

***Support to Aid Coordination, Harmonisation and  
Alignment for Development Effectiveness in Rwanda***

**Substantive Revision and Extension of Project  
February 2009**

**Ministry of Finance and Economic Planning**

in partnership with the United Nations Development Programme in Rwanda

**UNDP Project 00058951 (Revised period: February 2008 to June 2012)**

**Substantive revision and project extension approved by LPAC – 25<sup>th</sup> February 2009**

**Standard Revision Cover Page for CPAP and  
Non-CPAP Countries or Projects outside a CPAP**

**United Nations Development Programme**

**Country: RWANDA**

**Project Document**

**Project Title:**

Support to Aid Coordination, Harmonisation and Alignment for Development Effectiveness in Rwanda (00058951).

**UNDAF Outcome(s):**

Effective, accountable and transparent management of public resources and services at national and decentralised levels enhanced (Result 1, Outcome 2).

**Expected Output(s)**

Aid Management and mutual accountability mechanisms fully operationalised.

**Implementing Partners:**

Ministry of Finance and Economic Planning and UNDP Rwanda.

**Substantive Revision Justification**

*This substantive revision extends the existing NEX project for the duration of the remainder of MINECOFIN's Integrated Support Programme, as a means for channeling financial and advisory support to the GoR and development partners in support of the CD / aid effectiveness activities foreseen in MINECOFIN's Strategic Development Plan, and requested in support of development partners.*

*In contrast with previous years, the focus is increasingly on providing upstream analytic and advisory services, recognizing the need for the GoR to absorb more fully the responsibilities and costs associated with its core aid coordination functions.*

Programme Period:	2008-2012	<b>Resource Requirements</b>	
Key Result Area (Strategic Plan)	SP Goal 1.8	Previous budget (2008 only)	500,705.00
Atlas Award ID:	00037091	Project expenditure (2008 est)	378,391.53
Start date:	26 Feb 2008	Balance remaining from 2008 (est)	122,313.47
End Date:	30 Jun 2012	Revised budget (2009-2012)	1,995,086.00
PAC Meeting Date	25 Feb 2009	Allocated resources:	
Management Arrangements	NEX	Balance rephased from 2008 (CIDA and Netherlands cost-sharing)	122,313.47
		UNDP TRAC 1 (in respect of 2009)	300,000.00
		Unfunded budget	1,572,772.53
		<i>LPAC agrees that financing gap should be closed through UNDP TRAC allocations in subsequent years, and resources from One Fund, in addition to possible non-core donor funding if a gap remains.</i>	

Agreed by:

John Rwangombwa, Permanent Secretary and Secretary to the Treasury, Ministry of Finance and Economic Planning

Agreed by:

Anthony Ohemeng-Boamah, Country Director, UNDP Rwanda

## I. SITUATION ANALYSIS AND RATIONALE FOR SUBSTANTIVE REVISION

*This section should be read in conjunction with Section II of the original project document endorsed on 26<sup>th</sup> February 2008 (Annex A).*

The continued dependence of Rwanda on foreign aid in the medium term is recognised. 2007 saw disbursements of Official Development Assistance (ODA) to Rwanda totalling 809.7 million Dollars, a flow equivalent to approximately 26 per cent of Gross Domestic Product (GDP), financing over half of the national budget<sup>1</sup>.

The Economic Development and Poverty Reduction Strategy continues to guide the country's development interventions over the period 2008-12, and Rwanda's Aid Policy (2006) sets out the GoR's vision for aid and its effective management. Rwanda's participation in international initiatives on aid and its effectiveness continues, and the 2008 Accra High Level Forum on Aid Effectiveness builds on previous international declarations (Rome, Paris) to provide the international context for follow-up actions to render aid increasingly effective at the country level.

In addition to the progress outlined in the original project document, 2008 saw the Government of Rwanda taking a lead – with the support of its development partners, and assistance provided through this project – in a number of initiatives including:

- ❖ the establishment of a harmonised framework for the assessment of performance in the implementation of the EDPRS (the Common Performance Assessment Framework – CPAF);
- ❖ the initiation of a parallel tool for monitoring donor performance against stated commitments (the Donor Performance Assessment Framework – DPAF), aimed at strengthening mutual accountability at the country level;
- ❖ the revision of joint structures for coordination and monitoring in the context of the EDPRS (work on the aid coordination architecture at the country level is ongoing);
- ❖ the continued functioning of the DPCG, BSHG, DP Retreat and DPM;
- ❖ strong engagement in the Accra HLF preparatory process, including the hosting of the Africa Regional Preparatory Meeting, and the sub-regional launch workshop for the 2008 Survey on Monitoring the Paris Declaration;
- ❖ further work on aid information management, including the upgrading of the DAD to include a donor profile module and DPAF monitoring capabilities;
- ❖ playing a lead role in the launch of the International Aid Transparency Initiative;
- ❖ the development of sector-wide approaches in a number of key sectors including Energy, Agriculture and Justice;
- ❖ continued south-south exchanges on experiences in aid coordination and management.

Under the overall guidance of MINECOFIN, the project also provided – through Direct Implementation activities – analytic and advisory support to development partners including:

- ❖ advisory support to the UN Resident Coordinator in his capacity as DPCG / DPM co-chair;
- ❖ analytic and advisory support to bilateral and multilateral donors on topics ranging from aid data; advice on SWAPs and aid modalities; mainstreaming of Paris Declaration principles in the operations of donors at the country level;
- ❖ new initiatives designed to engage civil society in country-level dialogue on aid and its effectiveness, including the identification and organisation of appropriate south-south exchange opportunities, the organisation of a Civil Society Forum, and targeted advisory

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<sup>1</sup> GoR and Development Partners (2008) *Beyond Aid: Partnerships for Rwanda's Development*, Annual Report of the Government of Rwanda and Development Partners, Kigali: Ministry of Finance and Economic Planning.

support to enhance the participation of civil society in the annual Development Partners Meeting.

A country-level review of progress in the implementation of the Paris Declaration in Rwanda, based around the mid-term assessment of progress in the context of the OECD-DAC JV-MPD, revealed that despite concerted efforts to put in place national structures and systems for enhanced aid management and coordination, and initiatives designed to improve the quality of GoR procurement and PFM systems, progress towards the Paris targets for 2010 has been slow.<sup>2</sup> The development of a donor performance assessment framework (DPAF) promises to strengthen mutual accountability at the country level, and this project will provide some support to its operationalisation, along with advisory support to the reconfiguration of Rwanda's aid coordination architecture to meet current and emerging needs.

High-level discussions over the course of the year have also recognised the need to see aid and its effectiveness in the broader Financing for Development context, and the need to consider both the volume and quality of aid alongside the scope for the mobilisation of additional development finance from non-traditional sources. The need for a scaling up of development assistance in the medium term is particularly apparent in the face of global financial, food and fuel price crises, the impact of which has yet to be fully assessed and internalised by Rwanda.<sup>3</sup>

The development of human capacities for aid coordination and management within the Ministry of Finance and Economic Planning continues to be hindered by low staffing levels and turnover issues, despite efforts by project staff to reduce the extent to which capacity substitution occurs. The Ministry has indicated its intention to increase staffing levels, and has expressed its need for technical assistance to manage the interim.

2008 saw project staff working beyond the Ministry of Finance and Economic Planning to support – in close partnership with the Ministry – initiatives in other government ministries and departments. For example, policy advice was provided to stakeholders in the agriculture sector with a view to ensuring the development of a Sector-Wide Approach (SWAp), the memorandum of understanding for which was signed in November. The aid effectiveness specialist also delivered introductory trainings on SWAps to the government's Network of Planners and, in the context of the project's support to Development Partners, to UNDP Country Office staff. Demand for support with such cross-government initiatives has been signalled, and it is anticipated that over the period of the revised project, increased levels of analytic and advisory work will be undertaken in support of institutions beyond MINECOFIN, albeit with MINECOFIN playing a lead role in the coordination of such support.

Support provided to civil society in 2008 was relatively modest in its scale, and focused mainly on the provision of ad-hoc advisory services and the facilitation of workshops / meetings which saw national and international civil society representatives form a "core group" to better coordinate and harmonise the policy and advocacy activities, with a focus on ensuring enhanced participation in country-level fora for dialogue on aid and development effectiveness. The core group has indicated demand for future support from UNDP's aid coordination team, and this substantive revision addresses this new area of demand.

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<sup>2</sup> GoR and Development Partners (2008) *Report on the 4th Annual Government of Rwanda and Development Partners Retreat*, Rubavu - 27/28 March.

<sup>3</sup> GoR and Development Partners (2008) *Report on the 8th Annual Government of Rwanda and Development Partners Meeting*, Kigali - 27/28 November.

## II. REVISED STRATEGY

This revision seeks to address the new challenges highlighted above, as well as the GoR's expressed need for a continuation of support to MINECOFIN with the continuation of existing aid coordination tasks.

The current project forms part of MINECOFIN's Integrated Support Programme (ISP), which situates all capacity development and PFM-related activities within the Ministry in a single medium-term programmatic and budget framework (the combined ISP-PFM work plan – Annex B – and the strategy notes on which it is based). This programme is designed to respond to the needs identified in the MINECOFIN Strategic Development Plan and to facilitate the implementation of PFM reforms derived from the PEFA recommendations.

The current project document is the basis on which UNDP (and its cost-sharing partners) channels its support – both financial and technical – in support of the GoR's capacity development activities in support of aid coordination, harmonisation and alignment. The activities in support of the GoR are included in Component 4 (Domestic Revenue Generation and External Resource Mobilisation) of the combined PFM-ISP work plan (Annex B). These are supplemented by modest advisory activities in support of the UN Resident Coordinator and Development Partners.

In order to ensure alignment of project support to the MINECOFIN ISP/PFM action plan, the key components set out in Component 4 of the ISP/PFM plan now form the components of the current project document: (i) Aid management increasingly transparent and aligned with GoR systems, and Rwanda attracts an increased volume of ODA; (ii) Improve coordination and harmonisation of donors' interventions. These two components are supplemented with (iii) Support to the UNRC and Development Partners, including support to joint analytic and diagnostic work (UNDP retains responsibility for implementing inputs and activities under this component, which is explained in further detail in the revised management arrangements).

Further details on the strategy to be pursued under each component are provided below. For ease of monitoring and reporting, these components are numbered in accordance with the original Project Document, though minor changes in the component names (and the addition of an activity on volume of ODA to component 1) reflect the evolving needs identified by MINECOFIN.

### **1) Aid management increasingly transparent and aligned with GoR systems, and improved aid effectiveness is accompanied by an increase in the volume of ODA**

This component targets GoR capacities – and in particular those of the Ministry of Finance and Economic Planning – for the effective management of aid, and the design and implementation of policies and tools at the country level that see the Paris and Accra principles localised. The GoR's desire to see activities undertaken in support of a scaling up of ODA is also captured in the revised title and scope of this component.

