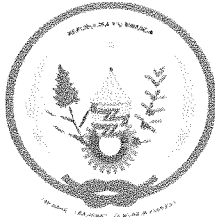


Republic of Rwanda



MINECOFIN



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SUPPORT FOR EFFECTIVE DEVELOPMENT COOPERATION FOR RESULTS

2014 ANNUAL PERFORMANCE REPORT

Project Title:	Support for Effective Development Cooperation for Results
Project No:	00088550
Project Start Date:	January 2014
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Year	2014
Reporting Period	January – December 2014
Project Budget	1,323,500
Core/TRAC:	
Donor 1:	UNDP for 5 years: US\$ 4,662,000
Donor 1:	One UN Fund: US\$1,000,000
Donor 3:	Unfunded: US\$805,000
Government:	Government: In Kind
Total Budget	US\$ 6,467,000

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LIST OF ACRONYMS

BADEA: Arab Bank for Economic Development in Africa
DAD: Development Assistance Database
DPCG: Development Partners Coordination Group),
DPR: Development Partners Retreat
DP: Development Partners
DPAF: Development Partners Assessment Framework
EFU: External Finance Unit
EDCF: Economic Development Cooperation Fund
EDPRS: Economic Development and Poverty Reduction Strategy
GoR: Government of Rwanda
IFMIS: Integrated Financial Management Information System
IFAD: International Fund for Agricultural Development
IT: Information Technology
M&E: Monitoring & Evaluation
MPI: Multi-Dimensional Poverty Index
MDGs: Millennium Development Goals
MTEF: Medium Term Expenditure Framework
MINECOFIN: Ministry of Finance and Economic Planning
NISR: National Institute of Statistics of Rwanda
NPRRP: National Policy Research Review Panel
NHDR: National Human Development Report
NDPR: National Development Planning & Research
ODA: Official Development Assistance
OPHI: Oxford Poverty and Human Development Initiative
OFID: OPEC Fund for International Development
RBM: Results Based Management
UR: University of Rwanda
ULK: Independent University of Kigali
UNDP: United Nations Development Programme

Executive Summary

The project “Support for Effective Development Cooperation for Results” is a project implemented under the Ministry of Finance and Economic planning with support from UNDP. The project aims at enhancing the effectiveness of development cooperation and promoting evidence based results.

The project achieved significant milestones from January 2014 to December 2014 and this can be attributed to enhanced harmonization and alignment of the two previously distinct projects into one project. This has in turn led to strengthened coordination and management of the project. The following achievements have been registered:

- 16 MINECOFIN staffs were trained in Negotiations and Resource mobilization and contract management as part of their core management functions to improve their skills in resource mobilization.
- A fully owned and managed Development Assistance Database (DAD) linked with Smart IFMS that is functional is under development. As a first stage, servers and other hardwares were procured and have been fully installed and opening of remote access has been completed to support 100% hosting of the Development Assistance by end December 2014. However, the management and maintenance phase will not be fully achieved as training of users to run and use the data in the system is a prerequisite for full ownership and management. Discussions at MINECOFIN level between EFU, IT Department and IFMIS on the transition to fully ownership and management are ongoing.
- Coordination meetings including 8 Country Portfolio Performance Review (CPPR) meetings between Government of Rwanda and ; Belgium, European Union, Germany, OFID, IFAD, Japan and BADEA, 4 Development Partners Coordination Group (DPCG) held each quarter during FY 2014, with the last one held on 12th December 2014 and 1 Development Partners Retreat held in February 2014 (DPR) as well as other bilateral meetings were held with Development Partners and discussed bilateral relations and progress of implementation of government programs have enhanced dialogue & mutual accountability.
- 22 staff of National Development Planning & Research Directorate (NDPR) received training on the content and provisions of the draft Monitoring & Evaluation (M&E) Policy. The trainees have since trained other institutions showing that the initial training equipped them with the knowledge of the M&E policy. Preliminary work of designing and piloting the national integrated electronic policy research and M&E system has been

conducted and once finalised, the architecture document will help to develop the automated system.

