

GOVERNMENT OF RWANDA



MINISTRY OF FINANCE AND ECONOMIC PLANNING

“Support for Effective Development Cooperation for Results”

PROJECT DOCUMENT



United Nations Development Programme

Country: Republic of Rwanda

Project Document

Project Title :

Support for Effective Development Cooperation for Results

UNDAP Outcome(s):

Outcome 1.1: Pro-poor growth and economic transformation enhanced for inclusive economic development and poverty reduction.

Output 1: Enhanced Government capacities to reinforce national leadership and ownership of aid effectiveness (coordination, harmonization, alignment & mutual accountability). .

Expected Output(s):

Output 2: Strengthened Government capacities to effectively mobilize external resources based on strategic priorities of investments and financing needs from non-traditional sources

(Those that will result from the project)

Output 3: Strengthened technical capacity of MINECOFIN and other participating institutions to carry out and disseminate evidence-based analytical policy research and devise effective Monitoring and Evaluation Systems

Output 4: National Human Development, MDGs, EDPRS II and other UNDP-MINECOFIN selected reports produced, disseminated and understood by all stakeholders.

Executing Entity:

United Nations Development Programme (UNDP)

Implementing Agencies:

Ministry of Finance and Economic Planning (MINECOFIN)

Brief Description

The Ministry of Finance and Economic Planning (MINECOFIN) in the spirit of striving to enhance effectiveness and efficiency of development cooperation for results, developed an integrated programme, "Support for Effective Development Cooperation for Results". The programme builds on the results of three different projects that had been supported by UN(DP): i.e. (a) *Supporting Harmonization, Alignment, and Coordination for Aid Effectiveness in Rwanda* (b) *Strengthening Government of Rwanda's National Evidence-Based Policy Planning, Analysis and M&E Project* and (c) *Support to Special Activities through Evidence-Based Policy Research and Advocacy in support of MDG Initiatives in Rwanda*.

The programme's main objectives are:

1. Support for Effective Development Cooperation and Resource Mobilization, particularly from non-traditional sources.
2. Strengthen Government of Rwanda's National Evidence-Based Policy Planning, Analysis and M&E capacities, mechanisms and processes.

Programme Period: 2014-2018

Key Result Area (Strategic Plan) _____

Atlas Award ID: _____

Start date: January 2014
End Date: June 2018

PAC Meeting Date: 10 December 2013

Management Arrangement: National Implementation (NIM) modality

Total resources required: US \$ 6,467,000

- UNDP – for 5 years: US \$ 4,662,000
- One Fund: US \$ 1,000,000
- Unfunded (to be mobilized): US \$ 805,000
- Government of Rwanda: **In Kind**

Agreed by (Government and Implementing Partner: MINECOFIN):

Hon. Claver GATETE, Minister of Finance and Economic Planning



Agreed by (UNDP):

Mr. Lamin M. Manneh, UN Resident Coordinator & UNDP Resident Representative



TABLE OF CONTENTS

ACRONYMS.....	v
1. Introduction.....	v
2. Situation Analysis for Effective Development Cooperation for Results.....	2
3. Lessons learnt & Rationale for subsequent projects.....	2
4. Strategy of the new project.....	7
4.1 Support for Effective Development Cooperation and Resource Mobilization.....	7
4.2 Strengthening Government of Rwanda’s National Evidence-Based Policy Planning, Analysis and M&E.....	8
5. Project Management.....	12
5.1. Project Steering Committee.....	13
5.2. Project Management Team.....	14
5.3. Project Implementation.....	14
6. Monitoring and Evaluation.....	14
7. Audit.....	15
8. Evaluation.....	15
9. Legal Context.....	15

Annexes

Annex I: Project Results and Resources Framework:.....	16
Annex II: Project Annual Work plan & Budget.....	27
Annex III: Risk Logframe.....	36

ACRONYMS

AWP	Annual Work Plan
CPAF	Common Performance Assessment Framework
CSO	Civil Society Organizations
DAD	Development Partners Database
DoL	Division of Labour
DPAF	Donor Performance Assessment Framework
DPCG	Development Partners Coordination Group
E.T.C	Et cetera
EDPRS	Economic Development and Poverty Reduction Strategy
GBS	General Budget Support
GDP	Gross Domestic Product
GoR	Government of Rwanda
IFMIS	Integrated Financial Management Information System
INGO	International Non-Governmental Organizations
M&E	Monitoring and Evaluation
MAF	MDGs Acceleration Framework
MDGs	Millennium Development Goals
MINECOFIN	Ministry of Finance and Economic Planning
MPI	Multidimensional Poverty Index
NGO	Non-Governmental Organization
ODA	Official Development Assistance
OPHI	Oxford Poverty and Human Development Initiative
PBA	Program Based Assistance
RBM	Results Based Management
RRP	Research Review Panel
SBS	Sector Budget Support
SPIU	Single Project Implementing Unit
SPU	Strategic and Policy Unit
SWAPs	Sector Wide Approaches
TA	Technical Assistance
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDAP	United Nations Development Assistance Plan
UNDP	United Nations Development Programme
UNDESA	United Nations' Economic and Social Affairs Agency.

1. Introduction

Since 1994, Official Development Assistance (ODA) to Rwanda has played and continues to play an important role in supporting national efforts at recovery, sustainable development and poverty reduction. The nature of ODA has evolved considerably since then, shifting from one largely characterized as humanitarian, mainly delivered by UN agencies and Non-Governmental Organizations (NGOs), to the one characterized as more development focused, with the greater portion of ODA now delivered through the Government of Rwanda (GoR).

Today, ODA in Rwanda is increasingly complementing domestic resources in supporting national development priorities as articulated in Rwanda's Economic Development and Poverty Reduction Strategy (EDPRS). This notable progress has for instance (1) resulted in a million people being lifted out of poverty in a period of just five years, (2) sustained annual GDP growth averaging 8%; and (3) reduced income inequality. It is worth noting that, these achievements are the results of collaboration with development partners and non-government stakeholders such as the private sector and civil society organisations, under strong government leadership and ownership.

By mid-2013, Rwanda launched the second generation of Economic Development and Poverty Reduction Strategy (EDPRS II), which is envisaged to propel the country into the middle income country category by the year 2020. The EDPRS II is defined according to four different thematic areas; i.e. *Economic Transformation, Rural Development, Productivity and Youth Employment and Accountable Governance*. These are to be further accelerated by numerous catalysts that have to be mainstreamed across the interventions named foundational cross cutting issues.

For the above priorities as elaborated in EDPRS II to be met, there is need for scaling-up the establishment of an enabling infrastructure, in addition to the human capital development interventions. Despite the fact that Rwanda is recognized globally as one of the countries that utilizes and manages aid effectively, enhancing quality and effectiveness of aid continues to be of significant importance to Rwanda's development and transformational agenda.

In addition, with the objectives of achieving the Vision 2020 goals, Rwanda has put in place a package of strategic investment projects as well as prioritised public and private investment projects, which would require additional public and private investments beyond current domestic revenue and aid flows. The Ministry of Finance and Economic Planning (MINECOFIN) as a lead Ministry is tasked to mobilize more external resources for key strategic investments.

For effective development cooperation intertwined with evidence-based planning, some challenges were identified during the implementation of EDPRS I that need to be addressed during the implementation of EDPRS II. Those include:

- limited expertise in results-based management (RBM) and development of monitoring indicators;
- inadequate skills in conductive evaluations, with greater focus placed on the monitoring function, insufficient focus on policy research and preparation of policy briefs;

- lack of a national Monitoring and Evaluation (M&E) policy and consistent tools for reporting;
- insufficient capacities at decentralized levels on RBM and M&E.

2. Situation Analysis for Effective Development Cooperation for Results

The MINECOFIN, with UNDP's support, implemented the following two projects during the period of the 1st EDPRS: (1) "Supporting Harmonization, Alignment, and Coordination for Aid Effectiveness in Rwanda"; and (2) the "Strengthening Government of Rwanda's National Evidence-Based Policy Planning, Analysis and M&E capacities.

UNDP Rwanda has also been delivering support to special activities for evidence based policy research, notably the production of selected analytical studies of interest for the country, including but not limited to flagship research documents such as the MDG and National Human Development Reports.