As per the GoR's ISP/PFM plan, the project continues to retain some technical assistance (a time-share of the Aid Effectiveness Specialist and the Aid Information Officer) with a view to providing proactive support and advice to the GoR on capacity development for effective aid management. This will include support to the continued monitoring of aid effectiveness at the country level, drawing on and further refining existing methodologies and frameworks. This support will also include the provision of analytic services and advice in the implementation of a donor division of labour, building on work being undertaken at the international level on this. The focus of technical assistance remains the development of sustainable national capacities for aid management, with an emphasis on the transfer of skills and know-how to government staff, and the development of systems and tools to support government-led aid management and coordination processes. This mandate continues to be reflected in the terms of reference of the staff retained.

The Accra High Level Forum (Sept 08) saw the GoR take a prominent role in launching, with UNDP and other development partners, the International Aid Transparency Initiative (IATI). This initiative brings donors, partner country governments and other users of aid data together to design and implement a standard that will facilitate comprehensive and timely reporting on aid flows, building on existing systems to the maximum extent possible, and promising to lead to enhanced transparency and accountability in the use of external assistance. The project will (primarily through the retention of an Aid Information Officer) not only ensure that progress to date in the development of Rwanda's Development Assistance Database (DAD) is consolidated, for example through the training of GoR staff, the transfer of the software to GoR servers, and the completion of required upgrades, but will also seek to support the GoR in its active participation with and eventual implementation of IATI at the country level.

Retention of an Aid Effectiveness Specialist and Aid Information Officer under UNDP (direct implementation) ensures that the GoR is able to leverage UNDP's particular expertise in the area of capacity development for aid management and coordination, drawing on its community of over 300 aid effectiveness practitioners worldwide, as well as dedicated regional and global support teams working on capacity development and aid effectiveness. UNDP's support will include *inter alia* the facilitation of south-south opportunities for exchange and mutual learning, ensuring continued access to and learning from best practices within and beyond the region.

The Government of Rwanda recognises that the full implementation of the EDPRS will require an increase in the volume of finance allocated to development activities, and that the issues of scaling up and aid effectiveness are interlinked. Scaling up of development assistance must happen in parallel with initiatives that improve the quality of all assistance, as foreseen by the Paris Declaration and Accra Agenda for Action.

Within the project, the GoR has requested modest financing to support analytic work to be led by MINECOFIN that would consider the scale and scope for attracting additional development finance, as a follow-up to the MDG High Level Event (Sept 08) and Doha Financing for Development Review Conference (Nov 08). Such work may draw on the expertise of development partners (including UNDP – for example in MDG advocacy), with a view to supporting Government-led efforts to expand and diversify Rwanda's external finance portfolio.

Central to the sustainability of this capacity development component will be MINECOFIN's ability to retain adequate staffing within its External Finance Unit with a view to ensuring a complete transfer of knowledge from current project staff. Issues surrounding absorptive capacities are considered in the offline risk log (Annex F), and it is anticipated that over the course of 2009, MINECOFIN will lead the refinement of an exit strategy, which will pave the way for the project phase-out by 2012.

## **2) Improve coordination and harmonisation of donors' interventions**

This component builds on the work supported by the project to date in supporting GoR – development partner dialogue on development cooperation and effectiveness issues (see Output 2 – Support to Government / Development Partner Dialogue through an aid coordination architecture responding to Rwanda's needs), recognising that a functioning aid coordination architecture bringing together key stakeholders at the country, sector and sub-national levels is crucial if international agreements on aid and its effectiveness are to be implemented fully in Rwanda.

The early part of 2009 will see the project's Aid Effectiveness Specialist continue to provide advisory support to the Aid Effectiveness Technical Working Group, which will produce revised terms of reference for the DPCG, and a reconfiguration of the Sector- and Implementation Working Groups foreseen under the institutional arrangements for the monitoring of EDPRS

implementation. Following discussions at the 2008 Government of Rwanda and Development Partners Meeting, it was agreed that this high-level forum should take place biennially rather than annually. A reconfiguration of other fora, including the DPCG and Development Partners Retreat, should respond to the needs of the various stakeholders involved.

It is also foreseen that an independent review of GoR-Development Partner relations should be undertaken at some point in 2009, to fit with the first round of monitoring in the context of the agreed DPAF and CPAF. The aim of this exercise, facilitated by consultancy services to be contracted through the project, is to undertake an in-depth assessment of GoR-development partner relations to date, and to make concrete recommendations for improvements in performance on both sides. Such an assessment is intended to foster mutual accountability at the country level, and builds on other country experiences with "independent monitoring groups" (e.g. Tanzania) and similar models for strengthening mutual accountability.

Although recent years have seen the GoR absorb an increasing portion of the costs associated with the running of events and meetings under this component, it is anticipated that the project will continue to provide some financial resources - to be supplemented with funds from the MINECOFIN - to ensure the smooth running of these joint fora.

### **3) Support to the UNRC and Development Partners, including support to joint analytic and diagnostic work**

As detailed in the original Project Document, analytic and advisory capacities retained under the project are also utilised to support the UN Resident Coordinator in his/her capacity as co-chair (on behalf of Development Partners) the DPCG and related fora, and to provide advisory support to Development Partners in the alignment and harmonisation of their cooperation activities. This is achieved through the earmarking of 30% of the Aid Effectiveness Specialist's time for these support activities.

2008 saw Civil Society and Non-Governmental Organisations taking an increased interest in participating in joint GoR-Development Partner mechanisms, recognising their status as Development Partners, and their dual role as both providers and implementers of development cooperation, and as a key channel for domestic accountability on aid and public finance issues. A Civil Society Forum workshop held in November 2008 saw civil society representatives calling for greater support to enable them to fulfil this role, and it is anticipated that the project could act as a vehicle for the provision of some support – along with complementary initiatives led by other organisations – to strengthening civil society awareness and involvement in work on aid coordination, harmonisation and alignment at the country level. The civil society Core Group is expected to meet early in 2009 to identify more precisely their support needs, and a minor revision to the project work plan could then be undertaken to address such needs.

This component is implemented as a Direct (UNDP) Implementation activity within the framework of the NEX project, and under the overall guidance of the GoR. This approach ensures that UNDP is able to provide support to Development Partners – including civil society – in a trusted and neutral manner, whilst ensuring national ownership and coherence with the vision for aid coordination and management set out by the Government of Rwanda.

## **III. REVISED RESULTS AND RESOURCES FRAMEWORK**

Annex C contains a revised Results and Resources Framework (RRF), building on the original RRF designed at the outset of the project. Baselines are revised to reflect the status of intended outputs at the end of 2008, and targets are established for the period 2009-12. Note that the resource inputs cover the same period (and do not include resources utilised in 2008).

#### **IV. REVISED ANNUAL WORK PLAN BUDGET SHEETS, MONITORING TOOL AND RISK MATRIX**

The Annual Work Plan Budget Sheet in Annex D sets out the approved plan of work to be supported by the project over the course of 2009, and indicative activities and associated resource needs for subsequent years.

The Annual Work Plan Monitoring Tool is also revised, taking into account new baseline information as at 31<sup>st</sup> December 2008.

Annex F sets out the revised offline risk log, which identifies risks relating to the completion of project outputs identified at the time of writing. Upon approval of this document, risks are entered into Atlas and are monitored by UNDP in consultation with MINECOFIN as part of the ordinary quality assurance process.

#### **V. REVISED MANAGEMENT ARRANGEMENTS**

*This section supplements the Management Arrangements set out in the original Project Document (Annex A). Where the provisions of this revision differ from those set out in the original Project Document, those described below are taken to be the most recent and guide the activities of UNDP, the GoR and other project stakeholders.*

##### **Implementation arrangements**

The project continues to operate as a National Execution (NEX) / National Implementation project, under the overall direction of MINECOFIN, represented by the Permanent Secretary and Secretary to the Treasury.

Components 1 and 2 (described in the Revised Strategy above) are implemented in the context of MINECOFIN's Combined ISP/PFM work plan (Annex B), and most activities foreseen under these components are implemented by MINECOFIN. Financial resources are made available to MINECOFIN for the implementation of activities foreseen under components 1 and 2 of the work plan by means of a quarterly advance, under the arrangements for the Harmonised Approach to Cash Transfer (HACT) agreed between the GoR and UN agencies at the country level. In the interests of national ownership and alignment to country systems, these resources are utilised making use of national procurement and PFM systems to the maximum extent possible. At the request of MINECOFIN, UNDP is designated as the responsible party in the mobilisation of some technical inputs (direct contracting of specialist technical assistance and associated expenses). All other inputs are managed to the maximum extent possible by MINECOFIN.

For Component 3 of the project (Support to the UNRC and Development Partners) – although part of the nationally implemented project – UNDP is designated as the responsible partner. This means that UNDP is tasked with the mobilisation of inputs and day-to-day implementation of activities in support of this output (to include HR, procurement and payments). This is deemed to be the most appropriate modality for the implementation of this component, given that the immediate beneficiaries / stakeholders of the activities are not government entities. In the interests of national ownership however, and to ensure coherence with other activities supported under the project, MINECOFIN remains the Executing Entity and Implementing Partner, and has responsibility for oversight of this component.

Coherent with the principles set out in the Paris Declaration on aid effectiveness, and in the interests of reducing the costs associated with the administration of and reporting on any donor



(cost-sharing) contributions to the project, any donor contributions to the project continue to be treated as unearmarked. This means that donors make contributions in respect of the project set out in this document as a whole, rather than earmarking for specific activities or inputs within the work plan.

## **Steering Committee**

Drawing on the Steering Committee arrangements set out in the original project document, this revision foresees that the responsibilities of the Steering Committee are fulfilled to the maximum extent possible by the Joint ISP/PFM Steering Committee, which brings together a wider range of stakeholders providing and implementing support to MINECOFIN and the GoR's PFM-related activities. In practice, this means that discussions and decisions concerning the implementation of the project set out in this document take place within the Joint ISP/PFM Steering Committee, and that these replace stand-alone Committee meetings specific to this project. This approach is intended to increase harmonisation with other donor-supported activities relating to PFM and capacity development for sound economic governance, and to allow stakeholders to review progress in the implementation of the project in the context of this wider agenda.

In order to satisfy the requirements applicable to this project as set out in UNDP's Policies and Procedures, and to underscore the fact that UNDP's support remains earmarked to the outputs and activities set out in this Project Document and is not fungible with resources provided in support with other activities set out in the Combined ISP/PFM work plan, the Joint ISP/PFM Steering Committee will include at least the senior beneficiaries of the project, senior supplier (UNDP), and any cost-sharing partners. The Steering Committee will meet on a quarterly basis, and minutes will be produced to a standard that allows the accurate documentation of decisions taken that impact on the implementation of activities that fall within the scope of this (UNDP-supported) project.

