



**SECOND ANNUAL  
DEVELOPMENT PARTNERS RETREAT  
MARCH 9<sup>th</sup> – 10<sup>th</sup> 2006  
GISENYI, RWANDA**

**DRAFT REPORT**

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## **LIST OF ACRONYMS**

ACHA	Aid Coordination, Harmonization and Alignment
APR	Annual Progress Reports
APRM	African Peer Review Mechanism
ACU	Aid Coordination Unit
BSHG	Budget Support Harmonization Group
CDF	Common Development Fund
CDPs	Community Development Plans
CEPEX	Central Projects and Public Investments Bureau
CNLS	National AIDS Commission
CSOs	Civil Society Organizations
DAD	Development Assistance Database
DBS	Direct Budget Support
DPs	Development Partners
DPCG	Development Partners Coordination Group
EDPRS	Economic Development and Poverty Reduction Strategy
EFU	External Finance Unit
EU	European Union
GOR	Government of Rwanda
GNP	Gross National Product
HARPP	Harmonization and Alignment in Rwanda of Projects and Programmes
HIDA	Human and Institutional Development Agency
HIPC	Highly Indebted Poor countries
ICT	Information and Communication Technology
IMG	Independent Monitoring Group
INGOs	International Non-Governmental Organizations
JAS	Joint Assistance Strategy
M&E	Monitoring and Evaluation
MINAFFET	Ministry of Foreign Affairs
MINALOC	Ministry of Local Government, Community Development and Social Affairs
MINECOFIN	Ministry of Finance and Economic Planning
MINICOM	Ministry of Commerce and Trade
MTEF	Medium Term Expenditure Framework
NGOs	Non-Governmental Organizations
PRSP	Poverty Reduction Strategy Paper
RAP	Rwanda Aid Policy
RPSF	Rwanda Private Sector Federation
SG	Secretary General
SWAP	Sector-Wide Approach
SWGs	Sector Working Groups
TA	Technical Assistance
TOR	Terms of Reference
UNDP	United Nations Development Program
UNIDO	United Nations Industrial Development Organization
USAID	United States Agency for International Development

## **EXECUTIVE SUMMARY**

The Second Annual Development Partners Retreat (DPR), a senior-level two-day retreat, was held in Gisenyi on March 9<sup>th</sup> and 10<sup>th</sup>, 2006. It brought together stakeholders in Rwanda's development to review and discuss coordination, harmonization and alignment programmes in order to improve the effectiveness of development assistance for Rwanda. The 2006 DPR also offered an opportunity to discuss the implementation of decisions and recommendations from the Fifth Annual Government of Rwanda and Development Partners Meeting, held in December 2005. The main objectives of the retreat were:

- To review 2005 milestones, progress and lessons learnt;
- To link the EDPRS process and aid effectiveness;
- To review progress in Public Sector Reform;
- To review the draft Aid Policy and capacity for implementation;
- To review coordination structures and enhance their effectiveness;
- To review priority actions and identify deliverables for 2006.

The retreat was attended by 13 Secretary Generals and senior representatives of the Government of Rwanda (GOR), multilateral and bilateral heads of cooperation agencies, and representatives of civil society, including the private sector, international and national NGOs. The programme featured plenary and working group sessions based on the main objectives of the retreat. The thematic working groups provided an opportunity to discuss technical-level topics; discussions and recommendations from the working groups were then reported to the wider group. Each working group had co-facilitators (one from Government and the second from development partners) who helped lead and report on the group's discussions. The Minister of Finance and Economic Planning chaired the morning of the first day and raised some key issues for discussion during the remainder of the retreat. The rest of the plenary sessions were co-chaired by the Secretary General and Secretary to the Treasury of MINECOFIN and the Resident Coordinator of the UN System in Rwanda.

During the opening session, the UN Resident Coordinator made welcoming remarks and this was followed by a presentation by the Director External Finance Unit (EFU) on the progress, challenges and lesson learnt during 2005. The retreat was then officially opened by the Minister of Finance and Economic Planning.

Session 1 aimed to address the EDPRS and aid effectiveness processes. The presentation made during this session centered on the following:

- Overarching issues that arose from the EDPRS launch workshop
- Institutional framework needed for the EDPRS
- Mapping of clusters and sector working groups (SWGs) as well as identification of responsibilities
- Timeline for the EDPRS
- Budget for EDPRS elaboration.

After the plenary discussion, it was agreed that prioritization should be addressed in light of the institutional framework; an evidence-based, clearly prioritized EDPRS remained as

the biggest challenge, not the number of SWGs. The development of the EDPRS, emphasized as a bottom-up approach, would be done in phases and these would include:

- Joint assessments of the first PRSP by SWGs to be compiled into an APR+;
- Prioritization and costing at the intra-sectoral level;
- Prioritization of sectors;
- Validation at all levels.

During session 2, the Secretary General of MIFOTRA presented on Public Sector Reform and focused on the goals, challenges faced, vision of the reform process and achievements made to date. The presentation aimed to record performance and improvements, especially in service delivery at decentralized levels and by specialized agencies. It also looked at the factors and institutional frameworks that led to the success of the process.

Session 3 focused on the draft Rwanda Aid Policy. The first presentation by the Director of the EFU (MINECOFIN) provided a good overview of the content and structure of the draft RAP. The following issues were addressed through policy statements in the draft RAP:

- Government priority setting
- Preferred aid modalities
- External debt
- Technical assistance
- Vertical funds
- Division of responsibilities
- Financial oversight
- Monitoring, evaluation and reporting
- Dialogue and coordination

The GOR's commitments and the proposed implementation of the policy were also addressed. A few of the outcomes of the discussion stressed the need to establish project management units in ministries, address the establishment of a monitoring and evaluation (M&E) system at the local government level; and hold consultations with NGOs to address pertinent issues in relation to the draft RAP.

The second presentation, on donor reporting requirements and the development of a data management tool, referred to the completed Development Assistance Database (DAD), which is available online at <http://www.devpartners.gov.rw>. The information collected on external finance as part of the interim database for the 2005 DPM was used as preliminary data population of the DAD. The next steps involved in finalizing the database further in the short term are:

- Incorporating the feedback from the retreat on the data entry form and finalizing the translation of the DAD into French
- Identification and training of DAD focal points within all development agencies
- Creation of usernames and passwords
- Data entry by development partners
- Integration with the SmartGov budgeting system, as well as ensuring harmonization and interface with existing systems.

Session 4 aimed to raise some key points for discussion on the effectiveness of coordination mechanisms. An excellent basis exists for building on past successes and for overcoming identified shortfalls. Currently, meetings are being held regularly but there is room for improvement in the quality of dialogue and institutionalization of coordination systems. It was stated that overall, there are well-established coordination structures at the central level but those at local government level need to be established and strengthened. Participants agreed that clusters that do not have TORs should use the generic TORs developed by the EFU as a guide to finalize and adopt them by the end of the month.