UNDP has been channeling this support through a project managed under the Direct Implementation Modality (DIM), which did not always guarantee full ownership of the covered activities by the Government. In particular, the selected implementation modality presented challenges in terms of translating the studies' findings into national planning and policy formulation.

Given all of the above, and in order to strengthen the effectiveness of development cooperation for results and to strive for self-reliance, the MINECOFIN, with the support of UNDP, developed a new programme which harmoniously merges the above mentioned three projects to be implemented under the National Implementation Modality (NIM).

The new programme is entitled "Support **for Effective Development Cooperation for Results**". Its aim is to strengthen government capacities to increasingly improve effectiveness of development aid to Rwanda, mobilize more resources from non-traditional sources to meet the country's development priorities, and strengthen the GoR's evidence-based policy research, planning, and M&E processes. The programme will also help in addressing some of the country's challenges related to the production of high caliber selected analytical studies and evidence based policy research, as well as facilitate the policy dialogue around key development policy issues, and integrate the policy research findings within national development strategies and programmes.

3. Lessons learnt&Rationale for the newprogramme:

3.1.Aid Coordination, Harmonization and Alignment for Development Effectiveness in Rwanda

From this previous project, the following positive results are notable:

- Appraisal and negotiation of development cooperation framework, financing agreements, and project documents are now fully undertaken by the EFU/MINECOFIN with no support from the project and TA.

- Processes, system, procedures, roles and responsibilities of aid management have been greatly clarified through the Aid Policy and Policy Manual of Procedures.
- The aid information management system is increasingly mainstreamed into the national planning and budgeting processes, with the DAD strengthening and the integration of DAD with the SmartFMIS.
- The organisation of the Development Partners Coordination Group (DPCG) is very much led by the EFU/MINECOFIN in terms of agenda setting, preparation of the meetings, and reporting.
- The organisation of the DPM and DPR is fully led by the EFU/MINECOFIN with advisory, analytical, technical and financial support provided from the project and TA.
- Mutual accountability mechanism is significantly improved with the implementation of the Donor Performance Assessment Framework (DPAF).
- The sharpening and successful adoption of the Donor Division of Labour (DoL) is a testimony to the strengthened leadership and ownership of the GoR over aid coordination, allocation, alignment, and harmonisation.

Rwanda's achievements on aid effectiveness have also been notable, as evident from the results of the Paris Declaration survey on aid effectiveness as well as Rwanda's Donor Performance Assessment Framework. The Survey noted that Rwanda has strengthened its ownership over its development agenda through putting in place operational development strategies that are linked with its long term vision and sector strategies and encompasses a comprehensive set of prioritized targets. In addition, the country's systems (public financial management as well as procurement) have also seen a solid progress. With the strengthened Government planning and budgeting procedures, more disbursed aid is accurately recorded in the national budget. The use of programme-based approach has also been increased significantly, both through increased shift of aid to be provided through the budget support as well as increased use of Sector-Wide Approaches in a number of sectors.

Drawing on this experience and performance, Rwanda played an active role in shaping up the future aid agenda through its role in the negotiations of the Busan Partnership document – the outcome document of the 4th High-Level Forum on Aid Effectiveness held in Busan, South Korea in late 2011. The Busan High-Level Forum marked a major turning point for the effectiveness of aid agenda, as it places centrality of achieving development results at the heart of global aid/development cooperation dialogue. The Busan agenda also forges new inclusive global partnership to enhance effectiveness of development cooperation, with stronger emphasis on transparency and accountability and focusing on results as one of the key shared principles. The Post-Busan framework emphasizes that much of the implementation and monitoring of the Busan agenda will be done at the country level.

Despite the significant achievements made since 2005, a number of issues/challenges related to aid effectiveness and aid management still need to be addressed, including the followings:

- While the processes, systems, roles and responsibilities of aid management have been clarified, further operationalisation of the Policy Manual of Procedure is needed to enhance effective aid management processes. This requires not only the sensitisation of the procedures put in place, but also internalisation of the changes. The effective aid management process also requires improved horizontal collaboration across Departments and Ministries, with the aid management process mainstreamed into

sector planning, budgeting, execution and monitoring processes. This system of aid management also supports effective resource mobilisation and utilisation.

- With human capacities for aid management within MINECOFIN greatly enhanced, the project staff has increasingly shifted away from a “gap filling” role to provision of on-the-job training and knowledge transfer, and the project staff integrated into the MINECOFIN can make direct impacts.
- The strengthening of the DAD and integration with the Smart FMIS will require continuous technical support to ensure the system is mainstreamed to be fully managed by the EFU/MINECOFIN. Furthermore, the DAD operational since 2005 needs to be fully owned and managed by the MINECOFIN in order for the new DAD to effectively feed into aid management and resource mobilisation processes. The DAD is currently hosted by the Synergy International, and an exit strategy is currently being developed in order to ensure full transfer of the system to MINECOFIN.
- In addition, the need for more comprehensive aid information has been raised through various coordination forum, including the DPR. To this end, the MINECOFIN and the Office of Immigration and Emigration has started the conceptualisation of an annual INGO registration system which will capture information on budget, expenditure, areas of activities and support. The financial information will be fed into the DAD to complement the information provided by Development Partners. Further support is needed to ensure that development of such a system that links with the DAD.
- The quality of coordination mechanisms and dialogue for a continues to be of importance to support strengthened development partnership and enhance effectiveness of development cooperation in the implementation of the EDPRS II. There is therefore a need to ensure that Rwanda’s aid coordination architecture continues to respond to its needs, including strengthened linkages across sectors as well as between sectors to overarching fora such as DPCG. Beyond this, such an effective coordination mechanism also supports the aid programming responding to the national priorities and that resource mobilisation efforts are organized effectively based on better information sharing on external resources.
- The EDPRS II implementation is expected to continue to require strong and effective sector implementation of its strategies and programmes. While a number of sectors have adopted the Sector-Wide Approaches, the quality and functionality of the SWAPs varies considerably across sectors. Further systematic support and engagement of the EFU/MINECOFIN in close collaboration with the Planning Directorate is needed to ensure that the sectors are given guidance and support in putting in place/strengthening the Results-Based Approach, including setting up of effective financing mechanisms (i.e. Joint Financing Mechanisms, Sector Budget Support, etc.).
- In the light of the Busan agenda, there will be need to strengthen the mechanisms to promote mutual accountability towards development results and effectiveness of development cooperation through the joint assessment, building on the CPAF and DPAF.

- Quality of partnership framework is equally important for strengthening effective development cooperation. A framework that is built on mutual respect through exchange of views and experiences will further support enhancing development partnership. In this context, the UN Resident Coordinator's role as the DPCG Co-Chair continues to be of importance to support further enhancing quality of partnership framework.

In addition, with the objectives of achieving the Vision 2020 goals, Rwanda has put in place a package of strategic investment projects as well as prioritized public and private investment projects, which would require additional public and private investments beyond current domestic revenue and aid flows. MINECOFIN, as the lead Ministry is tasked to mobilize more external resources for key strategic investments. To this end, a Resource Mobilization Strategy was prepared in response to the increased need for the External Finance Unit to strengthen the economic sectors, while avoiding large-scale diversion of resources from the social sectors.

The "Strategy" noted that while there is a systematic process for mobilisation and managing ODA, the current approach to mobilisation of other external resources is based on ad-hoc efforts, geared towards finding appropriate financing for a group of selected projects rather than an approach of a comprehensive multi-year strategy that is based on financial analysis, within the context of debt sustainability management and the macroeconomic framework through horizontal collaboration of various departments on external resource mobilisation.

The Debt Management Committee, uniquely positioned to guide the systematic resource mobilisation efforts, based on debt sustainability and, financial and risk analyses and adherence to Aid Policy, is currently inoperative, while all key departments involved in the design of the Public Investment Programme are members. In addition, the establishment of the Financing Committee, linked to the Debt Management Committee, aims to enhance systematic approach to financing productive sectors.

