



## Report on the Eighth Annual Government of Rwanda and Development Partners Meeting

“Beyond Aid: Innovative Mechanisms for Financing the EDPRS”

27<sup>th</sup> to 28<sup>th</sup> November 2008 – Serena Hotel, Kigali

## **ABOUT THIS REPORT**

The Government of Rwanda and Development Partners Meeting is an annual event, bringing together high-level representatives of the Government and its Development Partners, and providing them with a forum in which to discuss progress, challenges and opportunities in Rwanda's development. The 2008 Meeting was held in Kigali from 27<sup>th</sup> to 28<sup>th</sup> November.

This year's Meeting adopted the theme "Beyond Aid: Innovative Mechanisms for Financing the EDPRS", focusing on utilizing all available financing to fund the Economic Development and Poverty Reduction Strategy.

This document takes the form of a summary of proceedings, designed to be easily digestible for the reader. Key speeches and some supporting materials are provided as appendices.

Further information on the DPM and other Government – Development partner activities in Rwanda can be obtained from:

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Please note that presentations, speeches and Development Partner statements can be downloaded from the Development Partners website :

<http://www.devpartners.gov.rw>

## ACRONYMS

|           |  |
|-----------|--|
| AfDB      | African Development Bank                                 |
| APRM      | African Peer Review Mechanism                            |
| BNR       | National Bank of Rwanda                                  |
| CEPEX     | Central Bureau of Public Investment and External Finance |
| CPAF      | Common Performance Framework                             |
| CS        | Civil Society  |
| CSO       | Civil Society Organization                               |
| DCs       | Development Countries                                    |
| DFID      | Department For International Development                 |
| DPCG      | Development Partners Coordination Group                  |
| DPM       | Development Partners Meeting                             |
| DPs       | Development Partners                                     |
| DRC       | Democratic Republic of Congo                             |
| EC        | European Commission                                      |
| EDPRS     | Economic Development and Poverty Reduction Strategy      |
| EU        | European Union   |
| FDI       | Foreign Direct Investment                                |
| GB        | Great Britain  |
| GDP       | Gross Domestic Product                                   |
| GoR       | Government of Rwanda                                     |
| ILO       | International Labour Organization                        |
| IMF       | International Monetary Fund                              |
| JGA       | Joint Government Assessment                              |
| MDG       | Millennium Development Goals                             |
| MIFOTRA   | Ministry of Public Service and Labour                    |
| MINECOFIN | Ministry of Finance and Economic Planning                |
| MINEDUC   | Ministry of Education                                    |
| MINICOM   | Ministry of Trade and Industry                           |
| MINISANTE | Ministry of Health                                       |
| MW        | Mega Watt  |
| NEPAD     | New Partnership for African Development                  |
| NGO       | Non-Governmental Organization                            |
| ODA       | Official Development Assistance                          |
| PPPs      | Public Private Partnerships                              |

|      |  |
|------|--|
| RDB  | Rwanda Development Board                                       |
| RISD | Rwanda Initiative for Sustainable Development                  |
| RWF  | Rwandan Franc  |
| TVET | Technical Industrial, Vocational and Entrepreneurship Training |
| UN   | United Nations   |
| UNRC | United Nations Resident Coordinator                            |
| USA  | United States of America                                       |
| USD  | United States Dollar   |
| WB   | World Bank   |
| YES  | Youth Employment Services                                      |

## EXECUTIVE SUMMARY

- **Over 300 delegates attended the opening of this year's DPM**, representing the Government of Rwanda, Development Partners, local and international NGOs, faith-based organizations, the press, and the private sector
  
- This year's DPM saw a much more vibrant civil society participation due to their preparatory meetings beforehand
  
- The Government presented the Joint Governance Assessment (JGA). Joint assessment was taken up as an important process going forward, and participants agreed that discussions pertaining to aid effectiveness and governance of development partners would be dealt with in the framework of the DPAF
  
- **In his Keynote Speech, the Right Honourable Prime Minister of the Republic of Rwanda, Bernard Makuza** pointed out that Government aims in the medium-term to secure commitments from Development Partners, he further stated that there was a need to go beyond aid and to seek alternative and innovative financing for Rwanda's long-term development agenda
  
- **Participants commended** the Government on overall macroeconomic performance. Impressive growth of 8% (now revised to 11.2%) in 2008. Participants noted strong performance with respect to MDG targets, and recognized the need to enhance the national framework for monitoring
  
- Following from the theme of the conference, participants discussed innovative financing mechanisms. Public-Private Partnerships will be pursued by the Government to leverage additional financing and private sector knowledge for the public good. In addition to innovative mechanisms, the effectiveness of traditional flows would continue to be a high priority for Government and Partners
  
- **Participants applauded** the Government of Rwanda on its performance relative to the MDGs. However, participants noted the particular importance of enhancing efforts towards the intensification and transformation of agriculture, recognizing the importance of agriculture to the majority of Rwanda's poor population.
  
- Participants concluded the conference by commending the performance shown by the Government of Rwanda. All stakeholders acknowledged the importance of continued, open and inclusive dialogue and strengthened partnerships

- Following from discussions at the 2008 Development Partners' Retreat, participants agreed to hold the DPM every two years. Therefore, the next DPM would take place in 2010. Participants may wish to consider the implications of a biennial DPM on the nature and structure of dialogue in other aid coordination and harmonization fora.

## DAY ONE – PROCEEDINGS OF THE MEETING

### *Opening Session*

The Opening Session of this year's Government of Rwanda and Development Partners Meeting was attended by over **300** delegates, representing the government, members of the diplomatic corps, bilateral and multilateral aid agencies, international and local NGOs, faith-based organizations, the press, and Rwanda's private sector.

The Meeting was chaired by the Honourable James Musoni, Minister of Finance and Economic Planning, with development partners as co-chairs.

**The Honourable Minister of Finance and Economic Planning, Mr. James Musoni, welcomed participants to the Meeting** and delivered an opening address. He began by expressing gratitude to all participants, and particularly development partners, for demonstrating their commitment to development in Rwanda. He then welcomed the Honourable Minister of Development Cooperation of the Netherlands. He then reflected on the first DPM and last year's DPM which launched the EDPRS.

Mr. Musoni stated that the theme of the 2008 DPM was inspired by the strong growth agenda being pursued by the Government. In 2008, the first year of the implementation of the EDPRS, has been tumultuous with large fluctuations in international commodity prices and recently the onset of the financial crisis. This has made 2008 a year of many obstacles, but also opportunities.

Indeed, despite hurdles, the Minister stated that Rwanda maintains steadfast determination to deliver on its

commitments. This is highlighted by the Joint Governance Assessment which was conducted quickly in a free and fair environment.

He expressed his intention that sovereign wealth funds, PPPs, as well as innovative financing mechanisms and synergies to leverage more financing for Rwanda's development would ensure that the EDPRS will be adequately funded. He then made a call to all development partners to continue with their plans to scale up, while focusing on growth promoting sectors to ensure that Rwanda's development will be sustainable. In his words, 'growth should crowd-in more funding from the private and public sector.'

**Mr Aurélien Agbénonci, Resident Coordinator of the United Nations in Rwanda delivered an opening address on behalf of Development Partners.** He began by thanking the Government and expressing continued support to promoting dialogue and support for the Government. Mr. **Agbénonci** reflected on the launch of the EDPRS during last year's DPM and stated that now was the time to take stock of the progress and look to overcome future obstacles.

The Resident Coordinator noted progress in all areas of social and economic development in the country. He congratulated the people of Rwanda for their achievement of supporting gender equality in decision-making positions by voting a majority female parliament with a female speaker.

He reaffirmed the development partners' commitments to their pledges in Paris and Accra as well as other international fora. He then cited the One UN approach as an example of progress in

improving the provision of aid. Furthermore, he stated that these commitments, as well as pursuing innovative financing mechanisms, were particularly important given the challenges associated with the financial crisis.

**The Honourable Minister for Development Cooperation of the Kingdom of the Netherlands, Mr. Bert Koenders, delivered an opening address.** He expressed honour at participating in the event, and pointed out the strong bond of friendship between Rwanda and the Netherlands, and highly appreciates the self-confidence that both countries have that has led to such an open cooperation and partnership.

Mr. Koenders cited Rwanda as an example of how one country can improve for the better in such a short period of time, despite location in such a tumultuous region. But, while poverty is decreasing, Rwanda remains among the poorest nations in the world. As a result, he stated that it was essential that regional and rural bottlenecks to growth were identified and addressed.

He closed by wishing strength and wisdom for all participants, and hoped that the conference would be an inspiration for everyone.

**The Right Honourable Prime Minister of the Republic of Rwanda, Mr. Bernard Makuza, delivered a keynote speech to the audience,** officially opening the conference. He began his speech by pointing out that the theme of the conference was of critical importance. Indeed last year the DPM launched the EDPRS, and now it is time to review together some of the

achievements and challenges faced in the implementation for the EDPRS and the MDGs and come up with appropriate solutions to address these challenges.

While the Government aims in the medium-term to secure commitments from Development partners, he stated that there was a need to go beyond aid and to seek alternative and innovative financing for Rwanda's long-term development agenda.

The Prime Minister stated that the financial crisis would present a challenge in the medium-term, but boldly stated that it must not lead to protectionism. Instead, the financial crisis should be an opportunity to increase integration and to enhance partnership.

He called on all partners to continue the course to ensure that Rwanda attains its development objectives, and expressed his belief that Government and Development Partners can make Rwanda an example in the region.

He concluded by stating his hope for a frank discussion on governance, financing as well as mutual responsibility and accountability. He then opened the 8<sup>th</sup> Government of Rwanda and Development Partners Meeting.

### *Session 1: Partnerships for Good Governance in Rwanda*

The session focused on the Joint Government Assessment (JGA). It was presented by **Hon. Protais Musoni**, Minister of Local Government, Community Development and Social Affairs. The presentation highlighted Rwanda's Governance achievements and these include:

- Putting in place and building basic institutions for good governance;
- Implementing bold legal and judicial reform
- Implementing extensive decentralization reforms to institutionalize inclusive governance, promote rapid poverty reduction and efficient service industry;
- Implementing reforms to strengthen management of public resources;
- Putting in place institutions to champion and protect Human rights for all Rwandans

JGA addresses three areas of governance namely:

Ruling Justly, Government effectiveness, investment climate and corporate governance.