During session 5, the Aid Coordination, Harmonization and Alignment (ACHA) deliverables for 2006 were presented, as well as the new harmonized planning calendar. Updates were made based on discussions from the plenary and during the closing session, the 2006 ACHA deliverables were adopted.

All presentations and documents, including the ACHA deliverables, are available at:  
[www.devpartners.gov.rw/dpr.php](http://www.devpartners.gov.rw/dpr.php).

## **OPENING SESSION**

**Welcome remarks:** **United Nations Resident Coordinator**  
**Presentation:** **Director of the External Finance Unit / MINECOFIN**  
**Opening remarks:** **Hon. Minister of Finance and Economic Planning**  
**Document:** *2005 Progress, Challenges and Lessons Learnt (PowerPoint)*

During the opening session, the UN Resident Coordinator made welcome remarks that provided a good overview of progress on commitments made by the GOR and development partners at the first DPR in 2005. His remarks were followed by a presentation on progress, challenges and lessons learnt during 2005, by the Director of the EFU. Clear progress was achieved in the areas of policy dialogue, public financial management, establishment of enhanced structures for aid management, development of a draft government aid policy and improvements in the aid coordination framework. The EFU Director also identified challenges ahead, including: implementation of the aid policy, strengthening of the cluster system and technical groups, establishing an independent monitoring group, improving reporting by donors, ongoing public sector reform and ensuring debt sustainability in post-HIPC Rwanda. This presentation set the context for the retreat and helped participants focus discussions around key issues.

The retreat was then officially opened by the Minister of Finance and Economic Planning, who touched on some of the key Government process underway and challenged participants to come up with sound, action-oriented recommendations. After presenting some key political underpinnings driving the Aid Policy and EDPRS elaboration, he reiterated some the issues raised at the 2005 DPM.

## **SESSION 1: EDPRS AND AID EFFECTIVENESS**

**Presenter:** **Director of the Development Planning Unit / MINECOFIN**  
**Document:** *Update on the EDPRS Elaboration (PowerPoint)*

The overarching issues that arose from the EDPRS launch workshop were the need for an interim statement of priorities; the need for a clear prioritization between and within sectors; comprehensiveness of the EDPRS, including addressing poverty, economic growth, and issues such as national unity and reconciliation; harmonizing planning and budgeting processes; and systems for good implementation, monitoring and evaluation.

The institutional framework for the elaboration of the EDPRS consists of: the National Steering Committee, the Technical Steering Committee, Sector Working Groups, Province Steering Committees, and District Steering Committees. Continuous communication and reporting will be ensured throughout the levels of the institutional framework.

The DPU Director also clarified the relationship between clusters and coordination structures with the proposed SWGs, by matching existing structures with new SWGs. Each SWG has a lead government institution as its chair and a lead donor as the co-chair. A workshop is planned to clarify the relationship and begin the work of the SWGs.

The timeline for the EDPRS will run from March to November 2006. A draft EDPRS is planned for November. In the interim period, SWGs are expected to hold 6 workshops. They will carry out a backward looking joint-evaluation and a forward-looking target-based costing exercise. TORs for joint-evaluations have been prepared and they combine Joint Sector Review questions with a review of the past 3 years.

### **Summary of discussions:**

**Prioritization** – The issues surrounding the institutional framework that ensures there is prioritization needed to be addressed. A participant remarked that the biggest challenge should not be the number of SWGs, but rather ensuring that the EDPRS is clearly prioritized. At the time of the retreat, the EDPRS process was at the initial stage that dealt with preliminary identification of priorities. An interim statement of priorities midway through the process has already been catered for. Following the work of the SWGs, a review of the process will be held by the EDPRS steering committees. A process of validation will follow to ascertain whether the priorities identified are actually the priorities of the country. The last phase of the EPDRS elaboration involves presentation of the strategy to politicians to make the strategic choices necessary for finalization of the EDPRS.

**Clusters and SWGs** – Following the identification of all issues/sectors to be discussed in the EDPRS elaboration, it was agreed that clusters would convene as SWGs in 2006. SWGs will work on a clear framework for setting priorities and developing common parameters for a target-based costing exercise. In addition, crosscutting issues will be identified and discussed through a specialized multidisciplinary group. Brainstorming sessions from previous meetings formed the basis for the decision on the number and themes of the SWGs. Feedback on the SWGs during discussions is to be taken into account. SWGs are dynamic and should be seen as flexible arrangements.

**Local Government** – The discussions strengthened the point made by the Director of Planning at MINECOFIN on the participation of local government in the EDPRS elaboration. A need to strengthen capacity at the local government level was raised by some participants to ensure the needs of the population are reflected in the EDPRS; guidelines needed to be elaborated in order to clarify what local governments needed to produce in order to feed into the EDPRS elaboration. By the end of the month, wide consultations would have been held with local governments.

**Participation & Ownership** - There is a feedback mechanism in place through the EDPRS steering committees that links the technical and political processes. The National Steering Committee, which is comprised of Ministers and Governors, meets on a monthly basis. The dialogue from the technical to the political process is continuous and will not be left to the end of the process. The EDPRS process will be participatory at all levels and politically owned and will take into account lessons learnt from the PRS 1.

### **2006 Deliverables:**

- EDPRS Technical Steering Committee to agree on clear criteria and process for prioritization
  - Clusters to focus on EDPRS elaboration process throughout 2006
  - Establish Cross-Cutting Issues Working Group to ensure mainstreaming in EDPRS preparation and implementation
  - Issue guidelines to sector working groups on mainstreaming cross-cutting issues
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- Clarify consultative process with local entities in the EDPRS roadmap
- Submit revised Sector Working Groups to EDPRS National Steering Committee

## **SESSION 2: PUBLIC SECTOR REFORM**

**Presenter:** Secretary General, Ministry of Public Service, Skills Development and Labor

**Document:** *Status of the Government of Rwanda Public Sector Reform, including civil service salary reform (PowerPoint)*

The goal of public sector reform is to modernize the public sector and make it more responsive to the needs of users. The main challenges being faced are abject poverty; unity, reconciliation and gender; reconstruction and confidence rebuilding; shifting from a highly bureaucratic and centralized state to decentralization, ICT and modernization; limited skills and high turnover; sustainable capacity building systems and approaches; and resistance to change and fear of the unknown.

Achievements made to date include: an overall restructuring of all government institutions; designing new salary guidelines; implementation of new zero-fleet transport policy; fixed ceilings and pre-paid telephone bills; and retrenchment management. The factors that have led to the success of the process are: high level of political will and support; a comprehensive and attractive plan to make retrenchment a smooth process; budgeting through the MTEF process to secure resources and donor support; making the process transparent and participatory; and flexibility within the process.

### **Summary of Discussions:**

**Projects** – Participants asked whether or not projects and semi-autonomous agencies had been included in the reform process. The speaker responded that these structures had not been excluded, but had initially been left out because of their complexity and different structural arrangements; nevertheless, they will be brought on board before the middle of 2006.