3.2. Strengthening the Government of Rwanda's National Evidence-Based Policy Planning, Analysis and M&E

The MINECOFIN through National Development Planning and Research Directorate (NDPR) is responsible for coordination and follow up of implementation of the Vision 2020 and its medium-term plans. Under the support of two (2) phasing-out projects - one previously directly implemented by UNDP, and the other by MINECOFIN on evidence-based planning & M&E, a number of achievements were registered, including the followings:

- The planning framework was harmonized, and planning guidelines and reporting templates were developed for both local and central government;
- The development of the draft National Monitoring and Evaluation Policy;
- The revision of Vision 2020 targets and its validation by the Cabinet;

- The EDPRS I sector strategic plans and district development plans' self-assessments were conducted which informed the results of the EDPRS I and the preparation of EDPRS II;
- Capacity building to Government institutions, both at the central and local level, was conducted which improved government planning;
- Capacity needs assessment in M&E was conducted at central and local government, which informed the development of the capacity building plan in M&E;
- EDPRS II documents, EDPRS II thematic areas strategic plans, Communication strategy for EDPRS II elaboration were developed and support in the development of Sector Strategic Plans and District Development Plans;
- A number of analytical studies on selected key development policy issues have been conducted;
- The 2012 and 2013 country MDG reports have been prepared as well as the 2012 National Human Development Report, which was centred on assessing the role of National Decentralisation Policy on human development.

Despite all these achievements, several challenges were encountered during the implementation of EDPRS I, with regard to evidence-based planning, monitoring and evaluation, and they need to be addressed during the implementation of EDPRS II. These issues/challenges include but are not limited to:

- The limited expertise in results-based management and development of monitoring indicators.
- The inadequate skills acquired in the conduct of evaluations with greater focus placed on the monitoring function.
- Insufficient focus on policy research and preparation of policy briefs.
- Lack of a national Monitoring and Evaluation policy and consistent tools for reporting.
- Insufficient capacity at decentralized levels on RBM and M&E

EDPRS II requires a stronger monitoring and evaluation system than its predecessor. The focus areas for this part of the new project is thus the finalization and operationalization of the policies and tools in the pipeline, in order to build the GoR's capacity to deliver on EDPRS II.

As a result of all the challenges depicted above, the use of M&E driven evidence from analytical studies for decision making in Rwanda is to be enhanced, including when it comes to analysis in the areas of human development and MDGs. Yet the broader and more ambitious national development agenda of inclusive growth, development and transformation envisaged in EDPRS II requires new policy making approaches, new sets of analytical and M&E tools and renewed efforts to strengthen the links between evidence-based research, policy formulation, planning and M&E.

In this context, as outlined in the United Nations' Development Assistance Plan (UNDAP 2013-2018), UNDP seeks to partner with the Ministry of Finance and Economic Planning to implement this programme with strong emphasis on the component of Strengthening Government of Rwanda's National Evidence-Based Policy Planning, Analysis and M&E.

The UNDP will utilize its repository of knowledge, access to knowledge resources and experience in policy research and advocacy, monitoring and evaluation to support the

Government of Rwanda in building its own evaluation and policy research capacities. This approach will be taken with full collaboration with the Government of Rwanda, as a mechanism for sustainability beyond UN funding in the future.

4. Strategy of the new programme:

The Government of Rwanda, in close collaboration with its development partners, developed the 2nd EDPRS which outlines Rwanda's transformational and deeper poverty reduction agenda over the next five years.

The MINECOFIN is mandated to mobilize resources (domestic and external) to ensure the smooth implementation of EDPRSII, as well as perform the monitoring and evaluation of the different programmes planned within EDPRS II. MINECOFIN and UNDP developed this project "Support for Effective Development Cooperation for Results" to strengthen Effective Development Cooperation and Resource Mobilization by tapping in non-traditional sources of financing and National Evidence-Based Policy Planning, Analysis and M&E.

The One UN along with other Development Partners harmonized and aligned its planning and budgeting cycle (UNDAP/CCPD) to the Government's EDPRS II. It is envisaged that this project will contribute to the attainment of UNDAP outcome: Pro-poor growth and economic transformation enhanced for inclusive economic development and poverty reduction.

4.1. Support for Effective Development Cooperation and Resource Mobilization

This programme component aims to provide strategic support to the Government in effective resource mobilisation. As such, the component shall focus on two main areas: (a) enhancing effectiveness of development cooperation through strengthened aid management processes, strengthened development cooperation coordination architecture and dialogue, and reinforced mutual accountability framework and mechanisms; and (b) More systematic external resource mobilisation, particularly from non-traditional sources, for strategic investments to support acceleration of implementation of Rwanda's Vision 2020.

The following outputs will contribute to the achievement of the programme objective for this component.

Output 1: Enhanced Government capacities to lead on aid effectiveness (coordination, harmonization, alignment & mutual accountability). Under this output the following will be the corresponding activities:

1. Fully owned and managed Development Assistance Database (DAD) linked with Smart IFMS is functional.
2. DAD INGO execution module is linked to the relevant database for enhanced transparency and comprehensive aid information
3. Improved Aid coordination architecture through GoR & DPs Forums.
4. Improved mutual accountability between GoR and DPs

5. Necessary support & facilities to effectively manage aid by MINECOFIN/EFU staff is increased

Output 2: Strengthened Government capacities to effectively mobilize external resources based on strategic priorities of investments and financing needs especially from non-traditional sources. The following are the corresponding activities:

- Strengthening the capacity of GoR/MINECOFIN capacity to effectively mobilise external resources from non-traditional sources
- Reinforcement of capacities of MINECOFIN/ EFU for carrying out core external resource mobilisation.

4.2. Strengthening Government of Rwanda's National Evidence-Based Policy Planning, Analysis and M&E

EDPRS2 requires a strong national monitoring and evaluation system than its predecessor. The focus for this component is thus on supporting the Ministry of Finance and Economic Planning in the finalization and operationalization of the policies and tools in the pipeline in order to build the capacity of Government to deliver effectively on EDPRS 2. The following outputs will contribute to the achievement of this programme component.

Output 3: Strengthened technical capacity of MINECOFIN and other participating institutions to carry out and disseminate evidence-based analytical policy research and devise effective monitoring and evaluation systems.

In a bid to strengthen the capacity of MINECOFIN and other national and local institutions in Rwanda for carrying out evidence-based research in the areas of human development and MDG analysis, it will be necessary to develop individual skills, as well as organizational and institutional capacities in these areas. In this regard, the project aims at building a critical mass of skilled, energetic, independent researchers within MINECOFIN through a variety of training interventions, with efforts largely directed at desk-based, on-the job training and capacity development.

To ascertain the exact skill and capacity development needs of MINECOFIN's staff involved in development planning and research, a training needs assessment of evidence-based research and policy dialogue needs will be carried out for MINECOFIN's staff and other participating institutions at the initial stage of the project implementation. From this session, a training programme will be developed and specific training modules defined that can help meet the priority needs identified during the assessment.

The modules could for instance be, among others, training in the use of specific and standards statistical and econometric software packages, MAMS modelling that would target MINECOFIN's staff working in the areas of development planning, evaluation **and research**, representatives of key ministries and state agencies will be trained in the basics of integrated macro-and micro-simulations to identify key factors influencing progress

toward the Millennium Development Goals (MDGs) and the post 2015 goals. Participants will study the econometrics model known as MAMS (Maquette for MDGs simulations), which allows sectorial assessment of necessary costs and various scenarios of micro-simulations, impacting poverty and inequality. After the training the participants will be able to use the MAMS model on their own and elaborate policy briefs for different options or scenarios of socio-economic development in their departments and agencies. The UNDP has been facilitating Governments' institutions in some countries in benefiting from this training through the UN Economic and Social Affairs Agency (UNDESA).

In addition, the MINECOFIN and other line Ministries' planning and research officers as well as other key government institutions will be trained on calculating and understanding the Multidimensional Poverty Index (MPI) as a new poverty measure introduced by Oxford Poverty and Human Development Initiative (OPHI). The MPI gives a holistic indication of the poverty index and its dimensions tailored to the national context, thereby providing a better understanding of poverty than say the income poverty indices.

In order to train a roster of economists that will sustainably support national institutions in producing evidence-based policy research and recommendations in the areas of Human Development and MDGs, the project will support the introduction and teaching of a Human Development course at the University of Rwanda's College of Economics and Management in its School of Economics. Contacts have already been made by UNDP with the University of Oxford based OPHI that has been teaching such a course for some years now and the OPHI group is an internationally renowned hub of expertise in the area of Human Development and Poverty analysis.