The JGA had the following findings: Rwanda has made impressive progress since the 1994 genocide. Institutions need to be further strengthened and rules-based governance more rigorously enforced.

Vertical accountability between GoR citizens needs to be strengthened in particular by enabling constructive state-society engagement around participatory processes such as budgeting, planning and monitoring. Transparency and access to reliable information are essential to nearly all aspects of good governance.

## **Discussion**

### **Swedish Ambassador:**

The Swedish Ambassador spoke on behalf of the EU. She reiterated the need for GoR and DPs to continue working closely to enhance mutual accountability

#### *Achievements and recommendations of the JGA*

*Achievements:* The Ambassador stressed that, the EU is encouraged that the JGA incorporates all stakeholders; private sector, CSO, etc. EU supports JGA politically and financially. JGA in CPAF is important for Donors.

*Gender equality:* She congratulated GoR on the recent parliamentary elections, where ladies came up with the majority vote, Rwanda ranking the first country in the world to have majority of women in parliament.

*Justice sector:* EU commended the strides taken by the GoR in putting in place the rule of law, unity and reconciliation, legislation and genocide ideology law.

*September elections:* She appreciated the way elections were conducted, while pointing out that among others the National Election Commission has identified room for further improvements.

#### *Recommendations*

EU recommends the importance of CSO in elections. Human rights should be integrated in laws being developed such as the penal code and genocide ideology law. Decentralization is the base – important to strengthen implementation capacities of local governments.

#### *Conclusion from the Swedish Ambassador:*

Improved governance will attract more partners, especially in the private sector.

**Rwanda Deputy Speaker of parliament - Dr. NTAWUKULIRYAYO J. Damascène:**

The deputy speaker stressed the importance of jointly implementing the JGA strategies. He went further to say that, the strategies set in the JGA are good but there is no money to finance them. He wondered how Government and Development Partners can be jointly accountable yet they are not both directly involved in the implementation of the strategic plan.

Speaking on behalf of EU, the Swedish Ambassador stressed the need for common behaviour on the JGA.

**AfDB:**

Decentralization and governance are just theory. The governed are disillusioned. Leaders at the local level have no enough budgets-they don't get money from the locals, they largely depend on central government. This limits the leaders' influence on the local people. We need to find ways to up-lift the capacities of the local people.

Minister Protais Musoni however, responded by assuring AfDB that the local leaders set performance contracts each year, they then work closely with the local people to reach set targets. He stressed the need for the local people though poor, to contribute something for example: *mutuelle de santé* (Health insurance)-FRW 1000 is contributed per head in the period of one year. He called on the government and DPs to be pro-

innovative in implementing the JGA. He referred to IWGs and SWGs as potential forums for innovativeness to push the JGA forward.

Rwanda's Minister for Agriculture and Animal Resources called on donors to put aside hidden agendas and instead support transparency in their partnership with poor countries. He gave an example to make the point clear of a donor country supporting a certain country at the same time giving firearms to the rebel group of that country. He noted that this might be among the reasons for lagging behind of less developed economies.

The minister of state for Natural Resources wanted to know whether there is enough space for all stakeholders in the JGA for example, Civil Society Organizations (CSOs). CSO spokesperson answered saying they belong to the JGA and that CSOs welcome the concept of being accountable like the rest of the development partners. He further informed participants that there is a forum bringing together Local and International NGOs. He however, pointed out the problem of low capacities in the CSOs which need to be strengthened and commended the Local Government Ministry for the initiative of decentralizing and empowering CSOs at district levels. The minister of local government pledged support to the CSOs. He suggested that there should be annual meetings bringing together CSOs and the ministry aimed at reviewing progress, addressing challenges and agreeing on the way forward.

**Governor of Southern Province**

He urged donors to have a strong commitment in handing over genocide perpetrators to Justice instead of harbouring them. They (genocidaires) are a threat to Rwanda's socio-economic development. He noted.

**RDB:**

The Deputy CEO of Rwanda Development Board (RDB) Clair Akamanzi, informed participants that the board is working hard to facilitate business start ups in Rwanda.

**DFID:**

The DPAF will be useful in assessing donors' progress in implementing the JGA

**World Bank:**

Both DPs and recipient governments are responsible for the slow pace of development in poor countries. She urged both government and DPs to have strong commitment towards development, each to play his role effectively.

She further stressed that the JGA has taken both the government and DPs a lot of energy and time, it is thus time for re-energization not time to rest

**Co Chair (UNRC):**

Speaking on behalf of the UN, the UNRC pointed out GoR challenges in human capacities and urged both GoR and DPs to look for an immediate solution to the problem. He said that there is nothing wrong with assessing partners. Partnership

is friendship there should be openness-he emphasized.

He concluded by asking GoR and DPs to keep their promises and to "walk the talk"

**Session 2: 2008 Performance Overview**

The Director of the Macroeconomic Unit, MINECOFN, Mrs Kampeta Sayinzoga, gave a presentation outlining the **macroeconomic performance of Rwanda for 2008**. The Director noted that on the whole, macroeconomic performance this year was strong and the Government of Rwanda (GoR) had responded well to the particular challenge posed by inflation in the latter half of the year.

The Director described the general performance of individual sectors and drew attention to key areas of growth, alongside other notable movements, as well as outlining challenges and opportunities for the year ahead.

Highlights of the presentation are given below.

- The Director presented some revised projections of key macroeconomic indicators. It was noted that **growth was higher than expected, with the projection increased to 8.5%**. Exports were not expected to be as high by year-end as previous projections had shown, whereas imports were higher. A particular success noted was the excellent performance of domestic revenues, which have exceeded expectations, causing the projection to be revised.
  
- Up to the beginning of 2008, the

Director noted, inflation in Rwanda had been fairly stable, more so than neighbouring countries. However, towards the middle of 2008, prices began to rise markedly. It was noted that much of the inflationary pressure experienced in Rwanda this past year had been due to the high price of imported goods such as food and oil. The Director suggested that although prices were high, GoR policies in the area of agriculture had contributed to the strong performance in the sector this year, helping to keep inflation lower by boosting domestic food supply.

In addition, the Director noted that the GoR had also helped to steady the rise in inflation by regulating the pump price of fuel. This had reduced revenues from fuel duties, but was a necessary action.

- Fiscally, the economy was said to be 'on track'. The Director noted that the GoR had acted responsibly to address inflationary pressure by spending RWF 30bn less than was initially planned for. The EDPRS target of a 1% annual increase in public spending was met.
- The Director talked briefly about the GoR's decentralisation program and the role of performance-based financing in awarding resources to local districts. This program accounted for the particularly high level of transfers this year.

The Director concluded the presentation with an outline of the challenges and opportunities presented to Rwanda for the coming year. It was noted that although there are considerable risks in the coming year, the global financial crisis has so far had little or no impact on Rwanda.

Following the presentation made by the Director of Macroeconomics, **a statement was made by Mr. Lars Engstrom, IMF representative.** In his introductory remarks, Mr. Engstrom noted that the Rwandan economy had been resilient in recent history. However, current uncertainties mean that the government must stand prepared to take corrective action, as and when necessary. In particular, he noted the caution exhibited by international investors in the current economic climate and the specific risks to Rwanda this posed.

Following Mr. Engstrom's statement, the chair opened the floor to questions.

### **Discussion**

- The representative for the EC read a prepared statement. The EC particularly congratulated the GoR on the strong agricultural performance this year and noted its importance to development goals.
- A local journalist raised a question relating to the GoR's 'Industrial Master Plan'. The gentleman suggested that a key

challenge for Rwanda was innovation and urged the GoR to invest more money in research – particularly in Universities.

The gentleman raised a second point in relation to investment in storage capacity, expressing concern that without sufficient investment in storage facilities in rural areas, food will be wasted.

On the question relating to investment in innovation, the Director of the Macroeconomic Unit, MINECOFIN, commented that human capital building is a significant priority in the EDPRS and that these objectives were being pursued. The Acting Permanent Secretary in the Ministry of Education, Mr. Yisa Claver added that the research budget is not separated from the overall training budget, so the gentleman's source may have been misleading.

With respect to the second question posed, on storage capacity, the Honourable Minister of State in Charge of Agriculture and Animal Resources, Dr. Agnes Kalibata, commented that demand for food was high and that wastage was not anticipated. However, the private sector has been encouraged to provide storage to smooth supply over the year.

The representative noted that really, over-supply is not an issue, primarily because more investment is needed in irrigation. It was noted that

irrigation was in fact the key issue, not wastage.

- The issue of growth leading to employment was raised by a number of participants, notably the World Bank. Participants were keen to emphasise the link between employment and the reduction of poverty.

The Director of the Macroeconomic Unit, MINECOFIN, commented that data on employment was not yet reliable, but noted that this is a priority for the National Institute of Statistics for 2009.

The Director commented that employment growth in Rwanda is led by the private sector and that this was desirable, although figures could not be offered due to data limitations outlined.

- A participant from the International Labour Organisation (ILO) pursued a line of questioning similar to the World Bank question above. Responses were directed to both.

In addition, the ILO representative asked the chair to comment on the nature of expenditures this year. In particular, were expenditures pro-poor and were they in line with Poverty Reduction strategies?

The Director of the Macroeconomic Unit, MINECOFIN, commented that health and education had

received good spending levels this year, producing pleasing outcomes. In particular, the malaria and Mutelle schemes were proving successful and in their nature, are pro-poor. On education, the Director added that since 2004, per capita spending on education had increased from RWF 330 per person to RWF 5,600 per person.

A representative from MINEDUC confirmed these points and added that skills promotion was a key priority, with vertical and horizontal mobility – driven by education – receiving real emphasis.

- The Honourable Minister of State in Charge of Environment, Water and Mines, Mr. Vincent Karega, offered an update on activity in the sector, which is noted as particularly volatile in annual growth terms. The Minister commented that since the GoR began to re-privatise mines in 2000, growth in the sector had improved. He noted that there are now eight foreign investors involved in Rwanda's mining sector, five of whom are involved in searching out and developing potential new sites. The Minister also made reference to the export of Congolese minerals from Rwanda. The Minister acknowledged that this was known to happen, but that most of the exchanges were licensed and in any case, quantities involved were very small.

