common Market for Easter and Central Africa
DFID	-	Department for International Development
EASSy	-	East African Submarine Cable System
FAO	-	Food and Agriculture Organization
FIDA	-	Foundation for International Development Africa
HSGIC	-	Heads of State and Government Implementation Committee
ICT	-	Information and Communication Technology
LFA	-	Logic Framework Analysis
MAP	-	Millennium Partnerships for Africa Recovery programme
MDG1	-	Millennium Development Goals1
MINECOFIN	-	Ministry of finance and Economic Planning
MoU	-	Memorandum of Understanding
NAI	-	New African Initiative
NEPAD	-	New Partnership for African's Development
NEX	-	National Execution
ORINFOR	-	Office Rwandais D' Information
PMU	-	Project Monitoring Unit
PRS1	-	Poverty Reduction Strategy 2002- 2007
PSTA	-	Strategy for Transformation of Agriculture Programme
RICP	-	Rwanda Investment Climate Project
SPV	-	Special purpose Vehicle
UNDP	-	United Nations Development Programme
USD	-	United States Dollar

FINAL PROJECT EVALUATION OF SUPPORT PROJECT TO NEPAD PROGRAMS

EXECUTIVE SUMMARY

The three year (2005-2007) support project to the Implementation of NEPAD/APRM Programs in Rwanda was formulated in 2004 and its implementation started in 2005. The main aim of the project was to address the capacity gaps within the NEPAD Rwanda structures that may constrain effective implementation of NEPAD programs in the country. The project had the following specific objectives:

- To provide Organizational skills for high level conferences as well as other levels.
- To provide Communication and outreach skills.
- Ability to source expertise, guide the design and development of bankable NEPAD priority projects.
- Ability to disseminate, create awareness among stakeholders and the general public on all aspects of NEPAD programs and activities.
- Ability to guide the integration of NEPAD priority projects into national and sectoral programs.

The start up of project implementation was slow due to the delay in the recruitment of project coordinator and inadequate staffing in the NEPAD Rwanda Secretariat. However, the secretariat quickly responded to these constraints and all required staffing were in place by the end of 2005. The project was effective in achieving most of its objectives, outcomes and outputs.

The following are key findings of the evaluation:

- The project provided capacity to NEPAD Rwanda Secretariat in terms of equipments, facilities, training and financing meetings and conferences. This support enabled the Secretariat to effectively operate.
- This evaluation of the support project found that UNDP and DFID have successfully supported the national NEPAD Secretariat in an area where the government is highly committed and found support from stakeholders in Rwanda at central and local levels.
- The management of the support project was found good. UNDP provided management assistance to the implementation of support project through NEX standard regulations. NEPAD secretariat was assisted by an accountant financed by the support project. He was, together with the project manager at UNDP, in control of procurements, bookkeeping, monitoring, and reporting. Independent auditors found only minor errors in the bookkeeping, which were immediately rectified.
- Advocacy within Rwanda resulted in wider and increased awareness of NEPAD projects and the APRM process.

- Consultants financed by the support project prepared the Strategic Plan of NEPAD Rwanda Secretariat, the APRM Program of Action; the CAADP and updating the Strategy for Transformation of Agriculture Program (PSTA), facilitated NEPAD-APRM conferences, elaborated on the organization of the NEPAD Secretariat and its M&E policy in the future.
- The project promoted and advocated new standards and values of good governance. It contributed to major improvements in policies for poverty reduction and mainstreaming gender equality.
- The stakeholders included representatives of major government institutions, parliament, media, private sector and civil society associations. They were very committed to NEPAD programs and APRM process.
- Advocacy within Rwanda resulted in wider and increased awareness of NEPAD projects and the APRM process.
- Consultants financed by the support project assessed the APRM Program of Action, facilitated NEPAD-APRM conferences and elaborated on the organization of the NEPAD Secretariat and its M&E policy in the future.
- The project provided capacity to Rwanda and enabled it to promote and advocate for NEPAD standards and values of good governance in the country.
- The project achieved most of its objectives and outputs with efficient use of project resources
- The implementation of communication component outpaced the implementation NEPAD programs on the ground and this could have caused some loss of credibility of NEPAD programs.

The project has laid groundwork for the sustainability of the project outputs through using and supporting existing NEPAD Secretariat structure to implement the project and training its staff.

The support project was highly relevant and added value to the capacity to influence policy change, to promote good governance, poverty reduction and regional integration. However, gaps and challenges still remain in the Secretariat's capacity for monitoring and evaluation of NEPAD and APRM programs and implementing the Secretariat's recently finalised 5 year Strategic Plan and Plan of Action.

Recommendations

The following are key recommendations of final evaluation report:

- The Secretariat needs a follow-up project to ensure that the project outputs are fully self- sustaining and the secretariat's capacity is effectively strengthened to implement the Strategic Plan, APRM Plan of Action and coordinating the increasing NEPAD program portfolio.

- The capacity of the NEPAD Rwanda Secretariat to monitor and evaluate the APRM process and NEPAD programs needs to be strengthened. All technical staff of the secretariat will need short term training in M&E while the management will need training in leadership and management.
- The existing monitoring and evaluation system has to be reviewed and implemented to provide information to the secretariat and stakeholders for management purpose and follow-up of NEPAD programs, ADPRM process and EDPRS.
- The future focus of APRM Implementation will have to focus on the decentralization of NEPAD/APRM programs up to district, serialization of APRM country report, monitoring and evaluation of the implementation of NEPAD/APRM Action plan.
- Much effort has to be directed to mobilizing the way advocacy for new standards and values have been carried and identifying development partners to mobilize financial resource for implementing the overall NEPAD/APRM programs in the country.
- It is recommended to the Secretariat to build a "Media Centre for Governance" to act as a library for issues on NEPAD/ APRM programs in the country and the region. It is advised for such centre to be located outside the present location of the secretariat in the President's office for easy accessibility by the public.
- The NEPAD/APRM Secretariat is advised to document out and networks developed, both within and outside Rwanda as "best practice" in influencing positive policy change. This will sustain the lessons learnt and promoting the exchange of experiences within and outside the country.

1.0 Introduction and background

1.1 Introduction

1.1.1 The objective of consultancy assignment

The objective of assignment of the consultant is to review, improve the structure and the content of the draft report for final evaluation of the achievements and the impact of the support project to the implementation of NEPAD/APRM programs in Rwanda. More specifically the consultant is charged:

- To review the draft report and identify the gaps and required improvements;
- To review the relevant documents and improve on the content of the report;
- To edit the draft report by improving the structure content of the final evaluation report in accordance to the standard to UNDP Final Evaluation Reports.

This evaluation mission is undertaken after the results of the first evaluation mission have not been wholly accepted by UNDP and NEPAD Rwanda Secretariat. Section 1.2.4 below indicates the gaps in the draft final evaluation report. These gaps justify the undertaking of this second final evaluation of the support project for the implementation of NEPAD programs in Rwanda.

1.1.2 The structure of the report

The structure of the report starts with the table of contents, abbreviations and the executive summary. The introduction provides the expectation from the consultant and the background gives the context of the project, summary of project objectives, outcomes, outputs, project components and activities. The later is followed by Implementation arrangements and responsibilities, implementation of project components, Impact of the project, the sustainability of the project, gaps that remain in the NEPAD secretariat and challenges facing the latter, key project findings, conclusion, lessons learnt and recommendations.