To ensure that the highest research standards are met, a Research Review Panel will be established under the project, as an institutional mechanism for ensuring the quality of research. This will be done, for instance, through the review and approval of MINECOFIN-NDPR's research agenda and of the research proposals presented and submitted by MINECOFIN-NDPR staff. This Research Review Panel will also act as the technical reference group for the provision of comments and inputs for the evidence-based studies directly undertaken by MINECOFIN-NDPR, or those outsourced to external researchers under the project as well as comments for the UNDP mandatory studies like National Human Development and MDG Reports or any other Post 2015 agenda driven programme reports.

As the capacity of MINECOFIN-NDPR is strengthened over time, it is likely that requests for policy research from other departments or line Ministries and institutions will increase. In order to utilize the limited human, technical and financial resources available in an efficient and effective way, research management systems and procedures will be developed for processing requests, and for monitoring and evaluating the utilization of the evidence-based analytical products generated by MINECOFIN-NDPR, other participating institutions and CSO's. It will also be necessary to enhance existing online management information systems and resources, in order to support and enhance access to evidence-

based analytical work produced by MINECOFIN-NDPR and other participating institutions for instance the University of Rwanda (UR).

The MINECOFIN-NDPR staff will be given adequate quality time so that they can concentrate on pursuing research activities which should be time bound, results oriented and aim at furthering the research priorities established by MINECOFIN-NDPR. In this sense, rigorous evidence –based research requires an organizational environment in which research is an expected, valued and appreciated contribution into policy and decision making processes.

It is imperative that Senior management staff in Development Planning, evaluation and Research department have a better understanding of research processes, in terms of skills required for undertaking rigorous policy analysis and the infrastructure required to support high quality, scientific and evidence- based socioeconomic research, so that they are able to establish mid to long term research priorities for the Ministry that can be effectively undertaken by MINECOFIN-NDPR staff.

To successfully promote this type of professional research environment, senior staff at MINECOFIN-NDPR and other participating institutions should be able to attend high profile regional or international meetings on the paradigm shifts in human and economic development, other evolving tools of analysis as well as on the application of evidence-based research findings to support economic policy decision making in areas of relevance.

In order to ensure effective implementation of policy research activities, the project will support the recruitment of international and local consultants, to assist MINECOFIN-NDPR in the implementation of activities undertaken as part of the project. Consultants will be recruited on a short term basis to (i) develop the necessary systems and procedures for conducting evidence- based analytical studies; (ii) develop or adapt modules and training materials in selected areas; (iii) train the staff of MINECOFIN-NDPR and other participating institutions in evidence – based policy analytical research ; and (iv) train and mentor staff in specific modules developed. The Project will also fund administrative support to assist in the implementation of project activities.

As part of the programme activities, staff at MINECOFIN-NDPR will carry out priority research on their own in areas of research relevant to the project, or jointly with local and international research organizations, in areas relevant for the Ministry and upon approval by the research review panel. Staff will be encouraged to publish their findings in international journals where their papers are subjected to international peer reviewers. Research activity will be in line with the research priorities established by MINECOFIN-NDPR and will contribute to the overall goals of the project of informing policies that promote inclusive growth, human development and MDG attainment.

Output 4: National Human Development Reports, MDGs, EDPRS II and other UNDP-MINECOFIN mandatory reports produced, disseminated and understood by all stakeholders

To ensure the effectiveness of project interventions as far as the use of evidence-based research at the policy level is concerned, it will be necessary to have effective and sustainable communication channels between researchers, policy makers and practitioners. To this end, the project will support the development of a communications and dissemination strategy that will seek to increase the uptake of research results by policy makers and other relevant stakeholders in the areas of focus of the project. The project will also support a platform where all participants in policy making process – policy makers, policy analysts, planners and other stakeholders can engage in dialogue around a specific analytical study or issue of interest, in addition to roundtable and briefing meetings. Procedures for a structured dialogue at these and others will be developed as part of the project's other forms of public engagement to inform the public on relevant issues. Where relevant, these will be supported by an international facilitator or an expert keynote speaker, as well as discussants. The possibility of organizing local and international conferences on evidence based socioeconomic research in collaboration with the academic will also be explored.

The project will also support activities that seek to repackage the results of evidence based analytical studies undertaken by MINECOFIN-NDPR and other participating institutions, to make them more user-friendly and, that way, ensure their broadest possible dissemination. This could involve the translation of research outputs (especially briefing pamphlets) into local language, whenever relevant, for their dissemination at district and further grassroots levels. Likewise, forums at national and district levels (e.g through radio, TV, mobile phones, newspapers, etc.) will be supported for open discussion and soliciting feedback to researchers and policy makers.

Finally, the project will support web-based initiatives like internet portals that can provide an information gateway to economic research undertaken as part of the project, or by other research institutions operating in Rwanda and abroad working on issues relevant to the project's goals. These web-based initiatives should aim at capturing all relevant information, resources and materials, such as government reports, documents, manuals, manuscripts, papers, research outputs, news, policies, etc., as well as data and statistics generated by NISR and other individual researchers and research institutions in Rwanda on socioeconomic issues of interest; and also general information on things such as events and announcements, grants and research opportunities, etc....

The following are the corresponding deliverables:

- Improved Capacity of Government staff in M&E functions;
- National integrated electronic Policy research and M&E System developed & operationalized;
- Capacity of National and Local Institutions in Research, Generation & Utilization of Disaggregated Data for Participatory & Evidence-Based Policy Formulation and Planning improved;
- Policy studies and analyses in support of thematic and sector priorities carried out and findings disseminated to policy makers and general public.

The programme will support the production of MINECOFIN and UNDP's mandatory and flagship reports, such as the National MDG and Human Development Reports, the Annual Economic Performance Report or the Annual Budget Framework Paper Analytical Note, EDPRS II reports (mid-term and end programme), policy briefs among others.

Collaboration is already on-going between UNDP and MINECOFIN in producing many of these reports. The UNDP's Strategy and Policy Unit (SPU) will fully support the MINECOFIN in line with the management arrangements laid out in the project management chapter.