- The Governor of the National Bank of Rwanda (BNR) was the last participant to speak. He stressed that the financial stability of the country was under control.

He highlighted a slight error relating to the figure on broad money growth presented earlier. He noted that the actual figure was around a third lower than that presented.

The Governor attempted to explain why inflation in Rwanda was higher than in some neighbouring countries. He suggested that part of the answer was the type of manufacturing undertaken in Rwanda, which involves the import of part-finished goods that attract a high rate of pass-through. Despite these issues, the Governor noted that recent data suggested inflation was on track to meet the single digit target by the end of 2009.

Finally, the Governor addressed a point raised by the IMF representative, with respect to the role of interest rates. The Governor noted that interest rate adjustments take time to have an impact.

Rwanda has had large injection of foreign financing due to scaling up of aid. He noted that Rwanda has had some inflationary impact as a result of a large injection of foreign financing this year, but this was not an indication that the country

cannot absorb such a large increase in consumption expenditure. He added that Rwanda has not reached its limit in terms of absorbing investment, it is just a matter of the timing

### *Session 3: Implementing the EDPRS to Attain the MDGs*

Mr. John RWANGOMBWA, the Permanent Secretary and Secretary to the Treasury in the Ministry of Finance and Economic Planning delivered a presentation on “The progress and challenges in the implementation of the MDGs in Rwanda”.

In his presentation, the PS/ST gave an overview of Rwanda’s progress towards the implementation of the MDGs, stating that although there was significant progress in economic fundamentals, there is still need to scale up efforts. Progress achieved so far include the achievement of MDG 3 on eliminating gender disparity, and likeliness of achieving universal primary education through addressing challenges with the introduction of the 9 years basic education; reduce child mortality through improving targeted investment in agriculture to address the malnutrition issue and increase the immunization levels to combat mortality; halt/reverse the AIDS pandemic and ensure environmental sustainability.

Major challenges faced in the implementation of the MDGs are the achievement of MDG 1 and 5, respectively reducing poverty and maternal mortality rate. Although poverty dropped from 60.4% in 2000/1 to 56.9% in 2005/6, a much faster reduction is needed to achieve the MDG target of 30%. Maternal mortality rate is still far from the target of 286, at 750 in

2005. Government has taken a number of policies to address these challenges through the Economic Development and Poverty Reduction Strategy (EDPRS).

Along these challenges related to achieving individual MDGs target is the key challenge of financing constraint to implement policies aiming at achieving the MDGs. From the costing approach that was used, total financing requirements needed to accelerate progress towards MDGs target is US\$ 105 per capita while only US\$ 67 are being mobilized. The Gleneagles scenario itself (of US\$ 85 of ODA per capita) would not be enough for Rwanda.

Although significant progress made so far, there are sectors that need to be financed with additional grants: the Health sector with increased investments into health infrastructure and equipments, the Education sector, Agriculture and Infrastructure sectors.

MDGs are achievable in Rwanda if aid is scaled up to stimulate double digit growth, if efforts are coordinated and synergies built and if investments are targeted on sectors that have more impact on growth and poverty reduction. After the PS/ST presentation, the German representative read a joint statement on behalf of the European Commission and member states. In her statement, she pointed out that progress on some of the MDGs was quite impressive, especially on gender equality and child mortality. She also commended the Government on its endeavours to invest more in such sectors that have a greater impact on poverty alleviation. The new financing mechanisms namely public private partnership, the Government is to embark in as an alternative source of financing is commendable but may

present many pitfalls in terms of legal and financial arrangements. The message therefore remains that all public investments need to be subjected to rigorous prioritisation in terms of their value for money and impact upon growth and poverty reduction.

Following the joint EU statement, discussions took part and a number of questions and comments were put forward. Among the number of comments and proposals made: the UK representative proposed to have the issue on population raised in the next DPCG, while the WB representative brought the idea of working on behaviour change that can be achieved through awareness and need to be looked at more carefully as an alternative to more financing and helping to achieve the MDGs.

Civil society organizations represented in the meeting commended the Government on the progress of the EDPRS. They felt the EDPRS has been a

vast improvement upon the previous national development strategy. The CSO also recognized improvements in space for dialogue on development issues.

The honourable Minister of Finance and Economic planning concluded the session with a comment on the need to invest more in agriculture; he appreciated the commitments made so far by development partners in this sector. The Minister also mentioned that the government is reviewing the population policy alongside development partners. He finally thanked all participants for their contributions and partnership.

## **DAY TWO – PROCEEDINGS OF THE MEETING**

### ***Session 4: Managing and Mobilizing Financing for Development in Rwanda***

The chair for this session Hon. James Musoni Rwanda's Minister of Finance and Economic Planning welcomed the participants to the 4th session of the 2008 DPM. He noted that the presentation for the session touches the central theme of the DPM "Beyond aid: Innovative mechanisms for financing the EDPRS"

He thus welcomed the presenter Mr. George Katureebe, Director General of Rwanda's Central Public Investment and External Finance Bureau (CEPEX) who unveiled the emerging sources of

development and after, presented on the PPPs

#### **Emerging sources of development**

In his presentation, he mentioned China and India as expanding potential providers of grants, technical assistance, semi-commercial credits (EXIM Bank) and direct investments to Africa. China provides about USD 4 billion per year to Africa.

Remittances from migrant workers abroad are also increasing in Africa, estimated at around USD 6 billion in 2004. This figure may reach about USD 10 billion in 2008.

In flow of foreign direct investment (FDI) increased rapidly reaching

over USD 20 billion in 2007, more than three times the volume in 2000

### **Consequences for recipient countries**

- *Proliferation* of donors
- New *non traditional* and *private donors*
- Fragmentation of delivery channels

### **Conclusion:**

With increasing inflow of ODA to Africa, ODA dependants need to resort to an Innovative approach to tap these resources.

Mr. Katureebe gave an example of two projects in Rwanda which did not have enough financing but the government based on the little available finances to mobilise more: "Instead of rejecting the project due to little resources, the little can be effectively utilised and then more mobilised in due process but with something in place"-this is innovation, he emphasized. Examples of these projects are Kigali Institute of Science and Technology (KIST) high tech lab, and the KIGALI MEMBA road. The two projects had half of the amount needed to finance them but there was an innovative approach which was undertaken to mobilise the other half and now the projects are in place.

### **Public Private Partnerships (PPPs)**

Mr. Katureebe introduced the concept of PPPs by first defining them and giving their characteristics.

### **Definition:**

PPPs are arrangements where the private sector supplies infrastructure assets and services that traditionally have been provided by the Government (IMF-definition).

### **Main Characteristics:**

- Private execution and financing of public investment.
- An emphasis on investment and service provision by the private sector.
- Risk transfer from government to private sector.
- They provide services to government or directly to consumers.
- They are better suited for economic rather than social infrastructure.
- High economic rates of return of projects that address clear bottlenecks are attractive to the private sector.

### **The need for PPPs:**

Fiscal budgets and external funds are no longer adequate to finance infrastructure assets and services.

Private sectors have large pool of resources from which they can seek funding:

- Equity investors
- Capital markets and
- Banks

Governments may not have access or capacity to access these sources of funds.

### **Rwanda's experience of PPPs**

#### ***KIVU WATT Project***

- Project type: Energy (gas-to-Power)
- Developer: Contour Global (USA)
- Capacity: 100 MW
- Cost: Approximately: USD 250M.

Status: Negotiations for gas Concession. Agreement and Power Purchase Agreement

Complete. Construction begins first quarter, 2009.

**RIG/IPS Project**

Project type: Energy (Gas-to-Power)

Developer: Consortium of Rwanda Investment Group (RIG), Industrial Promotional Services (IPS), IFC, AfDB, and Government of Rwanda

Capacity: 100 MW

Status: Project development stage

**Creating a conducive environment for the PPPs**

Making PPPs environment stronger needs:

Good Projects: choice of good projects is crucial (having a clear investment strategy, prioritizing investment projects). Doing PPPs for the right reasons is equally important (choose only PPPs that provide value for money)

Good Laws: Having clear laws on PPPs and clarification of roles and responsibilities should be emphasized.

Good Institutions: Management and oversight framework. Government needs to clarify institutional roles and responsibilities. Strengthening technical capacities of institutions handling PPPs is of paramount importance.

**Conclusion:**

Focus should be on creating the right environment for more successful PPPs.

**Discussion:**

**Co-Chair: Victoria Kwakwa**

If Rwanda wants to accelerate its development agenda, there should be a way of looking for other sources.

Improving the traditional ODA is also important.

Guarantees should be given to the private people if they are to have confidence in investing.

Bonds to the Diaspora are important though Rwanda may not be in position for this.

The financial sector reform which is ongoing done by BNR will come as an answer to attract investors.

Creating a conducive investment climate is paramount.

**Chair: James Musoni**

He highlighted the need to keep momentum in scaling up domestic revenue, at the same time looking for alternative sources.

**Japan**

Japan supported the above initiatives. Japan pledged to continue supporting Rwanda in the following:

Climate change, Malaria, repairing earthquake hit areas and 2.5million US dollar to support the private sector

**AfDB**

Emphasized on the need for a good legal advisory team to set laws which will protect PPPs

**DFID: Sandra Pepera**

Spoke on behalf of EU. She supported the idea of PPPs. For PPPs to succeed there should be genuine partnerships. PPPs require robust investment appraisal-PIP to cater for this. Government should build confidence-guarantees to attract the private sector. Starting business in Rwanda should be made easy.

**European Investment Bank (EIB):**

There is a fund set for telecommunications and EIB wanted to know more information for investment in this field.

**UNRC:**

We need to be frank as partners. Putting many conditions to donors should be reduced.

**IMF:**

It should be the government to set priority projects  
Don't let the guys with money go away. Building capacities in negotiations with the sector is of paramount importance. We need a strong PIP.

**MINICOM: Hon. Monique Nsanzabaganwa:**

She stressed that government should look for priority projects where to start with the PPPs-it should look for experts in this. The government should further identify necessary skills for this

if possible send people for training

**Presidential advisor: Prof. Nshuti Manasseh**

Government should encourage Rwandese to have a culture of saving.