1.1.3 Methodology and approach to the final evaluation of the project:

Triangulation is used in gathering and analysing information. In this case, the methodology and approach for the preparation of final evaluation of support project to the implementation of NEPAD/APRM Programs in RWANDA has been based on;

- the review of project document, project appraisal meeting minutes, progress reports, project expenditure reports and Combined Delivery Reports for assessment of project implementation and performance. The consultant met and interviewed key stakeholders and partners, particularly the management and staff of NEPAD Rwanda Secretariat and UNDP to get information on the project and to assess their opinion on the performance and impact of the project. The consultant did not interview all project stakeholders and partners because the short time given to him(10

days) but also the draft report had expressed their opinion and this consultancy takes account of that opinion where necessary. The documents and reports collected were reviewed and compared with results of interviews with stakeholders;

- the review of the background context of the project taking account of the NEPAD and APRM Programs, donor support, implementation modality, the NEPAD secretariat and its roles, project duration, start and completion, project objectives, outcomes, outputs, components and activities of the project;
- the review of the draft evaluation report to identify the gaps and the required improvements;
- the assessment of relevance of the project design(objectives, outputs and components and duration) to deal with capacity requirements of the NEPAD Secretariat;
- assessment of project relevance to national objectives and NEPAD Secretariat capacity requirements
- the assessment of the overall progress made in project implementation. In this respect an assessment is made on the Implementation arrangements and responsibilities, the financial performance, the four project components and assessment of the monitoring and evaluation system;
- the assessment of the impact of the project to achieve project outputs, outcomes and objectives;
- assessment of the sustainability of implemented activities and/or identify exit strategy;
- major lessons learned about project design, implementation and management;
- Editing of the draft report by improving its structure and content in accordance to the standard UNDP Final Evaluation Reports;

1.2 Background

1.2.1 The NEPAD and APRM Programs

NEPAD, the New Partnership for Africa's Development, originated as a result of a merger between initiatives to address the development malaise in Africa. These were the Millennium Partnerships for African Recovery Program (MAP), which was the response to a call by African leaders at the 2000 G8 Summit in Okinawa, Japan, for a concerted international development effort towards African renaissance. Another initiative was the Omega plan, a catching up theory of bridging the Africa-developed countries divide. NEPAD was adopted as a descriptive working title for the New African Initiative (NAI) that resulted as a merger between MAP and Omega Plan in July 2001.

Rwanda is a committed member of the New Partnership for Africa's Development (NEPAD) and is one of the original 15 countries that are on the NEPAD Heads of State and Government Implementation Committee (HSGIC). Rwanda fully embraces the idea of the African Peer Review Mechanism (APRM) and has shown support for the principle

of good governance on the continent. It has also accepted and endorsed the APRM principles by signing the memorandum of understanding on 9 March 2003. Rwanda considers that, historically, NEPAD was born at the Heads of State and Government level and some effort is still required to popularize its agenda at the national and lower structures (grassroots). In August 2003 a NEPAD national secretariat was established in the office of the President to facilitate, expedite, coordinate and energize implementation of NEPAD programs in the country. The Rwanda NEPAD National Secretariat, therefore, serves as a facilitator of NEPAD in the country.

1.2.2 The NEPAD Secretariat and its roles

NEPAD Rwanda has a secretariat that was established in August 2003 in the office of the President with a role to facilitate, expedite, and coordinate the implementation of NEPAD programs and APRM process. The responsibilities of the secretariat are:

- To engage policy makers to critically assess the policies of national, as well as local authorities and encourage them to align policies to NEPAD framework.
- Facilitate the development of bankable NEPAD projects for Rwanda.
- To strengthen and expand advocacy of NEPAD/APRM at national level and promote broader stakeholder involvement with a view to spreading awareness and reducing the information gap in relation to APRM activities in preparation for the planned APR Country Review.
- To broaden ownership of NEPAD vision and process by all stakeholders.
- To generate awareness around the NEPAD process and policy requirements of different stakeholders.
- To communicate to NEPAD concept and its importance to the citizen of Rwanda.
- To raise awareness among the different stakeholders on the focus of NEPAD, namely; democracy and good political governance, economic governance and management, social economic development and corporation governance.
- Raise further awareness that NEPAD is a joint initiative of the government, parliament, civil society, the private sector and the development partners.
- To mobilize resources needed to achieve NEPAD goals in Rwanda.
- Inform the public and stakeholders on priority measures that need to be planned and implemented.
- Inform stakeholders and general public of NEPAD specific indicators on each of the four focus area and the Peer Review Mechanism.
- To inform the public on continuous basis on work done by already established structures that are working for the attainment of NEPAD goals (APR commission, NEPAD/APRM National Steering Committee and the NEPAD /APRM National secretariat).

- To facilitate research and studies meant for NEPAD programs and their implementation.

NEPAD Rwanda has also put in place an APR National Commission and a National Steering Committee responsible for the coordination of NEPAD/APRM process. The National APR commission was established to oversee the implementation of APRM and it is a focal point for Rwanda. The National Steering Committee has the role of coordinating Rwanda's participation in NEPAD. It is composed of focal points from the government institutions, private sector and civil society.

1.2.3 The cost of the project and donor support

The total project cost was estimated at USD 2,426,050. The total committed budget was USD 1,140,000 of which UNDP committed USD 500,000 and DFID USD 540,000. The government was planned to contribute 100,000 USD. The unfunded budget was USD 1,286,000 before the start of project implementation.

1.2.4 The project design

1.2.4.1 The duration and targeted beneficiaries of project

The three year (2005-2007) support project to the implementation of NEPAD/APRM programs in Rwanda was formulated in 2004 and commenced its implementation in 2005. The project's primary beneficiaries were the NEPAD secretariat and its staff. The other beneficiaries were the mobilised civil society, the private sector, parliament, and government authorities at central and local level and focal points in the e-schools.

1.2.4.2. Project aim and objectives

The main aim of the support project for the Government of Rwanda is to address the capacity gaps within the NEPAD/APRM country structures that may constrain effective implementation of NEPAD programs in Rwanda. The project specific objectives are;

- to provide organizational skills for high level conferences as well as other levels;
- to provide communication and outreach skills;
- ability to source expertise and guide the design and development of bankable NEPAD priority projects;
- ability to disseminate and create awareness among stakeholders and the general public on all aspects of NEPAD activities and programs;
- ability to guide the integration of NEPAD priority projects into national/sectoral programs.

1.2.4.3 Project outcomes

The project had the following two planned outcomes;

- promoting regional and global initiatives at Rwanda country level through NEPAD and APRM programs;
- enhancing national dialogue on good governance through NEPAD/APRM implementation;

1.2.4.4 Project outputs

The project outputs or achievements as stated in the project document are shown below according to year of project implementation:

Year 2005

- The NEPAD Secretariat strengthened institutionally and its staff empowered with skills including communication and outreach, projects design, development, monitoring and evaluation, as well as organization and management of conferences at various levels up to HSGIC.
- Several thematic workshops conducted during the APR process.
- Rwanda to have gone through the self-assessment exercise and the APR country self-assessment report produced.
- Several national stakeholders sensitized about NEPAD including mainstreaming of gender in the sensitization program. The national stakeholders will include the government, civil society organizations, private sector and others ensuring broad participation in the NEPAD initiative.
- Regular publications produced about NEPAD and APRM activities in Rwanda including the NEPAD magazine.
- NEPAD projects in Rwanda identified, designed and developed
- Partners identified and mobilized.

Year two (2006)

- Identified bankable NEPAD Projects integrated into national and sectoral programs.
- Production of a Rwanda National Action Plan with activities initiated.
- Production of publications about NEPAD and APRM activities in Rwanda with more advocacies in the country.
- Broader sensitization program about NEPAD including sensitizing the general public.
- Decisions and regulations of the National APR National Commission and the NEPAD Steering committee instituted.
- More partners mobilized and resource contributions encouraged for financing the overall NEPAD/APRM programs in the country.

Year three (2007)

NEPAD projects integrated into national and sectoral programs at end of project:

- The planning process of government ministries and agencies to have oriented their strategies to those of NEPAD;
- Rwanda National Action Plan implementation to have commenced;
- Resources will have been mobilized to facilitate the achievement of the NEPAD goals in Rwanda.

