

# 2021 UN COUNTRY ANNUAL RESULTS REPORT



UNITED  
NATIONS  
RWANDA



March 2022



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# FOREWORD

by UN Resident Coordinator



In 2021, Rwanda, like many countries, continues to fight against the COVID-19 intertwined crisis (health and socio-economic). Good progress has been made and the country stands as a global example. COVID-19 has really challenged the world: an unusual environment with disruptions of value chains, job losses, rising poverty and inequalities, sexual and gender-based violence, shrinking fiscal space and increasing indebtedness. More importantly, this unprecedented crisis has put pressure on social ties, on staff and their families. Lives have been lost. The UN, like many Development Partners, needed to be more creative, nimbler and use more the digital means, to create a safer way for colleagues to stay and deliver. We redirected programmes to better contribute to the efforts of the Government and other stakeholders to provide an effective and efficient response for the people mainly, the most vulnerable ones. Despite the disruptions and new modalities of working, our continued engagement has yielded results.

Indeed, the United Nations Development Assistance Plan 2018 – 2023 Mid-Term Performance Review indicates that we are in general on track to achieve our set up results by 2023. Despite the challenging context, our action has been effective, thanks to sound management backed by UN Reforms and efficient Business Operations Strategy (BOSII),

well-functioning coordination structures and partnerships with the Government, civil society, private sector, and the development partners. More resources have been jointly mobilized by the UN and transaction costs reduced to impact people's lives. Gasana, a young CEO supported by our youth Programme in Southern province, like many young entrepreneurs, is "ready to make a difference for the unheard voices of youths who have a strong potential to realize." and create jobs. Jobs have been created including to protect the environment and tackle climate change, through eco-brigades. The 13-year-old Lambert has become a better student thanks to the school feeding programme. The connection of 85,000 smallholder farmers (48% women) to the private sector has generated more income to better their lives. Elizabeth, a teen mother, after being raped by a neighbour on her way back from high school, receive psychological support to manage her trauma. Our awareness on sexual and gender-based violence has reached 5.4 million persons. Health services, sexual reproductive health and vaccination continue to be delivered to the populations including refugees. Joint analysis has supported our advocacy in tackling vulnerabilities and making the recovery greener, more gender-responsive and more inclusive; in vaccine equity; in maintaining children at school; in a broader shock responsive social protection for resilience; in more investments in building resilient systems in social sectors. Innovations, robotics, and digitalization are used for solutions creation and continuity of services in health and education. Expertise supports Rwanda to be better prepared to realize the potential of the African Continental Free Trade Area and the Integrated National Financing Framework looks at financial means to build a more inclusive growth. Through our assistance, civil society organizations sent a parallel report to the Human Rights Council along with the UN, contributing to a strong Universal Periodic Review (UPR) 2021, advancing this important agenda.

I am sure that these few examples, illustrating our participation to the National Strategy for Transformation (NSTI 2017-2024) and the Agenda 2030 for sustainable development, have already triggered your interest in reading our 2021 UN Country Annual Results Report. The Report covers our work from July 2020 to June 2021. Please go beyond numbers and feel the story behind each number, the transformation of each individual so little be it, the dedication of all our staff and the collective leadership of all Heads of Agencies in these trying times and the energy of our joint efforts. Indeed, partnership, cooperation, collaboration, resilience, and hard work have produced transformational results. Our utmost gratitude to the Government for its leadership, openness and partnership. Our sincere thanks to our dedicated donors, other development partners, financial institutions, implementing partners, civil society organizations, the private sector, academia, and the media. As true friends in rough times, the UN renews its commitment to enhancing its work to keep on participating to the country's hard efforts to build back better. This is the only way to deliver on the promise of Leaving no one behind and make it a tangible reality for youth, women, people with disabilities and other vulnerable people.

We are in this pandemic together; we will get through this together!

Turi kumwe! We are together! Nous sommes ensemble!

**Fodé Ndiaye**

UN Resident Coordinator  
Rwanda



# UN COUNTRY TEAM IN RWANDA

The UNCT is composed of all Heads of UN agencies, funds and programmes operating in Rwanda, comprising of 22 agencies with 13 with physical presence. The UNCT is responsible for ensuring achievement of results of the UNDAF II in support to the National Strategy for Transformation 2017 – 2024 and the Sustainable Development Goals (SDG). As chair of the UNCT, the UN Resident Coordinator is the leader and the coordinator of the UNDAF II and oversees the planning, implementation, collective delivery, monitoring, evaluation and reporting through the established Results Groups.