**Co-Chair: World Bank**

*Conclusion:* It's good to continue with the traditional way but again look for more ways. Government leadership is so important in all the processes-building capacities and creating a good business environment.

It's important to learn from the past experience.

**Chair: James Musoni**

We need to see how to improve on the business environment. Debt sustainability should be emphasized in the PPPs. Transaction capacities important-this is underway in CEPEX.

Public Investment Advisory council and secretariat are being formed.

***Session 5: Progress Against Monterrey and Paris: A Donor Perspective***

Ms. Victoria Kwakwa, Country Manager for the World Bank, presented on the progress and challenges in the implementation of the Monterrey Consensus and the Paris Declaration on Aid Effectiveness at the country level. She began by providing a brief background on the historical context of the initiatives behind the discussions around financing for development. The first such conference was held in 1992 in Monterrey, Mexico with the objective to create a new "partnership" amongst developed and developing countries to more effectively address the growing

challenges to financing development. This then developed further by the establishment of six key areas of focus that would guide developing countries in the right direction. They were:

1. Mobilizing domestic resources for development. Here developing countries (DCs) were called upon to harness their domestic resources by putting in place sound macroeconomic policies that will help generate savings, create an environment conducive to public and private investment, and also emphasise on the fight on corruption.
2. Mobilizing international resources for development – As domestic resources are never sufficient to tackle developmental challenges, it was suggested that they would be complemented by international resources available to DCs. To benefit from these resources, emphasis here was made on putting in place an environment that would encourage foreign direct investments (FDI), and the support of public and private sector financing mechanisms.
3. The promotion of international trade by boosting activities that enhance economic integration, and removing barriers to trade.
4. Increasing in Official Development Assistance (ODA), but more importantly to ensure that it is made more effective by properly channelling it to enhance local capacities in financial management.
5. Acknowledged that huge debts in the developing world stood in the way of effective development progress and hence it was agreed to find ways of controlling and minimizing them.
6. Systemic issues identified were, for instance, the need to strengthen the

voices of the developing countries (recipient countries) at the international level regarding policy-making.

### **Discussions:**

#### **AfDB:**

The AfDB commended on the content of the presentation as a lot was covered therein. The forum was informed of the existence of many international initiatives (e.g. the Blair Commission, Danish Africa Commission, etc.) that have done a lot to lift the spirits of development work on the continent and to increase the financing to support these initiatives. Acknowledgment should also be made to the several “African-led” initiatives to combat poverty and promote good governance (e.g. APRM, NEPAD, etc.). All these speak to the covenants of the Monterrey and subsequently Paris.

#### **Chairman of Civil Society Organization (CSO) Platform: Mr. Rwibasira**

Thanked the presenter for a well-articulated and informative presentation. A lot was talked about with regards to the “relevance” of the Civil Society (CS) in national development. He took the opportunity to clarify for the audience the composition of the CS and the kind of work / activities that it is involved in. The CS is made up of trade unions, field-based orgs that build schools, hospitals, and their contributions are well documented and evident on the ground. Much was said about the weaknesses of the CSOs, and this should be seen as an opportunity to openly discuss on ways of enhancing collaboration with the Development

Partners so that their aid is rendered effective.

**Director General (MINECOFIN):  
Prosper Musafiri**

Comments on the presentation but wanted to put on record that the World Bank presenter was generous in saying that there had been ‘some’ progress since Monterrey. He stated that there was close to no progress, as played out in the figures shown in the presentation. He went further by recommending that development partners should also be held accountable in terms of the commitments that they made (in terms of both behaviour and financing) and whether or not these have been met. He stressed that the increase in ODA for Rwanda is in nominal terms, as a percentage of Gross Domestic Product (GDP). However, in real terms ODA is falling.

**OXFAM (GB):**

Wanted some clarification on how the involvement of the CS is ensuring that the economic growth that the country is experiencing is trickling down to the Rwandan people. She stressed that the CS have a large role to play in monitoring both development partners’ and the government’s commitments. In line with supporting the efforts of the CS, the government should make a financial contribution to the operation of CS as a monitoring body.

**Youth Employment Services (YES)  
Rwanda:**

Noted with regret, that very little was mentioned about the youth and their role in development. Given their significant numbers in society, the youth can play an important role in ensuring that the government creates some level of self sufficiency. He reiterated that the absence of a discussion on youth employment indicates that this problem is a huge concern. He informed the audience that YES Rwanda is aiming to create approximately 250,000 jobs in four years. He went on to comment that this is difficult when programs are not pro-poor (i.e. not targeting youth employment) and that resources are only brought in from outside with little coming from the government. He went on to request some clarifications from representatives from line ministries, the World Bank (WB) and the International Labour Organization (ILO) about why youth employment programs have not attracted the support pledged at international fora?

**Rwanda Initiative for Sustainable  
Development (RISD):**

Before the elaboration of the EDPRS, it was noted that Rwanda faced problems of un-coordinated activities. The speaker noted that this problem still exists to an extent, and that it is due to the fact that Rwanda is not making the most of its resources. In particular, there is a detachment from what government thinks it needs to do and what it is already doing on the ground.

**Action Aid:**

Wanted some clarification on why it seems as though the current aid architecture doesn't work? Why is there such a large inflow of aid, that doesn't reach the people who need it most? Why has there been very little progress on the international agreements such as the Monterrey Consensus and Paris Declaration? The speakers went on to suggest that Africa should be allowed to make its own decisions, and move away from the types of recommendations that were seen in Monterrey and Paris, as they have not been successful thus far.

**Ministry of Public Services and Labour (MIFOTRA):**

The Permanent Secretary thanked the presenter and speakers for very rich discussions. She then took the opportunity to reaffirm the Government of Rwanda's commitment to respond to the issue of youth unemployment and rejected any suggestion that the GoR is doing little in this regard. The GoR has organized youth trainings to promote capacity building and allow the youth to start their own businesses, rather than rely on finding jobs with other people. She informed the audience that investment in skills is a key area of policy for her ministry and that a lot of effort is being put in by the government in this regard. She invited the representative from YES Rwanda to visit her Ministry and see the work that is going on. She went on to inform the audience that there are several programmes that have been put in place in order to tackle the problem of youth unemployment. One key programme is the Capacity Building Programme. She reminded the audience that there was mention in an earlier session of the

Technical, Industrial, Vocational and Entrepreneurship Training (TIVET) programme that mainly targets the youth. She stated that this is one of the visible programmes that are being conducted by the GoR to address some of the issues touched upon by the representative from YES Rwanda. She also mentioned an internship programme being supported by the World Bank in an attempt to integrate the youth into the workforce by availing them the opportunity to put theory into practice and by learning through performance, as a way of preparing them for the challenges of the labour market they will face after the completion of their studies. She offered more information on policies of the government in this regard and offered to publish recent reports on the internet for access to all.

**MINISANTE: Hon. Dr. Richard Sezibera**

Minister noted that in his six weeks as Minister, he has not yet received satisfactory figures on per capita health spending. He noted that the absence of this information as indicative of the work that still remains to be done.

He then asked if he could comment on the issues being reported about the Democratic Republic of Congo (DRC) [the subject of his previous post] and a recent report he thinks was produced by Action Aid. He noted inaccuracies in the report which needed to be corrected, which he attributed to poor research. In particular, he defended the GoR's policy of re-integrating exiles (civilians and ex-combatants). He also noted that the report insinuated that the GoR was supporting rebels in the DRC. He opposed this claim and said that it was

false and that it warranted to be corrected.

**ActionAid:**

Action Aid representative commented that the paper was not circulated during this meeting, but was produced by Action Aid. She noted that it was a lobby document to highlight the commitment needed by countries in the region, as the DRC problem is a problem faced by all in the region. She noted that this was not the appropriate forum to discuss the document (which she noted was a draft), but welcomed comments and criticisms.

**Office of the President: Prof. Nshuti Manasseh**

In response to the aid effectiveness question – Prof. Nshuti stated that Rwanda did indeed pursue pro-poor growth.

On Civil Society – he noted that they do have a lot of money and that the GoR should try and capture this in its calculations. This he commented would improve accountability in the sector, but also give the GoR a true picture concerning the correct amount of external finances that the GoR receives.

**World Bank: Victoria Kwakwa**

Thanked the speakers for their contributions to the discussion and went on to provide the following responses to questions or comments directed to her:

Responding to the Director General of Economic Planning (MINECOFIN), Prosper Musafiri, she agreed that it was important to evaluate the performance of

donors, and that the figures presented could be revisited and re-analysed to provide a much clearer and more comprehensive analysis.

On the comment raised by the representative from Oxfam GB concerning ensuring that economic growth experienced by the country trickles down to the citizens, Victoria agreed that the matter raised was important and deserved more attention.

On Civil Society’s role Victoria agreed that CS should be brought into the framework of development.

Noted that a key issue raised in the DPM so far had been the balance of resources in the health sector. The WB representative recommended that the health sector discuss this in more detail to address concerns raised.

***Development Partner Statements***

In a session co-chaired by the UN Resident Coordinator, a number of Development Partners delivered statements on their views and intentions with respect to Rwanda’s development. Statements were made by the following partners:

- African Development Bank
- Canada
- Civil Society Organizations
- European Union
- IMF
- Japan
- United States
- UN Country Team

Full statements are provided on the Development Partners' website ([www.devpartners.gov.rw](http://www.devpartners.gov.rw)).

### ***Adoption of Final Communiqué and Closing Session***

The Minister of Finance and Economic Planning chaired a session in which participants reviewed a draft Communiqué and proposed amendments. The final Communiqué, as approved by the Meeting, is provided as an appendix to this document.

**The UN Resident Coordinator delivered closing remarks on behalf of**

**Development Partners**, congratulating the GoR for an excellent Meeting, particularly the Minister of Finance for preparing the meeting and chairing discussions.

**The Right Honourable Prime Minister, Mr. Bernard Makuza**, thanked all participants for making the conference both interesting and productive.

To conclude, the Prime Minister encouraged all participants to work hard to implement what was discussed and agreed upon during the Meeting.

