



Ministry of Finance and Economic Planning

Coordination of the implementation of National Visions (Vision 2050), the National Strategy for Transformation (NSTI/2) and other government development agendas(2030,2063)

**PRESENTATION TO UNECA DELEGATION
RWANDA, 12TH NOVEMBER 2025**



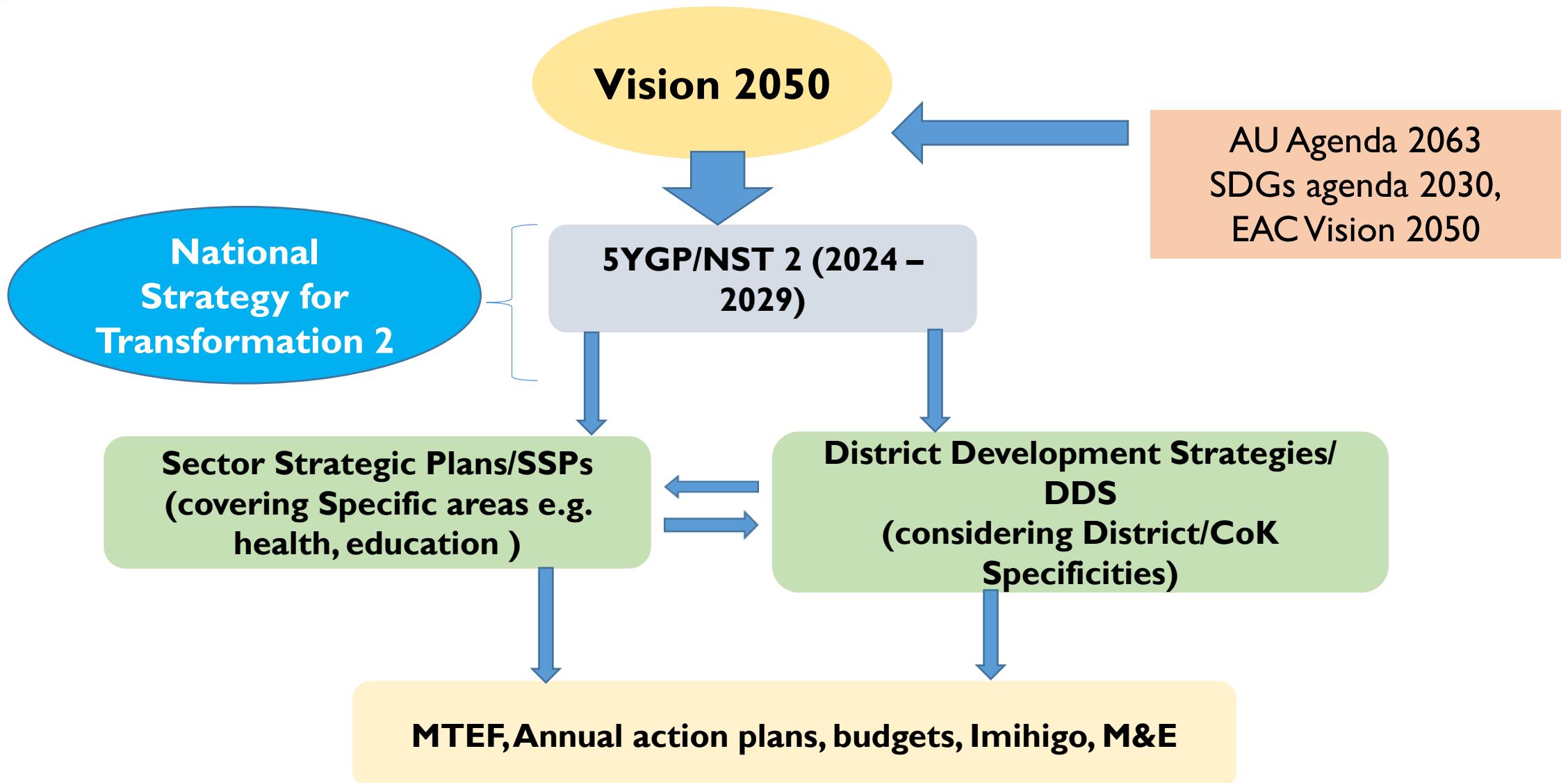
Outline

National Development Strategic Planning Framework.