1.2.4.5 Project components

The support project started with seven major components as stated below:

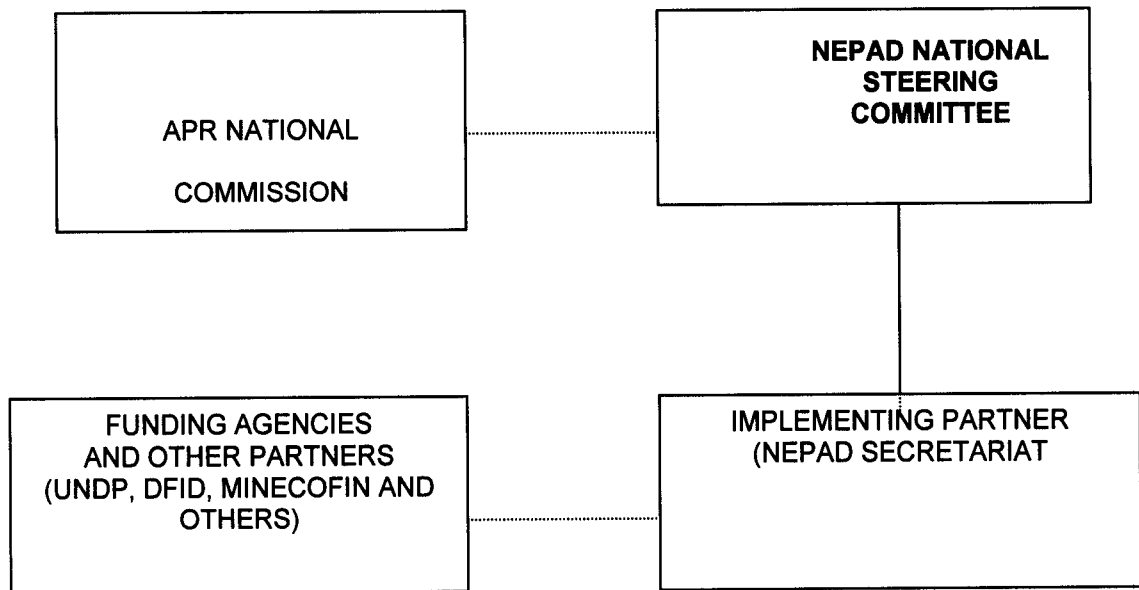
- Management support (non-salary support);
- Institutional capacity building for the NEPAD secretariat;
- Communication and Advocacy Program;
- Implementation of NEPAD programs;
- APR Process and country self-assessment;
- Resources mobilization;
- National APRM Coordination.

However, in 2005, the seven components were consolidated in four components, namely:

- Management support and capacity building(Institutional capacity building);
- Communication and advocacy;
- The NEPAD projects and projects;
- The APR process and self assessment.

1.2.5 Implementation arrangements for the project

The project was implemented according to UNDP NEX (National Execution) procedures. The NEPAD Secretariat had responsibility as implementing partner with its executive secretary acting as the national coordinator. The management arrangement for the project is indicated in the diagram below:



The chairman of the National Steering Committee, who is also the personal representative of His Excellency the President of the Republic of Rwanda on NEPAD Affairs, was the project's National Director.

On the national level, the National Steering Committee provided an overall oversight on behalf of stakeholders and had responsibilities for the control of all project activities.

The NEPAD secretariat, therefore, acted as the Project Implementation Unit (PMU) of the project and became responsible for the day-to-day implementation of the project with the following responsibilities:

- i. Coordinating the implementation of the project activities.
- ii. Ensuring the integration NEPAD/ APRM priorities and programs in national and sectoral objectives.
- iii. Ensuring the designing of the NEPAD/ APRM projects.
- iv. Raising funding and budgeting for project.
- v. To ensure that the M&E procedure is fully consistent with the requirements of UNDP and its partners in general, and the National Execution (NEX) Guidelines for UNDP Assistance Programs in Rwanda, in particular.
- vi. Specifically the following arrangements would apply:
 - The National Steering Committee, which is the Project Steering Committee together with the UNDP Project team, shall meet on a quarterly basis.
 - Annual Work Plans and end of year Project Reports shall be provided by the NEPAD secretariat to UNDP through the National Steering Committee.
 - Annual reviews of the project shall ensure that achievements towards meeting project targets and objectives are closely monitored.

- Periodic reports to donors shall be prepared by UNDP based on specific donor agreements entered into.
- The NEPAD secretariat will be responsible for facilitating the day-to-day management and in particular, serve as a liaison between the Government and UNDP.
- Financial and progress reports shall be prepared by the secretariat on quarterly basis and supplied to UNDP.
- Whenever necessary, financial reports may be sent separately for timely inclusion in the UNDP data processing system followed by substantive reports as soon as possible.
- UNDP will be responsible for producing quarterly Combined Delivery Reports (CDRs) that show consolidated expenditures.
- A team of external experts will evaluate the project after 18 months of the start date of implementation. Any impact assessment work, internal or external, may be initiated by the secretariat, MINECOFIN or UNDP when there are justifiable needs or reasons.
- Annual audit shall be conducted by competent auditors selected by the Agency representing the Government in cooperation with UNDP will be conducted before the end of the project life.
- Any major decisions in the execution and implementation that will lead to a change in input(s) or output(s) shall not be done without prior consultation and written agreement of UNDP. UNDP shall be called to participate in major procurement and sub-contracting activities (amount to be specified).
- A final evaluation of the project shall be carried out at the end of the project cycle.

1.2.6 The draft final evaluation report

In September 2007, the service of a consultant (*GW Consultancies International Consultancy*) was secured to conduct a final evaluation of the support project to the implementation of NEPAD/APRM programs in Rwanda. Subsequent to this, the consultant produced a draft report. However, the review of the draft report has shown the following gaps/problems encountered during its formulation that made it not to pass UNDP quality assurance measures. The following is a summary of those Gaps/problems of draft final evaluation report:

- The framework and focus for evaluation seem to have been the NEPAD/APRM program and the NEPAD secretariat than the project itself. This has made it difficult to link the assessment made directly to the project performance
- The confusion between project outputs and project component (page 11 section 3.2). It was no easy to assess output achievement when not well defined.

- Confusion between lessons, gaps and personal opinion. For example, personal opinions are represented as lessons in the draft evaluation report, e.g. the allocation of the Secretariat in the President's office is presented as causing restrictions and problem in communication with primary beneficiaries and other stakeholders in the countryside. However, this is done without showing how it is a constraint to the implementation and performance of the project.
- Challenges and gaps presented in the executive summary *are not* supported with thorough analysis of Gaps and challenges in the text.
- There is general misunderstanding of project implementation under NEX implementation modality. For example, the opinion in the draft report that the NEPAD secretariat was not adequately involved in financial management and procurement of projects inputs which is stated without giving reasons for the statement. The NEX modality is flexible and its nature depends on the capacity of the implementation institution. The involvement of UNDP, through the project manager stationed at UNDP, was an agreed arrangement between UNDP and the Government of Rwanda within the framework of NEX modality taking account of then existing capacity gap in the NEPAD Rwanda Secretariat.
- The final draft evaluation did not fully assess the impact of the project, particularly the project relevance and effectiveness.

2.0 The relevance of the project design (objectives, outputs and components and duration) to respond to national priorities and capacity requirements of the NEPAD Secretariat.

The support project design has been relevant and suited to the Rwanda's national priorities in EDPRS, particularly the promotion of good governance, agricultural production, infrastructure and ICT development in the country. In this respect, the project financed the African Governance Forum VI that was hosted in Kigali in May 2006; the preparation of CAADP, the infrastructure project and e-schools in ICT development.

It strengthened the institutional and human capacity building of the NEPAD Rwanda Secretariat. It addressed the capacity gaps in the secretariat through provision of necessary equipment, facilities, and internal operating systems and thus making it able to operate. The human capacity building requirements were also addressed by the support project through training its staff, financing meetings, conferences and the administrative and finance officer.

The project has been relevant to NEPAD Rwanda structural capacity building requirement through facilitation of public and private dialogue, consultations on NEPAD issues and the integration of NEPAD programs in EDPRS, sectoral strategies and programs. The project facilitated Rwanda passing through the Peer Review process. All these facilitations have gone far to entrench NEPAD programs, its standards and values in Rwanda.