## APPENDIX 1: FINAL AGENDA

### “Beyond Aid: Innovative mechanisms for financing the EDPRS”

#### Draft Agenda

|   |  |                             |
|---|--|-----------------------------|
| 1700 – 1900                               | <b>PRE-REGISTRATION – WEDNESDAY, 26<sup>TH</sup> NOVEMBER 2008 KIGALI-SERENA</b>   |                             |
| <b>DAY 1 – THURSDAY, 27 NOVEMBER 2008</b> |  | <b>CO-CHAIR</b>             |
| 0700 – 0800                               | <b>REGISTRATION</b>  |                             |
| 0830 – 0930                               | <b>OPENING SESSION</b> <ul style="list-style-type: none"> <li>▪ Welcome remarks by the Hon. Minister of Finance and Economic Planning, Mr. James Musoni.</li> <li>▪ Opening Statement on behalf of Development Partners by the UN Resident Coordinator, Mr. Aurélien Agbénonci.</li> <li>▪ Opening Statement by the Hon. Minister for Development Cooperation, Mr. Bert Koenders, The Netherlands.</li> <li>▪ Keynote Speech by the Guest of Honour.</li> </ul>      |                             |
| 0930 – 1030                               | Coffee / Tea Break   |                             |
| 1030 – 1300                               | <b>SESSION 1: PARTNERSHIPS FOR GOOD GOVERNANCE IN RWANDA</b> <ul style="list-style-type: none"> <li>▪ Presentation of key findings of the Joint Governance Assessment and follow-up actions by <b>Hon. Protais Musoni</b>-Minister of Local Government.</li> <li>▪ <i>Discussion</i></li> </ul>  | United Nations              |
| 1300 – 1400                               | Lunch Break  |                             |
| 1400 – 1600                               | <b>SESSION 2: 2008 PERFORMANCE OVERVIEW</b> <ul style="list-style-type: none"> <li>▪ Presentation on Rwanda’s macroeconomic performance in 2008, and emerging challenges and opportunities for 2009 by <b>Mrs. Kampeta Sayinzoga</b>, Director of Macro Economic Policy- Ministry of Finance and Economic Planning</li> <li>▪ Statement by the International Monetary Fund Resident Representative, <b>Mr. Lars Engstrom</b></li> <li>▪ <i>Discussion</i></li> </ul> | International Monetary Fund |
| 1600 - 1630                               | Coffee / Tea Break   |                             |
| 1630 – 1800                               | <b>SESSION 3: IMPLEMENTING THE EDPRS TO ATTAIN THE MDGs</b> <ul style="list-style-type: none"> <li>▪ Presentation on progress and challenges in the implementation and monitoring of the MDGs in Rwanda, in the context of progress to date in the implementation of the EDPRS by <b>Mr. John Rwangombwa</b> - Permanent Secretary and Secretary to the Treasury, Ministry of Finance and Economic Planning</li> <li>▪ <i>Discussion</i></li> </ul>                  | European Commission         |
| 1800 – 2030                               | <i>Evening Reception hosted by the Hon. Minister of Finance and Economic Planning</i>  |                             |

(continued overleaf)

| <b>DAY 2 – FRIDAY, 28 NOVEMBER 2008</b> |   | <b>CO-CHAIR</b>          |
|---|---|--------------------------|
| 0830 – 1030                             | <p><b>SESSION 4: MANAGING AND MOBILISING FINANCING FOR DEVELOPMENT IN RWANDA</b></p> <ul style="list-style-type: none"> <li>▪ Emerging sources of development finance -Public-Private Partnerships as an emerging model for financing development: Opportunities and Challenges for Rwanda. Presentation by <b>Mr. George Katureebe</b> - Director General, Central Public Investment and External Finance Bureau</li> <li>▪ <i>Discussion</i></li> </ul>   | World Bank               |
| 1030 – 1100                             | Coffee / Tea Break  |                          |
| 1100 – 1230                             | <p><b>SESSION 5: PROGRESS AGAINST MONTERREY AND PARIS: A DONOR PERSPECTIVE</b></p> <ul style="list-style-type: none"> <li>▪ Presentation by a donor on progress and challenges in the implementation of the Monterrey Consensus and Paris Declaration on Aid Effectiveness at the country level</li> <li>▪ <i>Panel discussion (2 donor, 2 GoR, 1 CSO)</i></li> <li>▪ <i>Plenary discussions</i></li> </ul>   | African Development Bank |
| 1230 – 1400                             | Lunch Break   |                          |
| 1400 – 1500                             | <p><b>SESSION 6: DEVELOPMENT PARTNERS' STATEMENTS</b><br/> <i>(Short formal statements by those Development Partners wishing to make them)</i></p>  | United Nations           |
| 1500 – 1530                             | Coffee / Tea Break  |                          |
| 1530 – 1730                             | <p><b>ADOPTION OF FINAL COMMUNIQUÉ AND CLOSING SESSION</b></p> <ul style="list-style-type: none"> <li>▪ Adoption of the final communiqué for the Eighth Annual Government of Rwanda and Development Partners Meeting.</li> <li>▪ Concluding Remarks by the Hon. Minister of Finance and Economic Planning, Mr. James Musoni.</li> <li>▪ Closing Remarks on behalf of Development Partners by the UN Resident Coordinator, Mr. Aurélien Agbénonci.</li> <li>▪ Closing Address by the Rt. Hon. Prime Minister of the Republic of Rwanda, Mr. Bernard Makuza.</li> </ul> |                          |
| 1900 – 2100                             | <i>Evening Reception hosted by the United Nations Resident Coordinator</i>  |                          |

## APPENDIX 2 – Final Communiqué

### Final Communiqué as endorsed.

#### Eighth Annual Government of Rwanda and Development Partners Meeting

27- 28<sup>th</sup> November 2008

1. At the invitation of the Government of the Republic of Rwanda, the Eighth Annual Meeting of the Government and its Development Partners was held from 27<sup>th</sup> – 28<sup>th</sup> November 2008 in Kigali, Rwanda. The Right Honourable Prime Minister, Bernard MAKUZA, opened the conference. Mr James MUSONI, Minister of Finance and Economic Planning, presided over the proceedings, assisted by Development Partners as co-chairs.
2. Representatives of the following governments participated in the Meeting: Austria, Belgium, Burundi, Canada, Egypt, Germany, Ireland, Italy, Japan, Korea, Kuwait, Luxembourg, the Netherlands, Norway, South Africa, Sweden, Switzerland, the United Kingdom, and the United States of America. The following organisations also participated in the Meeting: Africa Capacity Building Foundation, African Development Bank, CEPGL, European Commission, European Investment Bank, The Global Fund, IMF, the United Nations (FAO, IFAD, ILO, UNAIDS, UNCTAD, UNDP, UNECA, UNEP, UN-HABITAT, UNIDO, UNFPA, UNICEF, UNIFEM, UNHCR, WFP, WHO), and the World Bank. Representatives from international and national non-governmental and civil society organisations, the private sector and the media also participated.
3. **The theme of this year’s conference was “Beyond Aid: Innovative Mechanisms for Financing the EDPRS”.** The conference agenda included good governance; a review of macroeconomic performance and challenges; progress and challenges in the implementation of the EDPRS; emerging sources of development finance, review progress against the Monterrey Consensus and Paris Declaration and, at the invitation of the Government, a donor-led presentation and discussion focussed on mutual accountability.
4. **In his keynote speech, the Rt. Hon. Prime Minister emphasised the need for strong partnerships to implement the EDPRS to achieve sustainable economic growth and poverty reduction.** He went on to emphasise the need for global partnerships to be translated into local actions, particularly in the face of new and emerging challenges such as the global financial crisis, and food and fuel price crises.
5. **The Honourable Minister of Finance and Economic Planning welcomed delegates to the Development Partners Meeting.** In his remarks, he focussed on the need to look beyond traditional sources of finance if the EDPRS is to be implemented fully. He also spoke of the need to ensure that external aid becomes increasingly responsive to Rwanda’s needs, including investment in the infrastructure on which Rwanda’s sustainable growth will rely.

6. **The Honourable Minister for Development Cooperation of the Kingdom of the Netherlands delivered an opening statement**, in which he underlined the importance of international commitments, particularly in the context of the outcomes of the Accra High Level Forum on Aid Effectiveness, and the forthcoming Doha Financing for Development Review Conference. He congratulated Rwanda for impressive development achievements across all sectors, and emphasised the need to focus on equitable and inclusive growth and identify innovative means – such as Public-Private Partnerships – to finance the EDPRS.
7. The Honourable Minister of the Netherlands went on to stress the importance of three key areas of action emerging from Accra: the need for donors to increase their efforts to align to country priorities; the need for joint work to promote mutual accountability and north-south partnerships, and the importance of open political dialogue. He concluded by reminding participants of the need for regional peace and security, and urged all parties to make increased efforts to support peace in the region. In doing so, he committed to work with other European Union member states to take action against the leadership of the FDLR and the illegal exploitation of natural resources which is fuelling the conflict.
8. **The United Nations Resident Coordinator, speaking on behalf of Development Partners, commended the progress made to date by Rwanda in the implementation of its development vision, and in the strength of partnerships developed in the face of global challenges.** He noted that whilst strong progress was being made towards the attainment of the Millennium Development Goals, further joint efforts would be necessary to see their full realisation by 2015. He commended efforts made by the Government of Rwanda towards good governance, regional integration, the ease of doing business, strengthening statistical capacities and promoting gender equality. He went on to stress the importance of an enabling environment characterised by peace, security and good governance if Rwanda is to realise its development vision. The UN Resident Coordinator expressed the commitment of development partners to continue working together in synergy to support Rwanda in its endeavours. He highlighted the efforts being undertaken by the United Nations, under the leadership of the Government of Rwanda, to Deliver as One at the country level.
9. **The Government presented the Joint Governance Assessment, the first joint assessment of governance issues between the government and development partners.** Both the Government and Development Partners reiterated their satisfaction with the process undertaken to date, stressing the importance of continued open, frank dialogue on governance issues. Participants concurred on the importance of ensuring that such dialogue continues to be grounded in the realities and specificities facing Rwanda today. Participants also welcomed the impressive progress in good governance since the last DPM, but recognised that challenges remain and that these will be tackled through the Integrated Action Plan.
10. **Participants noted the importance of a continued process of joint assessment going forward,** agreeing that the transparent assessment and discussion of issues pertaining to the governance of development partners will be dealt within the framework of the DPAF. Recognising the vital contribution of civil society in Rwanda's development, participants concurred on the need to further opportunities for engagement of civil society in policy formulation, implementation and domestic accountability. Representatives of civil society organisations recognised the structural,

technical and financial constraints still facing Rwanda's civil society in its desire to participate more actively on issues such as governance, outlining some of their goals to better organise and strengthen their advisory and advocacy role.