## **Project Staff (formerly "UNDP's Aid Coordination Unit")**

UNDP's Aid Coordination Unit (ACU) ceased to exist as a management entity within the Office of the Resident Coordinator at the start of 2008, reflecting the replacement of the previous Direct Execution project with the current National Execution project, and the desire to better integrate support to aid coordination within UNDP's Public Management portfolio in the context of the UNDP Country Office realignment.

The following two staff are retained on the project<sup>4</sup>, with the focus of such assistance is on sustainable capacity transfer and this is reflected in the ToRs of the project staff, which are summarised as follows:

- *Programme Specialist – Aid Effectiveness (International)*: TA to GoR on aid effectiveness issues; TA to MINECOFIN ISP on development of a PBA for support to economic governance; support to UNRC and development partners on aid effectiveness issues. (S)he implements these activities under the of the Director of External Finance (MINECOFIN) and the UN Resident Coordinator.

As a UNDP staff member, the Programme Specialist has day-to-day responsibility for project assurance activities, ensuring compliance with UNDP's Policies and Procedures, and mobilising inputs for those activities in which UNDP is designated as responsible party in the annual work plan. In order to ensure the requisite level of accountability and

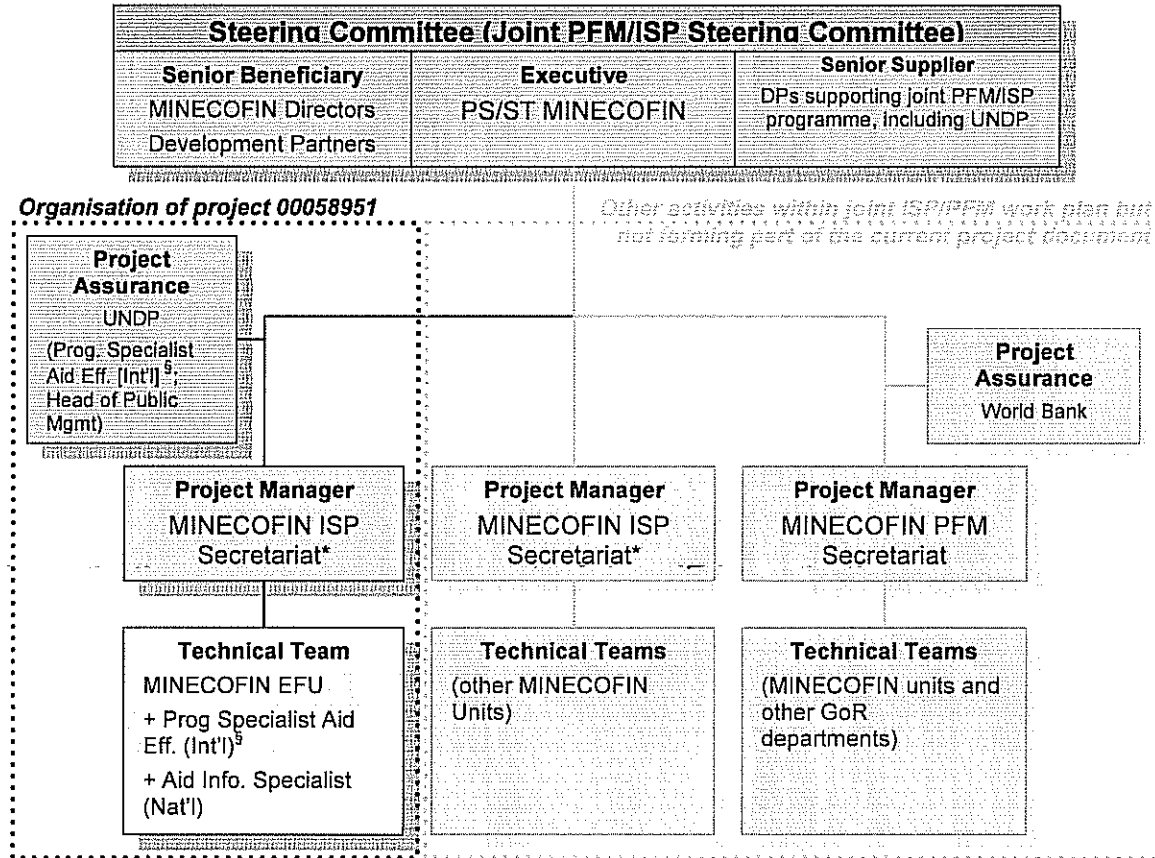
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<sup>4</sup> At the time of writing, the previously created post of *Budget Support Specialist (National)* does not figure in the current project document. MINECOFIN has indicated its intention to review its needs in this area in the context of changes in the staffing of its External Finance Unit. Any emerging needs for support would be captured in a subsequent revision based on clearly identified needs and sustainable plans for the transfer of capacities.

segregation of responsibilities, (s)he reports to UNDP's Head of Public Management on these activities.

- *Aid Information Management Systems Specialist (National)*: Responsible for ensuring the complete delivery of an AIMS to the GoR, and developing sustainable human and institutional capacities for the management of information relating to external aid flows.

The diagram below illustrates the relationship between the Steering Committee, implementing partner and project staff. Note that this diagram also shows for reference only (in grey), the other projects / activities overseen the same Steering Committee, but which do not form part of the current project document.



\* The ISP Secretariat is a single secretariat, and appears twice on the above diagram to show its role in implementing both the current project, and other projects/activities for MINECOFIN financed outside this project.

§ The Programme Specialist (International) is retained to provide both technical assistance to the project, and to undertake QA activities on behalf of UNDP.

## Financial and Narrative Reporting

Quarterly narrative reports form an important part of the project monitoring function. In the interests of harmonisation with the wider PFM/ISP work plan, MINECOFIN reports on the implementation of the current project as part of its wider quarterly narrative reports to the joint steering committee, ensuring that these are clearly identified and can be attributed to the current project document / work plan. The exact format of these reports are agreed by the joint Steering Committee. UNDP will support MINECOFIN in reporting on component 3 (Support to UNRC and Development Partners), insofar as UNDP is designated as Responsible Party for these activities.

Whilst MINECOFIN can and should report on the use of financial resources channelled in support of the Combined ISP/PPM work plan through this project as part of its regular financial reporting, it

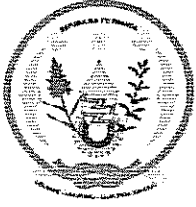
will also submit a quarterly report to UNDP using the agreed Financial Report / Funding Authorisation and Certification of Expenditures (FR/FACE) form, which captures details of expenditures undertaken in support of the current project, and also acts as the request for the advance of funds for activities to be undertaken in the subsequent quarter.

In accordance with UNDP's Policies and Procedures, a quarterly progress report is generated in Atlas in respect of this project, and may be provided as an annex to the joint reports submitted to the steering committee.

### **Audit**

The project set out in this document will be audited in accordance with the provisions of the HACT macro- and micro-assessment recommendations agreed between the GoR and participating UN agencies.

**ANNEX A: ORIGINAL PROJECT DOCUMENT AS ENDORSED BY PROJECT APPRAISAL COMMITTEE ON 25/2/08**



***Support to Aid Coordination, Harmonisation and  
Alignment for Development Effectiveness in Rwanda***

**Ministry of Finance and Economic Planning**

in partnership with the United Nations Development Programme in Rwanda

**UNDP Project 00058951 (Proposed period: January to December 2008)**

**Project Document approved by Steering Committee – 25/02/2008**

## ACRONYMS

ACU	Aid Coordination Unit (UNRCO until Dec 2007; UNDP from Jan 2008)
AIMS	Aid Information Management System
BTC	Belgian Technical Cooperation
COD	Common Operational Document (UN Rwanda "One Programme")
CSO	Civil Society Organisation
DEX	Direct Execution (UNDP project management modality)
DPU	Development Planning Unit
EDPRS	Economic Development and Poverty Reduction Strategy
EFU	External Finance Unit, MINECOFIN
GDP	Gross Domestic Product
GoR	Government of Rwanda
HIDA	Human Resources and Institutional Development Agency
ISP	Integrated Support Project / Programme (to MINECOFIN)
MDGs	Millennium Development Goals
MINECOFIN	Ministry of Finance and Economic Planning
NEX	National Execution (UNDP project management modality)
NGO	Non-Governmental Organisation
NISR	National Institute of Statistics of Rwanda
ODA	Official Development Assistance
OECD-DAC	Organisation for Economic Cooperation and Development – Development Assistance Committee
PBA	Programme-Based Approach
PFM	Public Financial Management
SBAA	Standard Basic Assistance Agreement
SWAp	Sector-Wide Approach
TWG	Technical Working Group
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNRCO	United Nations Resident Coordinator's Office
USD	United States Dollar

## I. COVER PAGE

**Country:**

RWANDA

**UNDAF Outcome(s)/Indicator(s):**

UNDAF Result 1: Good Governance enhanced and sustained  
 Outcome 2: Decentralization, accountability and transparency.  
*Effective, accountable and transparent management of public resources and services at national and decentralized levels enhanced.*

**Expected Outcome(s)/Indicator(s):**

2.1: Aid management and mutual accountability mechanisms fully operationalized.

**Expected Output(s)/Annual Targets:**

- i) Strengthening of government capacities to lead aid coordination, harmonization and alignment process, in the context of the EDPRS, Vision 2020, the MDGs and Paris Declaration on Aid Effectiveness.
- ii) Support to Government / Development Partner dialogue through an aid coordination architecture responding to Rwanda's needs.
- iii) Facilitate harmonization and coordination of development partners' interventions, including support to joint analytic and diagnostic work.

**Executing Entity:**

Government of Rwanda, Ministry of Finance and Economic Planning

**Implementing agencies:**

Government of Rwanda, Ministry of Finance and Economic Planning;  
 United Nations Development Programme.

This project builds on the previous UNDP Direct Execution project (00040553 – Support to Harmonisation and Alignment in Rwanda, 2005-2007), to achieve a sustainable phasing out of the support project and strengthen national ownership of aid effectiveness initiatives.

Development effectiveness is targeted through continued strengthening of human and institutional capacities for aid coordination, harmonization and alignment. Whilst the focus of engagement will be with the Ministry of Finance and Economic Planning (which will assume greater responsibility for implementing capacity development initiatives in this area from 2009), the project will also provide cross-government support to aid effectiveness on a demand-driven basis.

This interim support project is implemented in the context of a programme-based approach to support capacity development initiatives in the Ministry of Finance and Economic Planning, and will provide support to further strengthen the Ministry's leadership in planning, financing and implementing its own capacity development activities.