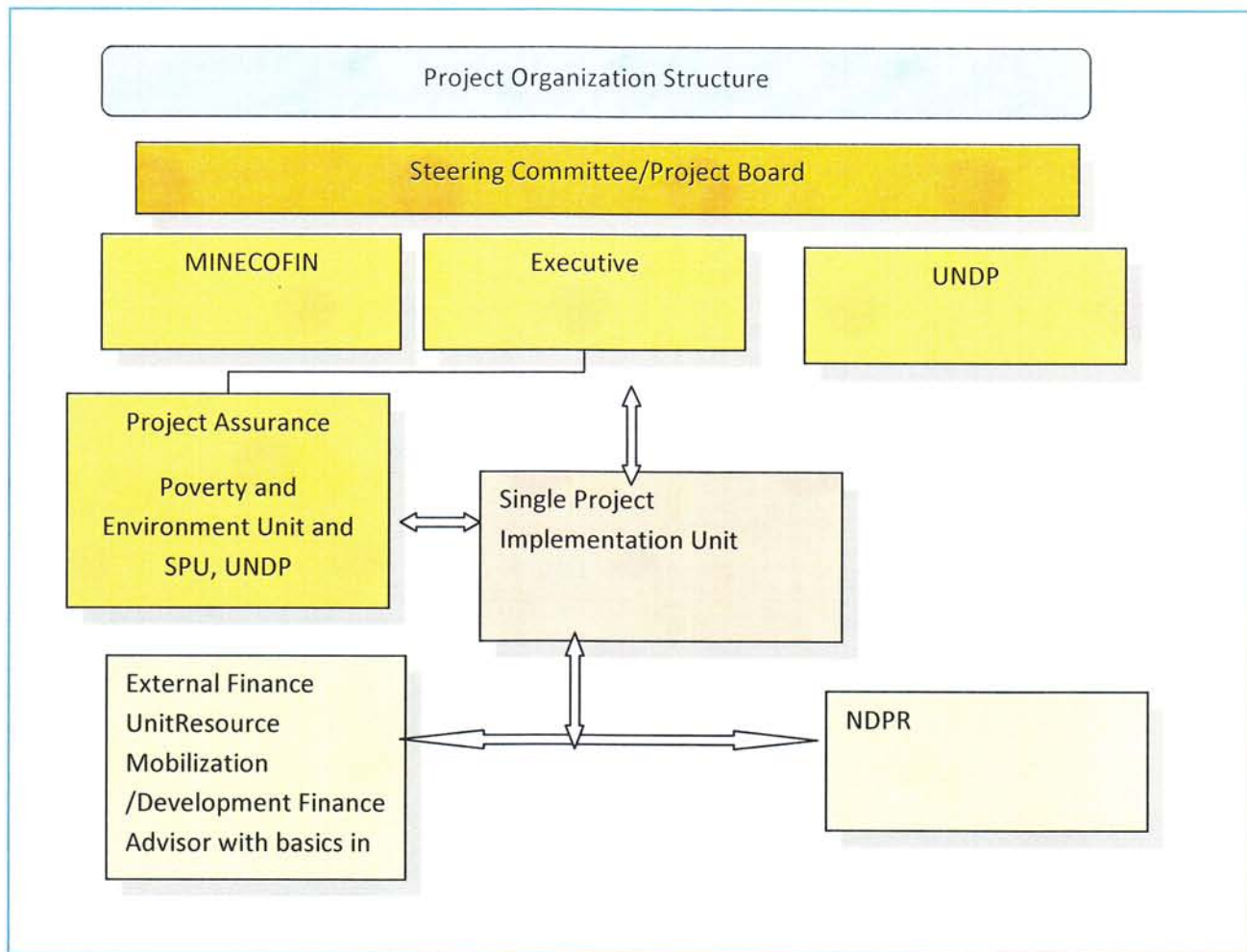
It is expected that MINECOFIN-NDPR will progressively be capacitated and empowered to spearhead the production of the National MDG reports and its successor arrangements in the context of the post 2015 development agenda. Specifically for the MDGs component and with less than 900 days to the deadline globally set, the project will support the design and implementation of MDGs Acceleration Framework (MAF) aimed at identifying the priority goal where the country is lagging behind so as to fast track its attainment. The project will support, whenever necessary, the recruitment of external consultants to compile background papers, as well as the production, printing and dissemination of these reports.

The output will also contribute towards an improved knowledge and understanding of EDPRS 2 and its implementation among stakeholders through a design of a strong and effective communication strategy for EDPRS II implementation as well as its timely evaluation.

5. Project Management

The Project Steering Committee will perform the management oversight functions and will be in charge of taking any policy decisions and guidance regarding project implementation. The diagram below shows the project management structure.

Diagram 1: Project Management Structure



5.1. Project Steering Committee

The Project Steering Committee (Project Board) is responsible for making decisions on the management of the project through dialogue and consensus. The committee provides guidance and counsel to the managing entity (MINECOFIN) as well as the partners on project implementation and any policy decisions are made in this committee.

The Project Steering Committee meets on a quarterly basis to review performance, provide guidance to the project team, and take decisions on activities and management issues concerning the project. The progress reports will be informed by the annual Work Plan (*Annexes 1.2 & 2.1*) as approved by the Steering Committee.

The following members constitute the Project Steering Committee.

- Permanent Secretary and Secretary to the Treasury, MINECOFIN (Chair)
- UNDP (UN Lead Agency as a funder), co-chair
- Government Chief Economist
- UNDP Senior Economist
- National Development Planning and Research Department (Beneficiary Department)
- External Finance Unit, MINECOFIN (Beneficiary Unit)

- MINECOFIN's Single Project Implementation Unit (Project Manager).
- The National Institute of Statistics (NISIR)

5.2. Project Management Team

Consistent with the use of National Execution, MINECOFIN- SPIU will be the Project Manager or Management Unit responsible for the day-to-day running of the project and coordination as was agreed between the Government of Rwanda and the Development Partners. The SPIU will, in collaboration with the Implementing Units, ensure that the project is well executed and provide reports to the Steering Committee on progress being made in implementation.

5.3. Project Implementation

The day to day implementation of the project activities will be undertaken under the two units of MINECOFIN; the External Finance Unit (EFU) and National Development Planning and Research (NDPR). For smooth implementation of the project, technical assistance will be sought from UNDP or be contracted to carry out some analytical work on a needs basis. The only exception will be for the production of the NHDR, which is an independent report commissioned by UNDP, as enacted by the rules and procedures of the Human Development Office. For that activity, UNDP will be given the authority to implement the hiring and supervision of the production of this flagship report, after the topic has been discussed within and selected by the Steering Committee.

Areas identified that need technical assistance include:

- Resource Mobilization/Development Finance Advisor with basics in aid effectiveness: TA to GoR on external resource mobilisation/development finance issues placed in EFU of the Chief Economist Department and assumes advisory and technical support to operationalize the Financing Committee as well as to strengthen linkages and collaboration to provide advisory support to EFU on effective development cooperation.
- The Technical Assistance to support National Development Planning and Research Directorate on a needs basis.

6. Monitoring and Evaluation

The monitoring and evaluation mechanism will be assured by SPIU with the support of the implementing units of MINECOFIN. The major aim of the M&E is to ensure that the project implementation is on track towards attainment of the desired results. To this end, the results and monitoring framework has been elaborated with a set of indicators and achievable outputs. The M&E function will help MINECOFIN executive management and the Steering Committee to make informed decisions and provide strategic directions to project implementation.

The SPIU in close collaboration with the External Finance Unit (EFU) and National Development Planning and Research (NDPR) will produce progress reports both narrative and financial on a quarterly and annual basis based on the annual work plan and submit them to the Steering Committee for adoption and validation.

The reports will then be submitted to UNDP and these reports shall detail financial expenditures and progress towards the implementation of outputs.

7. Audit

Audits will be undertaken using UNDP's system for NIM audits. This entails that implementing partners will be selected for audit based on UNDP criteria related to risk factors, amount of funds received and the stage of the project cycle. The audit findings are not public but will be the property of the institution audited and UNDP.

8. Evaluation

Evaluation will be conducted using external consultants at the end of the project period. The evaluation results shall inform the achievement of the project against intended objectives. The evaluation work will be guided by the results and resource framework (*Annex 1*) as well as the annual work plan (*Annex 2*).

9. Legal Context

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

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

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

- Revisions or in addition of any of the annexes of the Project Document.
- Revisions which do not involve significant changes in the immediate objectives, outputs or activities of a project, but are caused by the rearrangement of inputs already agreed to or caused by cost increases due to inflation, and

Mandatory annual revisions, which rephrase the delivery of agreed Project inputs, or increase expert or other costs due to inflation, or take into account expenditure flexibility

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999).

Annex 1: Project Results and Resources Framework:	
UNDAP Intended Outcome 1: Pro-poor growth and economic transformation enhanced for inclusive economic development and poverty reduction	
1.1. % of population below the poverty line	44.90% < 30%
1.2. percentage of exports to GDP (value of exports goods and services)	14.60% 28%
UNDAP Result Area: Inclusive Economic Transformation	
Partnership Strategy:	
<p>The project targets strengthened partnerships between the Government of Rwanda and its Development Partners (including bilateral and multilateral donors, NGOs, philanthropy and the private sector), the development of partnerships amongst donors (with a view to enhancing harmonization), 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 broker in a multi-stakeholder dialogue centered on development effectiveness, enhancing both domestic and external participation and accountability, also with the support of the UNDP, the Government of Rwanda will increase its resource mobilization efforts especially from non-traditional sources to support the EDPRS II, and monitor the results thereof. In addition, the project aims to strengthen Government of Rwanda's capacity in strengthening National Evidence-Based Policy Planning, Analysis and Monitoring and Evaluation. The United Nations, under its One Programme, will utilize its repository of knowledge, access to knowledge resources and experience in monitoring and evaluation to support the Government of Rwanda in building its own evaluation capacities.</p>	
Project Title: Support for Effective Development Cooperation for Results	
Project ID: xxxx	
Intended Outputs	Responsible parties
Indicative Activities	Inputs (nature)
Component 1: Support for Effective Development Cooperation and Resource Mobilization	
Output 1. Enhanced Government capacities to lead on aid effectiveness (coordination, harmonization, alignment & mutual accountability).	Inputs (nature)
	Total

