

REPUBLIC OF RWANDA



MINISTRY OF HEALTH

Single Project Implementation Unit (SPIU)

*For Health-Sector Projects Funded by the
Government of Rwanda, Multi/Bilateral Organizations,
Private Sector and Foundations*

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1. Rationale for the establishment of the SPIU

Paris Declaration on Aid Effectiveness (28 February -02 March 2005)

Signed by Rwanda along with its Development Partners

With the aim of stimulating increased efficiency and efficacy in the provision and management of external aid

Rwanda:

(i) acknowledges the crucial role of its Development Partners in achieving its EDPRS targets and Vision 2020

(ii) Is accountable to its citizens and development partners

(iii) committed to setting up and ensuring efficient systems for the management of external funding

The Rwanda Aid Policy was endorsed by the Cabinet on 26 July 2006, + RAP procedures manual

Comparative advantages to use existing successful structure with some adjustment

2. Doing things without the SPIU

- **Time lag in the start of projects** after their approval and ratification process which leads to extension requests since the projects at times do not meet their earlier set completion dates.
 - this is due to team recruitment
 - assembling phase that normally takes almost 6 months
 - overall delay in the completion.
- **Project management:** Many PMUs, coordinators, Specific bank accounts, Budget coordination across multiple projects, reports...
- **Staff looking for new job**, leaving the project 1-2 years before the project completion:
 - crippling the implementation
 - leading to delay in completion
 - skills gap

Doing things...SPIU (cont'd)

- **HSDPs coordination:**
 - number of appraisal and evaluation missions for each project under the same institution
 - time and budget consuming in preparing for all these missions
- **SRs coordination:**
 - Same SR working with different PMUs, different individuals
 - submitting reports to different PMU,
 - attending different meetings organized by different PMUs at the same time
 - **Management of priorities and urgencies: Problematic**

3. Consultations made on SPIU

- **Moderator: Former Central Public Investments and External Finance Bureau (CEPEX)**
 - **Routinely:** MINECOFIN/Cepex working with different PMUs: identification of challenges, thinking on a suitable structure, solutions...
 - **2008:** Meeting of District Vice Mayors In-Charge of Economic Affairs chaired by Hon Minister of State In-Charge of Social Affairs in MINALOC
 - **Sept. 2009:**
 - Meeting of Permanent Secretaries and Project Coordinators chaired by Hon Minister of Finance and Economic
 - Planning Consultation with high Budget spending Ministries
 - **Oct. 2009:** Forum of Permanent Secretaries