- Alignment of SDGs to the National Planning Framework.
- Alignment of Agenda 2063 to the National Planning Framework.
- Coordination and Oversight of National Development Planning Frameworks.
- Key Strategic Planning and Budgeting Tools
- Rwanda Planning and Budgeting Process
- Key practical links between planning & budgeting (Alignment of Plans with Budgets)
- Recent reforms undertaken to strengthen the planning and budgeting functions
- Rwanda Monitoring & Evaluation and Reporting system
- Channel and Frequency of Projects Reporting
- Parameters for project performance assessment

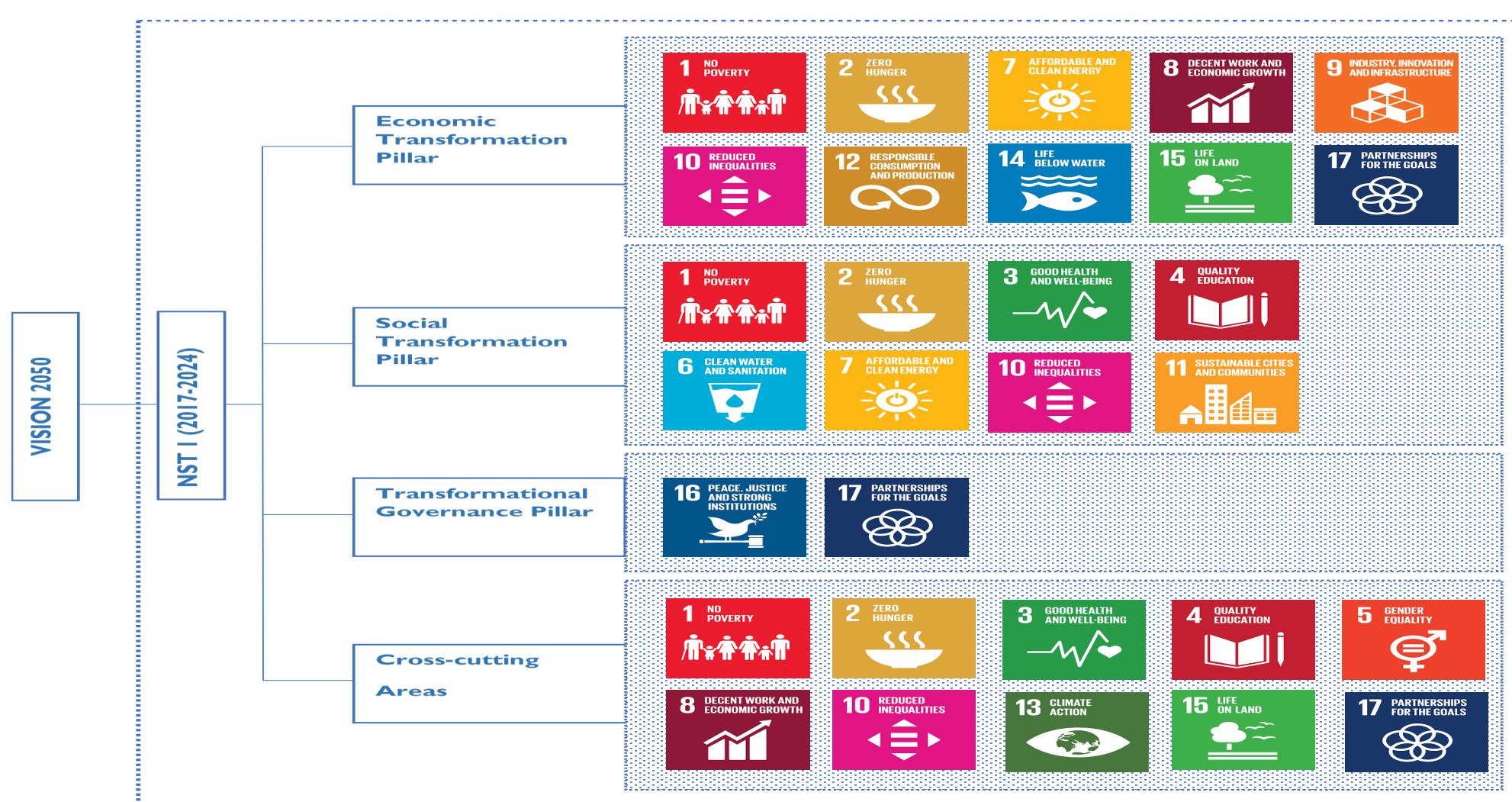


National Development Strategic Planning Framework (Linking priorities from all levels)





Alignment of SDGs to the National Planning Framework





Alignment of Agenda 2063 to the National Planning Framework

Agenda 2063 Aspiration

Aspiration I – A Prosperous Africa

Aspiration 3 – Good Governance & Justice

Aspiration 6 – People-Driven Development

Aspirations 2 & 4 – Unity, Peace & Security

Rwanda's Alignment

Vision 2050 and NST drive inclusive growth, industrialization, and high living standards.