- 34 participants including 9 lecturers from the University of Rwanda, Kigali Independent University and the School of Public Health were trained on Multi-Dimensional Poverty Index (MPI) by Oxford Poverty and Human Development Initiative (OPHI) and this will lead to introduction of the Human Development course at these Universities and improved knowledge and usability of MPI as the emerging approach in development planning and pro-poor policy targeting.
- 2 priority research activities specifically study on “agricultural inputs chain” and “assessment of land use planning and management” were identified and will be carried out with the aim of enhancing research and evidence based policy making in Rwanda.
- 3,000 Economic Development and Poverty Reduction Strategy2 (EDPRS) Main Document, 7,000 abridged versions and 89,000 revised Vision 2020 booklets upon which EDPRS2 was developed were printed and disseminated to relevant stakeholders. Due to the wide dissemination, government programs are known and are widely referred to in all development projects. This has increased coordination and harmonization in implementing government programs by both private and government institutions.

Despite this progress, there are still capacity weaknesses and shortages in core skills and competencies such as in resource mobilization, contract management and negotiation which are needed to meet the projects’ development objectives.

There has also been delays in validation of some strategic documents such as 2013 NHDR and 2013 MDGs Report.

The Government recognizes that capacity building and systems strengthening are very critical and are committed to ensuring the successful implementation of this project.

Section I: Progress made against Results

UNDAF OUTCOME: Pro-poor growth and economic transformation enhanced for inclusive economic development and poverty reduction.

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

- 1.1: Fully owned and managed Development Assistance Database (DAD) linked with Smart IFMS is functional.
- 1.2: DAD INGO execution module is linked to the relevant database for enhanced transparency and comprehensive aid information.
- 1.3: MINECOFIN's Professional Staff trained in core management functions.
- 1.4: Improved Aid Coordination Architecture through GoR & DPs Forums.
- 1.5: Improved mutual accountability through dialogues between GoR and DPs.
- 1.6: Enhanced support to MINECOFIN/External Finance Unit (EFU) staff to effectively manage aid.

KEY ACTIONS:

1. Procure servers and other hardwares required for effective hosting, management and maintenance of the DAD
2. Aid Management publication: Produce Annual ODA reports and MTEF Projections
3. Recruit TA to facilitate hosting of DAD in Rwanda
4. Develop an interface between INGOs database and DAD to access financial information.
5. Conduct both On & off-job trainings for MINECOFIN Staff in core areas of (i) Aid Management, (ii) Financial reporting, (iii) Negotiation and Communication, Drafting of grant agreements, etc..
6. Organize Annual GoR and Development Partners' Retreat, Bi-annual DPMs, etc...
7. Publish and disseminate DPAF Reports
8. Provide necessary facilities to EFU staff to operate in a conducive working environment (Equipment + Communication)

Indicator:	Baseline:	Targets:	Actual
1. 100% of DAD hosted in Rwanda	1. Externally hosted	1. By Dec 2014	1. 100% of DAD is fully hosted
2. DAD INGO Module fully linked to relevant database	DAD available	2. By Dec 2015	2. 20% of deliverables completed.
3. № of staff trained	2. DAD INGO Module available	3. 10 staff trained	3. 10 staffs have been trained on contract management
4. № of coordination meetings held.	3. 2 staff trained	4. 12 coordination meetings	4. 13 Coordination meetings were held (8 CPFR, 4 DPCG and 1 DPR)
5. Number of DPAF Reports	4. 3 coordination meetings	5. 5 reports	5. 5 reports (ODA and DPAF)
6. № of staff facilitated with	5. 3 reports	6. 10 staffs	6. 8 staff received modems and internet subscriptions