3.0 Implementation of the project

3.1 Institutional capacity building

The institutional capacity building component was implemented to address the capacity gaps of NEPAD Rwanda secretariat. It enabled the latter to recruit and finance the finance and administrative officer. He was recruited in September and started work effectively in November, 2005. Under the institutional capacity building component, NEPAD Rwanda Secretariat was able to acquire office equipments which included; computers, color leaser jet printer, scanner 7650, USB flash disks, UPS 750VA, digital organizer, digital camera, tripod screen. Dahie white boards, primo shredder and flip charts. The digital photocopier IR 3300 was also upgraded by acquisition of network printer kit C2 and super G3 fax board. The project also supported the procurement of Office furniture for the Secretariat. The project also enabled the secretariat to maintain its equipments. A private company, COMPUTER BYTES was contracted to maintain all NEPAD Secretariat's office equipments. The delivery of the foregoing inputs under this project component enabled the NEPAD Rwanda Secretariat to operate its day-to-day activities smoothly.

The implementation of institutional capacity building component also enabled the Secretariat's staff to be trained in various fields to provide them knowledge and skills to carry out their duties effectively. In this respect, five (5) staff were trained in various fields such economic analysis and development research, computer assisted financial management and system analysis, monitoring and evaluation, etc (see annex 1). The required skills enabled the secretariat to prepare timely quarterly and annual financial and activity reports. It was also easier to prepare terms of references to recruit and manage the team of consultants (see Annex 3) who were brought in the secretariat to undertake various studies, e.g. the preparation of agriculture strategy (CAADP, the elaborate the Vision and Strategic Framework Document for NEPAD in Rwanda, preparation of M&E system for the Secretariat and legal documents for formal establishment of NEPAD/ Missions for NEPAD consultations.

3.2 Communication and advocacy program

Communications and Advocacy is one of the key components in the implementations of NEPAD Programs in Rwanda. The awareness on NEPAD Programs greatly improved overtime during project implementation. Information was disseminated to the Public with the aim of awareness raising about NEPAD issues in Rwanda. The following activities were undertaken during implementation communication and advocacy project component:

- Production of NEPAD magazines; Seven (7) issues were published and disseminated to stakeholders countrywide (hard and electronic copies). The magazine was also posted on the Rwanda development gateway Website and placed in libraries in Kigali, provinces and Rwandan Embassies abroad. The magazines cover important issues on

governance such as Gacaca courts, reports on NEPAD and APRM programs such as the Rwanda Comprehensive Africa Agricultural Development Program(CAADP), the implementation reports on NEPAD programs like e-schools demonstration project, launch of Rwanda Investment Climate Project (RICP), global issues such as the G8 meeting recently held in Heiligendamm, Germany

- The project supported the establishment of the NEPAD Rwanda website. This website is upgraded regularly (weekly) and it is now a fully dynamic and informative website that allow the public to interact and have discussions related to NEPAD issues in Rwanda online.
- News paper supplements and articles were run in the New Times and Imvaho Nshya local Newspapers both in English and Kinyarwanda. The focus of the supplements was primarily the submission of Rwanda's APRM Panel Report and the NEPAD e-schools implementation progress in Rwanda.
- In 2005 the project financially supported the secretariat to contract Data Pro Graphics, an outdoor publicity company, to erect two billboard structures in strategic sites in Kigali City. The two structures (banners) are used to display different NEPAD messages on flexible banners to the public and this has enhanced communication on NEPAD awareness to the public.
- The NEPAD Rwanda Secretariat contracted a company to develop radio messages on NEPAD. Radio has proved to be an effective forum through which information on NEPAD is disseminated to a large population. The messages are aired on local radio stations in Rwanda to further keep the public informed and involved in NEPAD programs. In collaboration with Office Rwandais D'Information (ORINFOR), a television documentary on NEPAD/APRM implementation in Rwanda was produced and broadcasted on Rwanda television about the African Peer Review mechanism and its implementation in Rwanda. The latter was done to further enhance the understanding of the general public on APRM mechanism and NEPAD programs.
- To sensitise stakeholders on The NEPAD Rwanda on NEPAD programs, the Secretariat carried out various presentations on NEPAD in different stakeholder's forums within Kigali and in provinces. These presentations were buttressed by organising several meetings for stakeholders to update them on the progress of implementing various NEPAD/APRM programs and projects in Rwanda.
- The Secretariat produced and presented a report on the Rwanda Comprehensive Africa Agricultural Development Program - CAADP COMPACT at the stakeholders and development partners meeting in Kigali in March 2007 and the report was endorsed by stakeholders in this meeting. A report on Rwanda's e-schools demonstration project second year implementation was also presented to the stakeholders.

- The project financed participation of Rwanda in the NEPAD Communications Cluster workshop held in Accra Ghana from 11 - 15 March 2007. The workshop aimed primarily at exploring issues around NEPAD communications. Rwanda was able to present its achievements in advocacy and communications on NEPAD/APRM programs. A number of participants pledged to take the Rwanda story to their network of partners as a way of increasing advocacy and communication. Rwanda was recognized for its championing role.

Despite the constraints from the much time devoted to the preparation of AGF VI, there has been remarkable progress in the implementation of communication activities.

3.3 Implementation of NEPAD programs

The support project facilitate the Secretariat to put in place the NEPAD Programs: The project initially financed NEPAD retreat on NEPAD programs which assisted to quicken the mainstreaming of NEPAD programs in national and sectoral priorities, coordination and implementation of NEPAD programs. The project supported the preparation and follow-up of the implementation of NEPAD programs.

3.3.1 The Comprehensive African Agriculture Program (CAADP)

The support project brought on board competent consultants to prepare CAADP and updating the Strategy for Transformation of Agriculture Program (PSTA). Through this project support, Rwanda has been a model for implementation of CAADP and several lessons has been learnt on how best to role-out CAADP in other countries.

The Comprehensive Africa Agriculture Program (CAADP) has been successfully translated into a national project. Rwanda has been selected to champion CARDP process in the COMESA region.

The CAADP has four pillars, these include 1) Land and water management, 2) Rural infrastructure and trade related capacities for improved market access, 3) Increasing food supply and reducing hunger and 4) Agricultural research, technology dissemination and adoption. With the help of Food and Agriculture Organization (FAO), four project proposals under the CAADP program have been developed.

3.3.2 NEPAD e-Schools Initiative

Rwanda was privileged to be included in phase I of 16 countries to implement the e-Schools Initiative of the NEPAD e-Africa commission. The NEPAD e-School Initiative is premised on fact that more than 60% of Africa's population is made up of young people below the age of 25 years. These young people are likely to be the ones who are most

affected by the digital and knowledge divide. They also form the basis upon which the future economic activity of Africa will be built. Implementation of the NEPAD e-Schools Initiative will, therefore, ensure that the majority of the people on the continent will have the skills and knowledge required to function and participate as equals in the Information Society and Knowledge Economy.

The objectives of the NEPAD e-Schools Initiative are:

- To provide ICT skills and knowledge to primary and secondary school students that will enable them to function in the emerging Information Society and Knowledge based Economy.
- To make every learner literate in ICT.
- To provide teachers with ICT skills to enable them to use ICT as a tool to enhance teaching and learning.
- To provide school managers with ICT skills so as to facilitate the efficient management and administration in the schools.

The project supported the establishment of the e-schools around the country through financing the secretariat to coordinate and visit all the schools in collaboration with the ministry of education and members of the consortium, mainly Cisco Company to carry out an evaluation status of each school to assess the required infrastructure for complete implementation of e-Schools in Rwanda; The e-schools have been supplied with computers and accessories.

The implementation of e-Schools was marked with the signing of a Memorandum of Understanding (MoU) in August 2005 between the Government of Rwanda (done by the Ministry of Education on behalf of the Government) and NEPAD e-Africa Commission with members of consortium (Cisco and Microsoft companies).