11. **The Government and its development partners noted the importance of regional peace and stability** as part of the enabling environment within which development programmes are implemented, and agreed on the need for continued partnership to create and sustain this environment. Participants commended Rwanda for its commitment and leadership in advancing regional integration.
  
12. **The Government provided participants with an overview of macroeconomic performance over the last year, highlighting particular challenges ahead.** Participants noted the impressive growth rate likely to be achieved by Rwanda in 2008, though noted that high inflation, provoked by rising food and fuel prices, and domestic demand pressures, is likely to remain a challenge in the short-term. In his response to the Government's presentation, the Representative of the International Monetary Fund indicated that Rwanda's performance over the course of the year remained on track. In the context of uncertainty over the future impact of the global financial crisis, the IMF recommended that Government should stand prepared to take corrective actions, if needed, to maintain macroeconomic stability. Participants expressed their commitment to work with the government to mitigate the effects of the crisis on the poor.
  
13. **Both the Government and its Development Partners recognised the urgency facing all stakeholders if the MDGs are to be realised fully in Rwanda, as the mid-point to 2015 passes.** Participants recognised the need to further enhance the national framework and joint mechanisms for monitoring, with a view to ensuring that evidence-based policy making and implementation is further refined, and contributes tangibly to economic development and poverty reduction. Participants noted the particular importance of enhancing efforts towards the intensification and transformation of agriculture, recognising the importance of agriculture to the majority of Rwanda's poor population. It was also recognised that the development of Rwanda's agriculture sector – and the anticipated growth arising from it – depends on complementary investments in sectors such as infrastructure and education. The progress to date in enhancing Rwanda's business environment was commended. Participants agreed on the need to ensure that public investments are translated into equitable growth in incomes within decent employment and the attainment of the Millennium Development Goals, with the Goals concerning the incidence of poverty, malnutrition and maternal and child health requiring special attention. The need to strengthen policies to manage population growth was also recognised by participants. A clear consensus emerged that the particular challenges of effective aid delivery in the health sector need to be tackled urgently by government and partners.
  
14. **The Government expressed its strong desire to diversify and increase the means at its disposal to finance its development strategy, going beyond traditional Official Development Assistance and its increasing domestic revenue base,** as well as providing incentives for mobilising domestic resources for investment. In its presentation, the Government highlighted the wide range of emerging sources of development finance, and explained in detail the Government's approach to date towards Public-Private Partnerships. The Government and its Development Partners agreed on the appropriateness of such sources of development finance, and on the need for all such investment to be undertaken in the context of policy and programmatic

frameworks consistent with Rwanda's long-term development vision, and in a clear transparent legal and institutional context. The fiscal risks associated with PPPs were discussed, as was the need to ensure such investments are pro-poor. Government recognised its responsibility for refining this further, and for ensuring that the capacities are in place with which to spearhead solid project proposals. Development Partners committed to supporting this capacity development.

15. **Noting the desire of participants to see new sources of development finance play a more prominent role in Rwanda, the Government and its Development Partners stressed the need to continue working together to ensure that existing resources – both domestic and external - are used more effectively.** In this context, and at the invitation of the Government of Rwanda, the World Bank Country Manager presented on progress and challenges in the implementation of the commitments on the quality and volume of development finance entered into at Paris and Monterrey. Participants noted the impressive progress made by the Government of Rwanda in implementing some of its commitments consistent with the Monterrey Consensus: recent years have seen impressive growth in domestic resource mobilisation, domestic investment, foreign direct investment and remittances. Participants also noted the new challenges that may emerge in ensuring debt sustainability as the Government of Rwanda seeks to diversify its financing portfolio.
16. **Participants discussed progress in the implementation of the Paris Declaration on Aid Effectiveness, acknowledging that performance to date has been slow.** Government urged its bilateral and multilateral partners to increase their efforts if the targets agreed under the Paris Declaration are to be met at the country level by 2010. At the same time, Government was urged to increase its efforts to increase domestic saving, investment and export growth. Participants noted the challenge of youth unemployment. The government indicated its commitment to implement its youth employment programmes.
17. The Rwanda Civil Society Platform presented a joint statement on behalf of civil society organisations. The following partners delivered statements on behalf of their respective governments and organisations: African Development Bank, Belgium (on behalf of the Presidency of the European Union), Canada, European Investment Bank, Japan, United Nations, United States, World Bank. They commended the government of Rwanda for its development vision and steadfastness in implementing it. They further expressed their readiness to continue to support Rwanda's development endeavour.
18. **Participants concluded by commending the performance shown by the Government of Rwanda to date, supported by the Development Partners,** acknowledging the importance of open and inclusive dialogue and strengthened partnership between the Government of Rwanda and all of its Development Partners. Participants concluded by conveying their gratitude to the Government for hosting this meeting, and reaffirming their commitment to working in partnership. Participants agreed that in the future, this meeting will be held on a biennial basis.

### APPENDIX 3: LIST OF PARTICIPANTS

|            |               |  |
|------------|---------------|--|
| Abraham    | Atta Ogwu     | KIST - Kigali University of Science and Technology     |
| Aflodis    | Kagaba        | Health Development Initiative - Rwanda                 |
| Agnes      | Kalibata      | MINAGRI - Ministry of Agriculture and Animal Resources |
| Agnes      | Kalibata      | MINAGRI - Ministry of Agriculture and Animal Resources |
| Agnès      | Binagwaho     | MINISANTE - Ministry of Health                         |
| Ahmed      | Zakaria       | WFP – World Food Programme                             |
| Aissa      | Kakira Kirabo | KCC - Kigali City Council                              |
| Albert     | Butare        | MININFRA - Ministry of Infrastructure                  |
| Alex       | Carrasco      | CIDA – Canadian International Development Agency       |
| Alexander  | Sokoloff      | Embassy of the United States of America                |
| Alexis     | Kanyankole    | OCIR - CAFÉ  |
| Alfred     | Ndahiro       | PRESIREP – Office of the President of the Republic     |
| Aloysia    | Cyanzayire    | Supreme Court  |
| Aloysius   | Ordu          | AfDB - African Development Bank                        |
| Alphonsina | Mirembe       | MINIJUST - Ministry of Justice                         |
| Amandin    | Rugira        | MINAFFET - Ministry of Foreign Affairs and Cooperation |
| Amelie     | Bordeleau     | CIDA – Canadian International Development Agency       |
| Amin       | Miramago      | MINECOFIN - Ministry of Finance and Economic Planning  |
| Anaclet    | Kalibata      | MININTER - Ministry of Internal Security               |
| Anastase   | Shyaka        | Good Governance Advisory Council                       |
| Anastase   | Murekezi      | MIFOTRA - Ministry of Public Service and Labour        |
| André      | Habimana      | MINECOFIN - Ministry of Finance and Economic Planning  |
| Ange       | Mutesi        | MINECOFIN - Ministry of Finance and Economic Planning  |

|                 |                |  |
|-----------------|----------------|--|
| Anita           | Asiimwe        | CNLS - Commission Nationale de Lutte contre le Sida    |
| Anna            | Brandt         | Embassy of Sweden                                      |
| Annamaria       | Scotti         | CIDA – Canadian International Development Agency       |
| Anne            | Gahongayire    | Supreme Court  |
| Anthony         | Ohemeng-Boamah | UNDP – United Nations Development Programme            |
| Antoine         | Ruvebana       | MINICOM - Ministry of Trade and Industry               |
| Augustin        | Rutikara       | MINAFFET - Ministry of Foreign Affairs and Cooperation |
| Augustin        | Seminega       | RPPA - Rwanda Public Procurement Authority             |
| Aurélien        | Agbénonci      | United Nations Rwanda                                  |
| Ben             | Rutsinga       | MINAFFET - Ministry of Foreign Affairs and Cooperation |
| Bert            | Koenders       | Ministry of Foreign Affairs - Netherlands              |
| Bjoerg          | Leite          | Royal Norwegian Embassy                                |
| Boniface        | Rucagu         | Northern Province                                      |
| Carl            | Seagrave       | USAID – US Agency for International Development        |
| Carmelo         | Cocuzza        | EIB - European Investment Bank                         |
| Caroline        | Kayonga        | MINIRENA - Ministry of Natural Resources               |
| Celestin        | Kabahizi       | Western Province                                       |
| Chantal Rosette | Rugamba        | RDB - Rwanda Development Board                         |
| Charles         | Karemangingo   | ISAE - Institute of Agriculture and Animal Husbandry   |
| Charles         | Nyirahuku      | MININFRA - Ministry of Infrastructure                  |
| Charles         | Karake         | MIFOTRA - Ministry of Public Service and Labour        |
| Charles         | Murigande      | PRIMATURE – Office of the Prime Minister               |
| Christian       | Clages         | Embassy of Germany                                     |
| Christian       | Shingiro       | MINECOFIN - Ministry of Finance and Economic Planning  |