Imihigo and decentralization promote accountability, transparency, and rule of law.

NST also prioritize youth, women, and citizen participation in transformation.

Rwanda champions peacebuilding, stability, and regional integration efforts.



Coordination and Oversight of National Development Planning Frameworks

Role	Organ	Functions
Oversight and Accountability	Parliament (Senate and Chamber of Deputies)	Oversight of the progress, endorsing plans and budgets, demanding accountability
Strategic Orientation	Cabinet	Approval of financing /implementation plans, strategic guidance
Strategic Monitoring	National Leadership Retreat Umushyikirano/National Dialogue	Chaired by The President, the retreat brings together senior government officials, CSOs representatives with the purpose of reviewing previous year performance, discuss causes for under performance and devise new strategies to overcome underlying challenges
Technical Advisor	Development Partners Coordination Group (DPCG)	Technical Advice and support to implementation
National Coordination	MINECOFIN	Coordinate preparation of plans and budgets, implementation and Monitoring and evaluation,
Sector Coordination	Ministerial Clusters	Addressing Cross Sectoral issues
Technical Consultations	Sector Working Groups	Forum for engaging all stakeholders, monitoring sector level
Districts coordination	District Councils, Districts Joint Action Development Forums (JADFs)	Forum for engaging all stakeholders, monitoring District level
	Community Outreach through Umuganda,...	Citizen Participation and engagement forums



Ministry of Finance and Economic Planning

Overview of the process of planning, budgeting Process and M&E of the National development and reporting mechanisms for result based management (performance management).



National Planning & Budgeting Overview

- **PLANNING** entails the identification of programmes, projects and activities to achieve optimum balance of needs with the available resources.
 - ▶ National Planning function is coordinated by MINECOFIN through NDPR department to ensure alignment of national priorities to other strategic documents including NST2, VISION 2050, SDGs etc.
- **BUDGETING** is linked to planning and turns the qualitative and quantitative plans in monetary terms – revenue and expenditure estimates
 - ▶ Budget process is coordinated by the **National Budget Department** in MINECOFIN.