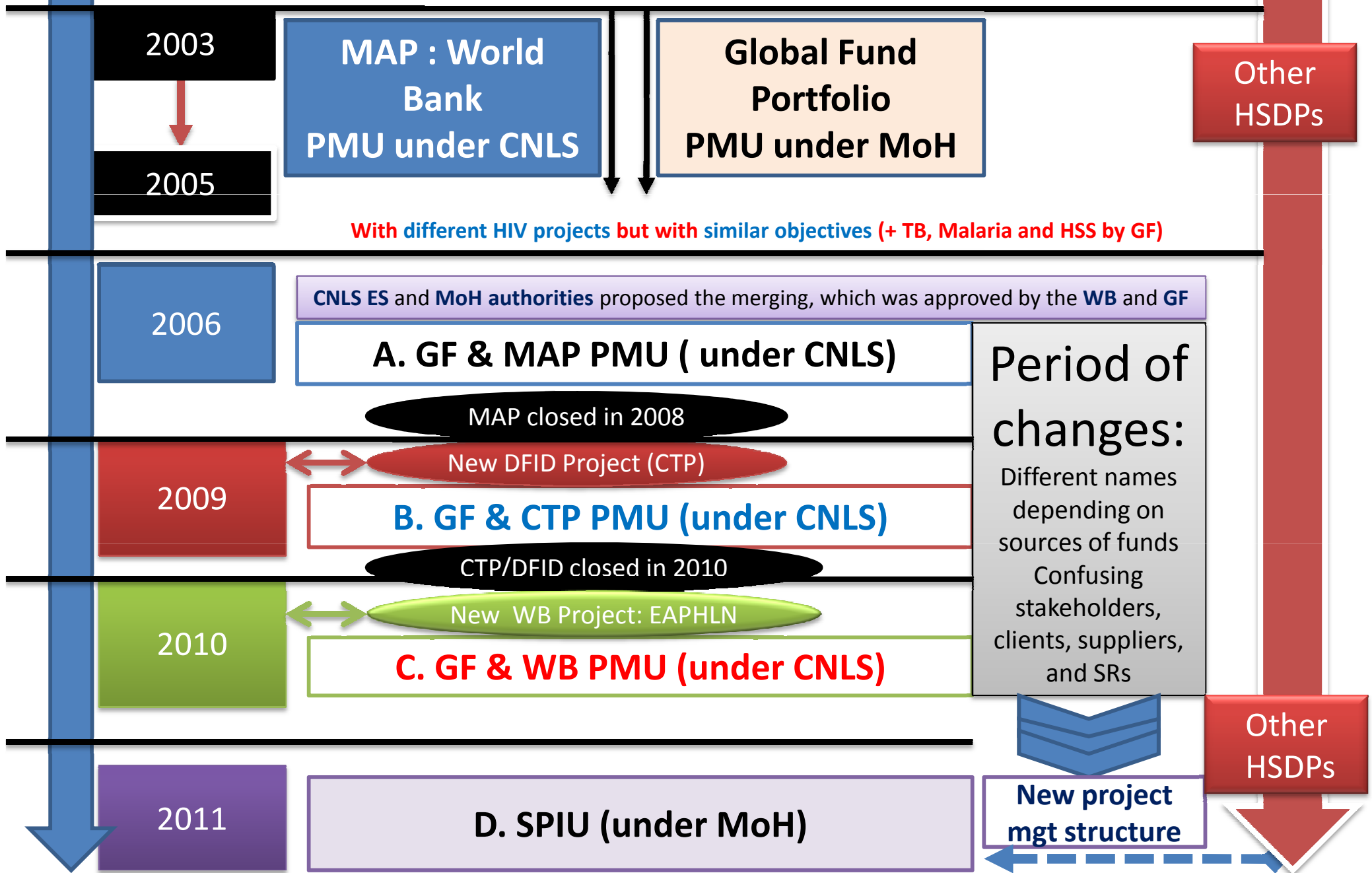
Consultations made on SPIU

- **Cepex elaborated the “Implementation Modality of a Single Project Implementation Unit In Public Institutions” document and requested the Cabinet:**
 - To adopt the principle of the Single Project Implementation Unit in the Public Institution
 - To instruct the relevant public institutions to institutionalise the Single Project Implementation Unit
- **Ministry of Public Service and Labor structured the Salary scale for the SPIU staff (submitted it for Cabinet approval)**
- **March 2011: SEVENTH ANNUAL GOVERNMENT OF RWANDA AND DEVELOPMENT PARTNERS RETREAT (DPR)**
 - ***Alignment of aid resources to partner country systems :***
 - **Presentation on the Single Project Implementation Units**
 - **progress and way forward**
 - Commitments from Development Partners – the use of Single Project Implementation Units

5. Results??

- The **Cabinet**, in its session of 11/02/2011 adopted the creation of the Single Project Implementation Unit (SPIU) in every Ministry.
- **MOH Case**: The **Ministerial Instruction No 20/52 of 10/03/11** created the SPIU *for health sector development projects funded by the:*
 - *Government of Rwanda,*
 - *Multi/Bilateral Organizations,*
 - *Private Sector*
 - *Foundations*
- *The SPIU-MoH is under direct supervision of the MoH*

4. MOH: Looking back....



6. Current SPIU-MOH

1. Rwanda Towards Malaria Pre-elimination: (5 years, up to June 2015): **USD 128.5 M– on going (phase 1 ending, phase 2 already approved)**

2. NSP HIV/AIDS: Single Stream of Fund for HIV (3 years, up to June 2013): **USD 379.5M- on going**

3. SSF-Malaria: **USD 86 M** (under consolidation, 3Yrs up to June 14): **USD 23 M** recently signed by MINECOFIN-MOH-GF, + **USD 64 M** recently approved by GF Board