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| Christiane  | Rulinda                 | EC - European Commission  |
| Christine   | Nyatanyi                | MINALOC - Ministry of Local Government  |
| Christine   | Tuyisenge               | NWC - National Women Council  |
| Christophe  | Bazivamo                | MINAGRI - Ministry of Agriculture and Animal Resources                        |
| Chrysologue | Kubwimana               | Senate  |
| Claire      | Bisamaza                | MINIYOUTH - Ministry of Youth   |
| Clare       | Akamanzi                | RDB - Rwanda Development Board  |
| Claudia     | Lormann-<br>Nsengiyumva | DED – German Development Services   |
| Clément     | Ncuti                   | MINECOFIN - Ministry of Finance and Economic Planning                         |
| Clémentine  | Mugeni                  | MINECOFIN - Ministry of Finance and Economic Planning                         |
| Coffi       | Noumon                  | ACBF - African Capacity Building Foundation                                   |
| Corrie      | Young                   | NUR - National University of Rwanda   |
| Daniel      | Sackey                  | ECOBANK   |
| Daphrose    | Gahakwa                 | MINEDUC - Ministry of Education   |
| David       | Nkurunziza              | AJPRODHO - Association de la Jeunesse pour la Promotion des Droits de l'Homme |
| David       | Himbara                 | PRESIREP – Office of the President of the Republic                            |
| David       | Musemakweli             | MINALOC - Ministry of Local Government  |
| David       | Nkusi                   | MINECOFIN - Ministry of Finance and Economic Planning                         |
| Denis       | Polisi                  | Chamber of Deputies   |
| Dennis      | Weller                  | USAID – US Agency for International Development                               |
| Deogratias  | Harorimana              | RDB - Rwanda Development Board  |
| Dereck      | Rusagara                | MINECOFIN - Ministry of Finance and Economic Planning                         |
| Désiré      | Ndushabandi             | KHI - Kigali Health Institute   |
| Dick        | DeClerq                 | Embassy of Belgium  |

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| Didier     | Sagashya        | NLC - National Land Centre                                  |
| Dieudonné  | Ndayambaje      | RNP - Rwanda National Police                                |
| Diko Jacob | Mukete          | AfDB - African Development Bank                             |
| Diogene    | Ndazigaruye     | USAID – US Agency for International Development             |
| Domitille  | Mukantaganzwa   | Gacaca Courts   |
| Donal      | Cronin          | Irish Aid   |
| Duncan     | Overfield       | DfID – UK Department for International Development          |
| Edith      | Kikoni          | World Bank  |
| Edith      | Salifou         | MINECOFIN - Ministry of Finance and Economic Planning       |
| Édouard    | Munyamaliza     | Canadian Embassy  |
| Eita       | Narita          | JICA - Japanese International Cooperation Agency            |
| Elias      | Baingana        | MINECOFIN - Ministry of Finance and Economic Planning       |
| Elisabeth  | Balepa          | FAO - Food and Agriculture Organization                     |
| Elise      | Rusingizandekwe | MINECOFIN - Ministry of Finance and Economic Planning       |
| Emmanuel   | Twagirumukiza   | TIG - Travaux d'Intérêt Généraux                            |
| Emmanuel   | Hategeka        | RPSF - Rwanda Private Sector Federation                     |
| Emmanuel   | Bagilizina      | MINECOFIN - Ministry of Finance and Economic Planning       |
| Ephraim    | Kabaija         | Eastern Province  |
| Ephrem     | Twahirwa        | BNR - National Bank of Rwanda                               |
| Eric       | Manzi           | CESTRAR - Centrale des Syndicats des Travailleurs du Rwanda |
| Eric       | Rwabidadi       | IFAD – International Fund for Agricultural Development      |
| Ernest     | Ruzindaza       | MINAGRI - Ministry of Agriculture and Animal Resources      |
| Esperance  | Nyirasafari     | MINIJUST - Ministry of Justice                              |
| Eugène     | Barikana        | MINALOC - Ministry of Local Government                      |

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| Eva       | Paul           | MININFRA - Ministry of Infrastructure                                      |
| Evelyne   | Kamagaju       | OAG - Office of the Auditor General  |
| Fatuma    | Ndangiza       | NURC - National Unity and Reconciliation Commission                        |
| Faustin   | Vuningoma      | CCOAIB - Conseil de Concertation des Organisations d'Appui aux Initiatives |
| Faustin   | Mbundu         | RPSF - Rwanda Private Sector Federation                                    |
| Fidèle    | Ndayisaba      | Southern Province  |
| Florence  | Mukobwajana    | Reseau des Femmes  |
| Florent   | Senyana        | CNTS   |
| Francesco | Mascini        | Ministry of Foreign Affairs - Netherlands                                  |
| Francis   | Gatare         | RDB - Rwanda Development Board   |
| Francis   | Nsengiyumva    | MINECOFIN - Ministry of Finance and Economic Planning                      |
| François  | Kanimba        | BNR - National Bank of Rwanda  |
| François  | Ngarambe       | RPF Secretariat  |
| François  | Nkulikiyimfura | MINECOFIN - Ministry of Finance and Economic Planning                      |
| Francoise | Donnay         | Embassy of Belgium   |
| Francoise | Kayiganwa      | Pro-Femmes Twese Hamwe   |
| Francoise | Donnay         | Embassy of Belgium   |
| Frank     | Maier          | Embassy of the Federal Republic of Germany                                 |
| Frank     | Rutabingwa     | NAFA - National Forestry Authority   |
| Frank     | Mugambage      | PRESIREP – Office of the President of the Republic                         |
| Frans     | Makken         | Royal Netherlands Embassy  |
| Fred      | Mujuni         | MINECOFIN - Ministry of Finance and Economic Planning                      |
| George    | Katureebe      | CEPEX- Central Projects and Public Investments Bureau                      |
| Gerard    | Hendriksen     | MININFRA - Ministry of Infrastructure                                      |

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| Gertrude  | Kayiganwa      | MINECOFIN - Ministry of Finance and Economic Planning  |
| Godfrey   | Birungi        | MINECOFIN - Ministry of Finance and Economic Planning  |
| Goretti   | Ndayisasirire  | Embassy of Burundi                                     |
| Grace     | Mukeshimana    | MINAFFET - Ministry of Foreign Affairs and Cooperation |
| Guiliano  | Van der Voet   | Ministry of Foreign Affairs - Netherlands              |
| Guy       | Kalisa         | MINECOFIN - Ministry of Finance and Economic Planning  |
| Heike     | Henn           | Embassy of Germany                                     |
| Henry K.  | Gaperi         | CSR - Caisse Sociale du Rwanda                         |
| Hillevi   | Ekberg         | United Nations Rwanda                                  |
| Hiroshi   | Murakami       | JICA - Japanese International Cooperation Agency       |
| Honorine  | Sommet-Lange   | UNHCR – United Nations High Commissioner for Refugees  |
| Huguette  | Beaupre        | CIDA - Canadian International Development Agency       |
| Illuminé  | Umutoni        | MINECOFIN - Ministry of Finance and Economic Planning  |
| Immaculée | Kayumba        | Senate   |
| Ishii     | Kensuke        | JICA - Japanese International Cooperation Agency       |
| Ivo       | Goemans        | Embassy of Belgium                                     |
| Jack      | Abdoulie       | WHO – World Health Organization                        |
| Jacques   | Gruloos        | Luxembourg Development Cooperation                     |
| James     | Gatera         | BK - Banque de Kigali                                  |
| James     | Kabareebe      | MINADEF - Ministry of Defence                          |
| James     | Musoni         | MINECOFIN - Ministry of Finance and Economic Planning  |
| James     | Tumwine        | MINECOFIN - Ministry of Finance and Economic Planning  |
| Jane      | Abatoni Gatete | ARCT - RUHUKA  |
| Jane      | Muita          | UNICEF - United Nations Children's Fund                |

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| Jane                  | Abatoni Gatete | ARCT-RUHUKA   |
| Jean                  | Sayinzoga      | RDRC – Rwanda Demobilisation and Reintegration Commission                     |
| Jean Baptiste         | Ntukamazina    | COGEAR  |
| Jean Bosco            | Ruzibuka       | UNFPA – United Nations Population Fund  |
| Jean Claude           | Karayenzi      | BANCOR  |
| Jean de Matha         | Ouedraogo      | SNV - Netherlands Development Agency  |
| Jean Marie<br>Vianney | Karekezi       | FARG - Fonds d'Assistance aux Rescapés du Génocide                            |
| Jean Paul             | Rutagwenda     | MIFOTRA - Ministry of Public Service and Labour                               |
| Jean Pierre           | Karabaranga    | MINISPOC - Ministry of Sports and Culture                                     |
| Jean-Damascene        | Ntawukuliryayo | Chamber of Deputies   |
| Jeanette              | Clover         | UNEP – United Nations Environment Programme                                   |
| Jeanne d'Arc          | Mujawamariya   | PRIMATURE – Office of the Prime Minister                                      |
| Jeremy                | Armon          | DfID – UK Department for International Development                            |
| Jerome                | Habarugira     | ARTC - Association Rwandaise des Travailleurs Chrétiens                       |
| JoAnna                | Pollonais      | UNHCR - United Nations High Commission for Refugees                           |
| John                  | Mudakikwa      | AJPRODHO - Association de la Jeunesse pour la Promotion des Droits de l'Homme |
| John                  | Kayemba        | IMF – International Monetary Fund   |
| John                  | Munga          | MINECOFIN - Ministry of Finance and Economic Planning                         |
| John                  | Rusimbi        | NYC - National Youth Council  |
| John                  | Rwangombwa     | MINECOFIN - Ministry of Finance and Economic Planning                         |
| Jolke                 | Oppewal        | Royal Netherlands Embassy   |
| Jonathan              | Stever         | MINECOFIN - Ministry of Finance and Economic Planning                         |
| Joseph                | Ritchie        | RDB - Rwanda Development Board  |
| Joseph                | Kabakeza       | MINAFFET - Ministry of Foreign Affairs and Cooperation                        |