equipment and communication	6. 6 staffs	
a)Key Achievements		
<ol style="list-style-type: none"> 1. A fully owned and managed Development Assistance Database (DAD) linked with Smart IFMS that is functional is under development. As a first stage, servers and other hardwares were procured and have been fully installed and opening of remote access has been completed to support the hosting of the Development Assistance Database (DAD) 100% in country by end December 2014. However, the management and maintenance phase will not be fully achieved as training of users to run and use the data in the system is a prerequisite for full ownership and management. Discussions at MINECOFIN level between EFU, IT Department and IFMS on the transition to fully ownership and management are ongoing. 2. The recruitment of the technical assistant to facilitate hosting of DAD in Rwanda has not been done due to management, training and maintenance phase that is yet to be completed. 3. DAD INGO execution module is linked to the relevant database for enhanced transparency and comprehensive aid information is under development. The Directorate General for Immigration and Emigration (DGIE) contracted Synergy International System to develop the INGO system interface. The inception report has been produced and 20% payment of the total contract was effected. 4. MINECOFIN's Professional Staff were trained on contract management as part of their core management functions. This has increased their knowledge in project management cycle and it is anticipated that this will increase efficiency fast tracking project implementation and execution. 5. In order to improve Aid Coordination Architecture between GoR & DPs, a draft of the 2013/14 ODA report, which details the development partners Aid flows has been submitted to MINECOFIN by the consultant; however, the final report has been delayed due to uploading of data in the DAD. This report will be discussed by GoR & Development Partners in the Development Partners Retreat Forum in February 2015. 6. MINECOFIN/EFU is in the process of developing the DPAF Report and the reports shall be presented by EFU staff to the Annual GoR and Development Partners' Retreat in February 2015. This report will facilitate discussions and dialogue during the meeting thus promoting alignment & mutual accountability between GoR and Development Partners. 7. A consultant has been recruited to document Rwanda's Aid coordination good practices for dissemination in South-South Cooperation knowledge sharing. 		

<p>8. 8 EFU staffs were provided with modems and related internet subscriptions to effectively provide a good working environment. This has facilitated them to work remotely and enhanced communication and reporting.</p>	
<p>b) Key Challenges/Constraints</p>	
<p>Some key challenges experienced include:</p> <ul style="list-style-type: none"> - Management of the recruitment process of trainers has been a challenge and leading to delays in implementing key activities. - High staff turnover in EFU led to work over load - The integration of IFMIS and DAD was delayed due to contractual process related to IFMIS <p>ii) Lessons Learnt:</p> <p>Outsourcing experienced service providers such as Centre of Experts for Services Solutions (CESS) Institute which trained staffs on from 24th to 28th November 2014 and this has ultimately increased understanding and knowledge of the staffs and eased the burden on staff through subscription to concentrate on core functions of the Ministry other managing all the procurement processes.</p>	
<p>c) Use of UNDP Development Drivers</p>	
Capacity Development	Provision of training on development project and risk management increased skills of the trainees (staff) which will lead to efficiencies and enhance the quality and timely delivery of results. This will thus result in cost savings and informed decision making by the institution as most of the trainees' deals with donor's agreements especially non-traditional donors.
Policy Advisory Services	Advisor to MINECOFIN-EFU on Aid effectiveness and Resource Mobilization was recruited and will strengthen linkages and collaboration with development partners and build capacity of the staffs on aid effectiveness and resource mobilization.
South to South Cooperation	A mission from Bangladesh Ministry of Finance visited MINECOFIN- EFU. The mission from Bangladesh shared their experiences on aid management and wanted to understand how the Ministry of Finance and Economic Planning manages its aid effectiveness agenda.
<p>3) Addressing Cross Cutting Issues</p>	
Gender	The trainees on development project and risk management were gender disaggregated with 1 participant out of 6 a lady and it is anticipated that in future project management development, gender issues will be addressed.
Human Rights	NA
Environment	NA

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

- 2.1: GoR/MINECOFIN capacity to effectively mobilize external resources from non-traditional sources strengthened.
 2.2: MINECOFIN/EFU staff technical capacities to carry out core external resource mobilization enhanced.

KEY ACTIONS:

1. Engage new Development Partners to mobilize more resources for Rwanda's development priorities.
2. Conduct on-job trainings for EFU/MINECOFIN staff for effective resource mobilization.