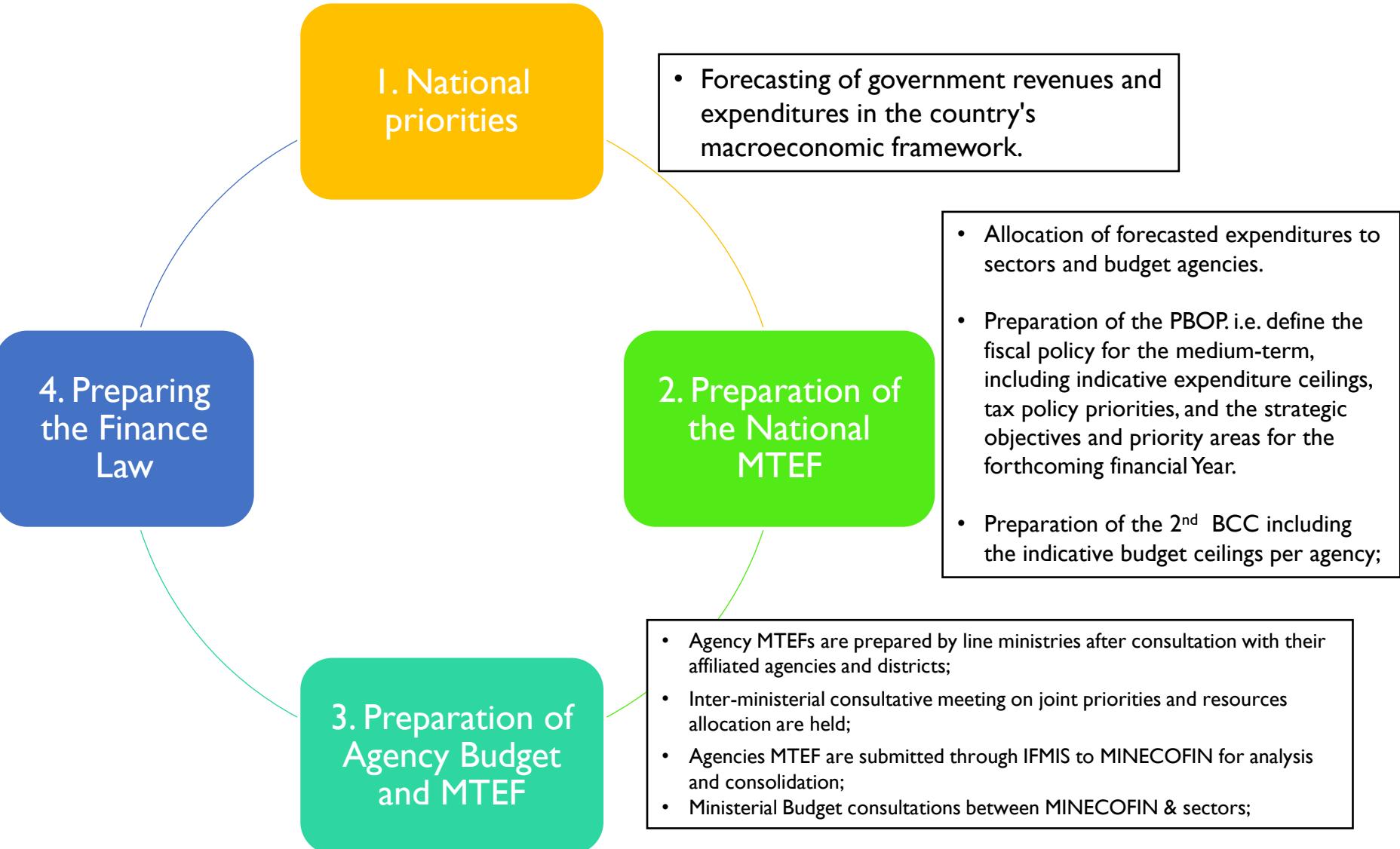
Key Strategic Planning and Budgeting Tools

- ❑ **Vision 2050:** Sets the long term strategic vision of the country
- ❑ **Global commitments:** Sustainable Development Goals (SDGs), Agenda 2063, EAC Vision 2050 etc.
- ❑ **Second National Strategy for Transformation (NST2):** medium term national strategy to implement the Vision
- ❑ **Sector Strategic Plans (SSPs):** Medium term strategies for specific sectors to implement the NST2.
- ❑ **District Development Strategies (DDSs):** medium term District-specific priorities and strategies to implement the NST2
- ❑ **Annual Action Plans (AAPs):** showing the annual targets to be achieved in line with the medium term strategies.



Rwanda Planning and Budgeting Process

- Preparation of the Budget Framework Paper (BFP);
- The BFP is presented to Cabinet for comments and consideration;
- The BFP is presented to Parliament for comments and approval;
- Following the approval of the BFP, MINECOFIN prepares the Draft Finance bill considering comments from Parliament and then presented again to both Cabinet and Parliament for approval;
- Review by the Budget by the budget Committee and Plenary Debate; the report is submitted to the executive for consideration;
- Approval of the State Finance Law by Parliament & published in the official gazette.





Key practical links between planning & budgeting (Alignment of Plans with Budgets)

- National policies are translated into sectoral & institutional priorities:
 - National policies guide resource allocation;
 - Linkage between policies and institutional framework is ensured;
 - Multiyear approach used for strategic planning and resource allocation;
- Setting the resource envelope and Ceilings determination:
 - The macroeconomic framework is informed by the costed priorities and available envelope;
 - The Public Investment Committee (PIC) and Local Government Project Advisory Committee(LGPAC) decisions guide resource allocation on development projects.
- Promoting efficient use of Resources allocation:
 - Project performance reports and in-year budget execution reports are produced to inform the budget revision process and resource allocation for next fiscal years;
- On the post implementation (monitoring results), accountability is ensured through audit and other evaluation mechanisms (e.g. performance evaluation);



Recent reforms undertaken to strengthen the planning and budgeting functions

- ▶ **MTEF Enhancement and Introduction of Budget baseline costing**
 - ▶ To provide information on the fiscal space;
- ▶ **The Planning and Budgeting outlook paper**
 - ▶ Define the medium-term fiscal policy, including indicative expenditure ceiling
- ▶ **Performance Based Budgeting (PBB)**
 - ▶ Introduction of Performance Based Budgeting (PBB), to reflect non financial performance information
 - ▶ To provide strategic guidance to priorities and resource allocation
- ▶ **Merging the CG and LG planning and budgeting call circular**
 - ▶ To facilitate timely coordination, proper planning and prioritization to ensure clear linkage between the planning and budgeting process across all Budget Agencies (BAs).
- ▶ **Budget tagging (Nutrition and Climate)**
 - ▶ Tool for monitoring and tracking of related expenditures in the national budget system for easy reporting.