Programme Period: 2008-2012  
 Programme Component: UNDAF/COD Outcome 2.1  
 Project Title: Support to Aid Effectiveness  
 Project ID: 00058951  
 Project Duration: 01-JAN-08 to 31-DEC-08  
 Management Arrangement: National Execution

Total Budget	USD 703,100
Allocated resources:	USD 400,704
• Regular	USD 300,000
• CIDA grant	USD 100,704
<b>Unfunded budget:</b>	<b>USD 302,396</b>

(Commitment to finance remaining gap received from SIDA, Netherlands and SDC at Steering Committee / IPAC meeting of 25 FEB 08)

**Agreed by Government of Rwanda, Ministry of Finance and Economic Planning:**

[signed]

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**Agreed by United Nations Development Programme:**

[signed]

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## SITUATION ANALYSIS

Despite impressive progress in reconstruction and a move towards longer-term planning for economic growth and poverty reduction, Rwanda remains heavily dependent on external aid in the medium term. Official Development Assistance to Rwanda totalled approximately USD 603 million in 2006, this being equivalent to some 27% of GDP, and financing over half of the national budget.<sup>5</sup>

Rwanda is a signatory to the Paris Declaration on Aid Effectiveness (2005) and Rome Declaration on Harmonisation (2003), and benefits from strong government commitment to ensure that both domestic and external resources are utilized in a manner that supports sustainable economic growth, poverty reduction, and an eventual reduction of dependence on foreign aid. The finalisation in 2007 of Rwanda's second-generation PRS, the Economic Development and Poverty Reduction Strategy, provides a strong national planning framework which to align external assistance. Rwanda's Aid Policy, finalized in 2006, provides overarching guidance on how aid to Rwanda should be provided and managed, recognizing that further developments in human and institutional capacity are necessary to support the successful implementation of the EDPRS.

At the request of the Government of Rwanda, an Aid Coordination Unit was set up in the Office of the UN Resident Coordinator in 2005 to strengthen national capacities for effective aid management and ensure that Rwanda's aid coordination architecture has the support needed for its effective functioning. The Aid Coordination Unit has implemented one project in support of aid coordination, harmonization and alignment under the Direct Execution (DEX) modality for the period January 2005 to December 2007. This project has delivered approximately 2.7 million USD over the three-year period, financed by a basket fund of seven donors (Belgium, Canada, the Netherlands, Switzerland, Sweden, the United Kingdom and UNDP)<sup>6</sup>.

The existing support project has gone far in mainstreaming the aid effectiveness agenda in Rwanda through the provision of assistance in the development of Rwanda's Aid Policy; support to the establishment of and strengthening of capacities in a dedicated External Finance Unit (EFU) in the Ministry of Finance and Economic Planning (MINECOFIN); assistance in the development and operationalisation of an aid information management system; support to the operation and refinement of Rwanda's aid coordination mechanisms; cross-government policy advice and training on a range of aid-related issues, and the facilitation of south-south initiatives aimed at exchanging experiences and building wider knowledge networks.

Despite the progress highlighted above, a number of challenges remain:

- Limited human capacities for aid management within MINECOFIN, resulting from low staffing and turnover issues. This has resulted in project staff adopting a "gap filling" role at times and delaying capacity transfer.
- Increased demand for on-job training for aid management arising from recruitment of new MINECOFIN/EFU staff foreseen for 2008.
- Despite successes in institutionalising a number of coordination mechanisms, there is a need to ensure that Rwanda's aid coordination architecture continues to respond to its needs.
- As Rwanda has finalised its EDPRS, there will be a need to ensure that mechanisms are in place to promote mutual accountability through the joint assessment of both government and development partner assistance.
- Data on aid flows to Rwanda remain incomplete, with further scope for the strengthening of a system for the collection, storage and analysis of aid data, and the integration of such a system with other GoR financial management tools and processes.

The existing project Steering Committee agreed in 2007 that support should continue to be provided to aid coordination, harmonisation and alignment activities over 2008, with a view to achieving a sustainable phasing out of such assistance and a handing over of responsibilities to national entities.

The current project is the primary vehicle through which the UN Country Team will support the attainment of Outcome 2.1 (UNDAF Result 1) of the Common Operational Document, and constitutes a large part of the UN Country Team's contribution to the attainment of MDG 8 (Partnerships for Development).

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<sup>5</sup> Source: Government of Rwanda and Development Partners (2007) *Strengthening Partnerships for Economic Development and Poverty Reduction*, Kigali: Ministry of Finance and Economic Development.

<sup>6</sup> UNDP project 00040553 (Supporting harmonization and alignment) was originally set up as a DEX project in the context of programme support to the Resident Coordinator.



## II. STRATEGY

The current project will continue to provide support to both the Government of Rwanda and its Development Partners in the context of the three results areas set out in the UN COD for Rwanda:

- i) Strengthening of government capacities to lead aid coordination, harmonization and alignment process, in the context of the EDPRS, Vision 2020, the MDGs and Paris Declaration on Aid Effectiveness;
- ii) Support to Government / Development Partner dialogue through an aid coordination architecture responding to Rwanda's needs;
- iii) Facilitate harmonization and coordination of development partners' interventions, including support to joint analytic and diagnostic work.

As agreed with the existing Steering Committee, this project will seek to further strengthen national capacities for aid management, and to lead future work on aid coordination, harmonisation and alignment. This will ensure that by 2009, MINECOFIN is in a position to manage and execute its own capacity development activities, with UNDP's role being scaled down to focus on support to the Resident Coordinator and UNCT on aid effectiveness issues, and in maintaining / facilitating policy dialogue on aid and its effectiveness.

Given the particular human capacity issues described in the previous section, the project includes a strong emphasis on the complete handing over of central government aid management tasks from technical assistants (both national and international) to core MINECOFIN staff. This will be achieved through the continued placement of technical assistants within MINECOFIN, to ensure the transfer of knowledge and skills to newly recruited government staff.

In addition to capacity development aspects of the project UNDP will, through its Aid Coordination Unit, play a key role in facilitating dialogue at the country level in the run up to the Accra High Level Forum on Aid Effectiveness (Sept 2008) and Doha Financing for Development Conference (Dec 2008), strengthening linkages between international and national-level initiatives to enhance the impact of aid on development outcomes.

2008 will see MINECOFIN develop a single programmatic and budgetary framework for support to capacity development activities in the Ministry, with a view to achieving the pooling of funds to support these activities by 2009<sup>7</sup>. This project document has been developed to respond directly to the aid management-related capacity development needs outlined in draft versions of the Ministry's Strategic Development Plan and Integrated Support Programme. In addition to delivering assistance in the context of this programmatic framework, this project will provide technical assistance to the Ministry of Finance and Economic Planning to enable it to manage the transition to a single Integrated Support Programme and, eventually, a broader programme-based approach to supporting capacity development for economic governance, which could encompass a number of institutions (for example, MINECOFIN, NISR, Rwanda Revenue Authority...). Responding to the priorities set out in both Rwanda's Aid Policy and the Paris Declaration on Aid Effectiveness, the development of such a PBA for support to economic governance promises to reduce transaction costs in the delivery of assistance whilst further strengthening national ownership of capacity development activities.

Whilst this project contributes to the attainment of UNDAF Result 1 (Good governance enhanced and sustained), it should be recognised that its role is catalytic in its nature. Strengthened human and institutional capacities for effective aid management, combined with effective mechanisms for dialogue and coordination with development partners, are farther-reaching in their impact than the domestic governance agenda. Strengthened domestic and external (mutual) accountability of the sort referred to in the Paris Declaration on Aid Effectiveness provides a strong basis on which Rwanda can mobilise additional ODA in support of shared development objectives, including the MDGs.

UNDP continues to use status as a trusted and neutral advisor to Government to provide analytic and advisory services in this area, exploiting its comparative advantage vis-à-vis more conventional donors, who may have political or conditionality-based interests. The UNDP-administered basket fund continues to provide a suitable conduit through which like-minded donors can provide both the financial resources and policy dialogue that contribute to capacity development in this area.

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<sup>7</sup> At the time of writing, capacity development activities in MINECOFIN are financed through three separate funds: the UNDP-managed project to support harmonization and alignment; a PFM fund overseen by HIDA, and the Ministry's Integrated Support Programme basket fund (which is managed and executed by MINECOFIN itself).

### **III. RESULTS AND RESOURCES FRAMEWORK**

Annex 1 sets out the desired outputs of the project, linked to both the UNDAF and the MINECOFIN ISP document, the activities to be undertaken by the project over the course of 2008, and the resource requirements.

Tasks are grouped by high-level outcome (1, 2 and 3), to facilitate reporting against these.

### **IV. ANNUAL WORK PLAN BUDGET SHEET**

Annex 2 provides the annual work plan budget sheet for 2008, offering a break-down of costs associated with the project's activities. The work plan budget sheet has been structured so as to facilitate reporting by outcome through ATLAS.

### **V. MANAGEMENT ARRANGEMENTS**

#### **Implementation arrangements**

Consistent with the desire that this project should focus on an interim "handover" of responsibilities for aid coordination to the Government of Rwanda, the project moves uses UNDP's National Execution modality. This implies that the Government of Rwanda assumes overall responsibility for the management of the assistance, with UNDP providing project assurance and advisory services (in contrast to the previous DEX project, which saw UNDP undertaking both the management and assurance roles).

Use of the NEX modality for the current project was agreed by Steering Committee members 9<sup>th</sup> February 2007, and is consistent with the desire to build national capacities. The Secretary General and Secretary to the Treasury represents MINECOFIN as executing agency, and (s)he delegates responsibility for day-to-day management and coordination of the project to MINECOFIN's ISP Secretariat. UNDP remains an implementing agency of the project at MINECOFIN's request, with a view to providing some implementation support (e.g. recruitment of technical assistants; procurement) as may be required by MINECOFIN. Figure 1 below outlines the project management and accountability structure. Where feasible (and with the approval of the Steering Committee), this support may be coupled with the use of quarterly advances which would see MINECOFIN gradually assuming a greater role in procurement of goods and services.

This project will provide a large part of its support in the context of an evolving programme-based approach for support to capacity development in MINECOFIN. This means that the project will provide support to MINECOFIN consistent with the needs identified in its Strategic Development Plan, and in a manner that contributes directly to the implementation of those areas of the ISP work plan that relate to the effective management of external aid. In addition to this substantive support to aid management and aid effectiveness, the project will provide technical assistance to MINECOFIN (and in particular the ISP Secretariat) to strengthen the capacity of the Ministry to fully manage and execute capacity development initiatives in this area from 2009. This aspect forms an important part of the project's phase-out strategy, strengthening both government ownership, and confidence in the systems through which future capacity development initiatives will be executed.