The implementation started as a demonstration in selected six schools (see annex 2). The establishment of e-schools has been successful and Rwanda was one of the first two countries to conclude the implementation process and launch the e-schools initiative in the country in October 2005. The ICT infrastructure and ICT training in primary and secondary schools will not only give knowledge and skills to pupils, students and teachers but also enhances the ICT development in the country.

3.3.4 The East African Submarine Cable System (EASSy)

The project facilitated a review of the laws and procedures relating to business and investment in Rwanda aimed at identifying the requirements and procedures for registering a special purpose company in Rwanda as part of the East African Submarine Cable system initiative. It also facilitated Rwanda participation in the East African Submarine Cable System (EASSy), the fiber that intends to make the major break through in ICT development in the sub-region. Rwanda hosting the EASSy parties in Kigali and a recommendation was made for Rwanda to host the Special Purpose Vehicle (SPV) offices on behalf of the parties. The kind of participation at this level and all these key milestones can be attributed to the facilitation of the UNDP project. The

EASSy initiative will no doubt enhance communication capability in Rwanda and the region.

3.3.4 APR Process and country self-assessment

The APR Process and country self-assessment has been one of the cornerstones of NEPAD in Rwanda. The project facilitated and made it possible to speed up the implementation of the African Peer Review Mechanism in Rwanda. The PRM Process and country self assessment is an important instrument to help Rwanda to fostering political, economic and corporate good governance and improving efficiency and effectiveness of governments in delivering goods and service to the citizens. The project financed and facilitated the preparation and implementation of the following activities:

- The preparation and finalisation of APRM report, particularly in updating country comments on the country assessment report (The Rwanda Country Review Team held three working sessions at Hotel NOVOTEL Kigali).
- The preparations of the Sixth Africa Governance Forum (AGF VI) and the Peer Review for Rwanda. Rwanda successfully hosted the Sixth Africa Governance Forum (AGF VI) during the period 9 - 11 May 2006 under the theme "*Implementing the Africa Peer Review Mechanism (APRM): Challenges and Opportunities*". Rwanda successfully completed its National Consultation Process for the AGF VI and produced a report that was presented during the AGF VI in April 2006.
- Financing the engagement of stakeholders through designated NEPAD/APRM focal points countrywide. The public, private and civil society institutions partnerships identified have been key to the implementation and realization of NEPAD/APRM priorities and objectives in Rwanda. To achieve this, the NEPAD Rwanda Secretariat has established NEPAD/APRM Focal Points in all these designated implementing institutions throughout the country (see Annex 4).
- Financing the procurement of consultants to prepare, produce and publish the Rwanda's APRM Program of Action implementation progress report: An Assessment of the status of the implementation Rwanda's APRM Program of Action was also made. The assessment was based on the progress made by Rwanda in the thematic areas including, 1- Democracy, Good Political Governance and Management, 2 - Corporate Governance, and 3 – Social-Economic Development. The first version of the report was produced and presented at the Sixth APRM and Heads of State meeting that was held in January in Addis Ababa, Ethiopia. The latest Assessment report as of June 2007 was also presented at the Seventh APRM Forum and Heads of State meeting on 30th June 2007 in Accra – Ghana.
- The Rwanda Self Assessment Report was translated from English to French Rwanda was successfully Peer reviewed during the 5th Summit of the African Peer Review (APR) forum that was concluded on Friday 30th June 2006 in Banjul, The Gambia. The APR forum preceded to the 7th African Union (AU)

Summit, which was presided over by chairman of the APR forum, Nigeria's President H.E. Olusegun Obasanjo. During the Peer Review, Rwanda was particularly hailed for its zero-tolerance for corruption and its management of diversity, especially after the 1994 genocide.

3.5 The financial performance

The total project budget for three years (2005 – 2007) for the four components was USD \$2,426,050. In April 2005, the three-year support project 2005-2007 received a financial input of USD 1,040,000. DFID allocated USD 540,000 and UNDP provided USD 500,000 to the Basket Fund. This was just less than half of the budgeted costs of USD 2,426,050. Table 1 below shows a summary of project disbursement and expenditures as of December, 2007 while annex 7 shows detailed disbursements by expenditure item. The total disbursements are USD 1,055,502.50 and expenditures are USD 991,838.60¹. While fund commitment to the project was just a half of the project cost, the project did not have financial problem as it was not even able to use all the committed funds of USD 1040,000.

The contributions of government were in kind, particularly in form of office space and staffing for the project.

Table 1: Disbursements and Expenditures of project up to December, 2007:

Year	Disbursements			Expenditure		
	UNDP	DFID	Total	UNDP	DFID	Total
2005	150,000.00	279,045.00	429,045.00	107,293.36	155,229.63	262,522.99
006	150,000	276,457.50	426,457.50	144,567.83	276,415.12	420,982.95
2007	200,000.00	0	200,000.00	186,392.66	121,940	308,332.66
Total	500,000.00	555,502.50	1,055,502.50	420,982.95	553,584.75	991,838.60

The project supported procurement of competed auditors to audit project finances. The auditors had fair view on the management of the finances for the project.

¹ The differences between the yearly totals when disbursements and expenditures are arranged by donors and when they arranged by expenditure items can be explained by different time for recoding the disbursements and expenditures for both cases.

3.6 Project monitoring and evaluation

The NEPAD Rwanda Secretariat monitored the project and produced quarterly progress reports on project implementation. The project manager at UNDP did produce progress reports on UNDP and DFID inputs and Combined Delivery reports on project performance. Annual tripartite reviews meetings were also held to review project implementation and performance. In case of project evaluation, the project did not carry out Mid-term evaluation to get lessons to influence project redesign due changing implementation requirements.

Monitoring and evaluation of the project was constrained by lack of a comprehensive monitoring and evaluation system. The monitoring and evaluation system designed for the project had not been implemented by the time of this final evaluation.

4. Project performance and impact

4.1 Project output achievement

The project has achieved most of the outputs while other outputs were partially achieved. The following is a summary of outputs achieved and partially achieved; Annex 5 shows detailed status of output achievement and provides remarks on the output achievement:

- i. The NEPAD Secretariat has been institutionally strengthened through provision of Office equipments i.e. Computers and office furniture.
- ii. Staffs have been empowered with skills including communication and outreach, projects design, development, monitoring and evaluation, as well as organization and management of conferences at various levels up to HSGIC.
- iii. Several thematic workshops were conducted during the APR process (Annex 6).
- iv. Broader sensitization program about NEPAD/APRM process were done including sensitizing the general public on NEPAD programs
- v. Rwanda has gone through the self-assessment exercise and the APR country self-assessment report produced.
- vi. Several national stakeholders were sensitized about NEPAD. The national stakeholders included representatives of government, civil society organizations and private sector (see annex 4).
- vii. Regular publications have been produced about NEPAD and APRM activities in Rwanda. The publications have included various Rwanda NEPAD Magazines and Rwanda's APRM Program of Action (PoA).
- viii. NEPAD projects in Rwanda were identified, designed and developed and integrated into national and sectoral programs.
- ix. NEPAD Rwanda National Action Plan was prepared and activities initiated.
- x. Decisions and regulations of the National APR National Commission and the NEPAD Steering committee have been instituted.

- xi. Few Partners were mobilized and resource contributions are still inadequate for funding the overall NEPAD/APRM programs in the country to achieve NEPAD goals and objectives in Rwanda.
- xii. NEPAD/ APRM programs have been integrated in EDPRS
- xiii. Planning process of government ministries and agencies have started to orient their strategies to those of NEPAD.
- xiv. Rwanda NEPAD Strategic Plan and Plan of Action Plan have been prepared and their implementation has been commenced.

The output achievement has been remarkable despite the delays caused by the delay to start the Peer Review, some project design constraints such inadequate linkage among project objectives, outcomes, outputs and project activities. The project management and staff did wonderful job to define the activities continuously as circumstances demanded during project implementation. They later, in 2007, prepared five years Strategic plan and Action plan for NEPAD Rwanda (2007-2011) which facilitated the redefinition of project activities in 2007. The remarkable output achievement can be explained the ability of Rwanda to domesticate NEPAD programs and the APRM process through high achievements in communication, integrating the NEPAD programs in EDPRS. The implementation of those programs was influenced by national effort other than external factors and the latter assured for much achievement in most project outputs.