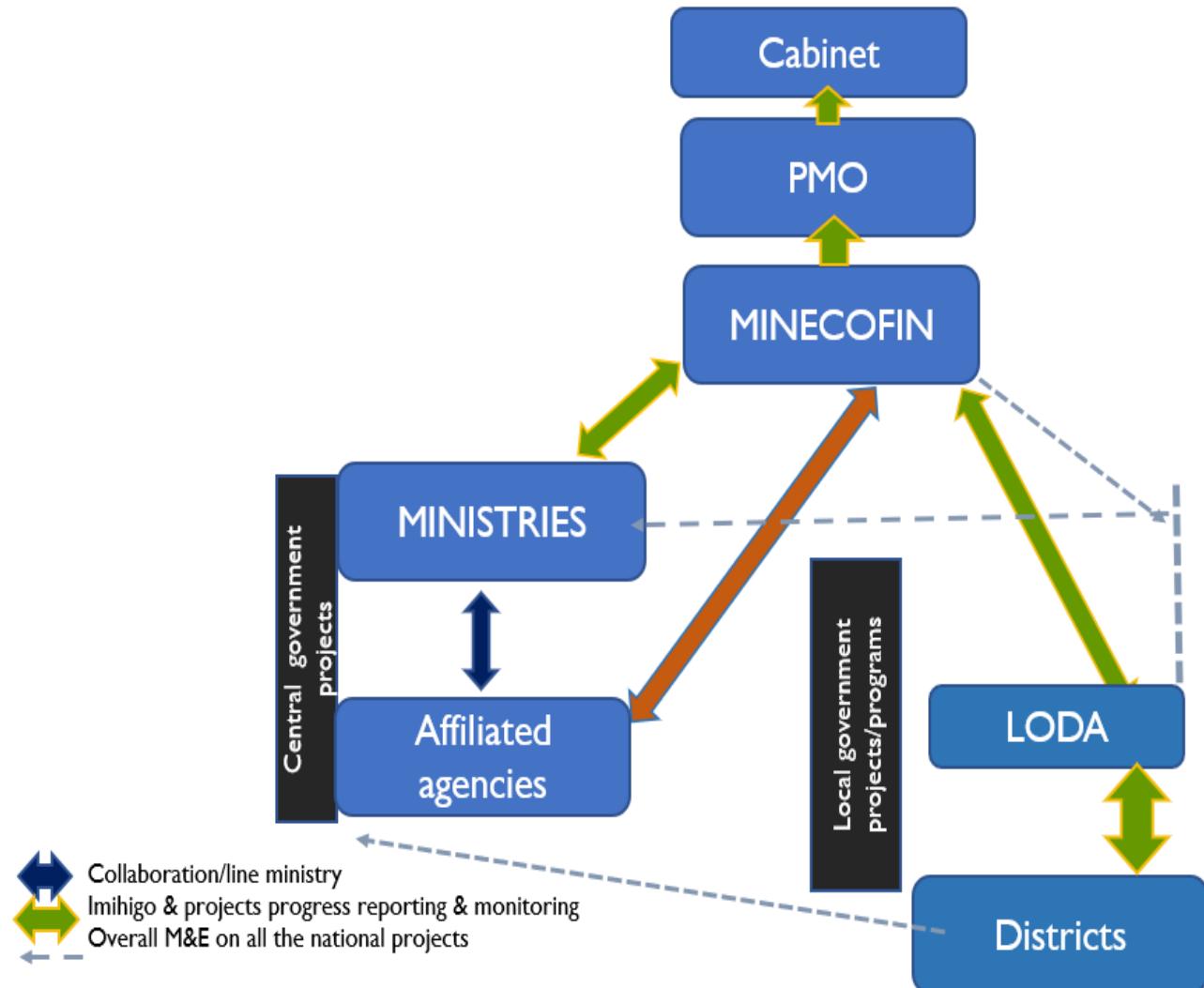
Rwanda Monitoring & Evaluation and Reporting system

❖ How is Monitoring conducted?