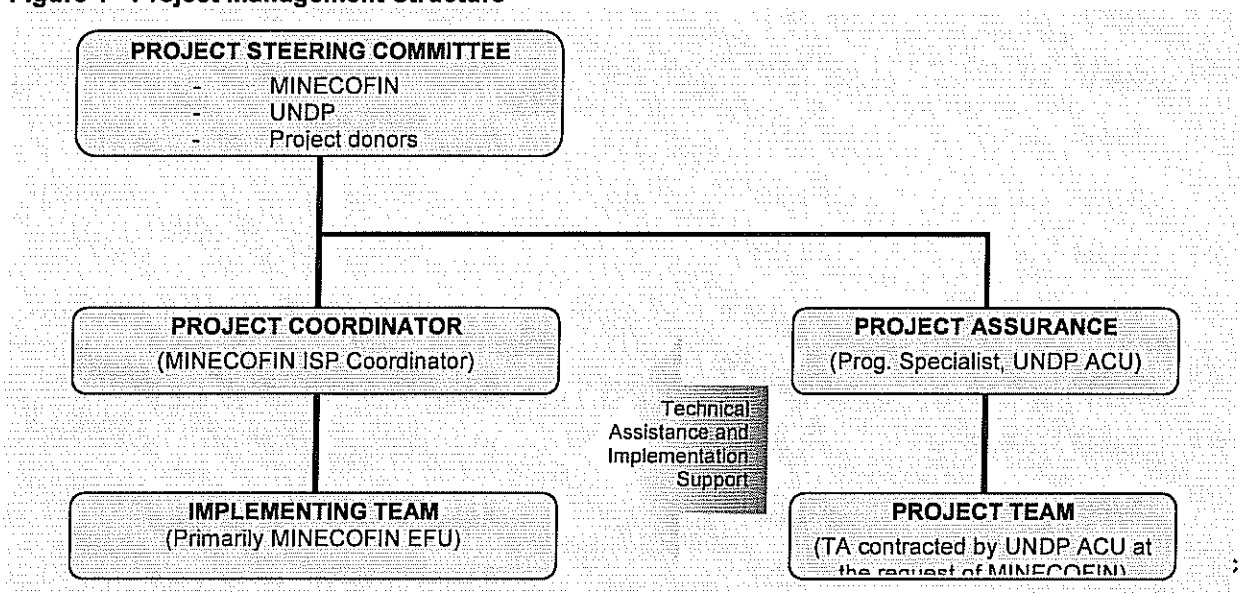
#### **Steering Committee**

The Steering Committee is the group responsible for making decisions on the management of the project on a consensus basis where guidance is required by the managing entity (MINECOFIN), including recommendations on UNDP and MINECOFIN approval of project revisions.

The following members constitute the project Steering Committee:

- Secretary General and Secretary to the Treasury, MINECOFIN (Chair)
- External Finance Unit, MINECOFIN (Senior Beneficiary)
- UNDP (Senior Supplier)
- Project cost-sharing partners (bilateral and multilateral contributors)

**Figure 1 - Project Management Structure**



Where feasible, two of the four annual Steering Committee meetings will be prepared such that they form part of a wider meeting of the MINECOFIN ISP Steering Committee. Decisions regarding the project will continue to be taken at the project level by the project Steering Committee; however these combined meetings will allow all stakeholders to review progress of the project in the context of the wider agenda to support capacity development for economic governance.

### **Project Manager**

Consistent with the use of National Execution, MINECOFIN appoints a project manager or management unit responsible for the day-to-day running of the project. Consistent with the aim of achieving a sustainable alignment of support to government structures, this role is fulfilled by MINECOFIN's ISP Coordinator. Project staff will provide assistance to the ISP Coordinator with a view to further strengthening capacities in this area.

### **UNDP's Aid Coordination Unit**

UNDP's Aid Coordination Unit (ACU) ceases to exist as the project executing entity, and instead continues to provide technical assistance to ensure a sustainable phasing out of the project by the end of 2008. The focus of such assistance is on sustainable capacity transfer, and this is reflected in the ToRs of the project staff, which are summarised as follows:

- *Programme Specialist – Aid Effectiveness (International)*: Project assurance on behalf of UNDP; TA to GoR on aid effectiveness issues; TA to MINECOFIN ISP on development of a PBA for support to economic governance; support to UNRC and donors on aid effectiveness issues.
- *Budget Support Specialist (National)*: Responsible for strengthening human and institutional capacities of GoR to manage effectively interface, dialogue and negotiation with budget support donors.
- *Aid Information Management Systems Specialist (National)*: Responsible for ensuring the complete delivery of an AIMS to the GoR, and developing human and institutional capacities for the management of information relating to external aid flows.
- *Programme Associate (National)*: Assists the Programme Specialist in project assurance and administrative aspects (financial reporting, procurement, logistics); support to GoR capacities to organise and manage meetings and events (DPCG, BSHG, DPM, DPR...).

## **VI. MONITORING AND EVALUATION**

The Annual Work Plan Monitoring tool is provided in Annex 3. This tool sets out the expected outputs and indicators of the project, its planned activities, and will facilitate monitoring of expenditures and outcomes against the pre-determined indicators.

Reporting against activities and attainment of relevant indicators is undertaken in the quarterly meetings of the Steering Committee, and is undertaken by the national coordinator with technical assistance provided by the ACU project team.

Given the desire to adhere to best practice in the harmonisation of monitoring, evaluation and reporting, and in the context of the Paris Declaration on Aid Effectiveness, monitoring is undertaken in the context of MINECOFIN's broader monitoring framework (which is harmonised with this document) for the implementation of its programme based-approach to capacity development. Results are therefore reported alongside those of other substantive areas of the programme, and are presented to the Steering Committee in this context. This provides project stakeholders not only with the information relating to the implementation of the current NEX project, but also provides valuable information on the broader programmatic context within which support is implemented. This will facilitate the identification of constraints to implementation, and allow for the implementation of appropriate responsive measures in the context of the programme as a whole.

At the time of writing, an independent evaluation of project 00040553 (the current project's DEX predecessor) is being finalised. It is anticipated that the results of this evaluation be discussed by the Steering Committee, and any recommendations arising from this will be translated into an amendment of the current project document and/or accompanying results and resources framework.

Given the short-term and transitional nature of the current project, no additional independent evaluation is foreseen. The ACU will, with MINECOFIN, seek over the course of the project period to undertake an assessment of future needs in the area of aid management (following recent guidelines prepared by UNDP's Capacity Development Group), with a view to ensuring that any remaining needs are met in future programmes of support to MINECOFIN.

## **VII. LEGAL CONTEXT**

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Rwanda and UNDP, signed on 2<sup>nd</sup> February 1977.

## ANNEX 1: PROJECT RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome:</b> Aid management and mutual accountability mechanisms fully operationalised.</p>	
<p>1. Strengthening of government capacities to lead aid coordination, harmonization and alignment process, in the context of the EDPRS, Vision 2020, the MDGs and Paris Declaration on Aid Effectiveness.</p>	
<p>2. Support to Government / Development Partner dialogue through an aid coordination architecture responding to Rwanda's needs.</p>	
<p>3. Facilitate harmonization and coordination of development partners' interventions, including support to joint analytical and diagnostic work.</p>	
<p><b>Applicable Key Result Area:</b> Effective Aid Management (UNDP Strategic Plan 2008-11, ch. 5 section C)</p>	
<p><b>Partnership Strategy:</b></p> <p>The project targets strengthened partnerships between the Government of Rwanda and its Development Partners (including bilateral and multilateral donors, NGOs, civil society and the private sector), the development of partnerships amongst donors (with a view to enhancing harmonisation), and the development of south-south partnerships between government entities on aid management and aid effectiveness issues. In this regard, the UNRC and MINECOFIN act as brokers in a multi-stakeholder dialogue centred around development effectiveness, enhancing both domestic and external participation and accountability.</p>	
<p><b>Project title and ID:</b> 00058951 - Support to Aid Coordination, Harmonisation and Alignment for Development Effectiveness in Rwanda</p>	

Intended Outputs (by end 2008)	Indicative Activities	Responsible parties	UNDP Inputs (nature and cost)
<p><b>1. Strengthening of government capacities to lead aid coordination, harmonization and alignment process, in the context of the EDPRS, Vision 2020, the MDGs and Paris Declaration on Aid Effectiveness.</b></p>			
<p>a) MINECOFIN EFU has five professional staff equipped with the skills and knowledge to carry out core aid management functions.</p>	<p>i. On-job support and training to EFU staff. ii. Off-job trainings for EFU staff, to include south-south / peer learning workshops.</p>	<p>MINECOFIN (EFU) and UNDP (ACU)</p>	<p>In-house TA External trainings 100,000</p>
<p>b) MINECOFIN has a single programmatic framework in place for the implementation of future capacity development initiatives, to include aid management and aid</p>	<p>i. Technical assistance provided to ISP secretariat</p>	<p>MINECOFIN (ISP Secretariat) and UNDP (ACU)</p>	<p>In-house TA **</p>

\*\* In-house technical assistance is costed as total for each of Outputs 1, 2 and 3, reflecting the fact that staff work on several activities.  
FINAL PROJECT DOCUMENT APPROVED BY STEERING COMMITTEE – 25<sup>th</sup> February 2008

Intended Outputs (by end 2008)	Indicative Activities	Responsible parties	UNDP inputs (nature and cost)
c) Further improvement in DAD data quality, coverage and usage over 2008. effectiveness initiatives.	<ul style="list-style-type: none"> <li>i. Integration of DAD with SmartGov.</li> <li>ii. Development of DAD Donor Profile / Paris Declaration module.</li> <li>iii. Training of MINECOFIN, donor and other GoR staff.</li> <li>iv. Sub-regional AIMS clinic to facilitate peer learning on technical aspects of AIMS.</li> </ul>	MINECOFIN (EFU, ICT and Budget), UNDP (ACU) and BTC.	In-house TA Externally sourced IT services
d) Aid Policy Manual of Procedures developed, finalised and approved by GoR.	<ul style="list-style-type: none"> <li>i. Support to MINECOFIN in drafting of Manual.</li> <li>ii. GoR consultative workshop(s).</li> </ul>	GoR HLIC, MINECOFIN (EFU) and UNDP (ACU).	In-house TA Consultancy services Workshop costs
e) SWAps developed and operationalised in at least two sectors.	<ul style="list-style-type: none"> <li>i. Technical assistance provided to sectors (on a demand-driven basis).</li> <li>ii. Continued facilitation of peer learning / south-south exchanges on SWAp experiences.</li> </ul>	Line ministries, MINECOFIN (EFU and DPU) with UNDP (ACU).	In-house TA Travel / Workshops
<p>Estimated costs for In-house TA on activities 1 (a-e) above:</p> <p>50% of F/T International ALD 72,000</p> <p>50% of F/T National (BS Specialist) 17,000</p> <p>100% of F/T National (AIMS Specialist) 31,500</p> <p>Consumables, transport 30,000</p> <p><b>TOTAL COST OUTCOME 1: 320,500</b></p>			
<b>2. Support to Government / Development Partner dialogue through an aid coordination architecture responding to Rwanda's needs.</b>			