Indicator:	Baseline:	Target:	Actual:
1. No of new development partners on board.	1. 10	1. Additional 5	1. Additional 1 (Economic Development Cooperation Fund (EDCF/ S.Korea)
2. No of staff trained on resource mobilization.	2. 6	2. 10	2. 10 Staffs were trained on Negotiation techniques and Resources mobilization.
a) Key Achievements			
1. 10 staffs were trained Negotiation techniques and Resources mobilization skills and this has greatly improved the knowledge, skills and capacity of staff involved in the external resource mobilization. During FY 2013/14, 51,000,000 USD was mobilized from Economic Development Cooperation Fund (EDCF/ S.Korea EXIM Bank) which will help the construction of University of Rwanda which lacks sufficient space to accommodate the activities after the restructuring process. GoR/MINECOFIN capacity to effectively mobilize external resources from non-traditional sources strengthened.			
2. 10 staff have been trained in Negotiations and Resources mobilization to improve their skills in resource mobilization			
b) Key Challenges/Constraints			
Limited skills resource mobilization and delayed processes			
i) Solutions			
Securing an in house TA on Aid Effectiveness and Resource Mobilization to support the EFU staff has increased capacities in EFU to manage different assignments and hence timely delivery of results			
ii) Lessons Learnt:			
To engage Embassy of S. Korea from the beginning to bring on-board EDCF in facilitating the process involved in securing the loan.			
c) Use of UNDP Development Drivers			

Capacity Development	Provision of training on Negotiations and Resources mobilization has increased knowledge and skills of staff and with further operationalization of the policy manual of procedures needed to enhance effective aid management processes, this training has been lacking to capacitate staff in the sensitisation of the procedures put in place as well as internalisation of the changes.
Policy Advisory Services	Provision of TA to MINECOFIN-EFU on Aid effectiveness and Resource Mobilization has translated into knowledge sharing and provision of hands-on support to EFU staff in Development Partners Coordination and Dialogue.
South to South Cooperation	A mission from Bangladesh Ministry of Finance visited MINECOFIN- EFU. The mission from Bangladesh shared their experiences on aid management and wanted to understand how the Ministry of Finance and Economic Planning manages its aid effectiveness agenda.
3) Addressing Cross Cutting Issues	
Gender	3 out of 10 trainees were women and this will increase their skills in negotiation and resource mobilization allowing them to mainstream gender perspective in future programming.
Human Rights	NA
Environment	NA

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

- 3.1. Improved Capacity of Government staff in M&E functions.
- 3.2. National integrated electronic Policy research and M&E System developed & operationalized.
- 3.3. Capacity of National and Local Institutions in Research, Writing and Publication of analytical policy studies
- 3.4. Utilization of disaggregated data for participatory & evidence-based policy formulation and planning improved.
- 3.5. Policy studies and analysis in support of thematic and sector priorities carried out

KEY ACTIONS:

- 1. Train NDPR Staff extensively on monitoring and evaluation functions.
- 2. Design and pilot the National integrated electronic policy research and M&E System.
- 3. Design a web-based database of evidence-based policy research and analytical studies conducted as well as their dissemination processes.
- 4. Engage Local academic institutions & encourage them to design and deliver technical training programmes for M&E.
- 5. Constitute National Policy Research Review Panel (NPRRP) and develop procedures and manuals for conducting and disseminating policy research studies findings.
- 6. Outsource Oxford University Poverty and Human Development Initiative (OPHI) to train MINECOFIN-NDPR; NISR and UR economics researchers on Multidimensional Poverty Index (MPI) and its computation.
- 7. Establish a national network to strengthen the evaluation function within Government and public institutions.
- 8. Support the conduct of Research activities in relation to thematic & sector priorities to be undertaken by Sectors supported.
- 9. Support MINECOFIN/NDPR Unit to Strengthen its Research Functions.