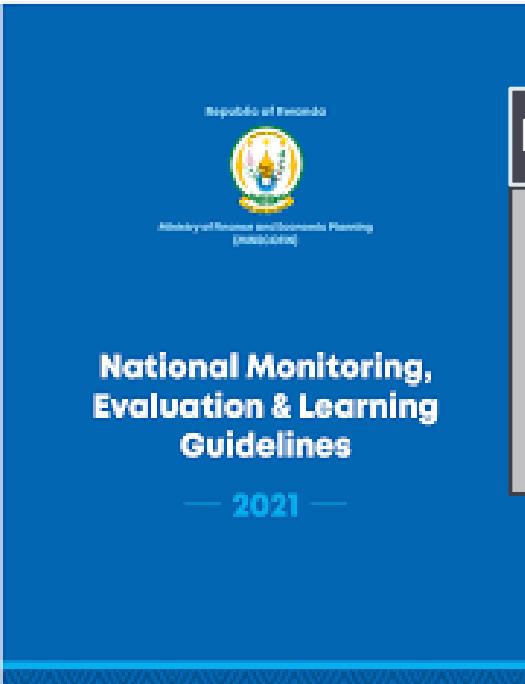
- MINECOFIN coordinates programs (including Imihigo) and projects M&E across all government institutions.
- Project Management Module Via IFMIS
- A quarterly report is provided regularly for Leadership/Decision makers
- Physical visit and meetings with different institutions are organized to advise the Management for improvement on projects performance.

❖ Why evaluate?

- Improving performance.
- Ensure governance and accountability.
- Evidence based decision-making.



Channel and Frequency of Projects Reporting



Monthly Reporting

M&E staff prepare it for SM for internal decision-making purposes.

Quarterly Reporting

Progress on all projects is reported by CBM through National M&E System (IFMIS project module).

Districts report on the progress of projects through LODA MEIS

Annual Reporting

Provides performance vis-à-vis the annual target.

Institutions are required to submit annual report to MINECOFIN through IFMIS system to provide feedback to national processes.

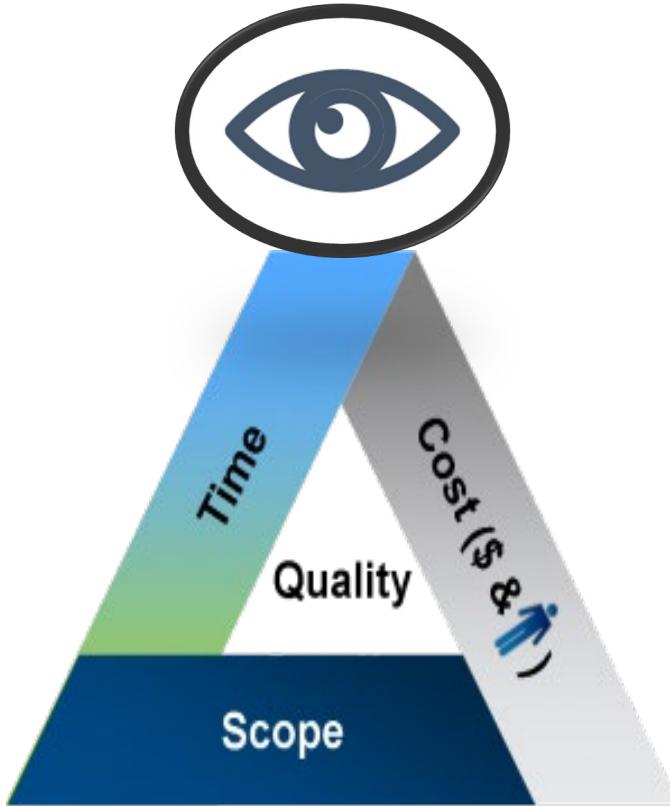
Project Completion Report

Provides a complete picture of the successes and failures of a project.

Submitted at the end of each project and also sheds light on handover and sustainability of the project's interventions.

Parameters for project performance assessment

As per the [National Monitoring, Evaluation and Learning Guidelines](#),
In tracking the performance, a combination of **5 parameters**,
grouped into financial and non-financial are analysed.