<sup>α</sup> Financed separately by BTC, under the technical guidance of EFU and with assistance of ACU TA.  
FINAL PROJECT DOCUMENT APPROVED BY STEERING COMMITTEE – 25<sup>th</sup> February 2008



Intended Outputs (by end 2008)	Indicative Activities	Responsible parties	UNDP Inputs (nature and cost)
<p>Estimated costs for In-house TA on activities 2 (a-g) above:</p> <p>20% of F/T International ALD 28,800</p> <p>30% of F/T National (BS Specialist) 10,200</p> <p>50% of F/T National (Programme Associate) 10,800</p> <p>Consumables, transport 30,000</p> <p><b>TOTAL COST OUTCOME 2: 311,800</b></p>			
<p><b>3. Facilitate harmonization and coordination of development partners' interventions, including support to joint analytic and diagnostic work.</b></p>			
<p>a) Advisory services provided to UN Resident Coordinator (DPCG co-chair).</p>	<p>i. Analysis and briefing on aid coordination issues.</p> <p>ii. Support to external coordination / strategic partnerships issues for UNCT.</p>	<p>UNDP (ACU)</p>	<p>In-house TA</p> <p>**</p>
<p>b) 2008 OECD-DAC Survey on Monitoring the Paris Declaration completed by GoR in collaboration with DPs.</p>	<p>i. Technical advice to national coordinator on survey issues.</p> <p>ii. ACU acts as Donor Focal Point for Survey.</p>	<p>UNDP (ACU), with MINECOFIN (EFU)</p>	<p>In-house TA</p> <p>**</p>
<p>c) Advisory services provided to DPs to respond to particular needs (e.g. coordination of joint statements and strategies).</p>	<p>i. Coordination and drafting of joint papers / statements / exercises on an ad-hoc basis.</p>	<p>UNDP (ACU)</p>	<p>In-house TA</p> <p>**</p>
<p>Estimated costs for In-house TA on activities 3 (a-c) above:</p> <p>20% of F/T International ALD 28,800</p> <p>20% of F/T National (BS Specialist) 6,800</p> <p>Consumables, transport 10,000</p> <p><b>TOTAL COST OUTCOME 3: 45,600</b></p>			
<p><b>4. UNDP Project supervision, administration and donor reporting</b></p>			



Intended Outputs (by end 2008)	Indicative Activities	Responsible parties	UNDP Inputs (nature and cost)
a) UNDP supervisory role in the implementation of the NEX project.	i. Project management and administration	UNDP (ACU)	Staff costs: 10% of F/T International ALD 14,400 50% of F/T National (Programme Associate) 10,800
<b>TOTAL COST OUTCOME 4:</b>			<b>25,200</b>
<b>TOTAL REQUIREMENT:</b>			<b>703,100</b>

**ANNEX 2: ANNUAL WORK PLAN BUDGET SHEET**

Year: 2008

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		ME		Q			Fund	Donor	Budget Description (* denotes in-house TA, shown as one activity at the end of each output)	Amount
		1	2	3	4					
1. Strengthening of government capacities to lead aid coordination, harmonization and alignment process, in the context of the EDPRS, Vision 2020, the MDGs and Paris Declaration on Aid Effectiveness.	List all activities including M&E to be undertaken during the year towards stated CP outputs	X	X	X	X	MINECOFIN (EFU) and UNDP (ACU)				
	On-job support and training to EFU staff.	X	X	X	X	MINECOFIN (EFU) and UNDP (ACU)		**		
	Off-job trainings for EFU staff, to include south-south / peer learning workshops.	X	X	X	X	MINECOFIN (EFU) and UNDP (ACU)		72100 Svc Co	80,000	
	Technical assistance provided to ISP secretariat	X	X	X	X	MINECOFIN (ISP Secretariat) and UNDP (ACU)		71600 Travel	20,000	
	Integration of DAD with SmartGov.	X	X	X	X	MINECOFIN (EFU, ICT and Budget), UNDP (ACU) and BTC.		**		
	Development of DAD Donor Profile / Paris Declaration module.	X	X	X	X	MINECOFIN (EFU, ICT and Budget), UNDP (ACU) and BTC.		**		
	Training of MINECOFIN, donor and other GoR staff.	X	X	X	X	MINECOFIN (EFU, ICT and Budget), UNDP.		**		
	Sub-regional AIMS clinic to facilitate peer learning on technical aspects of AIMS.	X	X	X	X	MINECOFIN (EFU, ICT and Budget), UNDP.		**		
	Support to MINECOFIN in drafting of Manual.	X	X	X	X	GoR HLIC, MINECOFIN		**	71200 Intl Consultants	14,000



	TA to MINECOFIN on CPAF	X	X	X	MINECOFIN (EFU) and UNDP (ACU)				**			
	Workshop on CPAF	X			MINECOFIN (EFU) and UNDP (ACU)				72700	Hospitality		10,000
	Independent GoR/DP review	X	X		MINECOFIN (EFU) and UNDP (ACU)				**	71300 Local Consultants 71200 Int'l Consultants		25,000 55,000
	In-house TA for Output 2 (as identified by ** above)	X	X	X	UNDP (ACU)				71100	ALD staff costs		28,800
	Analytic and advisory services to RC	X	X	X	UNDP (ACU)				61200	GS staff costs		21,000
	TA and support as donor focal point to 2008 JV-MPD Survey	X	X		UNDP (ACU)				75100	Facilities & admin		30,000
	Analytic and advisory services to DPs	X	X	X	UNDP (ACU)				**			
	In-house TA for Output 3 (as identified by ** above)	X	X	X	UNDP (ACU)				71100	ALD staff costs		28,800
	Project management and administration	X	X	X	UNDP (ACU)				61200	GS staff costs		6,800
		X	X	X	UNDP (ACU)				75100	Facilities & admin		10,000
		X	X	X	UNDP (ACU)				71100	ALD staff costs		14,400
		X	X	X	UNDP (ACU)				61200	GS staff costs		10,800
	<b>TOTAL</b>											<b>703,100</b>

**ANNEX 3: ANNUAL WORK PLAN (AWP) MONITORING TOOL**

Year: 2008

Executing Entity: Ministry of Finance and Economic Planning (MINECOFIN)

EXPECTED OUTPUTS AND INDICATORS (all targets are for end 2008)	PLANNED ACTIVITIES <i>List all the activities including monitoring and evaluation activities to be undertaken during the year towards stated CP outputs</i>	EXPENDITURES <i>List actual expenditures against activities completed</i>	RESULTS OF ACTIVITIES <i>For each activity, state the results of the activity</i>	PROGRESS TOWARDS ACHIEVING OUTPUTS  Using data on annual indicator targets, state progress towards achieving the CP outputs. Where relevant, comment on factors that facilitated and/or constrained achievement of results including:  <ul style="list-style-type: none"> <li>▪ <i>Whether risks and assumptions as identified in the CP M&amp;E Framework materialized or whether new risks emerged</i></li> <li>▪ <i>Internal factors such as timing of inputs and activities, quality of products and services, coordination and/or other management issues</i></li> </ul>
<p><b>OUTPUT 1:</b> Strengthening of government capacities to lead aid coordination, harmonization and alignment process, in the context of the EDPRS, Vision 2020, the MDGs and Paris Declaration on Aid Effectiveness.</p> <ul style="list-style-type: none"> <li>- 5 fully trained staff in MINECOFIN EFU (BI: 2)</li> <li>- CD assistance to MINECOFIN is provided in the context of a single programme and budgetary framework (BI:</li> </ul>	<p>On-job support and training to EFU staff.</p> <p>Off-job trainings for EFU staff, to include south-south / peer learning workshops.</p> <p>Technical assistance provided to ISP secretariat</p> <p>Integration of DAD with SmartGov.</p> <p>Development of DAD Donor Profile / Paris Declaration module.</p> <p>Training of MINECOFIN, donor and other GoR staff.</p>			

<p><b>OUTPUT 2: Support to Government / Development</b>  Partner dialogue through an aid coordination architecture responding to Rwanda's needs.</p> <ul style="list-style-type: none"> <li>- 6 DPCG meetings held (BI: 6)</li> <li>- 4 BSHG meetings held (BI: 4)</li> <li>- DPM held once in 2008</li> <li>- DPR held once in 2008</li> <li>- Independent review of GoR-DP relations conducted (BI: 0)</li> </ul>	<p>Sub-regional AIMS clinic to facilitate peer learning on technical aspects of AIMS.  Support to MINECOFIN in drafting of Manual.  GoR consultative workshop(s).  Technical assistance provided to sectors (on a demand-driven basis).  Continued facilitation of peer learning / south-south exchanges on SWAp experiences.  Provision of analytic and advisory services to DPCG CD and dialogue with NGOs/CSOs/private sector  Organisation of 6 DPCG meetings  Organise Development Partners Retreat  Annual GoR and DP Meeting organised  2 BS meetings and 2 BS reviews held  TA to MINECOFIN on CPAF  Workshop on CPAF  Independent GoR/DP review  Analytic and advisory services to RC  TA and support as donor focal point to 2008 JV-MPD Survey</p>			
<p><b>OUTPUT 3:</b>  Facilitate harmonization and coordination of development partners' interventions, including support to joint analytic and diagnostic work.</p>				

	Analytic and advisory services to DPs				
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**ANNEX B: COMBINED ISP/PFM WORK PLAN 2009-12**