**Salaries** – SG MIFOTRA clarified that local governments will manage salaries of civil servants who have been transferred from central government once the transfers are completed. It is only in the interim period that their salaries remain reflected under the budget of the central government.

**Civil Society** – Regarding management of NGO projects, it was clarified that MINALOC is in charge of NGOs while MINECOFIN is in charge of monitoring and control of project execution through CEPEX. A need to strengthen capacity of national NGOs through knowledge transfer of INGOs was identified.

**M&E** – No numbers had been provided because the process was still ongoing. By the end of March, MIFOTRA will have completed the process and statistics will be made available. Evaluation will be based on performance now that the reform is implemented. One of the greatest challenges was filling up all positions planned in the “cadre organique”.

### **2006 Deliverable**

- All International Civil Society are to match up with National Civil Society for transfer of knowledge

## **SESSION 3: AID POLICY**

**Presenters:** Director of the External Finance Unit / MINECOFIN  
**Dereck Rusagara, ICT Associate (EFU/ACU) / MINECOFIN**

**Documents:** *Reviewing Rwanda's Draft Aid Policy (PowerPoint)*  
*Draft Rwanda Aid Policy*  
*DAD: Data Management and Analysis Tool for Aid Management (PowerPoint)*

### **Rwanda's Draft Aid Policy**

The EFU Director's presentation provided a good overview of the content and structure of the draft RAP. The following issues were addressed through policy statements in the draft RAP: Government priority setting; preferred aid modalities; external debt; technical assistance; vertical funds; division of responsibilities; financial oversight; monitoring, evaluation and reporting; dialogue and coordination. The GOR's commitments and the proposed implementation of the policy were also addressed. The policy document is structured so as to set out the reasoning for and objectives of the aid policy, the policies, commitments of the government, and the next steps.

#### **Summary of discussions:**

**Modalities of Support** – Regarding the balance between budget and project support, it was clarified that the policy does not mandate reduction in project support, but rather states Government's preference for budget support. It was recognized, however, that some areas (e.g. infrastructure, capacity building) may be better addressed through continuation of project support modalities.

**Project Management Units** – A participant suggested the establishment of a unit within each ministry that would manage project portfolios as a means to capture and more effectively monitor projects within different sectors, while reducing overhead and transaction costs on GOR in order to free up human resources.

**Technical Assistance** – The close link between technical assistance (TA) and knowledge transfer was identified as a necessity in all TA for Rwanda. It was widely agreed that all TA should be demand driven.

**Division of Responsibilities** – Although a few participants had expressed concerns on the need for clarity on the role of MINAFFET, it was agreed that the final RAP will clearly define its role in the negotiation and management of external aid flows under the section on "Division of Responsibilities".

**Monitoring & Evaluation** – Participants suggested the establishment of a single M&E system for all projects, which would include stakeholder consultations.

**Vertical Funding** – It was clarified that the government is not against vertical funding. Rather, the government wants to ensure that vertical funding is on-plan and on-budget, and that information flow on these funds is clear to enable planning and monitoring.

**Disputes** – Some participants requested clarity on how the government plans to address dispute resolution with development partners. The RAP will clarify issues related to resolution of disputes.

**Civil Society** – A statement was read on behalf of civil society and will be provided as input to the Aid Policy. The government expressed its readiness to have consultations with NGOs

on how best to address their concerns and role. A separate section on NGOS will be included in the RAP following consultations. Further clarity will be needed on NGO reporting in order to avoid duplication of reporting within GOR, since MINALOC already receives financial and planning information from NGOs. This will hopefully lower transaction costs for NGOs and lead to lower overhead costs.

**Existing Projects** – Concern was raised on the mandate of the RAP over existing project structures and aid modalities and the need for transitional measures.

## **2006 Deliverables:**

- Aid Policy to include clear statements on roles of civil society, private sector and financing preference for decentralized entities
- Development partners to prepare individual self-assessments against the Aid Policy
- Development partners to prepare individual statements of intent or action plans for compliance with Aid Policy
- A joint development partners proposal / action plan to be finalized by the 2006 DPM
- GoR Aid Policy Implementation Plan to be finalized by the 2006 DPM
- CEPEX to carry out a survey in line with the Aid Policy, once adopted, and propose roadmap to reduce costs of project management
- NGOs to propose limit on their operational costs

## **Donor reporting requirements and data management tool for aid management**

The second presentation, on donor reporting requirements and the development of a data management tool, referred to the completed Development Assistance Database (DAD), which is available online at <http://www.devpartners.gov.rw>. The information collected on external finance as part of the interim database for the 2005 DPM was used as preliminary data population of the DAD. The next steps involved in developing the database further within the short term are: incorporating the feedback from Gisenyi on the data entry form and finalizing the translation of the DAD into French; identification and training of DAD focal points within all development agencies; creation of usernames and passwords; data entry by development partners; and integration with the SmartGov budgeting system.

### **Summary of discussions on the DAD:**

**Data** – The purpose of this tool is to make projections. Data entered into the DAD will be generated as useful information that will feed directly into the budget preparation and planning processes as an interface with SmartGov. Although the tool is only capturing annual disbursement, it is flexible enough to capture quarterly disbursements; participants reached a general consensus that the DAD should capture quarterly disbursements.

**Harmonization of ICT Tools** – The ACU/EFU will interface with existing tools for tracking external finance to ensure that there is no duplication of efforts or data.

**Local Government** – Much work will need to be done to ensure that local governments use the DAD as consumers to help them improve their planning and budgeting processes.

## **2006 Deliverables:**

- Finalization of the DAD data entry form and integration with the SmartGov budgeting software of MINECOFIN
- Data is to be entered by all development partners and verified by a specific date to be communicated by MINECOFIN

## **SESSION 3 THEMATIC WORKING GROUPS**

There were five working groups under the following themes: strengthening government capacity for Aid Policy implementation; standardization of donor reporting requirements and reporting format; establishment of an independent monitoring group; what comes after the Aid Policy?; and intra-government division of labor in negotiation of external aid.

### **Group 1: Strengthening government capacity for aid policy implementation**

**Co-facilitators:**      **MIFOTRA and World Bank**

**Description:** The implementation of the Aid Policy will require different types of capacity building for the External Finance Unit and line ministries. These include the development of tools to ensure smooth implementation; having technically sound strong sector strategies; and identification of the key ingredients needed from donors to allow successful implementation of the Aid Policy.