<p>1.1. Fully owned and managed Development Assistance Database (DAD) linked with Smart IFMS is functional.</p> <p>Baseline: Externally hosted DAD</p> <p>Indicator: 100% of DAD hosted in Rwanda</p> <p>Target: By 2014</p>	<p>i. Procure servers and other hardware required for effective management and maintenance of the DAD.</p> <p>ii. Conduct off-job trainings for MINECOFIN and other Ministries staff</p> <p>Produce annual ODA reports and MTEF projections</p> <p>Recruit TA to facilitate hosting DAD.</p>	<p>MINECOFIN (EFU) and UNDP</p>	<p>Hardware and maintenance</p> <p>External trainings</p> <p>Production of reports (design & printing)</p> <p>Off-the site advisory TA</p>	<p>40,000</p> <p>20,000</p> <p>25,000</p> <p>260,000</p>
<p>1.2.DAD INGO execution module is linked to the relevant database for enhanced transparency and comprehensive aid information</p> <p>Baseline: DAD INGO module available</p> <p>Indicator: DAD INGO execution module fully linked to the relevant database</p> <p>Target: By 2015</p>	<p>i. Develop an interface between INGOs database and DAD to access financial information</p> <p>ii. Conduct trainings on the use of INGO module</p>	<p>MINECOFIN(EFU, ICT) and Office of Immigration and Emigration)</p>	<p>Consultancy services</p>	<p>170,000</p>
<p>1.3.EFU professional staff trained in core aid management functions.</p> <p>Baseline: 2</p> <p>Indicator: Number of staffs trained</p> <p>Target: 10</p>	<p>i. Conduct off-job trainings for EFU staff</p>	<p>MINECOFIN (EFU).</p>	<p><i>Trainings/Workshops</i></p>	<p>80,000</p>

<p>1.4.Improved Aid coordination architecture through GoR& DPs Forums.</p> <p>Baseline:3</p> <p>Indicator: No. of coordination meetings held</p> <p>Target: 12</p>	<p>i.Organize Partners meetings</p> <p>ii.Organize Annual GoR and DP Retreat.</p> <p>iii.Organize a Biennial GoR and DP Meeting.</p>	<p>MINECOFIN (DPCG secretariat)</p>	<p>Payment for the hotel conference rooms</p>	8,000
			<p>Travel, conference venue, hotel accommodation, and interpretation costs</p>	400,000
			<p>Venue, refreshments, documentation, interpretation, &Publication of biennial GoR/DP report</p>	400,000
<p>1.5.Improved mutual accountability through dialogues between GoR and DPs</p> <p>Baseline: 3</p> <p>Indicator: DPAF Reports</p> <p>Targets:5</p>	<p>Publish & Disseminate DPAF Report</p>	<p>MINECOFIN (EFU)</p>	<p>Hire Designing and Printing services</p>	25,000
			<p>Provide necessary facilities to EFU staff to avail a conducive working environment</p>	<p>MINECOFIN (SPIU)</p>
<p>1.6.Necessary support & facilities to mobilize more resources by MINECOFIN/EFU staff is increased</p> <p>Baseline: 6</p> <p>Indicator: No of staff provided with Equipments& communication facilities</p> <p>Target: 10</p> <p>Total Cost: Output 1</p>			<p>Equipment</p>	17,000

Output 2. Strengthened Government capacities to effectively mobilize external resources based on strategic priorities of investments and financing needs.				Total
<p>2.1.MINECOFIN/EFU Staff's capacity to effectively mobilise external resources from non-traditional sources strengthened</p> <p>Baseline:10</p> <p>Indicator: Number of new development partners on board</p> <p>Target: 5</p>	<p>i. Produce Resource strategy for engaging Philanthropy</p> <p>ii. Engage new Development Partners to mobilize more resources for Rwanda's development priorities.</p>	MINECOFIN/EFU	Consultancy services	
			<p>Meetings with targeted Partners (including travels and communication)</p>	
<p>2.2.MINECOFIN/EFU staff Capacities to carry out core external resource mobilisation increased.</p> <p>Baseline:6</p> <p>Indicator: Number of staff trained on resource mobilization</p> <p>Target: 10</p>	<p>iii. Conduct on-job trainings for MINECOFIN/EFU staff for effective resource mobilization;</p> <p>iv. Conduct off-job trainings to EFU on resource mobilization</p>	MINECOFIN	Hiring in-house TA to provide on-job training and advisory services on resource mobilization	
			<p>Hiring Consultancy services to make off-job training on resource mobilization</p>	
Total Cost: Output 2			1,140,000	
Total Cost for Component 1:				2,600,000
Component 2: Strengthening Government of Rwanda's National Evidence-Based Policy Planning, Analysis and M&E				
Output.3 Strengthened technical capacity of MINECOFIN and other participating institutions to carry out and disseminate evidence-based analytical policy research and devise effective Monitoring and Evaluation Systems				

<p>3.1. Improved Capacity of Government staff in M&E functions.</p> <p>Baseline:2</p> <p>Indicator: Number of M&E Experts</p> <p>Target:33</p>	<p>i. Conduct training of Trainers (NDPR Staff) on the M&E Policy, implementation guidelines & tools</p> <p>ii. Train NDPR Staff extensively on monitoring and evaluation functions</p> <p>iii. Conduct trainings & awareness campaigns across Sectors and Districts to implement M&E Policy, guidelines and tools</p>	MINECOFIN/NDPR	Training workshops	18,000
		MINECOFIN/NDPR	Consultancy services	35,000
		MINECOFIN/NDPR	Meetings & workshops	20,000
<p>3.2. National integrated electronic Policy research and M&E System developed & operationalized</p> <p>Baseline: 0</p> <p>Indicator: Integrated electronic M&E system</p> <p>Target:1</p>	<p>i. Design and pilot the National Integrated electronic policy research and M&E System</p> <p>ii. Design a web-based database of evidence-based policy research and analytical studies conducted as well as their dissemination processes</p> <p>iii. Train users of electronic M&E system</p>	MINECOFIN/NDPR	Consultancy services, specific statistical software	200,000
		MINECOFIN/NDPR & UNDP	Consultancy, maintenance and roll out	100,000
		MINECOFIN/NDPR	Training Facilities	workshop

<p>3.3 Capacity of National and Local Institutions in Research, writing and publication of analytical policy studies & Utilization Of Disaggregated Data For Participatory & Evidence-Based Policy Formulation And Planning improved.</p> <p>Baseline: 0</p> <p>Indicator: Local academic institutions engaged for delivery of M&E programs</p> <p>Target: 10</p>	<p>iv. Roll out the National integrated electronic Policy research and M&E System at District levels</p> <p>Constitute National Policy Research Review Panel (RRP) and develop procedures and manuals for conducting and disseminating policy research studies findings</p> <p>i. Engage Local academic institutions & encourage them to design and deliver technical training programmes for M&E</p> <p>ii. Train MINECOFIN/NDPR staff, NISR and UR economic researchers/lecturers on the use of MPI in measuring Human Development</p>	<p>MINECOFIN/NDPR</p> <p>MINECOFIN and other participating GoR Institutions</p> <p>MINECOFIN/NDPR</p> <p>MINECOFIN/NDPR & UNDP</p>	<p>Consultancy services</p> <p>Workshop, Meetings and Consultancy</p> <p>Dialogue Meetings</p> <p>Training, Modules development, facilitation, consultancy fees</p>	<p>378,000</p> <p>20,000</p> <p>11,000</p> <p>50,000</p>
--	--	--	---	--

	<p>iii. Support University of Rwanda (UR) School of Economics to develop and introduce a Human development Course</p>	MINECOFIN/NDPR & UNDP	Curriculum and Modules development; teaching and HD seminars	50,000
	<p>iv. Train Ministries, Agencies, Provinces & Districts on monitoring & evaluation skills</p>	MINECOFIN/NDPR	Training workshop Facilities	102,000
	<p>v. Support Staff from MINECOFIN, UNDP and other relevant participating institutions to attend international and regional conferences and trainings on Human Development and Evidence-based policy research process management</p>	MINECOFIN	Travels, Participation fees and other attendees' applicable allowances	120,000
	<p>v. Train Sectors & Districts to collect, manage Administrative Data and understand evidence-based policy research findings</p>	MINECOFIN/NDPR	Training workshop Facilities	110,000
	<p>vi. A national network to strengthen the Monitoring & Evaluation function established</p>	MINECOFIN/NDPR	Conference Facilities	64,000