MINECOFIN ISP & PFM COMBINED WORK PLAN 2009/10 - 2011/12

Activity	Activity Description	Activity Start Date	Activity End Date	Activity Duration	Activity Status	Activity Progress	Activity Budget	Activity Actuals	Activity Variance	Activity Comments
Component	Output									
	Output									
310	Key Strategy: Increase Adaptive Capacity of Risk Management to utilize resources	310.1	310.1	310.1	310.1	310.1	\$70,000	\$70,000	\$0	
		310.2	310.2	310.2	310.2	310.2	\$10,000	\$10,000	\$0	
320	Key Strategy: Improve local financial conditions	320.1	320.1	320.1	320.1	320.1	\$50,000	\$50,000	\$0	
		320.2	320.2	320.2	320.2	320.2	\$10,000	\$10,000	\$0	
330	Key Strategy: Establish a monitoring and compliance program based on risk analysis	330.1	330.1	330.1	330.1	330.1	\$150,000	\$150,000	\$0	
		330.2	330.2	330.2	330.2	330.2	\$10,000	\$10,000	\$0	
340	Key Strategy: Increase adaptive capacity of risk management to utilize resources	340.1	340.1	340.1	340.1	340.1	\$10,000	\$10,000	\$0	
		340.2	340.2	340.2	340.2	340.2	\$10,000	\$10,000	\$0	
350	Key Strategy: Increase adaptive capacity of risk management to utilize resources	350.1	350.1	350.1	350.1	350.1	\$10,000	\$10,000	\$0	
		350.2	350.2	350.2	350.2	350.2	\$10,000	\$10,000	\$0	
360	Key Strategy: Increase adaptive capacity of risk management to utilize resources	360.1	360.1	360.1	360.1	360.1	\$10,000	\$10,000	\$0	
		360.2	360.2	360.2	360.2	360.2	\$10,000	\$10,000	\$0	
370	Key Strategy: Increase adaptive capacity of risk management to utilize resources	370.1	370.1	370.1	370.1	370.1	\$10,000	\$10,000	\$0	
		370.2	370.2	370.2	370.2	370.2	\$10,000	\$10,000	\$0	
380	Key Strategy: Increase adaptive capacity of risk management to utilize resources	380.1	380.1	380.1	380.1	380.1	\$10,000	\$10,000	\$0	
		380.2	380.2	380.2	380.2	380.2	\$10,000	\$10,000	\$0	
390	Key Strategy: Increase adaptive capacity of risk management to utilize resources	390.1	390.1	390.1	390.1	390.1	\$10,000	\$10,000	\$0	
		390.2	390.2	390.2	390.2	390.2	\$10,000	\$10,000	\$0	
400	Key Strategy: Increase adaptive capacity of risk management to utilize resources	400.1	400.1	400.1	400.1	400.1	\$10,000	\$10,000	\$0	
		400.2	400.2	400.2	400.2	400.2	\$10,000	\$10,000	\$0	



MINECOFIN ISP & PFM COMBINED WORK PLAN 2009/10 - 2011/12

Component	Activity	Phase	Period	Start Date	End Date	2009/10 (M\$)	2010/11 (M\$)	2011/12 (M\$)	Total (M\$)	2009/10 (M\$)	2010/11 (M\$)	2011/12 (M\$)	Total (M\$)
Component 1: Implementing New Frameworks 1A) KEY STRATEGY: Complete Adequate Planning Process	Output: Output Indicators 1A) KEY STRATEGY: Complete Adequate Planning Process 1A.1) Complete Adequate Planning Process	PP1	PP1	2009-10-01-06-30	2009-12-31-06-30	1,200,000	1,200,000	1,200,000	3,600,000	1,200,000	1,200,000	1,200,000	3,600,000
		PP2	PP2	2009-10-01-06-30	2009-12-31-06-30	1,200,000	1,200,000	1,200,000	3,600,000	1,200,000	1,200,000	1,200,000	3,600,000
		PP3	PP3	2009-10-01-06-30	2009-12-31-06-30	1,200,000	1,200,000	1,200,000	3,600,000	1,200,000	1,200,000	1,200,000	3,600,000
		PP4	PP4	2009-10-01-06-30	2009-12-31-06-30	1,200,000	1,200,000	1,200,000	3,600,000	1,200,000	1,200,000	1,200,000	3,600,000
		PP5	PP5	2009-10-01-06-30	2009-12-31-06-30	1,200,000	1,200,000	1,200,000	3,600,000	1,200,000	1,200,000	1,200,000	3,600,000
		PP6	PP6	2009-10-01-06-30	2009-12-31-06-30	1,200,000	1,200,000	1,200,000	3,600,000	1,200,000	1,200,000	1,200,000	3,600,000
		PP7	PP7	2009-10-01-06-30	2009-12-31-06-30	1,200,000	1,200,000	1,200,000	3,600,000	1,200,000	1,200,000	1,200,000	3,600,000
		PP8	PP8	2009-10-01-06-30	2009-12-31-06-30	1,200,000	1,200,000	1,200,000	3,600,000	1,200,000	1,200,000	1,200,000	3,600,000
		PP9	PP9	2009-10-01-06-30	2009-12-31-06-30	1,200,000	1,200,000	1,200,000	3,600,000	1,200,000	1,200,000	1,200,000	3,600,000
		PP10	PP10	2009-10-01-06-30	2009-12-31-06-30	1,200,000	1,200,000	1,200,000	3,600,000	1,200,000	1,200,000	1,200,000	3,600,000
Component 2: Implementing a Robust Integrated Performance and Patrol Information System 1B) KEY STRATEGY: Complete Adequate Monitoring	Output: Output Indicators 1B) KEY STRATEGY: Complete Adequate Monitoring 1B.1) Complete Adequate Monitoring	PP11	PP11	2009-10-01-06-30	2009-12-31-06-30	1,200,000	1,200,000	1,200,000	3,600,000	1,200,000	1,200,000	1,200,000	3,600,000
		PP12	PP12	2009-10-01-06-30	2009-12-31-06-30	1,200,000	1,200,000	1,200,000	3,600,000	1,200,000	1,200,000	1,200,000	3,600,000
		PP13	PP13	2009-10-01-06-30	2009-12-31-06-30	1,200,000	1,200,000	1,200,000	3,600,000	1,200,000	1,200,000	1,200,000	3,600,000
		PP14	PP14	2009-10-01-06-30	2009-12-31-06-30	1,200,000	1,200,000	1,200,000	3,600,000	1,200,000	1,200,000	1,200,000	3,600,000
		PP15	PP15	2009-10-01-06-30	2009-12-31-06-30	1,200,000	1,200,000	1,200,000	3,600,000	1,200,000	1,200,000	1,200,000	3,600,000
		PP16	PP16	2009-10-01-06-30	2009-12-31-06-30	1,200,000	1,200,000	1,200,000	3,600,000	1,200,000	1,200,000	1,200,000	3,600,000
		PP17	PP17	2009-10-01-06-30	2009-12-31-06-30	1,200,000	1,200,000	1,200,000	3,600,000	1,200,000	1,200,000	1,200,000	3,600,000
		PP18	PP18	2009-10-01-06-30	2009-12-31-06-30	1,200,000	1,200,000	1,200,000	3,600,000	1,200,000	1,200,000	1,200,000	3,600,000
		PP19	PP19	2009-10-01-06-30	2009-12-31-06-30	1,200,000	1,200,000	1,200,000	3,600,000	1,200,000	1,200,000	1,200,000	3,600,000
		PP20	PP20	2009-10-01-06-30	2009-12-31-06-30	1,200,000	1,200,000	1,200,000	3,600,000	1,200,000	1,200,000	1,200,000	3,600,000









**ANNEX C: REVISED RESULTS AND RESOURCES FRAMEWORK 2009-12**

## PROJECT RESULTS AND RESOURCES FRAMEWORK 2009-12

<b>Intended Outcome:</b> Aid management and mutual accountability mechanisms fully operationalised.	
1. Strengthening of government capacities to lead aid coordination, harmonization and alignment process, in the context of the EDPRS, Vision 2020, the MDGs and Paris Declaration on Aid Effectiveness.	
2. Support to Government / Development Partner dialogue through an aid coordination architecture responding to Rwanda's needs.	
3. Facilitate harmonization and coordination of development partners' interventions, including support to joint analytic and diagnostic work.	
<b>Applicable Key Result Area:</b> Effective Aid Management (UNDP Strategic Plan 2008-11, ch. 5 section C)	
<b>Partnership Strategy:</b>	
The project targets strengthened partnerships between the Government of Rwanda and its Development Partners (including bilateral and multilateral donors, NGOs, civil society and the private sector), the development of partnerships amongst donors (with a view to enhancing harmonisation), and the development of south-south partnerships between government entities on aid management and aid effectiveness issues. In this regard, the UNRC and MINECOFIN act as brokers in a multi-stakeholder dialogue centred around development effectiveness, enhancing both domestic and external participation and accountability.	
<b>Project title and ID:</b> 00058951 - Support to Aid Coordination, Harmonisation and Alignment for Development Effectiveness in Rwanda	

Intended Outcomes	Indicative Activities	Responsible parties	UNDP Inputs (nature and cost)
<b>1. Aid Management increasingly transparent and aligned with GoR systems, and accompanied by increase in volume of ODA to Rwanda</b>			
a) MINECOFIN EFU has five professional staff equipped with the skills and knowledge to carry out core aid management functions. <i>Baseline (end 2008): 3 staff, with variable knowledge and skills relating to aid management.</i> 2009 Target: 4 2010 Target: 5 2011 Target: 5 2012 Target: 5	i. On-job support and training to EFU staff. ii. Off-job trainings for EFU staff, to include south-south / peer learning workshops.	MINECOFIN (EFU)	In-house TA External trainings 70,000 **
b) Further improvement in DAD functionality, data quality, coverage and usage over the period 2009-12.	i. Integration of DAD with SmartGov. ii. Implementation of DAD Donor Profile / DPAF module. iii. Training of MINECOFIN staff in	MINECOFIN (EFU, ICT and Budget)	In-house TA Externally sourced IT services 158,000 **

\*\* In-house technical assistance is costed as total for each of Outputs 1, 2 and 3, reflecting the fact that staff work on several activities.

Intended Outputs	Indicative Activities	Responsible parties	UNDP Inputs (nature and cost)
<p>INDICATOR: DAD Integrated with SmartGov (data exchange operational)? (Y/N) Baseline (end 2008): No 2009 Target: Yes</p> <p>INDICATOR: DAD DPAF / Donor Profile fully functional and in use? (Y/N) Baseline (end 2008): No (under development; prototype received) 2009 Target: Yes</p> <p>INDICATOR: Number of MINECOFIN staff trained and able to use all DAD Administrator functions and basic IDM functions. Baseline (end 2008): 0 2009 Target: 2 2010 Target: 3</p>	<p>administration and management of DAD.</p>		
<p>c) Aid Policy Manual of Procedures developed, finalised and approved by GoR. Baseline (end 2008): Draft manual completed; awaiting GoR editing and finalisation processes. 2009 Target: Manual completed and in use.</p>	<p>i. Support to MINECOFIN in drafting of Manual. ii. GoR consultative workshop(s).</p>	<p>MINECOFIN (EFU)</p>	<p>In-house TA Workshop costs 20,000 **</p>
<p>d) SWAPs developed and operationalised in at least two sectors. Baseline (end 2008): 1 additional SWAp (with attributable inputs from project). 2009 Target: 2 additional SWAPs supported.</p>	<p>i. Technical assistance provided to sectors (on a demand-driven basis). ii. Continued facilitation of peer learning / south-south exchanges on SWAp experiences.</p>	<p>MINECOFIN (EFU and DPU).</p>	<p>In-house TA Travel / Workshops 60,000 **</p>
<p>e) Analytical work on volume of development finance as follow-up to MDG HLE and Africa meeting and Doha FID. Baseline (end 2008): None</p>	<p>i. Consultancy work on scope for scaling up of development finance / development of resource mobilisation strategy.</p>	<p>MINECOFIN (EFU)</p>	<p>Consultancy services 40,000</p>