Despite the registered remarkable achievement of project outputs, it is the opinion of the consultant that it was not possible to achieve all project outputs within the project duration of three years taking account of project start-up time, the project design inadequacies and delays to start the Peer Review process which delayed the start of most NEPAD programs.

4.2 Project outcomes and objectives

It is the opinion of the consultant that most of the project outcomes and objectives were achieved as the project was able to implement about 60 to 80% of project components and achieving between 80% to 90% of project outputs. The achievement of project outcomes and objectives, like outputs were constrained by the following factors:

- Inadequacies in project design whereby there were weak linkages between project objectives, outcomes and outputs(no logic framework analysis).
- The much time devoted to the preparation of AGF VI which was responsible for slow progress in project.
- The delayed Peer review process for Rwanda also slowed progress in the implementation of NEPAD projects. The implementation of NEPAD programs depend on conclusion of the Peer review activity.
- The lacks of funds to kick start the e-schools initiative in 2005. The budget for implementation of e-schools was not included in the project.

5.0 Project sustainability

Sustainability of the project was a major consideration during the design of the support project and planning for the implementation of the project. The decision to use existing staff of NEPAD Rwanda Secretariat whose salaries are paid by the government ensures the sustainability of the project outputs after the completion of the project as the staff will remain intact. Training of the staff of the Secretariat's by the project; the integration of NEPAD programs in EDPRS, the decentralization and integration of NEPAD programs to concerned sectoral ministries strategies and programs; involving private sector to implement some of the programs (e.g. e-school initiative project) together with the establishment of focal points in ministries, provinces and some corporations are additional factors that further ensures project sustainability.

6.0 Gaps that remain and Challenges for the NEPAD secretariat to meet increased coordination and monitoring requirement of NEPAD and APRM program.

6.1 Gaps that remain in the NEPAD Secretariat

The following is an outline of identified gaps that still remain in the NEPAD Rwanda secretariat capacity building:

- Inadequate training for the staff of the secretariat. There is need of short course training for all technical staff in project monitoring and evaluation and training the management in leadership and management.
- Weak monitoring and evaluation system:
The monitoring and evaluation system prepared by consultant is yet to be implemented. It will have to be reviewed in view of the integration of NEPAD programs into EDPRS. The M&E system is important for generation of data and information requirement by project management and stakeholders for tracking the progress of NEPAD programs, likely implementation problems and facilitating decision making.
- There are outputs not achieved and others partially achieved by the project (see Annex 5).

6.2 Challenges to the NEPAD Rwanda Secretariat after completion of support project.

The challenges to the NEPAD Rwanda Secretariat are relate to the increased coordination and monitoring requirement of NEPAD and APRM program. The following are major challenges faced by the NEPAD Rwanda Secretariat after completion of support project:

i. Need to continue improving the capacity and competence of staff

The secretariat has a challenge to efficiently and effectively manage the NEPAD/ APRM programs in view of increased tasks to perform in the

implementation of NEPAD/ APRM strategic business and action plans. It has to continue improving the expertise and skills of its staff in order to meet these increased and changing roles and responsibilities.

ii. Increased coordination, monitoring and evaluation, communication and advocacy.

The NEPAD Rwanda secretariat is faced with increased coordination, monitoring, evaluation communication and advocacy of NEPAD programs. The secretariat will have many stakeholders and projects to monitor, follow up, evaluate and many reporting requirements and feedbacks. There will be need to strengthen M&E system for the project to ensure that the M&E is able to provide data and information for facilitation of coordination of NEPAD programs, management and reporting requirements of the Secretariat.

The M&E reports will have to be consolidated in easy to read implementation reports, collection of reports on NEPAD policy, priorities, performance of NEPAD programs in other countries will have to be undertaken. In this respect, it is pertinent to establish a media centre for NEPAD Rwanda to keep all information on NEPAD Rwanda and NEPAD continental.

There is increased communication requirement for NEPAD Rwanda and NEPAD continental. Workshops and seminars on program implementation and performance will have to be organized for stakeholders to discuss the issues and to take decisions accordingly.

iii. Large NEPAD portfolio

The secretariat will continue mobilizing funding for increasing NEPAD portfolio. Follow up with concerned institutions to have projects prepared and prepared on time will be necessary and the institutions will have to fully take up and be held accountable for project identification, formulation, appraisal and implementation of those projects.

iv. Supervision, monitoring and evaluation of NEPAD programs

While implementing institutions will be responsible for monitoring their projects, the secretariat will focus on supervision, periodical monitoring visits, carrying out project reviews and evaluation.

v. The Sustainable APRM Processes and Country Self Assessment

The preparations and reporting on APRM process will continue unabated to learn from experience of others and to adjust accordingly.

vi. Mainstreaming NEPAD/APRM plans and programs in national and sectoral strategies and programs

The secretariat has already made effort to integrate the NEPAD/ APRM programs in EDPRS and sectoral strategies. However, there is still work to be done to speed up the integration of NEPAD plans into national development programs, including NEPAD programs in agriculture, health, education and skills development, water and sanitation, science and technology, identifying and formulation of projects. The mainstreaming of NEPAD programs in national and sectoral priorities and strategies will ensure the achievement of the Millennium Development Goals for sustainable development of the country.

7.0 Key findings

The following are key findings by the evaluation:

- The project provided capacity to NEPAD Rwanda Secretariat in terms of equipments, facilities, training and financing meetings and conferences. This support enabled the Secretariat to effectively operate.
- This evaluation of the support project found that UNDP and DFID have successfully supported the national NEPAD Secretariat in an area where the government is highly committed and found support from stakeholders in Rwanda at central and local levels.
- The management of the support project was found good. UNDP provided management assistance to the implementation of support project through NEX standard regulations. NEPAD secretariat was assisted by an accountant financed by the Support project. He was, together with the project manager at UNDP, in control of procurements, bookkeeping, monitoring, and reporting. Independent auditors found only minor errors in the bookkeeping, which were immediately rectified.
- Advocacy within Rwanda resulted in wider and increased awareness of NEPAD projects and the APRM process.
- Consultants financed by the support project prepared the Strategic Plan of NEPAD Rwanda Secretariat, the APRM Program of Action; the CAADP and updating the Strategy for Transformation of Agriculture Program (PSTA), facilitated NEPAD-APRM conferences, elaborated on the organization of the NEPAD Secretariat and its M&E policy in the future.

- The project promoted and advocated new standards and values of good governance. It contributed to major improvements in policies for poverty reduction and mainstreaming gender equality.
- This evaluation of the support project found that UNDP and DFID have successfully supported the national NEPAD Secretariat in an area where the government is highly committed and found support from stakeholders in Rwanda at central and local levels.
- The stakeholders included representatives of major government institutions, parliament, media, private sector and civil society associations. They were very committed to NEPAD programs and APRM process.
- Advocacy within Rwanda resulted in wider and increased awareness of NEPAD projects and the APRM process.
- Consultants financed by the support project prepared the NEPAD Rwanda Strategic plan, APRM Program of Action (PoA), The NEPAD programs and projects, facilitated NEPAD-APRM conferences and elaborated on the organization of the NEPAD Secretariat and its M&E policy in the future.
- The project provided capacity to Rwanda and enabled it to promote and advocate for NEPAD standards and values of good governance in the country.
- The project achieved most of its outputs with efficient use of project resources
- The implementation of communication component outpaced the implementation NEPAD programs on the ground and this could have caused some loss of credibility of NEPAD programs.