Output's performance Indicators:

Baseline	Targets:	Actual status
:	:	:

1. N ^o of M&E Experts affiliated to MINECOFIN/NDPR whose M&E expertise has been developed through training	2	33 experts	22
2. Integrated electronic M&E System	0	1	Process Ongoing
3. Web-based database of Policy research available and used	0	1	Merged with the previous
4. N ^o of local academic institutions engaged in delivery of M&E Programs	0	10	2 (UR&ULK)
5. Existence of Research Review Panel and operating manuals	0	1	Priority changed (Decision was later taken to strengthen Sector Working Groups for the same function and this is ongoing) 34
6. # of people trained on MPI	0	25	This network has been formed
7. Network of planners and evaluators	0	1	
8. N ^o of Analytical Studies Supported , published and disseminated	4	10	2 new studies in pipeline (request for Expression of interest published)
9. TA to support MINECOFIN/NDPR to strengthen policy research	0	1	Position advertised
a) Key Achievements			

Improved Capacity of Government staff in M&E functions.

22 staff of National Development Planning & Research Directorate (NDPR) received training on the content and provisions of the draft M&E Policy conducted in a 4 days retreat. During the retreat, NDPR staff brainstormed on how best the department can improve planning, monitoring and evaluation across Government over the next years. The M&E Policy was designed to address the challenges encountered by both the Government of Rwanda and its development partners in establishing development results and enhancing aid effectiveness; its aim is to establish a common basis for implementation of the National Integrated Monitoring and Evaluation System. The trainees have used their acquired enhanced skills to support institutions and sectors they are in charge of to strengthen their M&E systems and functions showing that the initial training equipped them with the knowledge of the M&E policy

A national technical Assistant is in the process of recruitment to support in the monitoring of the implementation of the project. ToRs were developed and advertised. The national technical assistant is to be on board starting from January 2015.

National integrated electronic Policy research and M&E System developed & operationalized

Preliminary work of designing and piloting the national integrated electronic policy research and M&E system has been conducted, a situation analysis of the current system has been finalised. The exercise of elaborating the architecture of the solution design is underway. The system is intended to cover Planning-Budgeting-Project-Program Management, Monitoring & Evaluation System (Performance, Program and Project Management, Monitoring & Evaluation Solutions). A draft document providing a conceptual overview of the proposed segment architecture was designed and submitted to MINECOFIN. Once finalised, the architecture document will help to develop the automated system and shall be followed by procuring the system and consultants that will pilot it as well as build national capacities for its management.

The system shall also host the planned web-based database of evidence-based policy research and analytical studies which had initially been planned separately but later on found as duplication.

The architecture system intends to achieve the following strategic goals:

- To reduce the cost of these functions by reducing the administrative effort required.
- To facilitate/automate these functions and thus reduce the administrative effort required to perform them.
- To increase the accuracy of these functions by reducing transcription and other errors
- To align the classification of financial and non-financial planning/budget items

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

Training was delivered to 34 participants including 9 lecturers from the University of Rwanda, Kigali Independent University and the School of Public Health on Multi-Dimensional Poverty Index (MPI) by Oxford Poverty and Human Development Initiative (OPHI) and the trainers run a parallel training specifically targeted to the university lecturers on how to develop a Human Development course and a number of options were discussed about the modalities of developing and introducing teaching this new course. Given the importance of using MPI in policy and programmes targeting , planning and evaluation , the training was also seen in the same perspective as engaging public and private universities into M&E function . This was the beginning of a long process to that end.

In order to finalize the course design process, both UNDP and the University of Rwanda agreed that they could benefit from the experience of the UNDP Kenya with Kenyatta University, given the fact that Human development Course (MSc in Economics (Human Development and Cooperation) is already being taught at this University. Under this context, an exchange visit made up of three Faculty members from the School of Economics at University of Rwanda and 2 UNDP staff to Kenya UNDP and Kenyatta University through South-South Cooperation was organized from 24th to 28th November 2014 to learn from firsthand experience from UNDP Kenya in supporting Kenyatta University in developing and teaching a Human Development Course, from initiation to implementation of the course.