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| Joseph         | Habineza                | MINISPOC - Ministry of Sports and Culture                                 |
| Joseph         | Foumbi                  | UNICEF – United Nations Children’s Fund                                   |
| Joseph         | Mutaboba                | PRESIREP – Office of the President of the Republic                        |
| Josephine      | Mukamasabo              | RPSF - Rwanda Private Sector Federation                                   |
| Josephine      | Odera                   | UNIFEM – United Nations Development Fund for Women                        |
| Justin         | Nsengiyumva             | MINEDUC - Ministry of Education   |
| Justine        | Gatsinzi                | PDL - HIMO - Haute Intensite de Main d'Oeuvre                             |
| Kampeta        | Sayinzoga               | MINECOFIN - Ministry of Finance and Economic Planning                     |
| Karl           | Backeus                 | Embassy of Sweden   |
| Kékoura        | Kourouma                | UNAIDS – The Joint United Nations Programme of HIV/AIDS                   |
| Kevin Thierry  | Gatete                  | AJPRODHO - Association de la Jeunesse pour la Promotion des Droits de l’H |
| Kidane         | Woldeyesus              | Office of Liaison of Eritrea  |
| Kije           | Mugisha-<br>Rwamasirabo | TVR - Rwanda Television   |
| Kikuchi        | Shingo                  | JICA - Japanese International Cooperation Agency                          |
| Kimura         | Hatsue                  | JICA - Japanese International Cooperation Agency                          |
| Konstantin     | Nadezhkin               | Embassy of the Russian Federation   |
| Lamin          | Barrow                  | AfDB - African Development Bank   |
| Lars           | Engstrom                | IMF – International Monetary Fund   |
| Leatitia       | Nkunda                  | MINALOC - Ministry of Local Government                                    |
| Leclerc        | Benoit                  | Canadian Embassy  |
| Léon           | Kayigi                  | MINECOFIN - Ministry of Finance and Economic Planning                     |
| Leonard Minega | Rugwabiza               | AfDB - African Development Bank   |
| Lewis Kabayiza | Murara                  | World Bank  |
| Linda          | Bihire                  | MININFRA - Ministry of Infrastructure                                     |

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|----------------|--------------|--|
| Livin          | Rurangwa     | ASOFERWA - Association de solidarite des femmes Rwandaises   |
| Louis          | Munyakazi    | NISR - National Statistics Institute of Rwanda               |
| Louise         | Mushikiwabo  | PRIMATURE - Office of the Prime Minister                     |
| Mahmoud        | Elkhatib     | Embassy of Egypt   |
| Malin          | Ericsson     | Sida - Swedish International Development Co-operation Agency |
| Manassé        | Twahirwa     | MINECOFIN - Ministry of Finance and Economic Planning        |
| Manasseh P.    | Nshuti       | PRESIREP – Office of the President of the Republic           |
| Manzi Nkubito  | Bakuramutsa  | RDB - Rwanda Development Board                               |
| Marc           | Cyubahiro    | MINAGRI - Ministry of Agriculture and Animal Resources       |
| Marcel         | Gatsinzi     | MINADEF - Ministry of Defence                                |
| Marcelline     | Mukakarangwa | MIFOTRA - Ministry of Public Service and Labour              |
| Maria          | Aerts        | Embassy of Belgium   |
| Marijn         | Noordam      | Ministry of Foreign Affairs - Netherlands                    |
| Mark           | Kabandana    | RIAM - Rwanda Institute of Administration and Management     |
| Markus         | Reisle       | SDC - Swiss Agency for Development and Cooperation           |
| Marriet        | Schuurman    | Ministry of Foreign Affairs - Netherlands                    |
| Martin         | Barugahare   | UN-HABITAT   |
| Martin         | Ngoga        | Supreme Court  |
| Mary           | Gahonzire    | RNP - Rwanda National Police                                 |
| Mary           | Baine        | RRA - Rwanda Revenue Authority                               |
| Masozero Peace | Uwase        | ECOBANK  |
| Matthias       | Weingart     | SDC - Swiss Agency for Development and Cooperation           |
| Michael        | Nieden       | Rhenanie-Palatinat   |
| Michael        | Kramer       | TRAC - Treatment and Research AIDS Center                    |
| Michel         | Sebera       | MINECOFIN - Ministry of Finance and Economic Planning        |

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| Monique     | Nsanzabaganwa   | MINICOM - Ministry of Trade and Industry               |
| Monique     | Mukaruliza      | PRIMATURE - Office of the Prime Minister               |
| Mussa Fazil | Harelimana      | MININTER - Ministry of Internal Security               |
| N. Toudjida | Andemel         | ILO – International Labour Organization                |
| Nacer       | Hammami         | MININFRA - Ministry of Infrastructure                  |
| Natalie     | Skerritt        | MINECOFIN - Ministry of Finance and Economic Planning  |
| Nicholas    | Nzioka          | EIB - European Investment Bank                         |
| Omura       | Masahiro        | Embassy of Japan                                       |
| Oscar       | Masabo          | MINECOFIN - Ministry of Finance and Economic Planning  |
| Oscar       | Kimanuka        | ORINFOR – Office Rwandais d’Information                |
| Pascal      | Ruganintwali    | MINECOFIN - Ministry of Finance and Economic Planning  |
| Patrice     | Hakizimana      | MINAGRI - Ministry of Agriculture and Animal Resources |
| Paul        | Watson          | TROCAIRE   |
| Penelope    | Kantarama       | MININTER - Ministry of Internal Security               |
| Peter       | Isabirye        | World Bank   |
| Philip      | Christensen     | Network of INGO's                                      |
| Pierre      | Dulieu          | BTC - Belgian Technical Cooperation                    |
| Prosper     | Higiro          | Senate   |
| Prosper     | Musafiri        | MINECOFIN - Ministry of Finance and Economic Planning  |
| Protais     | Musoni          | MINALOC - Ministry of Local Government                 |
| Protais     | Mitali          | MINIYOUTH - Ministry of Youth                          |
| Puggia      | Bruno           | Embassy of Italy                                       |
| Rainer      | Krischel        | GTZ  |
| Raymond     | Ndikumana       | NUR - National University of Rwanda                    |
| Remy        | Mugunga         | PRESIREP – Office of the President of the Republic     |
| Richard     | Randriamandrato | COMESA – Common Market for Eastern and Southern Africa |

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| Richard   | Kaminski       | Embassy of the United States of America                      |
| Richard   | Sezibera       | MINISANTE - Ministry of Health                               |
| Richard   | Bomboma        | Sida - Swedish International Development Co-operation Agency |
| Richard   | Micho          | MINECOFIN - Ministry of Finance and Economic Planning        |
| Robert    | Bayigamba      | RPSF - Rwanda Private Sector Federation                      |
| Robin     | Ogilvy         | MINECOFIN - Ministry of Finance and Economic Planning        |
| Rogers    | Kayihura       | World Bank   |
| Romain    | Murenzi        | PRESIREP – Office of the President of the Republic           |
| Rose      | Mukantabana    | Chamber of Deputies  |
| Rose      | Mukankomeje    | REMA - Rwanda Environment Management Authority               |
| Rosemary  | Museminari     | MINAFFET - Ministry of Foreign Affairs and Cooperation       |
| Roy       | Brooke         | UNEP – United Nations Environment Programme                  |
| Rukiya    | Wadou          | ACBF - African Capacity Building Foundation                  |
| Ryan      | Washburn       | USAID – US Agency for International Development              |
| Sam       | Rugege         | Supreme Court  |
| Sandra    | Pepera         | DfID - Department for International Development              |
| Serge     | Karonkano      | Embassy of Burundi   |
| Silas     | Nsengiyumva    | RPPA - Rwanda Public Procurement Authority                   |
| Simon     | Vanden Broeke  | EC - European Commission                                     |
| Solina    | Nyirahabimana  | PRESIREP – Office of the President of the Republic           |
| Solveig   | Verheyleweghen | Royal Norwegian Embassy                                      |
| Stanislas | Kamanzi        | MINIRENA - Ministry of Natural Resources                     |
| Stefanie  | Carmichael     | MINECOFIN - Ministry of Finance and Economic Planning        |
| Steinar   | Sundvoll       | NPA - Norwegian People's Aid                                 |
| Stephan   | Klingebiel     | KFW  |

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|-----------|-----------------|--|
| Steve     | Kayizzi-Mugerwa | AfDB - African Development Bank                        |
| Sung Yoon | Lee             | KOICA - Korea International Cooperation Agency         |
| Suzuki    | Fumihiko        | JICA - Japanese International Cooperation Agency       |
| Tareq     | AL-Menayes      | Kuwait Fund for Arab and Economic Development          |
| Tharcisse | Karugarama      | MINIJUST - Ministry of Justice                         |
| Theogene  | Rutagwenda      | MINAGRI - Ministry of Agriculture and Animal Resources |
| Théogène  | Turatsinze      | BRD - Rwanda Development Bank                          |
| Théoneste | Mutsindashyaka  | MINEDUC - Ministry of Education                        |
| Therese   | Zeba            | UNFPA – United Nations Population Fund                 |
| Tilaye    | Nigussie        | Concern Worldwide Rwanda                               |
| Tilaye    | Nigussie        | Concern Worldwide Rwanda                               |
| Tobias    | Epprecht        | ICRC   |
| Tony      | Polatajko       | DfID - Department for International Development        |
| Tye       | Ferrell         | USAID – US Agency for International Development        |
| Valens    | Munyabagisha    | Senate   |
| Valerio   | Ruggirello      | Italian Embassy  |
| Victoria  | Gellis          | USAID – US Agency for International Development        |
| Victoria  | Kwakwa          | World Bank   |
| Vincent   | De Boer         | EC - European Commission                               |
| Vincent   | Gatwabuyege     | MININFRA - Ministry of Infrastructure                  |
| Vincent   | Karega          | MINIRENA - Ministry of Natural Resources               |
| Vincent   | Lyamugema       | PRIMATURE - OFFICE OF THE PRIME MINISTER               |
| Vincent   | Biruta          | Senate   |
| Vincent   | Munyeshyaka     | MINECOFIN - Ministry of Finance and Economic Planning  |
| W. Stuart | Symington       | Embassy of the United States of America                |

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|----------------|-------------|--|
| Walter         | Ehmeir      | Austrian Embassy   |
| Walter         | Ehmeir      | Austrian Embassy Nairobi   |
| Xavier         | Mbarubukeye | Office of the Ombudsman  |
| Yisa           | Claver      | MINEDUC - Ministry of Education                                  |
| Yoke           | Brandt      | Ministry of Foreign Affairs - Netherlands                        |
| Yussuf         | Mugiraneza  | MINECOFIN - Ministry of Finance and Economic Planning            |
| Zack           | Nsenga      | MINADEF - Ministry of Defence                                    |
| Zainabo Sylvie | Kayitesi    | NHRC - National Human Rights Commission                          |
| Zephy          | Muhirwa     | MINECOFIN - Ministry of Finance and Economic Planning            |
| Zephyr         | Mutanguha   | CAMERWA - Centrale d'Achats des Médicaments Essentiels au Rwanda |