8.0 Conclusion and lessons learnt

8.1 Conclusion

The implementation of the support project was initially slow down due delays in recruitment of project coordinator and administrative and finance officer and delays in the implementation of the Peer Review process. However, the secretariat quickly responded to these constraints and all required staffing were in place by the end of 2005. The project facilitated effective participation of Rwanda in APRM process and Rwanda was among the first two countries to be peer-reviewed. National stakeholders were mobilized to formulate a program of action that is generally understood country-wide. The latter was an important step forward to be taken towards general public interest in benchmarking improvements in good governance.

The NEPAD peer review mechanism and program of action promoted visionary thinking with deadlines. The support from the project to Rwanda's NEPAD-APRM Secretariat enabled it to contribute effectively to the improvement of development cooperation practices and practical benchmarking for good governance.

There was effective partnership between the UNDP and the Government of Rwanda. The NEX was used as project management modality. Project financing facilitated to build the capacity of the secretariat and this eased capacity constraints in the Rwanda structure and enabled the country to participate effectively in NEPAD programs and the APRM process. The management support from UNDP visibly increased the effectiveness and result-orientation in the work of the NEPAD-Rwanda Secretariat.

The training provided under the project not only provided skills to the staff of the secretariat but also was an instrument to the secretariat to have significant impact on project objectives and great achievement on the APRM process and NEPAD programs. The project strengthened successfully the capacity of the secretariats in terms of equipments; materials and the eight consultants procured under the project greatly improved the pace of project implementation and the quality of outputs from the secretariat.

The support project was highly relevant and added value to the capacity to influence policy change, good governance, poverty reduction and regional integration. However, gaps still remain in the Secretariat's capacity to monitor and evaluate NEPAD and APRM programs and implementing the Secretariat's recently finalised five (5) year strategic plan and Plan of Action.

There is need for the NEPAD Rwanda Secretariat to be prepared to meet its increased challenges to coordinate the implementation of NEPAD programs, APRM process, monitoring and evaluation of NEPAD programs, and deepening communication to sustain awareness on NEPAD mission and objectives in Rwanda. It is in this respect that the consultant advises the secretariat to plan for a follow-up project to enable it meet the ever-evolving NEPAD programs (section 9).

8.2 Lessons learnt

- Having a well designed project with well defined logical frame work and work plan and monitorable indicators are important to ensure linkage among project objectives, outcomes, and outputs, activities, for planning project implementation, organizing an effective monitoring and evaluation system for the project.
- The concept/appraisal meeting is instrumental to clearly define the roles of project stakeholders, clarify UNDP procedures, provide opportunity to project staff to be aware and understand those procedures early in project implementation. It is also a forum where all issues dealing planning project implementation should be considered to ensure smooth start up of implementation of projects. The appraisal meeting facilitated understanding of the implementation arrangement of the project and its smooth implementation.

- It is important to ensure that a project coordinator is recruited early at the start of project implementation. The delay to recruit project coordinator in the support project slowed down the progress of the project.
- It is important for project human resource requirements to be given due attention during project design and planning to ensure that a project gets required staffing and staff recruitment is done effectively at the same and right time during project implementation.
- It is important to have project M&E system put in place early in project implementation to facilitate project monitoring and evaluation. The M&E is important to provide information on the progress and performance of projects. The information on the problems and constraints on the implementation and performance of a project facilitates project management to take decision to solve the problems and removal constraints on project implementation. Inadequate monitoring, on-going evaluation and lack of Mid-term evaluation of the support project were constraints to project effective follow-up and management. While the impact of lack of M&E system was to some degree overlapped by the resilience of the secretariat to prepare reports with meager data and information, it will be difficult to continue in this manner as the secretariat will have larger portfolio to follow-up and its role changing to coordination and monitoring.
- Work plan and planning for adequate budget for project activities early in the project implementation is indispensable to ensure adequate budget for all project activities and smooth project implementation.
- It is important for communication and advocacy on projects to be accompanied by actual implementation on the ground to ensure project credibility among its stakeholders.
- The NEPAD programs are dynamic and evolving over-time. The NEPAD Rwanda Secretariat and its staff had also to change with the changing project demand on them.

9.0 Recommendations

The following are key recommendations of final evaluation report:

- The Secretariat needs a follow-up project to ensure that the project outputs are fully self-sustaining and the secretariat's capacity is effectively strengthened to implement the Strategic plan, APRM Plan of Action and coordinating increasing NEPAD program portfolio.
- The follow-up project has to take up the partially completed project components to complete them, the challenges currently facing the secretariat and has to assist the implementation of NEPAD Rwanda Secretariat's Strategic Plan and Plan of Action.
- The capacity of the NEPAD Rwanda Secretariat to monitor and evaluate the APRM process and NEPAD programs needs to be strengthened. All technical

staff of the secretariat will need short term training in M&E, training the management in leadership and management.

- The existing monitoring and evaluation system has to be reviewed and implemented to provide information to the secretariat and stakeholders for management purpose and follow-up of NEPAD programs, ADPRM process and EDPRS.
- The future focus of APRM Implementation will on the decentralization of NEPAD/APRM programs up to district, serialization of APRM country report, monitoring and evaluation of the implementation of NEPAD/APRM Action plan by the implementing institutions.
- Much effort has to be directed to mobilizing and identifying development partners to mobilize financial resource for implementing the overall NEPAD/APRM programs in the country.
- It is recommended to the Secretariat to build a " Media Centre for Governance" to act as a library for issues on NEPAD/ APRM programs in the country and the region. It is advised for such centre to be located outside the present location of the secretariat in the President's office.
- The NEPAD/APRM Secretariat is advised to document the way advocacy for new standards and values have been carried out and networks developed, both within and outside Rwanda as 'best practice' in influencing positive policy change. This will sustain the lessons learnt and promoting the exchange of experiences within and outside the country.

ANNEX 1: TRAINING FOR SECRETARIAT STAFF

S/N	NAME	LOCATION	PERIOD	COURSE
1	KABANDA AIMABLE	Swaziland	3 weeks	Monitoring & Evaluation.
2	GAKYELI Francis	Swaziland	3weeks	Computer assisted Financial management and System Analysis.
3	KASUMBA Edward	Swaziland	3 weeks	Economic Analysis Research skills.
4	MUTEZINTARE Solange	Swaziland	3 weeks	Project management for Engineers.
5	KARENZI Phillip	Swaziland	4 weeks	Public Relations Communication- A Development perspective.

ANNEX 2: E-SCHOOLS

S /N	NAME	LOCATION
1	Lycee de Zaza	Kibungo
2	College Christ Roi	Nyanza
3	College St. André	Kigali
5	Ecole secondaire de Shongi	Cyangugu
6	Groupe Scolaire de Muhura	Byumba

ANNEX 3: A LIST OF THE CONSULTANTS ENGAGED BY THE PROJECT

S/N	Date	CONSULTANT	JOB
1	22/5/06	Mr. Augustine Mutijima	CAADP implementation in Rwanda under the Economic Development and Poverty Reduction Strategy (EDPRS).
2	1/5/06	Dr. Sam Kanyarukiga	CAADP implementation in Rwanda under the Economic Development and Poverty Reduction Strategy (EDPRS).
3	31/8/06 28/5/06	KPS Associates	1. Elaboration of NEPAD Vision & Strategic Framework. 2. Generate APRM plan of action implementation status report focusing on Economic corporate management areas.
4	25/8/06	Prof. Gregory Namusonge	APRM Monitoring & Evaluation Framework.
5	9/5/06	GW Consultancies	Assess the level of Implementation progress of the African peer Review Mechanism plan of Action (PoA) in Democracy and Good Political Governance, Economic Governance and Management, Corporate Governance and Social-Economic Development in Rwanda.
6	13/12/06	Maitre Ndahiro Faroh	Reviewing of all Rwandan Business/ Investment laws with a view of to identifying the legal provisions that favor foreign investment and that are prohibitive to foreign investment.
7	17/4/06	Laura Shemeza	Coordination of the sixth African Governance Forum (AGFVI).