Intended Outputs	Indicative Activities	Responsible parties	UNDP Inputs (nature and cost)
2009 Target: Analytic piece finalised and recommendations endorsed.			
			Estimated costs for In-house TA on activities 1 (a-e) above: 50% of F/T International ALD * 3.5yrs 252,000 100% of F/T National (AIMS Specialist) * 3.5yrs 110,250 Consumables, transport 40,000 <b>TOTAL COST OUTCOME 1: 750,250</b>
<b>2. Improve coordination and harmonisation of donors' interventions: Support to Government / Development Partner dialogue through an aid coordination architecture responding to Rwanda's needs.</b>			
a) Structure and functioning of aid coordination architecture (including sector working groups) reviewed and recommendations for improvements / changes implemented by GoR and DPs.  <i>Baseline (end 2008): No change to ToR.</i> <i>2009 Target: Revised ToR for DPCG and SWGs in place and endorsed.</i>	iii. Provision of analytic and advisory services to DPCG.	MINECOFIN (EFU)	In-house TA **
b) Annual GoR and DP Retreat held.  <i>Baseline (end 2008): Yes</i> <i>2009 Target: Yes</i> <i>2010 Target: Yes</i> <i>2011 Target: Yes</i> <i>2012 Target: Yes</i>	ii. Organise retreat (programme, logistics etc).	MINECOFIN (EFU)	Travel, venue and interpretation costs 150,836
c) Biennial GoR and DP Meeting held (2010, 2012)  <i>Baseline (end 2008): Yes</i> <i>2010 Target: Yes</i>	ii. Organise meeting (programme, logistics etc).	MINECOFIN (EFU)	Venue, refreshments, documentation, interpretation. 300,000

Intended Outputs	Indicative Activities	Responsible parties	UNDP Inputs (nature and cost)
d) Independent review of GoR and DP relations undertaken and recommendations translated into action plan  <i>Baseline (end 2008): No 2009 Target: Yes</i>	ii. Independent review undertaken and results fed into annual retreat.	MINECOFIN (EFU)	In-house TA Consultancy services; travel 200,000 **
			Estimated costs for In-house TA on activities 2 (a-g) above: 20% of F/T International ALD *3.5yrs 100,800
			<b>TOTAL COST OUTCOME 2: 751,636</b>
<b>3. Facilitate harmonization and coordination of development partners' interventions, including support to joint analytic and diagnostic work (UNDP Direct Implementation Activities)</b>			
a) Advisory services provided to UN Resident Coordinator (DPCG co-chair).	iii. Analysis and briefing on aid coordination issues. iv. Support to external coordination / strategic partnerships issues for UNCT.	UNDP	In-house TA **
b) 2010 OECD-DAC Survey on Monitoring the Paris Declaration completed by GoR in collaboration with DPs.  <i>Baseline (end 2008): Yes 2010 Target: Yes</i>	iii. Technical advice to national coordinator on survey issues. iv. ACU acts as Donor Focal Point for Survey.	UNDP	In-house TA **
c) Advisory services provided to DPs to respond to particular needs (e.g. coordination of joint statements and strategies).	ii. Coordination and drafting of joint papers / statements / exercises on an ad-hoc basis.	UNDP	In-house TA **
d) Civil society and NGO participation in aid coordination architecture facilitated.	iii. Substantive support and policy advice to civil society. iv. Workshops / events (plan TBD by CS core group)	UNDP	In-house TA Workshop / travel costs 200,000 **
e) Non-governmental aid flows are documented and all development stakeholders have a clearer understanding of the role and volume of support channelled through non-	i. Analytic study on non-governmental aid flows	UNDP with MINECOFIN and CS partners	Consultancy services 40,000

Intended Outputs	Indicative Activities	Responsible parties	UNDP Inputs (nature and cost)
governmental partners.			Estimated costs for In-house TA on activities 3 (a-c) above: 20% of F/T International ALD *3.5yrs 100,800 Vehicle rental & driver 40,000 Office consumables and communications 50,000 <b>TOTAL COST OUTCOME 3: 430,800</b>
<b>4. UNDP Supervision and quality assurance</b>			
a) Quality of interventions assured in accordance with UNDP Policies and Procedures	i. Routine quality assurance activities ii. Annual NEX audit	UNDP	10% of F/T International ALD *3.5yrs 50,400 Audit fees *4yrs 12,000 <b>TOTAL COST OUTCOME 4: 62,400</b>
<b>TOTAL RESOURCE REQUIREMENT (2009-12):</b>			<b>1,995,086</b>

**ANNEX D: ANNUAL WORKPLAN BUDGET SHEETS**

# ANNUAL WORK PLAN BUDGET SHEET

Year: 2009

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET					
		ME					Fund	Donor	Budget Description  (** denotes in-house TA implemented by UNDP, costed at the end of each output)	Amount		
		Q1	Q2	Q3	Q4							
1. Strengthening of government capacities to lead aid coordination, harmonization and alignment process, in the context of the EDPRS, Vision 2020, the MDGs and Paris Declaration on Aid Effectiveness.	List all activities including M&E to be undertaken during the year towards stated CP outputs											
	On-job support and training to EFU staff.	X	X	X	X	**			**			
	Off-job trainings for EFU staff, to include south-south / peer learning workshops.	X	X	X	X	MINECOFIN			72100 Svc Co			10,000
	Technical assistance provided to ISP secretariat	X	X	X	X	**			71600 Travel			10,000
	Integration of DAD with SmartGov.			X	X	MINECOFIN			**			
	DAD Technical Support costs (to cover 2008-09)	X	X	X	X	MINECOFIN			72100 Svc Co			36,000
	Finalisation of IDM training	X				MINECOFIN			72100 Svc Co			18,000
	Training of MINECOFIN, donor and other GoR staff in use of DAD.	X	X	X	X	MINECOFIN, UNDP			**			
	Support to IATI scoping and implementation at the country level.	X	X	X	X	**			**			
	Support to MINECOFIN in finalisation of manual of procedures (advisory support; workshops)	X				MINECOFIN, UNDP			**			
Technical assistance	X	X	X	X	**			**				
								72700 Hospitality				20,000







**ANNEX E: ANNUAL WORKPLAN MONITORING TOOL**

Year: 2009

Implementing Partner: Ministry of Finance and Economic Planning (MINECOFIN)

EXPECTED OUTPUTS AND INDICATORS (all targets are for end 2008)	PLANNED ACTIVITIES <i>List all the activities including monitoring and evaluation activities to be undertaken during the year towards stated CP outputs</i>	EXPENDITURES <i>List actual expenditures against activities completed</i>	RESULTS OF ACTIVITIES <i>For each activity, state the results of the activity</i>	PROGRESS TOWARDS ACHIEVING OUTPUTS  Using data on annual indicator targets, state progress towards achieving the CP outputs. Where relevant, comment on factors that facilitated and/or constrained achievement of results including:  <ul style="list-style-type: none"> <li>▪ <i>Whether risks and assumptions as identified in the CP M&amp;E Framework materialized or whether new risks emerged</i></li> <li>▪ <i>Internal factors such as timing of inputs and activities, quality of products and services, coordination and/or other management issues</i></li> </ul>
<p><b>OUTPUT 1:</b> Strengthening of government capacities to lead aid coordination, harmonization and alignment process, in the context of the EDPRS, Vision 2020, the MDGs and Paris Declaration on Aid Effectiveness.</p> <ul style="list-style-type: none"> <li>- 5 fully trained staff in MINECOFIN EFU (BI: 2)</li> <li>- CD assistance to MINECOFIN is provided in the context of a single programme</li> </ul>	<p>On-job support and training to EFU staff.</p> <p>Off-job trainings for EFU staff, to include south-south / peer learning workshops.</p> <p>Technical assistance provided to ISP secretariat</p> <p>Integration of DAD with SmartGov.</p> <p>Training of MINECOFIN, donor and other GoR staff.</p> <p>Support to MINECOFIN in drafting of Manual.</p>			

<p>and budgetary framework (BI: No)</p> <ul style="list-style-type: none"> <li>- Integration of DAD with SmartGov completed and data exchange operational (BI: No)</li> <li>- Manual of procedures developed (BI: No)</li> </ul>	<p>GoR consultative workshop(s) on manual.</p>			
<p><b>OUTPUT 2: Support to Government / Development</b>  Partner dialogue through an aid coordination architecture responding to Rwanda's needs.</p> <ul style="list-style-type: none"> <li>- Revised ToR for aid coordination architecture in place and approved (BI: No)</li> <li>- Independent review of GoR-DP relations conducted (BI: No)</li> </ul>	<p>Provision of analytic and advisory services to DPCG  TA to MINECOFIN on CPAF  Independent GoR/DP review  TA in support of aid architecture technical working group</p>			
<p><b>OUTPUT 3:</b>  Facilitate harmonization and coordination of development partners' interventions, including support to joint analytic and diagnostic work.</p> <ul style="list-style-type: none"> <li>- Advisory services provided to RC and DPs to meet demand. (quality and quantity indicators TBD in 2009)</li> </ul>	<p>Analytic and advisory services to RC  TA and CD support to civil society on aid effectiveness issues.  Analytic and advisory services to DPs</p>			

**ANNEX F: OFFLINE RISK LOG**

Project Title: Support to Aid Coordination, Harmonisation and Alignment

Award ID: 00037091

Date: 31 January 2009

#	Description	Date Identified	Type	Impact (I) & Probability (P) 1 (low) to 5 (high)	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Continued low levels of staffing in MINECOFIN EFU hinder effective transfer of capacities and GoR leadership in coordination processes.	31/1/09	Organisational	P = 4 I = 4	Continued dialogue with MINECOFIN on appropriate staffing structures, possibly supported by capacity assessment. Project staff to support drafting of TOR and GoR recruitment of additional staff as appropriate. Programme risk monitored closely and allocation of funding beyond 2009 contingent on progress.	RO	RO	--	Staffing levels constant since 2008 (no change).
2	Integration of DAD with SmartGov contingent on adequate cross-departmental staffing in MINECOFIN and finalisation of recent SmartGov upgrades.	31/1/09	Organisational	P = 2 I = 3	Continued dialogue with MINECOFIN and monitoring by AIMS specialist.	RO	RO	--	No change.
3	Successful implementation of mutual accountability instruments	31/1/09	Political; Strategic	P = 1 I = 5	Continued dialogue with donors at a high level (incl. UNRC and senior MINECOFIN	RO	RO	--	No change.

	(DPAF, independent review) hindered by lack of donor buy-in.				officials) on a regular basis.				
4	Inadequate funding of project in 2009 hinders full implementation of work plan	31/1/09	Financial	P = 4 I = 3	UNDP to consider allocating TRAC 2 and One Fund resources; MINECOFIN to identify potential additional funds through ISP mechanism.	RO	RO	--	Funding still uncertain (part-funded by UNDP TRAC1 only).