#### **Discussion Points:**

- i) Capacity to develop appropriate tools
- ii) Strategic planning capacity for line ministries
- iii) Implementation of the 2005 Paris Declaration by donors at a local level
- iv) Implementation plan

#### **Summary of conclusions:**

- Raise awareness on the RAP and provide support at all levels in order to facilitate implementation of the Aid Policy. All stakeholders must understand the policy and comprehend the activities necessary for the implementation of the policy.
- Need to improve intra-government communication in order to successfully implement the RAP.
- The group emphasized the urgency of developing strong sector plans (may be done through the EDPRS process). It was proposed that budgetary incentives be established in order to ensure that sectors finalize strategic plans. Some sectors have developed strong plans, but need to continue ensuring external support is on-plan and on-budget.
- A comprehensive approach will be needed. The EFU will not be able, on its own, to handle all issues relating to the implementation of the RAP and both the national and decentralized levels.
- Need to develop tools for screening of transaction costs and alignment in order to ensure compliance with the RAP.
- NGOs can be service providers – government should transparently award service agreements to NGOs to ensure accountability requirements.

- Need to strengthen M&E system from top to bottom and define M&E requirements to aid districts by establishment of a single reporting system at the national level.

### **Group 2: Standardization of donor reporting requirements and reporting format**

**Co-facilitators:** CNLS & Belgian Cooperation

**Description:** The Development Assistance Database (DAD) is an aid management and coordination system for use in national development environments that strengthens the effectiveness and transparency of international assistance. DAD is a powerful, web-based information collection, tracking, analysis and planning tool for use by national governments and the broader assistance community, including donors, civil society, and the private sector.

**Discussion Points:**

- i) Frequency of data entry
- ii) Parties that will provide updates to the DAD
- iii) Users of the DAD and issues of accessibility
- iv) Avoiding of double counting
- v) Security and integrity of the data provided

**Summary of conclusions:**

- Produce a glossary of terminology on the various categorizations (Program, Project, Activity), roles of institutions vis-à-vis their data entry into the DAD, and should be reflected in the Data Entry Form. A manual to guide users on the correct data entry should also be produced.
- Clarifications between “Donor vs. Executing Agency” should be provided for in the Glossary.
- Data entry (after the initial phase) was agreed to be an on-going process. Quality control of data will be done by MINECOFIN on a quarterly basis and quality control of data by development partners and project coordinators will be conducted every six months (end-March and end-September). These bi-yearly reviews will help the GOR in budget preparation and preparations for the DPM, respectively.
- Heads of cooperation agencies will be requested to identify DAD focal points in their respective organizations, which will be tasked to perform the data entry in the DAD. The DAD focal points should have full access to all financial information.
- Security levels for editing the data should be enforced by MINECOFIN, through the use of usernames and passwords, giving appropriate rights to the users.
- The GOR should decide on what data / information should be reflected through the DAD from the SmartGov budget system.
- DAD should have an automatic codification system, which includes coding for donor agencies, development sectors, etc...
- Donors providing data in the DAD should only input local financing (funds coming into the country)

### **Group 3: Establishment of an independent monitoring group**

**Co-facilitators:** SPU/MINECOFIN & NINGO

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**Description:** Independent Monitoring Group (IMG) means the formation of a team independent of both government and donor agencies to evaluate the state of aid relationships in Rwanda and to make recommendations for improvements.

**Discussion Points:**

- i) Growth of the idea of mutual accountability; do the preconditions for the establishment of an IMG exist in Rwanda?
- ii) Should TORs be wide-ranging? Should they require equal attention to both government and donor performance? What criteria should be applied? How frequently should an IMG be convened?
- iii) Issues of financing and how to avoid a link between the pipers and the payers? Constitution of the team and who decides and should there be rights of veto? What should be the mix of the team? And how big should it be? What should be the reporting process? What arrangements should there be for follow-up and monitoring implementation?

**Summary of conclusions:**

- The group agreed that the establishment of an IMG is important for Rwanda – all partners have signed to the Paris Declaration and ensuring mutual accountability is important.
- Challenges that exist are: different aid modalities, different donor policies and procedures, having a credible government strategy and having sufficient will to carry out the evaluation.
- The criteria to be applied is to have indicators that are objective and quantifiable and they should be derived from the EDPRS, Aid Policy and the Paris Declaration.
- It was recommended that a temporary group be established under DPCG to develop the modalities of the monitoring mechanism and comprised of government, donors and CSOs.

**Group 4: What comes after the aid policy – Joint Assistance Strategy?**

**Co-facilitators:** SG/MINECOFIN & DFID

**Description:** In order to promote a harmonized approach to supporting the EDPRS and the implementation of the RAP, the development of a Joint Assistance Strategy would move current work to a higher level. It would combine many of the common features of individual country assistance strategies/programmes but, by going beyond a ‘lowest common denominator’ approach to country programming and focusing on key EDPRS outputs, DPs could collectively review ‘division of labor’ issues and identify a consolidated resource envelope. This would serve the key objective, which is to promote national ownership and increased ‘aid effectiveness’ as well as efficiency.

**Discussion Points:**

- i) What should be the main initial priorities?
- ii) How should a JAS be understood?
- iii) Strategic questions of timing and sequencing

### **Summary of conclusions:**

- Actions to be undertaken by government include: Adoption of the RAP by government by April/May; and during the course of the year, government should develop its plan of action by the November DPM.
- Actions to be undertaken by partners are:
  - All partners (incl. donors, CSOs, etc...) should carry out a self-assessment of their aid portfolio against the policy orientation entailed in the RAP by April/May.
  - Preparation of individual statements of intent or action plans responding to the RAP including any transitions and new issues should be done by June. After this, problems of individual development partners can be ironed out with government.
  - Preparation of joint statement of intent / action plans was proposed to take place by September.
  - Preparation of a joint proposal / action plan by all development partners by the November DPM – will pull out common issues from individual statements e.g. project implementation arrangements, plan joint programming process.
- It is important to have the action plans of both of the government and development partners ready at the same time and ready for adoption at the DPM in November.
- Both the government and development partners should begin a joint programming process (e.g. joint analysis, consultations, etc...) in 2007. Starting in 2009, partners can entertain the elaboration of a Joint Assistance Strategy.

### **Group 5: Intra-Government division of labor in negotiation of external aid**

**Co-facilitators:** EFU/MINECOFIN & German Cooperation

**Description:** Whilst the government has become increasingly involved in the negotiation and management of aid to Rwanda over the last decade, it has not always done so in an organized manner. Lack of guidelines and procedures mean that responsibilities within the government are not clear. Donors do not always know to whom offers of assistance should be addressed, and government departments do not liaise with each other in a systematic manner. This may result in unnecessarily high transaction costs for the government, and in assistance being accepted in a manner that does not necessarily meet Rwanda's needs and priorities.

#### **Discussion Points:**

- i) Formalization of the division of responsibilities in the RAP. Will the proposed division of labor increase or decrease transaction costs?
- ii) Capacities to implement the proposed division of labor within government: does the enlarged role envisaged for MINECOFIN pose problems in terms of capacity? Not all sectors have strong strategic plans yet. What are the implications of this?
- iii) Might "back door" deals hinder the implementation of the proposal? What are the implications of the proposal for donor agencies? Would they need to change their

practices? How can they be encouraged to do so? How might disputes and disagreements be avoided / resolved?