ANNEX 4: List of NEPAD Stakeholders, required to designate NEPAD focal points

S/N	Organization
1	All ministries
2	CEPEX
3	CNLS
4	Rwanda Demobilization Commission (RDC)
5	National Bank of Rwanda (BNR)
6	FARG
7	Kigali City Council
8	National Electoral commission
9	FFRP
10	Forum for political parties
11	High Council of the Press
12	HIDA
13	HIMO
14	ISAR
15	KIE
16	ULK
17	KIST
18	PRIMATURE
19	National council of women
20	National Police
21	National Institute of Statistics (NIS)
22	Caisse Sociale du Rwanda CSR
23	National youth council
24	Office of the Ombudsman
25	ORTPN
26	Parliament
27	Parque Generale
28	Rwanda Privatization Secretariat
29	Profemme Twese Hamwe
30	RALGA
31	RAMA
32	Rwanda Bureau of Standards
33	REMA
34	RIEPA
35	Rwanda Private Sector Federation
36	RJURA
37	Student Financing Agency for Rwanda SFAR
38	TRAC
39	Rwanda Bureau of Standards
40	Political party Forum
41	Umbrella of women associations- Proffemme Twese Hamwe

ANNEX 5 : PLANED OUTPUT AND ACHIEVEMENTS

PLANNED OUTPUT	ACHIEVED	NOT ACHIEVED	REMARKS
Year one (2005)			
1. The NEPAD Secretariat strengthened institutionally.	Achieved		Office equipments i.e. Computers and office furniture were acquired.
2. Staff empowered with skills including communication and outreach, projects design, development, monitoring and evaluation, as well as organization and management of conferences at various levels up to HSGIC.	Partially achieved		Staffs were empowered in 2006&2007, in communication and monitoring. Project design as well as organization and management of conferences at various levels up to HSGIC was not achieved due to limited resources for training.
3. Several thematic workshops conducted during the APR process.	Achieved		Fully achieved in 2005&2006.
4. Rwanda to have gone through the self-assessment exercise and the APR country self-assessment report produced.	Achieved		Fully achieved in 2005&2006.
5. Several national stakeholders sensitized about NEPAD including mainstreaming of gender in the sensitization program. The national stakeholders include the government, civil society organizations, private sector and others ensuring broad participation in the NEPAD initiative.	Achieved		A report on Gender mainstreaming was achieved in 2006; the delay of the report was due to a survey that was carried out on gender mainstreaming.

6. Regular publications produced about NEPAD and APRM activities in Rwanda including the NEPAD magazine.	Partially achieved		A quarterly magazine on NEPAD & APRM was produced throughout the year 2005.
7. NEPAD projects in Rwanda identified, designed and developed.	Partially achieved		e-Schools were launched in 2006.
8. Partners identified and mobilized.	Partially achieved		There is still much effort needed to mobilize resources to finance overall NEPAD Program and APRM Plan of Action.
Year two (2006)			
1. Identified bankable NEPAD Projects integrated into national and sectoral programs			APRM PoA was integrated in EDPRS.
2. Production of a Rwanda National Action Plan with activities initiated.	Achieved		
3. Production of publications about NEPAD and APRM activities in Rwanda with more advocacies in the country'	Achieved		NEPAD quarterly Magazine produced and widely distributed throughout the year.
4. Broader sensitization program about NEPAD including sensitizing the general public	Achieved		Sensitization workshops, Billboards News papers through conferences. Radio massages were widely disseminated.
5. Decisions and regulations of the National APR National Commission and the NEPAD Steering committee instituted.	Achieved		Steering Committee meetings were held quarterly and decisions implemented.

6. More partners mobilized and resource contributions encouraged for financing the overall NEPAD/APPRM programs in the country.		Not achieved	Most activities of Plan of Action (PoA) are yet to be implemented and much effort is needed to mobilize financial resources.
Year three (2007)			
1. NEPAD projects integrated into national and sectoral programs at end of project.	Achieved		NEPAD programs have been mainstreamed into EDPRS and sectoral strategies.
2. The planning process of government ministries and agencies to have oriented their strategies to those of NEPAD.	Achieved		The NEPAD program is dynamic and the planning process of government and agencies will have to be flexible to absorb changes in NEPAD programs.
3. Rwanda National Action Plan implementation to have commenced	Achieved		The support project facilitated the preparation of the Plan of Action by financing its preparation.
4. Resources will have been mobilized to facilitate the achievement of the NEPAD goals in Rwanda	Partially achieved		There is still much effort needed to mobilize resources to finance overall NEPAD Program and APPRM Plan of Action.

Annex 6: Workshops

DATE	STAKE HOLDERS	LOCATIO N	THEME	AMOUNT
17/8/2006	All ministries, private sector, development partners and civil society	NOVOTEL	EDPRS-APRM plan of action integration workshop	937,500frw
2/8/2007	All ministries, private sector, development partners and civil society	NOVOTEL	APRM PoA progress report validation workshop`	402,000frw
30/11/2007	All ministries, private sector, development partners and civil society	NOVOTEL	Vision and strategic frame work for NEPAD secretariat and NEPAD monitoring and evaluation framework for the follow up of the APRM plan of Action`	1,948,560 frw

Annex 7 : Detailed Expenditures by Expenditure Items

	Year	2005	2006	2007	Total
ITEM					
1.Equipments(acquiring Computers)		0	5236.36	2632.54	7868.9
2. Audio and visual equipment		0	672.73	0	672.73
3. Audio production		0	83.58	0	83.58
4. Information technology supplies		0	3839.24	0	3839.24
5.Consultants		0	110328	97055.5	207383.86
5.1 International		0	55821	40262.1	96083.08
5.2 National(technical and short term supplies)		0	54507.4	56793.4	111300.78
6. UNV Expenditures			13900.6	0	13900.57
6.1UNVstipent and allowance		11501	8626.67	0	20127.88
6.2 UNV Medical allowance		987.12	1407.22	0	2394.34
6.3 UNV global charges		600.03	266.68	0	866.71
6.4 UNV-Resettlement allowance		1619	3600	0	5219
7. Training(Learning and service contract)		0	11489.2	6900	18389.21
8 Traveling			39026.3	20437.7	59463.97
8.1 International		239.25	38711.5	16400	55350.72
8.2 Others		0	314.75	4037.75	4352.5
9. Service contract Expenditures		0	72234.7		72234.72
9.1 Service contract Trade and Business service		0	658.64	-2.12	656.52
9.2 Service contract. Co studies and Research service		0	1645.68		1645.68
9.3 Service contract-individual		0	3545.51	261.24	3806.75
9.4 Service contract-transportation		0	7222.89		7222.89
9.5 Service contract communication services		0	59162		59162
10. Courier charges		0	1638.8	3353.89	4992.69
11.Stational and office supplies		0	520.41	6617.65	7138.06
11. Shipment		0	1500		1500
12.Materials and goods		0	0	1062.27	1062.27
13. Maint. And licensing		0		449.73	449.73
14.Publication and Printing expenditures		0	20123.7	58271.1	78394.75
14.1 Publication		0	5591.54	2036.64	7628.18
14.2 Printing and Publication		0	14532.2	56234.4	70766.57
15.Promotional materials and		0	66015.8	60919.6	126935.38

distribution					
16. Allowances		0	34706.5	18930.2	53636.63
16.1 International		0	34434.3	17637.6	52071.93
16.2 Local		0	272.14	1292.56	1564.7
17 Stationary and office supplies		0	520.41	6617.65	7138.06
18.Transaction costs		0	9274.3	3829.94	13104.24
19. Media costs		0	0	6666.65	6666.65
20. Compensation payments		0	0	147.06	147.06
21.Storage		0	0	4901.86	4901.86
22. Sundry		237081	18412.4	671.07	256164.29
23. Facilities and administration- service		10316	10462.9	15141.1	35920.42
24. Audit charges				954.25	954.25
25 Mobile telephone charges				275.74	275.74
24. Realized loss		179.11	1033.81	105.96	1318.88
25. Realized gain		0	-18.9	-20.43	-39.33
Total		262523	420983	309458	992964.05

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