Policy studies and analysis in support of thematic and sector priorities carried out

Consultations on research activities to be done across sectors were finalized and 3 priority research as studies. The identified areas for analytical work include;

1. **Study on Agricultural inputs chain:** With particular focus on identifying options for fertilizer policies to increase use, reduce subsidies, and improve competitive private trade
2. **Assessment of land use planning and management:** To identify implementation challenges of districts master plans as well as detailed land use plans.

The setting up of National Research Review panel (RRP): A decision was made to rather strengthen the Sector Working Groups for the same function. The idea was seen as critical to the promotion of ownership of the analytical works and research activities undertaken within sectors

b) Key Challenges/Constraints

<p>The development of other parallel documents like the Results Based Management Policy (RBM) has delayed the finalisation and dissemination of the M&E policy. This is as a result of the need to have coherent and complementary policies.</p>	
<p>i) Solutions, (proposed if any) A consultative workshop was convened on 18th -19th November 2014 to review the current status of the RBM policy and key stakeholders such as Prime Minister's Office (PMO), MIFOTRA and MINECOFIN among others were involved. The finalization of the two policies is currently under way following the strategic guidance on clear definition of roles and responsibilities of each institution under both policies.</p>	
<p>iii) Lessons Learnt: NA</p>	
<p>c) Use of UNDP Development Drivers</p>	
<p>Capacity Development</p>	<ul style="list-style-type: none"> • Capacities have been built or strengthened within the framework of the project namely; The new way of measuring the people's welfare by looking beyond income through use of Multidimensional Poverty Index to measure deprivation;. Here in addition to a few staff from the National Institute of Statistics of Rwanda who knew of the index, the Country now has an increased number of Civil servants including lecturers from both public and private Universities (University of Rwanda and Independent University of Kigali) as highlighted above in the summary of actual performance against targets. • The training of National Development Planning and Research Staff in M&E function has also enhanced their capacities and increased their supportive role of the sectors. Similar training sessions will be extended to other officers in sectors to create a fully-fledged and capable network of national development planners and evaluators. • National TA to support NDPR is in the process of recruitment.
<p>Policy Advisory Services</p>	<ul style="list-style-type: none"> • The analytical policy studies underway will trigger policy dialogue and thus inform policy formulation and implementation going forward. • The increase of the pool of experts with knowledge of use of Multi-Dimensional Poverty Index is a key milestone in the use of the approach to analysing progress in human development in Rwanda.
<p>South to South Cooperation</p>	<p>An exchange visit between UNDP Rwanda and the University of Rwanda on one part and UNDP Kenya and Kenyatta University on the other was organized in order to share experience and learn from each other as how the Human Development paradigm is entrenched in national higher education curricula and planning .</p> <p>The delegation from Rwanda benefited a lot from the exchange and is in the course of undertaking the necessary steps to introduce the Human Development course in University Curricula and hence serve as seeds bed for future Government planners and analyst on Human Development aspects, taking stock of the best practices and challenges to</p>

	integrated land use
3) Addressing Cross Cutting Issues	
Gender	The M&E policy advocates for gender promotion aspects such as availability of gender disaggregated data to best inform policy decisions.
Human Rights	NA
Environment	The ongoing study on land use planning and management is expected to inform the Government how best the environment can be or is protected through taking stock of the best practices and challenges to integrated land use.

OUTPUT 4: NHDR, MDGs, EDRS II and other UNDP-MINECOFIN mandatory reports produced, disseminated and understood by all stakeholders

- 4.1: Communications Strategy for EDRS 2 implemented.
 4.2: National Human Development Report (NHDR) produced and disseminated and National MDG reports produced and disseminated.

KEY ACTIONS:

1. Implement the EDRS 2 Communications Strategy through various media and fora.
2. Design, Print & Disseminate Copies of EDRS 2 Document (Main Document & abridged, English & Kinyarwanda versions) to a wide range of Stakeholders.
3. Organize annual Network of Planners events between CG & LG Planners to strengthen planning functions for effective delivery of EDRS 2.
4. Preparation, validation and dissemination of the 2013 NHDR and 2013 MDGR
5. Support University of Rwanda (UR) School of Economics to develop and introduce a Human Development Course.
6. Preparation of an analytical document of unfinished MDG businesses in Rwanda and MAF program development.