**Summary of conclusions:**

- There is need on clear division of responsibilities - need to clarify the division of labor between MINECOFIN, MINAFFET, MINALOC and districts. Duplication of responsibilities across ministries and other government institutions could lead to increased transaction costs in the management of external aid. A manual of procedures will crystallize roles and responsibilities in negotiation and management of external aid.
- “Back door” funding not only undermines MINECOFIN’s ability to oversee assistance, but also that of other government organizations like districts and MINALOC. There is a need for change in behavior on the part of development partners.
- The Private Sector Federation should have a plan on how the private sector should deal with donors. Donors can deal directly with NGOs and private sector organizations, but government should be informed about outcomes for macro and monetary purposes.

**SPECIAL SESSION ON THE AFRICAN PEER REVIEW MECHANISM**

**Presenter:** Special Advisor to the President on NEPAD / Office of the President

*Document: Government of Rwanda APRM Action Plan*

Upon request of the special advisor to the President on NEPAD, a special session was held to present the Action Plan for implementation of recommendations from the APRM report on Rwanda. The Action Plan will be integrated with the EDPRS, particularly dealing with governance issues. This was the first time that the Action Plan was presented to development partners, so the presenter availed himself for comments and discussion following the retreat. The estimated cost for implementing the plan is \$95 million USD, which is a practical and realistic indicative estimate for the kind of gaps identified. A recent scan of the program of action indicated that 20-30 of the planned activities have already begun implementation. Part of the work that will be done before integrating it into the EDPRS is to first scan it to assess and see what actions have already begun implementation.

**Summary of discussion:** Stakeholders appreciated the presentation of the document and wanted further clarity on how the costing and activities had been developed and on how the action plan was linked to the EDPRS process and sector strategic plans.

**2006 Deliverables:**

- The NEPAD office in the Presidency is to hold a meeting for stakeholders to provide further comments on the draft APRM Action Plan.
- EDPRS Sector Working Groups and NEPAD to work together to ensure consistency between the APRM Action Plan and the EDPRS process

## **SESSION 4: EFFECTIVENESS OF COORDINATION MECHANISMS**

**Presenter:** Aid Coordination Unit / MINECOFIN

*Document:* *Review of effectiveness of coordination mechanisms*

The presentation by the ACU provided an overview of effectiveness of existing coordination structures, including: DPCG, BSHG, HARPP, and Clusters. At the same time, it raised some key questions for discussion on cross-cutting issues, and coordination mechanisms at decentralized levels. A sector analysis chart, updated by all donors attending the retreat, was presented and provides a good overview of partners intervening in the different development sectors. An excellent basis exists for building on past successes and for overcoming shortfalls. Currently, meetings are being held regularly but there is room for improvement of the degree of dialogue and there is need for institutionalization of coordination system.

### **Summary of discussions:**

**Clusters** – One of the areas that need improvement with the clusters is monitoring and ensuring that there is capacity to run them. This can be achieved by ensuring MINECOFIN provides adequate support. There is no need to create new frameworks since the existing institutions are quite good despite the need to strengthen them. Recommendations from the integrated trade study are to be taken into account in the EDPRS elaboration process by all SWGs. For the clusters that do not have TORs, generic TORs had been developed by the EFU and this could be used as a guide by the clusters that still need to develop them. It was agreed that the clusters which do not yet have TORs should be given until the end of the month to develop them.

**DPCG** - DPCG meetings should be held every two months. The EFU (MINECOFIN) will continue to be the secretariat for the BSHG, as well as the DPCG. One of the roles of the DPCG is to carry out quality assurance, especially on documentation widely distributed to all partners and Government. The work of the HARPP seemed to be duplicating the harmonization and alignment frameworks established for sectors, and it was proposed to be disbanded.

**Silent Partnerships** – The sector analysis chart showed very few silent partnerships; it was agreed that this type of partnership is not being used to its full capacity by donors.

**Cross-Cutting Issues** – It was recommended that a separate multidisciplinary working group on cross-cutting issues be established to ensure mainstreaming of such important development programmes.

### **2006 Deliverables:**

- TORs to be adopted by all clusters
- Dismantle HARPP
- Frequency of DPCG meetings changed to alternate months
- Standard agenda points from DPR working group to be included in DPCG meetings
- Operationalise Joint Action Fora at Province Level
- Establish ad-hoc working group on “defining modalities for IMG”
- Local government capacity building to be coordinated by HIDA

## **SESSION 4 THEMATIC WORKING GROUPS**

*Presentations by the working groups can be accessed at: [www.devpartners.gov.rw/dpr.php](http://www.devpartners.gov.rw/dpr.php)*

Working groups were on the following themes: improving cluster effectiveness; DPCG and technical groups (BSHG & HARPP); the role of civil society & private sector in the aid effectiveness and policy dialogue; Local Government coordination mechanisms; and mainstreaming cross-cutting issues in the ACHA framework.

### **Group 1: Improving cluster effectiveness**

**Co-facilitators:** **EFU/MINECOFIN & Sida**

**Description:** Clusters in Rwanda represent sector coordination groups led by the respective line ministry and a lead donor, bringing together the development partners working in the sector. At present, there are 10 active clusters (Justice, Rural Development, Private Sector, Infrastructure, Health, Education, Decentralization, Gender and Public Sector/Capacity Building) and 4 sub-clusters (ICT, Transport, and Water under the Infrastructure umbrella, and HIV/AIDS under the Health umbrella).

#### **Discussion Points:**

- i) Defining the role of the lead donor and line ministry for clusters
- ii) Development of Annual work plans or other tools for setting targets and monitoring progress
- iii) Joint reviews of the sectors or cross-sectors in clusters and linking it to APRs
- iv) Matching of clusters and the sector groups for the EDPRS
- v) The role of clusters in fostering harmonization and alignment in sectors which are predominantly financed through project support
- vi) Examination of the existing sector coordination working groups
- vii) Rules on the division of labor through comparative advantages of certain DPs
- viii) Role of Civil Society Organizations in the clusters

#### **Summary of conclusions:**

For Clusters to effectively perform there is a need:

- To develop clear and comprehensive policies and sector strategies;
- For a political commitment from government and line ministries;
- To clarify the roles of line ministries and development partners;
- For lead agencies to have the capacity to lead the clusters;
- For Joint Sector Reviews to be institutionalized by having well-defined TORs;
- To ensure effective sector coordination frameworks are recognized officially through Cabinet, in order to provide the mandate necessary for better sector coordination;
- To identify a focal point in line Ministries;
- To highlight the role of CSOs and analyze their driving force in participation; and
- To set up an ad-hoc working group following the finalization of EDPRS work to ensure the recommendations on improving cluster effectiveness are undertaken.