<p>3.4. Policy studies and analyses in support of thematic and sector priorities carried out</p> <p>Baseline: 0</p> <p>Indicator: Analytical Studies Supported, published and disseminated to policy makers and general public</p> <p>Target: 10</p>	<p>vii. Support the conduct of Research activities in relation to thematic & sector priorities to be undertaken</p>	<p>MINECOFIN/ NDP& UNDP</p>	<p>Consultancy services</p>	<p>400,000</p>
<p>viii. Involve all stakeholders in policy dialogue and policy dissemination activities (eg. Roundtable meetings, media activities, research dissemination) including MPs, CSOs, media houses and researchers</p>	<p>MINECOFIN/NDPR</p>	<p>Roundtable meetings, media activities, research dissemination, translation of policy documents</p>	<p>100,000</p>	<p>1,780,000</p>
<p>Total Cost: Output 3</p>				
<p>Output4: National Human Development, MDGs, EDPRS II and other UNDP-MINECOFIN mandatory reports produced, disseminated and understood by all stakeholders</p>				
<p>4.1. Communications Strategy for EDPRS 2 implemented</p>	<p>i. Implement the EDPRS 2 Communications Strategy through various media and fora</p>	<p>MINECOFIN/NDPR</p>	<p>Consultancy services</p>	<p>250,000</p>

<p>Baseline: EDPRS 2 elaboration communication strategy and approved EDPRS 2 document Indicator: Number of EDPRS 2 Copies disseminated Target: 10,000</p>	<p>ii. Design, Print & Disseminate Copies of EDPRS 2 Document (Main Document & abridged, English & Kinyarwanda versions) to a wide range of Stakeholders; production of banners</p>	<p>MINECOFIN/NDPR</p>	<p>150,000</p>
<p>4.2. EDPRS 2 evaluated Baseline: 0 Indicator: Number of evaluation studies and reports produced Target: 2</p>	<p>iii. Organize annual Network of Planners events between CG & LG Planners to strengthen planning functions for effective delivery of EDPRS 2</p>	<p>MINECOFIN/NDPR</p>	<p>200,000</p>
<p>4.3. National Human Development Report (NHDR) and National MDG and Sustainable Development Goals reports produced and disseminated Indicator: Reports Target: 5</p>	<p>iv. Conduct mid-term and final evaluation of EDPRS 2</p>	<p>MINECOFIN/NDPR</p>	<p>120,000</p>
<p>550,000</p>	<p>v. Prepare and publish NHDR</p>	<p>MINECOFIN/UNDP</p>	<p>550,000</p>

	vi. Prepare and publish annual NMDGR and final report by 2015	MINECOFIN/UNDP	Consultancy, workshops, printing	350,000
Total Cost: Output 4				
Total Cost for component 2				
Component 3: Project assurance and management cost for the duration of the project				
Project assurance and management cost for the duration of the project	i. Audit the project	UNDP / MINECOFIN		20,000
	ii.Undertake end of project outcome evaluation	UNDP / MINECOFIN		50,000
	iii.UNDP based Project officer's salary	UNDP / MINECOFIN		210,000
	iv.UNDP's compulsory and potential training within the global UNDP learning framework	UNDP / MINECOFIN		30,000
	v. Other administrative costs (Travels, supplies, office equipment and cost recovery)	UNDP/MINECOFIN		20,000
	vi. Meetings – UNDP and MINECOFIN	UNDP/MINECOFIN		12,000
	vii.Project Management costs (SPIU MINECOFIN)	UNDP/MINECOFIN		125,000

Total Component 3: UNDP Project Assurance management cost		467,000
Project Total Cost		6,467,000

Annex II: Project Annual Work plan & Budget 2014

UNDAP Intended Outcome 1: Pro-poor growth and economic transformation enhanced for inclusive economic development and poverty reduction

1.1. % of population below the poverty line	44.90%	< 30%
1.2. Percentage of exports to GDP (value of exports goods and services)	14.60%	28%

UNDAP Result Area: Inclusive Economic Transformation

Partnership Strategy:

The project targets strengthened partnerships between the Government of Rwanda and its Development Partners (including bilateral and multilateral donors, NGOs, philanthropy and the private sector), the development of partnerships amongst donors (with a view to enhancing harmonization), 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 broker in a multi-stakeholder dialogue centered on development effectiveness, enhancing both domestic and external participation and accountability, also with the support of the UNDP the Government of Rwanda will increase its resource mobilization efforts especially from non-traditional sources to support the EDPRS II, and monitor the results thereof.

In addition, the project aims to strengthen Government of Rwanda's capacity in strengthening National Evidence-Based Policy Planning, Analysis and Monitoring and Evaluation. The United Nations, under its One Programme, will utilize its repository of knowledge, access to knowledge resources and experience in monitoring and evaluation to support the Government of Rwanda in building its own evaluation capacities.

Project Title: Support for Effective Development Cooperation for Results

Project ID: xxxx

Expected Outputs	Planned Activities	Timeframe				Responsible parties	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description

Component 1: Support for Effective Development Cooperation and Resource Mobilization

Output 1. Enhanced Government capacities to lead on aid effectiveness (coordination, harmonization, alignment & mutual accountability).

<p>1.1. Fully owned and managed Development Assistance Database (DAD) linked with Smart IFMS is functional. Baseline: Externally hosted DAD Indicator: 100% of DAD hosted in Rwanda Target: By 2014</p>	<p>i) Procure servers and other hardwares required for effective hosting, management and maintenance of the DAD. ii) Produce annual ODA reports and MTEF projections iii) Recruit TA to facilitate hosting DAD.</p>	<p>x</p>			<p>MINECOFIN (EFU) and UNDP</p>	<p>UNDP</p>	<p>Hardware and maintenance</p>	<p>40,000</p>
<p>1.2. DAD INGO execution module is linked to the relevant database for enhanced transparency and comprehensive aid information Baseline: DAD INGO module available Indicator: DAD INGO execution module fully linked to the relevant database Target: By 2015</p>	<p>i. Develop an interface between INGOs database and DAD to access financial information</p>	<p>x</p>			<p>MINECOFIN(EFU, ICT) and Office of Immigration and Emigration)</p>	<p>UNDP</p>	<p>Production of reports (design & printing) Off-the site advisory TA Consultancy services</p>	<p>5,000 42,000 80,000</p>
<p>1.3. EFU professional staff trained in core aid management functions. Baseline: 2 Indicator: Number of staffs trained Target: 10</p>	<p>i. Conduct off-job trainings for EFU staff</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>MINECOFIN (EFU).</p>	<p>UNDP</p>	<p>Trainings/Workshops</p>	<p>20,000</p>

<p>1.4.Improved Aid coordination architecture through GoR& DPs Forums.</p> <p>Baseline:3 Indicator: No. of coordination meetings held Target: 12</p>	<p>ii. Organize Annual GoR and DP Retreat.</p>	<p>x</p>				<p>UNDP</p> <p>Travel, conference venue, hotel accommodation, and interpretation costs</p> <p>50,000</p>
<p>1.5.Improved mutual accountability through dialogues between GoR and DPs</p> <p>Baseline: 3 Indicator: DPAF Reports Targets:5</p>	<p>Publish & Disseminate DPAF Report</p>	<p>x</p>			<p>MINECOFIN (EFU)</p>	<p>UNDP</p> <p>Hire Designing and Printing services</p> <p>5,000</p>
<p>1.6.Necessary support & facilities to effectively manage aid by MINECOFIN/EFU staff is increased</p> <p>Baseline: 6 Indicator: No of staff provided with Equipments& communication facilities Target: 10</p>	<p>Provide necessary facilities to EFU staff to avail a conducive working environment</p>	<p>x</p>	<p>x</p>		<p>MINECOFIN (SPIU)</p>	<p>UNDP</p> <p>Communication</p> <p>3,000</p>
<p>Total Cost: Output I</p>			<p>x</p>			<p>UNDP</p> <p>Equipments</p> <p>5,000</p> <p>250,000</p>

Output 2. Strengthened Government capacities to effectively mobilize external resources based on strategic priorities of investments and financing needs from non-traditional sources.