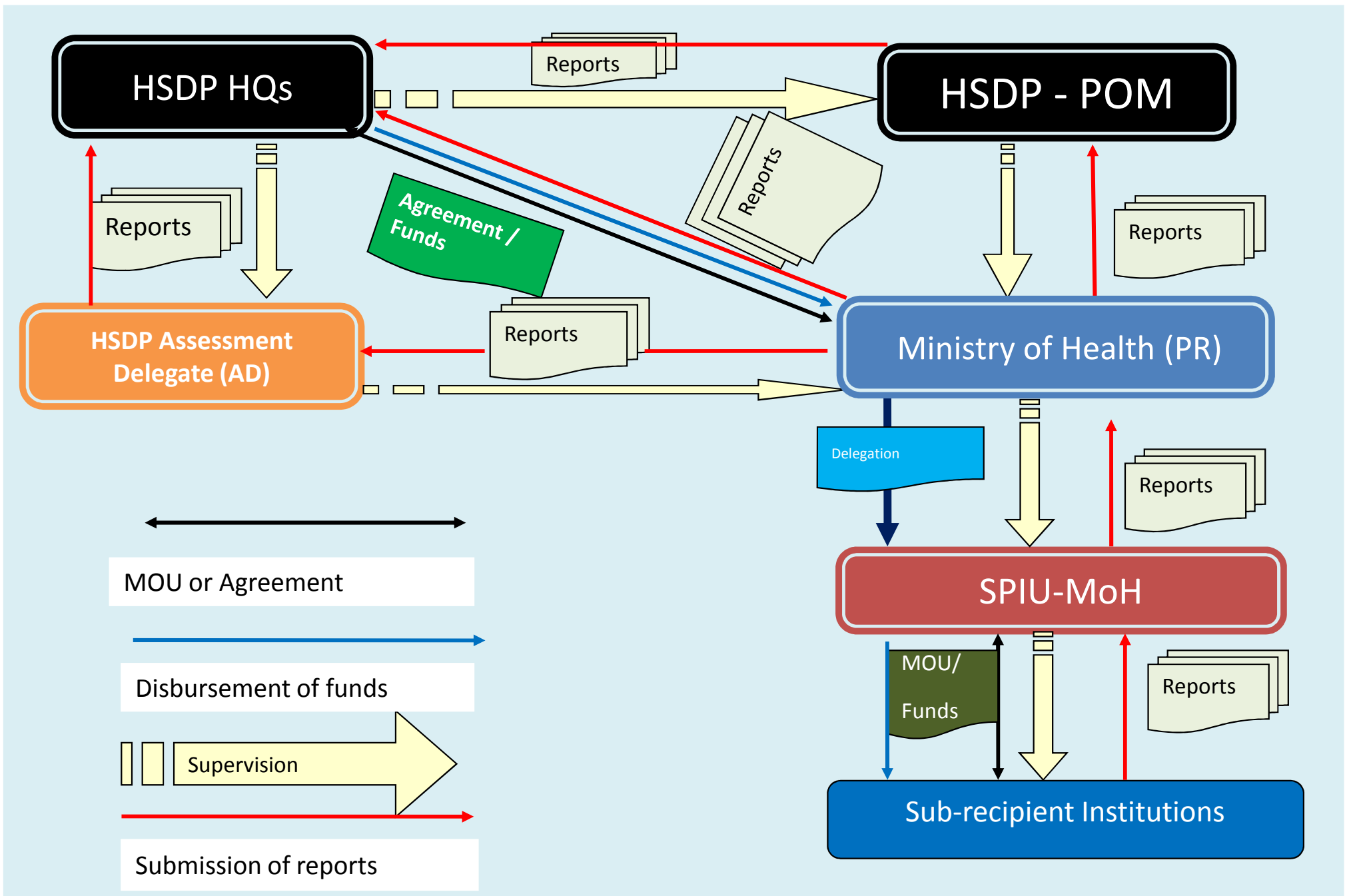
4. NSP TB: Single Stream of Funding for TB (3 years, up to June 2013): **USD 45M – on going**

5. EAPHLN Project: **USD 15 M** for 5 years-**on going**

The World Bank and the GF portfolio: on-going

- Dedicated staff, some of them are still there since 2003-2004
- MoH support
- External audit each year
- Monthly report to MINECOFIN
- Other HSDPs willing to channel their funds through the SPIU
- SRs: All RHs, DHs, HCs, >100 NGOs, 9 NHMs/Inst , RBC
- Draft Procedures manual in place

7. Institutional arrangement




8. Benefits from the SPIU arrangement

- **Reduced:**
 - **transaction costs** by sharing functions that are valid for any kind of health sector development project;
 - **time that is spent in team recruitment** for the newly starting project;
 - **number of extensions** formerly requested due to delays normally registered in the project start;
 - **staff turn-over** since the core team for project implementation will be retained and recycled depending on the emerging projects;
 - **number of project management units (PMUs)**
 - **Number of project accounts** in the banks;
- **Simplified coordination and reporting system, thus helping to capture all projects into the National Development Budget;**
- **Coordinated supervision missions conducted by Development Partners, PR and SPIU**

Benefits from the SPIU...