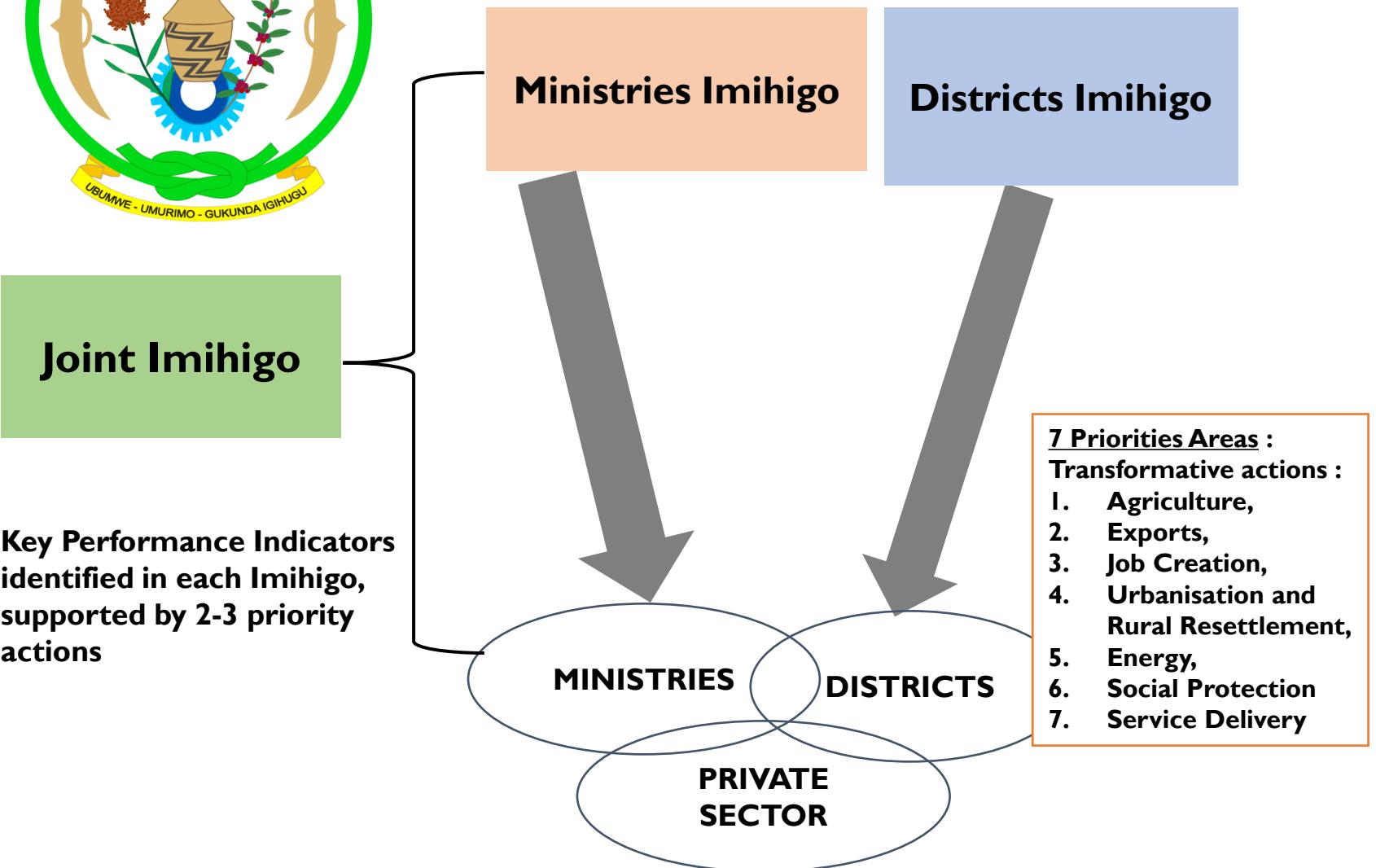
- 1. Annual/Quarterly spending**
- 2. Cumulative spending /Disbursement rate**
- 3. Physical progress**
- 4. Time consumed**
- 5. Quality, Sustainability, Risk**