<p>2.1.GoR/MINECOFIN capacity to effectively mobilise external resources from non-traditional sources strengthened Baseline: 10 Indicator: Number of new development partners on board Target: 5</p>	<p>i. Engage new Development Partners to mobilize more resources for Rwanda's development priorities.</p>	<p>x</p>			<p>UNDP</p>	<p>Meetings with targeted Development Partners (including travels and communication)</p>	<p>10,000</p>
<p>2.2.MINECOFIN/ EFU staff technical Capacities to carry out core external resource mobilisation increased. Baseline: 6 Indicator: Number of staff trained on resource mobilization Target: 10</p>	<p>ii. Conduct on-job trainings for MINECOFIN/EFU staff for effective resource mobilization;</p>	<p>x</p>	<p>MINECOFIN</p>	<p>UNDP</p>	<p>Hiring in-house TA to provide on-job training and advisory services on resource mobilization</p>	<p>150,000</p>	
<p>Baseline: 6 Indicator: Number of staff trained on resource mobilization Target: 10</p>	<p>iii. Conduct off-job trainings to EFU on resource mobilization</p>	<p>x</p>		<p>UNDP</p>	<p>Hiring Consultancy services to make off-job training on resource mobilization</p>	<p>20,000</p>	
<p>Total Cost: Output 2</p>							<p>180,000</p>
<p>Total Cost for Component 1:</p>							<p>430,000</p>

Component 2: Strengthening Government of Rwanda's National Evidence-Based Policy Planning, Analysis and M&E

Outcome.3 Strengthened technical capacity of MINECOFIN and other participating institutions to carry out and disseminate evidence-based analytical policy research and devise effective Monitoring and Evaluation Systems

<p>3.3.Capacity of National And Local Institutions in Research, writing and publication of analytical policy studies , Utilization Of Disaggregated Data For Participatory & Evidence-Based Policy Formulation And Planning improved</p> <p>Baseline: 0 Indicator: Number of Local academic institutions engaged for delivery of M&E programs Target:10</p>	i. Engage Local academic institutions & encourage them to design and deliver technical training programmes for M&E				x	x	MINECOFIN/ NDPR	UNDP	Dialogue Meetings	6,000	
	Constitute National Policy Research Review Panel (RRP) and develop procedures and manuals for conducting and disseminating policy research studies findings	x			x			MINCOFIN/NDPR and other participating Govt Institutions	UNDP	Dialogues, meetings and consultancy	20,000
	Train MINECOFIN-NDPR; NISR and UR economics researchers on MPI by OPHI				x			MINECOFIN&UNDP	UNDP	Training, modules development; consultancy	25,000
	Conduct needs assessment for other short term trainings on evidence-based analytical research and dialogue			x				MINECOFIN/NDPR, UNDP &other participating Govt's institutions	UNDP	Workshop	5,000
	ii. Train Ministries, Provinces & Districts on monitoring & evaluation skills				x			MINECOFIN/ NDPR	UNDP	Training workshop Facilities	20,000
	iii. Train Sectors & Districts to collect and manage Administrative Data				x			MINECOFIN/ NDPR	UNDP	Training workshop Facilities	15,000

	iv. A national network to strengthen the evaluation function established	x	x	x	x	MINECOFIN/NDPR	UNDP	Conference Facilities	15,000
3.4. Policy studies and analysis in support of thematic and sector priorities carried out	v. Support the conduct of Research activities in relation to thematic & sector priorities to be undertaken by Sectors supported	x	x	x	x	MINECOFIN/NDPR and line Ministries that suggested analytical policy studies to be undertaken	UNDP	Consultancy services	40,000
Baseline: 0 Indicator: Number of Analytical Studies Supported Target: 10	vi. NDP Unit Supported to Strengthen its Research Functions	x	x	x	x	MINECOFIN/NDPR	UNDP	Technical Assistance for Research knowledge Transfer	5,000

Output.4 National Human Development, MDGs, EDPRS II and other UNDP-MINECOFIN mandatory reports produced, disseminated and understood by all stakeholders

4.1. Communications Strategy for EDPRS 2 implemented	i. Implement the EDPRS 2 Communications Strategy through various media and fora	x	x	x	x	MINECOFIN/NDPR	UNDP	Consultancy services	40,000
Baseline: 0 Indicator: Number of EDPRS 2 Copies Disseminated Target: 10,000	ii. Design, Print & Disseminate Copies of EDPRS 2 Document (Main Document & abridged, English & Kinyarwanda versions) to a wide range of Stakeholders	x	x	x	x	MINECOFIN/NDPR	UNDP	Consultancy services	100,000

<p>4.3.National Development Report (NHDR) produced and disseminated and National MDG reports produced and disseminated</p> <p>Baseline: 1 Indicator: Number of report produced and disseminated Target: 2 (MDG&NHDR)</p> <p>Total Cost: Component 2</p> <p>The Project assurance monitored accordingly by UNDP</p>	<p>iii. Organize annual Network of Planners events between CG & LG Planners to strengthen planning functions for effective delivery of EPRS 2</p>		x		x		x	MINECOFIN/NDPR	UNDP	Training workshop Facilities	15,000
	<p>i. Validation and dissemination of the 2013 NHDR</p>	x						MINECOFIN/NDPR & UNDP (SPU)	UNDP	Validation workshop	10,000
	<p>i. Preparation of the 2014 NHDR</p>		x	x				MINECOFIN/NDPR & UNDP (SPU)	UNDP	Workshops, meetings, consultancy	50,000
<p>ii. Support University of Rwanda (UR) School of Economics to develop and introduce a Human development Course</p> <p>iii. Preparation of an analytical document of unfinished MDG businesses in Rwanda and MAF program development</p>		x	x				UNDP & MINECOFIN/NDPR	UNDP	Training, modules development.	20,000	
		x	x				MINECOFIN/NDPR & UNDP (SPU)	UNDP	Workshop, dialogue and consultancy	30,000	
											594,000
	<p>Project assurance management costs</p>	x			x		UNDP	UNDP	Project assurance manager's salary, training and other administrative costs	50,000	
	<p>Project Management costs (SPIU)</p>	x			x		MINECOFIN	UNDP		25,000	

Project Annual Total Cost (year 1)

1,099,000

Annexe III: Risk Logframe

Project Title: Support for Effective Development Cooperation for Results					Award ID:			Date:	
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Delays in the establishment and operationalization of the Project	2013	Financial Operational Organizational	Likelihood of not achieving project objectives P = 5 I = 5	Continued dialogue with DPs at a high level.	MINECO FIN&UN DP	MINECO FIN	N/A	N/A
2	Lack of ownership by actors	2013	Financial Operational Organizational Political Regulatory Strategic	Slow implementation P = 1 I = 4	Continued dialogue with all stakeholders Regular monitoring and reporting	MINECO FIN	MINECO FIN	NA	N/A
3	Insufficient financial resources available to implement the project over the period of	2013	Financial Operational	Likelihood of not achieving the project objectives P=1 I=4	The recruitment of the resource mobilization advisor will be very critical. Quarterly Steering Committee meetings to	MINECO FIN	MINECO FIN	NA	N/A

	EDPRS II				review plans and budgets				
4	Unsuccessful implementation of mutual accountability instruments (DPAF, independent review).	2013	Organizational Political Regulatory	Delays in honouring commitments can cause to delays in project implementation P = 1 I = 3	Continued dialogue between DPs and Government. Review and assessment mutual accountability tools	MINECO FIN/UND P	MINECO FIN	NA	N/A
5	Inadequate staff capacity to effectively and efficiently deliver on project implementation	2013	Operational Organizational	If there is staff turnover, this would slow implementation process P = 1 I = 3	Inclusion of project activities in the work plans and regular monitoring reports by SPIU as well capacity building plan for staff	MINECO FIN	MINECO FIN	NA	N/A