- **Proposal writing, Planning and Grant negotiation**
 - Easy to align planning with GoR policies, strategies, and Plans
 - Easy to write new proposal knowing already:
 - the contents of existing projects,
 - what is going on properly,
 - what failed, and why
 - what was left behind
 - Who is doing what
 - What to avoid and how to improve
 - **Avoid duplication in activities and targets** across grants and sub-recipients
 - **Compare interventions across grants:**
 - HRs, Researches, equipments, medical infrastructures, pharmaceuticals, trainings, ...
 - **Harmonization of unit costs across projects:** Salaries, trainings, equipments, etc.



Detailed information on past and on going projects are accessible through the SPIU

9. Responsibilities of the SPIU

- Actively participate, in collaboration with MoH Units and institutions, sub-recipients, and hired consultants in the process of elaboration of proposals, project operational plan, budget plan, procurement plan, and the negotiation of project funds;
- Conduct orientation meeting to explain to SRs the content of signed agreement, final project activities, budget, procurement plan, performance framework and related conditions and procedures;
- Prepare and sign MOUs with project sub-recipient institutions;
- Evaluate and approve requests of funds submitted by project sub-recipient institutions;

Responsibilities....

- Conduct regular **programmatic and financial supervisions** at sub-recipient level to ascertain if project activities are executed in accordance with approved plan of action, budget lines and agreed upon timeframe;
- **Identify challenges** in project implementation at all level, and **propose solutions** for improvement;
- Receive from project SRs **periodic reports**; and analyze them (including feedbacks)
- Produce, share and disseminate consolidated **project implementation progress/completion reports**;

Responsibilities....

- Produce project periodic **financial statements of accounts** and **budget execution report** and submit them to all authorized entities;
- Assist sub-recipient institutions in the elaboration of **budget reallocation proposals**; and on the basis of individual budget reallocation proposals:
 - produce the “budget reallocation proposal document” and submit it to the “project oversight mechanism” (POM) for initial approval before final approval by the HSDP authorized representatives;
- Develop, update and execute annual **internal audit** plan and audit program;
- Organize and facilitate **debates, seminars and meetings on health-sector development projects** with a view to ensure the coordination of activities and information sharing;

Responsibilities....

- Ensure that technical and external financial audits of funded projects take place on regular basis as agreed;
- Coordinate, in close collaboration with other actors involved in financing or implementing health sector strategies, the effective utilization of funds; and
 - provide needed information on external resources for the drafting of the national health subaccount;
- Ensure close collaboration with HSDP and POM officials.

10. Signature of the Agreement

- Grant Agreement between the Government of Rwanda and Multi/Bilateral Partners to be signed according to Rwanda Aid Policy, with regard to Partner's requirements and procedures.
- Flexibility: Agreement to be signed by:
 - Either the MINECOFIN, or by
 - The MoH, if Partner 's procedures require it and upon authorization of the MINECOFIN
 - Or MINECOFIN and MoH co-sign with the Partner

11. Project implementation

- Once the Agreement is duly signed:
 - Project funds will be channeled through a **Specific Bank Account opened in the Central Bank** by the MOH for the SPIU.
 - An **MOU** will be signed between the SPIU and the sub-recipient of the project
 - SR will have access to project funds through a **Request of Funds** submitted to the SPIU based on the PoA
 - The SPIU will **disburse project funds** to a Specific Bank Account indicated by the sub-recipient at least once per quarter !

Project implementation (2)

- SRs will **implement** the project and report on quarterly basis to the SPIU
- The SPIU will **consolidate financial and activity reports** and share them
- M&E activities by SPIU in collaboration with the Partner's local or external representation
- Technical assistance can be given to SRs in the perspective of periodical or permanent transfer of competences
- The SPIU will conduct **internal audits** of the SRs and **order external audits once per year.**
- **Funding DPs or their delegates will conduct financial Supervision of the SPIU and**
 - can order an external audit of the SPIU

Thank you for kind your attention

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