

**2006 Development Partners Retreat
March 9th and 10th – Gisenyi, Rwanda**

**Session 4
Working Group 1
Improving Cluster Effectiveness**

Issues Paper

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Brief Background:

The clusters in Rwanda represent sector coordination groups led by the respective line ministry and a lead donor, bringing together the development partners working in the sector. At present, there are 10 active clusters (Justice, Rural Development, Private Sector, Infrastructure, Health, Education, Decentralization, HIV/AIDS, Gender and Public Sector/Capacity Building) and three sub-clusters (ICT, Transport, and Water under the Infrastructure umbrella)¹.

Discussion Points:

- Would it be useful to define the role of the lead donor throughout the cluster system so there is a common understanding? Should the same be done for the role of the line ministry leading the sector coordination?
- Should clusters develop annual work plans or other tools for setting targets and monitoring progress? What other tools would you envisage?
- Should clusters conduct joint reviews of the sectors or cross-sectors? How these would link with the Annual Progress Review of the future EDPRS?
- Should there be a “match” as much as possible between the clusters and the sector groups for the EDPRS both in terms of the EDPRS preparation and its subsequent reviews?
- How do you understand the clusters’ role in fostering harmonization and alignment in sectors which are predominantly financed through project support?
- Examining the existing sector coordination working groups², do you see any clusters that are “unnecessary” or need to be “modified” in order to better reflect sectors or sub-/cross-sectors?
- Should there be some rules on the division of labor (based on comparative advantage(s) of) the development partners across and within the sub-/cross-sectors as suggested in the draft Aid Policy Document? What kind of rules would be appropriate in the Rwanda context? (see *document Rwanda Development Partners by Sector*)
- What is the role of Civil Society Organizations (CSOs)³ in the clusters? How it could be strengthened and their participation made more evenly spread throughout the different sector groups? Should there be some common principles for the participation of CSOs in the clusters?

Anticipated Output(s):

- **Come up with a set of recommendations for improving the existing sector coordination working groups, which will be shared with the cluster members, further refined and form the basis of a Joint Platform for Improved Cluster Effectiveness**

¹ See also *Cluster Mapping Matrix* for more details on their composition, sector planning and joint work.

² See above mentioned *Cluster Mapping Matrix*.

³ CSOs should be understood broadly as INGOs, local NGOs, faith-based organizations, private sector, etc.