## **Group 2: DPCG and Technical groups (BSHG & HARPP)**

**Co-facilitators:** SG/MINECOFIN & EC

**Description:** The DPCG is the highest-level coordination structure in Rwanda made up of representatives from government, donor agencies, civil society and private sector. BSHG is a technical group of the DPCG and formed in 2003 under the Partnership Framework for Harmonization and Alignment of Budget Support. The HARPP is a technical group of the DPCG established in 2004 with the objectives of focusing on translating global commitments from the 2003 Rome Declaration on Harmonization and the 2005 Paris Declaration on Aid effectiveness into actions by donors.

**Discussion Points:**

- i) Improving effectiveness of DPCG in facilitating policy dialogue
- ii) Role of DPCG in steering the overall harmonization and alignment process
- iii) Contribution of the DPCG in ensuring effective functioning of clusters
- iv) Role of DPCG in monitoring progress in implementation of the Paris commitments and the RAP
- v) Reduction of transaction costs through joint BS and PFM reviews
- vi) Capacity building of government by BSHG in planning, budgeting, monitoring and PFM?
- vii) Role of Sector Budget Support donors in the partnership framework
- viii) Role of HARPP group within the aid coordination architecture. Could we do without the HARPP group?

**Summary of conclusions:**

- Starting from May, the DPCG will convene every 2 months on the first Thursday of the month. The standing agenda items are: cluster reports (4 per DPCG on rotating basis, along defined structure); EDPRS update from Sector Working Groups; and report from BSHG
- The DPCG will make recommendations on the structure of clusters to Cabinet.
- Joint BS and PFM reviews have reduced transaction costs but quality of information presented could be improved.
- At the first DPCG of the fiscal year, a presentation will be made on the highlights of the budget.
- BSHG to identify sectors with weak planning, budgeting and monitoring capacity and define support measures.
- Achievement in establishment of a common financing mechanism to support PFM & procurement reforms under HIDA management (supported by WB, DFID, and EC)
- HARPP contributed to raising awareness of H&A issues but harmonization of projects and programmes are better dealt with through clusters, ultimately, SWAps. It was recommended, therefore, that the HARPP be disbanded immediately. Overarching H&A issues fall under the responsibility of the DPCG.

### **Group 3: Role of civil society & private sector in the aid effectiveness and policy dialogue**

**Co-facilitators:** SG/MINIJUST & RPSF

**Description:** Civil Society and Private Sector are partners to the Government in national development programs. These stakeholders not only offer additional capacity for implementation of national development programs, such as the Vision 2020 and EDPRS, but also account for a significant amount of external financing. Improving aid effectiveness, therefore, necessitates full participation by civil society and the private sector in coordination mechanisms established by the Government.

#### **Discussion Points**

- i) Role and participation of civil society and private sector in cluster working groups
- ii) Enabling environment for private sector development and participation
- iii) Capacity of Government to ensure that private sector investments (especially international investments) fall in line with national priorities?
- iv) Incorporation of the role of CSO and PS in improving aid effectiveness
- v) Enabling environment for civil society
- vi) Government preference for direct budget support and civil society capacity to function and comparative advantage of CSOs
- vii) Conditionalities for aid channeled through civil society organizations by DPs

#### **Summary of conclusions:**

- To improve coordination in the sectors, there is need to have a partnership with CS from the planning phase through to implementation. Their participation can be improved by having a voice across all sectors.
- Government should ensure an environment conducive to increased participation of civil society and private sector. Private sector and civil society also must play a role in promoting their own agenda in either challenging or supporting the government.
- The EDPRS should emphasize that a basic source of implementation (service provider) is the civil society and private sector. CS has a comparative advantage in areas of service delivery (e.g. advocacy) and donors are welcome to channel international assistance to Rwanda through CS.
- The role of civil society and the private sector in improving aid effectiveness can be incorporated in the RAP by having a clear statement that private sector and civil society are legitimate recipients of aid; by recognizing the difference between private and official aid inflows; and ensuring the continued inflow and sustainability of international capital. Development Partners will always reserve part of their budget for non-governmental expenditure as dictated by their governments abroad. Both the government and private sector should support the principles of Public-Private Partnership.
- Following group presentations, the following was discussed in plenary:
  - The RAP should link with the draft policy on NGOs through consultation with MINALOC and NGOs
  - The Government committed to ensure an enabling environment is created for the operation and participation of civil society in the aid policy dialogue.

- A convention from November 2004 set up mutual accountability mechanism for NGOs and Government. The yearly Joint Sector Reviews were also identified as good mechanisms for mutual accountability.

#### **Group 4: Local Government Coordination Mechanisms**

**Co-facilitators:** SG/MINALOC & Dutch Cooperation

**Description:** Although the Aid Policy prescribes preferences on external financing for central government, it does not do so for local government. Inequity of financing different local governments by development partners has been, in the past, an issue. Financing mechanisms, such as the CDF, have been established to provide a channel through which development partners can equitably finance district plans across the country. Nevertheless, many stakeholders continue to support civil society organizations (such as NGOs) directly working in local administrative territories without aligning with the priorities as defined by districts in their CDPs, or even adequately sharing information to help districts better plan and budget for development programmes within its territories. Some donors also implement activities at the local level without due consideration of the policies adopted by central government with regard to equalization of development budgets. The main issue discussed in this working group was on how to strengthen local government ownership over all external financing supporting development in its administrative territories by leading the process of coordination, harmonization and alignment of all partners working for the betterment of its population.

**Discussion Points:**

- i) Mechanisms within local governments for the management of development assistance
- ii) Process by which CDPs are developed and budgeted for
- iii) Tools available to local governments to manage processes of planning and budgeting
- iv) Role of central government in supporting local government management of aid
- v) Criteria for interventions by DPs in local administration
- vi) PFM systems at local government level
- vii) Performance monitoring mechanism for local governments

**Summary of conclusions:**

- Local governments should ensure implementation of national development plans in administrative territories and the central government should follow the implementation of these plans.
- The National Decentralization Steering Committee should oversee the process to ensure equity in coordination of planning, financing, capacity building and implementation at national level
- Joint Action Fora at provincial level to ensure equity between external financing for districts and coordination
- The group supports the idea of establishing single project management units within ministries.
- Local Government preferences for financing modalities must be aligned with national priorities and district development plans (DBS, SBS ,CDF, Programme support, Project support) and be reflected in the RAP.

- There is need for interim measures for coordination whilst moving toward a SWAP for decentralization
- HIDA, as the agency responsible for capacity building, should help build capacities at the local government level for management of external finance.
- The division of responsibilities outlined in the Aid Policy also applies to local governments when negotiating external aid.
- Aid Policy Implementation Plan needs to clearly specify roles and rules of the game at decentralized levels.

### **Group 5: Mainstreaming crosscutting priorities in the ACHA framework**

**Co-facilitators:** DPU/MINECOFIN & DFID

**Description:** Many crosscutting issues do not correspond to a specifically defined sector. Success of coordination of crosscutting issues is dependent upon the strength and clarity of the leadership from the respective line ministry and upon the level of participation of DPs and other government institutions involved in the sector. However, current coordination of crosscutting issues continue to face problems – structures and processes that deal with these issues lack focus, clarity, mandate and strategy.