Performance Contracts- Rwanda's Home Grown Solution to Enhance Performance



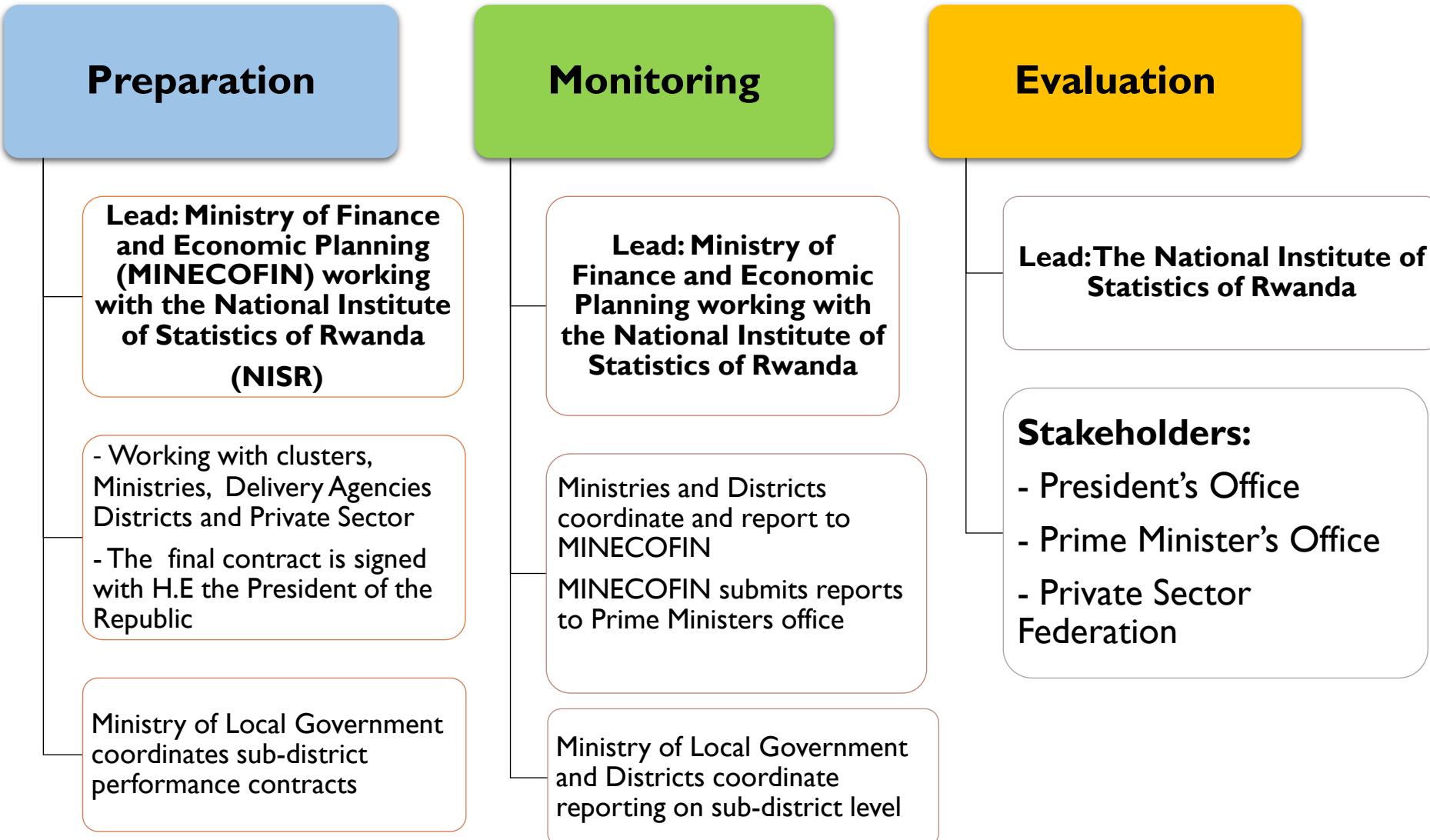
Performance Contracts (imihigo)



- ❖ **Results-oriented** - Focus is not on processes and routines but on what is to be delivered
- ❖ **Coordination** - Promoting joint planning across Ministries, Districts and the private sector. Taking collective responsibility to deliver, holding each other accountable and motivating each other to deliver.
- ❖ **Transformational** - Innovative, challenging, impactful
- ❖ **Promoting Excellence**: The spirit of competition to achieve outstanding things
- ❖ **Sustainable** - Ensuring the key foundational things are given attention and results achieved in the past are not compromised.
- ❖ **Accountability** - Value for money and efficiency will be given high importance
- ❖ **Clear** - Easy for everyone to understand what needs to be done and by whom
- ❖ **Timely** - Finalized in a timely manner to allow appropriate allocation of resources and sufficient time to begin implementation



Performance Contracts (Imihigo) Coordination Framework



Thank You!