Output performance Indicators	Baseline:	Target	actual
1. EDRS 2 Communication strategies	Not applicable. (This is the broader output of which specific deliverables include the books that have been explained below and the upgrading of EDRS 2 website).
2. No of EDRS2 copies disseminated.	0	10,000	3000 copies of EDRS2 main document and 7,000 abridged version as well as 89,000 of Vision 2020 booklets
3. Network of planners in place	0	1	1 (Activity conducting but using other donor funds)
4. N° of report produced and disseminated	1 report	3	2 (2013 MDGR & NHDR) in the final stage of production before the end of the year
5. Human Development course or modules introduced	0	1	The process is underway and details given in the previous output
6. MAF ¹ programme document	0	1	Not done since the Government had already a similar framework and document produced

¹ MAF: MDG Acceleration Framework

c) Key Achievements

Design, Print & Disseminate Copies of EDPRS 2 Document:

The design, printing and dissemination of EDPRS 2 Main Document (3,000) & abridged versions (7,000) and 89,000 revised vision 2020 booklets upon which EDPRS2 was developed have been printed and disseminated to relevant stakeholders. EDPRS2 abridged versions were also distributed to AfDB participants during its annual meeting held in Kigali in May 2014. The EDPRS 2 web site has also been redesigned and updated accordingly.

The annual Network of Planners between CG & LG Planners to strengthen planning functions was conducted in September 2014 in line with the national planning and budgeting calendar.

Validation of the 2013 NHDR.

A technical validation workshop to discuss the NHDR draft report was held on 8th October 2014. Finalization of the report in accordance with the provided comments is underway

The preparation of 2014 NDHR is pending the approval of the 2013 NDHR.

Validation of 2013 MDGs Report.

A second technical validation workshop for the 2013 MDGs report was held 14th November 2014 and final comments were provided are being integrated before the final report is designed and printed.

Support University of Rwanda (UR) School of Economics to develop and introduce a human development course. This has been handled through the aforementioned training conducted by Oxford Poverty and Human Development Initiative (OPHI) and follow up exchange visit to Kenyatta University in Kenya to learn from its introduction and teaching experience (Details given above).

Preparation of an analytical document of unfinished MDG businesses in Rwanda and MAF program development. This activity was abandoned after taking a decision to use the already available information of the status in meeting MDGs and fast track and put more attention on meeting the remaining MDGs yet to be achieved rather analytical documents. Secondary, the available information on progress shall be supplemented by the 2013 MDG report.

d) Key Challenges/Constraints

<p>The key challenge is a number of documents which have not been validated and approved and timelines which have passed. Example includes the finalization of the 2013 NHDR report which delayed due to failure of consultants to deliver quality work on time.</p>	
<p>i) Solutions UNDP got in touch with the administration of University of Rwanda (UR lecturers) who were hired for the assignment to explain the magnitude of the problem and resolve the issues</p>	
<p>ii) Lessons Learnt: Going forward, there will be increased follow-up with the UR consultant firm to finalise the NDHR 2013. Ownership of reports of this magnitude is very critical</p>	
<p>e)Use of UNDP Development Drivers</p>	
Capacity Development	Refer to the previous output report
Policy Advisory Services	The process of recruiting TA is ongoing to support NDPR fast track some of the project activities
South to South Cooperation	Refer to the previous output report
<p>3) Addressing Cross Cutting Issues</p>	
Gender	NA
Human Rights	NA
Environment	NA

Section II: Financial Overview

DONOR	COMMITTED Frw)	RECEIVED (Frw)	EXPENDITURES (FRW)		
			Period [Jan- June 2014]	July-Dec 2014	TOTAL
UNDP TRAC FUND	885,024,450	439,888,474	252,005,578	30,583,151	282,588,729
TOTAL	885,024,450	439,888,474	252,005,578	30,583,151	282,588,729