**Discussion Points:**

- i) Existence of cross-sectoral coordination structures
- ii) Reshaping of cluster system to mirror the orientation of ministries and/or the EDPRS
- iii) Effectiveness of government and DPs to handle crosscutting issues.
- iv) Financing of cross-sectoral sector and its effect on harmonization and alignment
- v) Effect of recent reforms on the capacity of the GoR and DP's to manage cross-sectoral issues
- vi) Mechanisms or structures to deal with mainstreaming crosscutting issues.
- vii) Existence of appropriate annual reporting systems on crosscutting issues

**Summary of conclusions:**

- Crosscutting priorities are not acknowledged because of a lack of: Leadership; Resources / Capacity; System failure; Definition of the issues; Monitoring / follow-up; Availability of tools; and Budget and strategy
- The group recommended the creation of one multi-disciplinary working group to gather stakeholders with interests in various cross-cutting issues as part of the EDPRS process
- The cross-cutting priority working group can provide definition, leadership, agree on approaches to mainstream issues; establish a mechanism to monitor these issues; ensure that TORs are defined for each sector; become part of the APR; report to the DPCG and the EDPRS committee; be lean and very mean; do its own studies, consult relevant constituencies; and monitor across all cross sectors.
- This group can be looked at as a clearinghouse for all sectors, which will scrutinize activities in all crosscutting issues. It will be given the necessary resources to perform its duties starting with a clear definition: 2 lifetimes; first is in the EDPRS and the second in the implementation (APR + Capacity building). Its size and composition will depend on what is crosscutting

- Success of the group can be ensured by providing guidelines for sector working groups; national planning and budgeting guidelines; TORs of the DPCG; officially establish it as a Working Group; and high level representation

## **SESSION 5: EXPECTED ACHA DELIVERABLES FOR 2006**

**Presenters:** Members of the External Finance Unit

**Documents:** ACHA Deliverables for 2006 (ANNEX 2)

2006 Harmonized Planning Calendar ([www.devpartners.gov.rw](http://www.devpartners.gov.rw))

## **CLOSING SESSION**

During this session, the updated 2006 ACHA deliverables were approved and closing remarks were made by the United Nations Resident Coordinator and the Secretary General and Secretary to the Treasury, Ministry of Finance and Economic Planning. SG/MINECOFIN gave a brief update on the discussions held in Akagera, but mentioned that more details on the retreat will be available through the GOR website: [www.gov.rw](http://www.gov.rw). The following issues were discussed extensively and given special attention during the Akagera retreat: energy sector, project implementation; establishment of a taskforce to deal with absorption capacity issues; science and technology in schools; revisiting the structure of the budget; and agricultural transformation. In their closing remarks they thanked participants for their contributions and declared the retreat closed.

**ANNEX 1 – List of Attendees**  
*Sorted by Role and Organization*

	<b>Full Name</b>	<b>Job Title</b>	<b>Organization</b>	<b>Role</b>	<b>Category</b>
1	Mr. Francis Gatare	NEPAD Special Adviser to the President	Office of the President	GOR	Presidency
2	Dr. Agnes Binagwaho	Executive Secretary of CNLS	Office of the President	GOR	Presidency
3	Dr. Evariste Namahungu	Secretary General	Ministry of Agriculture and Animal Resources	GOR	Ministries
4	Mr. Justin Nsengiyumva	Secretary General	Ministry of Commerce, Industry, Investment Promotion, Tourism and Cooperatives	GOR	Ministries
5	Mr. Felicien Murenzi	Director of Planning	Ministry of Commerce, Industry, Investment Promotion, Tourism and Cooperatives	GOR	Ministries
6	Mr. Narcisse Musabeyezu	Secretary General	Ministry of Education, Science, Technology and Research	GOR	Ministries
7	Hon. Prof. Manasseh P. Nshuti	Minister	Ministry of Finance and Economic Planning	GOR	Ministries
8	Mr. John Rwangombwa	Secretary General and Secretary to the Treasury	Ministry of Finance and Economic Planning	GOR	Ministries
9	Mr. Jean Jacques Nyirubutama	Director of External Finance Unit	Ministry of Finance and Economic Planning	GOR	Ministries
10	Mr. Ernest Rwanucyo	Director of Development Planning Unit	Ministry of Finance and Economic Planning	GOR	Ministries
11	Mr. André Habimana	Professional in charge of Poverty Assessment, DPU	Ministry of Finance and Economic Planning	GOR	Ministries
12	Mr. Robert Cook	ODI Fellow, Development Planning Unit	Ministry of Finance and Economic Planning	GOR	Ministries
13	Mr. Francois Nkulikiyimfura	Director of Treasury	Ministry of Finance and Economic Planning	GOR	Ministries
14	Mr. E. Thomas Gatabazi	Accountant General	Ministry of Finance and Economic Planning	GOR	Ministries
15	Mr. Amandin Rugira	Secretary General	Ministry of Foreign Affairs and Cooperation	GOR	Ministries
16	Dr. Ben E. Karenzi	Secretary General	Ministry of Health	GOR	Ministries
17	Amb. Joseph Mutaboba	Secretary General	Ministry of Internal Security	GOR	Ministries
18	Mr. Johnston Busingye	Secretary General	Ministry of Justice	GOR	Ministries
19	Ms. Alphonsina Mirembe	Justice Sector Coordination Officer	Ministry of Justice	GOR	Ministries
20	Mr. Vincent Gatwabuyege	Secretary General	Ministry of Lands, Environment, Forestry, Water and Mines	GOR	Ministries

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	<b>Full Name</b>	<b>Job Title</b>	<b>Organization</b>	<b>Role</b>	<b>Category</b>
21	Mr. Eugène Barikana	Secretary General	Ministry of Local Government, Good Governance, Community Development and Social Affairs	GOR	Ministries
22	Ms. Anne Louise Grinsted	Economist, NDIS	Ministry of Local Government, Good Governance, Community Development and Social Affairs	GOR	Ministries
23	Mr. Vincent Karega	Secretary General	Ministry of Public Service, Skills Development and Labour	GOR	Ministries
24	Mr. Jean Damascène Habimana	Secretary General	Parquet Général de la République	GOR	Parastatal
25	Ms. Anne Gahongayire	Secretary General	Supreme Court	GOR	Parastatal
26	Mr. George Katureebe	Director General	Central Projects and Public Investments Bureau	GOR	Parastatal
27	Mr. Emmanuel Gatari	Head of Procurement Operations Unit	National Tender Board	GOR	Parastatal
28	Mr. Eugène Gatari	Senior Programs Officer	Rwandese Association of Local Government Authorities	GOR	Local Gov
29	Mr. Theofiel Baert	Rural Development Cooperation Counselor	Belgian Embassy	Donor	Bilateral
30	Mr. Dirk Heuts	Minister Counselor	Belgian Embassy	Donor	Bilateral
31	Mr. Michel L. Fréchette	Second Secretary, Development Cooperation	Canadian Embassy	Donor	Bilateral
32	Ms. Julie Fournier	Second Secretary, Development Cooperation	Canadian Embassy	Donor	Bilateral
33	Mr. Fang Zhimin	Economic and Commercial Counselor	Chinese Embassy	Donor	Bilateral
34	Mr. Alain Sauval	Cooperation Counsellor	French Embassy	Donor	Bilateral
35	Mr. Jean-Baptiste Luciani	Cooperation Attaché	French Embassy	Donor	Bilateral
36	Mr. Wolfgang Ahrens	Deputy Director, GTZ	German Cooperation	Donor	Bilateral
37	Mr. Tomoyuki Yamamoto	Political Officer, Great Lakes Division	Embassy of Japan	Donor	Bilateral
38	Ms. Naoko Imoto	Project Formulation Advisor	Japanese International Cooperation Agency	Donor	Bilateral
39	Mr. Robert-Jan Siegert	Deputy Head of Development Co-operation	Royal Netherlands Embassy	Donor	Bilateral
40	Ms. Caroline Rietveld	Head of Administration and Consular Affairs	Royal Netherlands Embassy	Donor	Bilateral

	<b>Full Name</b>	<b>Job Title</b>	<b>Organization</b>	<b>Role</b>	<b>Category</b>
41	Mr. Arne Ström	Head of Mission, Development Cooperation Section (DCS)	Swedish International Development Co-operation Agency	Donor	Bilateral
42	Mr. Matthias Weingart	Resident Director	Swiss Agency for Development and Cooperation	Donor	Bilateral
43	Mr. Vijay Pillai	Deputy Head of Office	UK Department for International Development	Donor	Bilateral
44	Mrs. Judy Walker	Senior Social Development Adviser	UK Department for International Development	Donor	Bilateral
45	Mr. Kevin Mullally	Mission Director	United States Agency for International Development	Donor	Bilateral
46	Mr. A. Kader Guèye	Resident Representative	African Development Bank	Donor	Multilateral
47	Dr. David MacRae	Head of Delegation	European Commission Delegation	Donor	Multilateral
48	Mr. Thomas Leeming	Economist	European Commission Delegation	Donor	Multilateral
49	Ms. Elisabeth Balepa	Country Representative	Food and Agriculture Organization	Donor	Multilateral
50	Mr. Lars Engstrom	Resident Representative	International Monetary Fund	Donor	Multilateral
51	Mr. Eric Rwabidadi	Country Liaison Officer	International Fund for Agricultural Development	Donor	Multilateral
52	Dr. Dirk van Hove	Country Coordinator	Joint United Nations Programme on HIV/AIDS	Donor	Multilateral
53	Ms. Bintou Keita	Country Representative	United Nations Children's Fund	Donor	Multilateral
54	Mr. Aboubacar Souleymane	Programme Officer, Social Planning and Rights Advocacy	United Nations Children's Fund	Donor	Multilateral
55	Mr. Felix Rusake	Programme Officer, Economic Security	United Nations Development Fund for Women	Donor	Multilateral
56	Mr. Moustapha Soumaré	Resident Representative / UN Resident Coordinator	United Nations Development Programme	Donor	Multilateral
57	Dr. Alphonse Munyakazi	Representative, a.i. and officer-in-charge	United Nations Population Fund	Donor	Multilateral
58	Mr. Panos Moumtzis	Resident Representative	United Nations Refugee Agency	Donor	Multilateral
59	Mr. Mohamed A. Touré	Country Manager	World Bank	Donor	Multilateral
60	Ms. Maarit Hirvonen	Country Representative	World Food Programme	Donor	Multilateral
61	Dr. Diosdado-Vicente Nsue-Milang	Resident Representative	World Health Organization	Donor	Multilateral
62	Mr. Emmanuel Hategeka	Secretary General	Rwanda Private Sector Federation	Civ Soc	Priv Sec
63	Mr. Sean Gallagher	Co-Chair and CRS Country Representative	Network of International Non-Governmental Organizations	Civ Soc	Intl NGO

	<b>Full Name</b>	<b>Job Title</b>	<b>Organization</b>	<b>Role</b>	<b>Category</b>
64	Ms. Hermaine Nikolaisen	Treasurer and LWF Country Director	Network of International Non-Governmental Organizations	Civ Soc	Intl NGO
65	Mr. Hugo Jombwe	Co-Chair and ASF Head of Mission	Network of International Non-Governmental Organizations	Civ Soc	Intl NGO
66	Mr. Muhamed Bizimana	Representative	CARE International	Civ Soc	Intl NGO
67	Mr. Patrick Osodo	Acting Regional Manager	TROCAIRE Rwanda	Civ Soc	Intl NGO
68	Mrs. Prisca Mujawayezu	Executive Secretary, Sustainable Development	Conseil de concertation des organisations d'appui aux initiatives de base	Civ Soc	Natl NGO
69	Mr. George Mupenzi	Spokesman	National Civil Society Platform	Civ Soc	Natl NGO
70	Ms. Thaciana Nyirankundizamu	Executive Secretary for Ruhengeri District	PRO-FEMMES/TWESE HAMWE	Civ Soc	Natl NGO
71	Mr. Gianluca Rampolla del Tindaro	Head of Aid Coordination Unit	Ministry of Finance and Economic Planning	Staff	EFU
72	Ms. Kampeta Sayinzoga	Senior Economist, External Finance Unit	Ministry of Finance and Economic Planning	Staff	EFU
73	Ms. Danila Boneva	Programme Specialist, Aid Coordination Unit	Ministry of Finance and Economic Planning	Staff	EFU
74	Mr. Kareem I. Oweiss	Programme Officer, Aid Coordination Unit	Ministry of Finance and Economic Planning	Staff	EFU
75	Mr. Dereck Rusagara	ICT Associate, Aid Coordination Unit	Ministry of Finance and Economic Planning	Staff	EFU
76	Mr. Robin Ogilvy	ODI Fellow, External Finance Unit	Ministry of Finance and Economic Planning	Staff	EFU
77	Mr. Paul Farran	Programme Associate, Aid Coordination Unit	Ministry of Finance and Economic Planning	Staff	EFU
78	Ms. Doreca Musenga	Administrative Assistant, Aid Coordination Unit	Ministry of Finance and Economic Planning	Staff	EFU
79	Ms. Anna Drale De Boer	Retreat Rapporteur	Ministry of Finance and Economic Planning	Staff	EFU
80	Ms. Solange Umutoni	Retreat Rapporteur	Ministry of Finance and Economic Planning	Staff	EFU
81	Mr. Richard Bradley	DAD Developer	Synergy International Systems	Staff	EFU