## UN COUNTRY TEAM MEMBERS



# KEY DEVELOPMENT PARTNERS

## MINISTRIES & GOVERNMENT INSTITUTIONS

Office of the President, Office of the Prime Minister, the Parliament, Ministry of Foreign Affairs and International Cooperation, Ministry of Finance and Economic Planning, Ministry of National Unity and Civic Engagement, Ministry of Agriculture and Animal Resources, Ministry in Charge of Emergency Management, Ministry of Health, Ministry of Gender and Family Promotion, Ministry of Education, Ministry of Infrastructure, Ministry of Local Government, Ministry of Justice, Ministry of Environment, Ministry of ICT and Innovation, Ministry of Trade and Industry, Ministry of Youth and Culture, National Child Development Agency, National Institute of Statistics of Rwanda, Rwanda Development Board, Rwanda Governance Board, National Council of Persons with Disability, and National Commission on Human Rights.

## KEY FUNDING PARTNERS

Sida, Swiss Agency for Development and Cooperation, Embassy of the Netherlands, Korea International Cooperation Agency, Joint SDG Fund, Peace Building Fund, Central Emergency Response Fund, COVID-19 Multi Partner Trust Fund, United Nations Partnership on the Rights of Persons with Disabilities, United Nations Democracy Fund, Foreign, Commonwealth and Development Office, Embassy of Japan, Embassy of the People's Republic of China, Embassy of the Republic of Korea, European Union, The United States Agency for International Development, German Agency for International Cooperation, The UK Foreign, Commonwealth and Development Office (FCDO).

## KEY NON - FUNDING PARTNER

African Union Commission/ NEPAD, World Bank, International Monetary Fund, African Development Bank, International Climate Initiative of the German Environment Ministry, International Water Management Institute, OPEC Fund for International Development, Global Green Growth Institute, Rwanda Civil Society Platform, Private Sector Federation, Smart Africa Secretariat, SDG Center for Africa, African Continental Free Trade Area Secretariat, The US State Department - Bureau of Population, Refugees, and Migration (PRM), Government of Belgium, Canada, Denmark, Finland, France.



# KEY DEVELOPMENT IN THE COUNTRY AND REGIONAL CONTEXT

## OVERALL CONTEXT

With the onset of the COVID-19 pandemic the country experienced a significant drop in economic activities of all major sectors, with education and Rwanda’s strategic sectors (tourism and hospitality) declining the most; growth contracted sharply at 3.4% in 2020<sup>1</sup>. This threatens to slow and, in some cases, reverse the gains in the progress towards attainment of the SDGs. However, Real GDP is projected at 10.2% in 2021; the recovery is attributed to a recently accelerated vaccination campaign targeting high-infection areas, continued Government support and the pickup in industrial production<sup>2</sup>.



## ASSESSMENT OF SDG TRENDS IN RWANDA - 2020



The establishment of the African Continental Free Trade Area (AfCFTA) will make Africa the largest integrated trading area in the world (over 1.2 billion potential consumers) and creation of an African Economic Community by 2028. Operationalization of AfCFTA is a prerequisite for the progressive industrialization of Africa and the possibility of transforming raw materials into products, including manufacturing medicines, medical devices and technologies. Rwanda has a specific interest in the initiative for an effective pharmaceutical industry in general and specifically for vaccine manufacturing.

As of June 2021, 38 countries have ratified the AfCFTA Agreement. To date, however, no trade has taken place under the AfCFTA. Being a landlocked country, regional integration is of particular importance to Rwanda.

Rwanda has been actively participating in the East African and Great Lakes Health Initiatives. The region has historically recorded a high prevalence of communicable diseases including HIV and AIDS, Tuberculosis and Malaria. This has called for close collaboration as part of the Great Lakes Initiative between the East African Countries (EAC) and the Democratic Republic of Congo (DRC) in the prevention and control of communicable diseases; Malaria incidence has reduced from 401 cases per 1,000-person year in 2017-2018 to 200 cases per 1,000-person year FY 2019-2020<sup>4</sup>.

The country is one of the major contributors to the UN peace keeping forces and is also engaged in bilateral agreements both in Central African Republic (CAR) (a country in which Rwanda has also troops in the UN mission) and in Mozambique (Cabo Delgado)<sup>5</sup>. Rwanda is creating a conducive regional ecosystem (Kigali Finance Center, Smart Africa, Carnegie Mellon University Africa (CMU), African Institute of Mathematics Sciences (AIMS), Health University, YouthConnekt Africa Hub).



A vegetable farmer in Kayonza district after harvesting ©FAO

<sup>1</sup> MINECOFIN, 2021  
<sup>2</sup> World Bank Rwanda Economic Update, 2022  
<sup>3</sup> Integrated Household Living Conditions Survey 5 (EICV 5)  
<sup>4</sup> CCA 2021  
<sup>5</sup> Note: March 2022 re-opening of the border between Uganda and Rwanda, the improving relations between Rwanda and DRC and between Burundi and Rwanda, the almost concluded process of DRC being a member of the EAC



# UN DEVELOPMENT SYSTEM SUPPORT TO NATIONAL DEVELOPMENT PRIORITIES THROUGH THE COOPERATION FRAMEWORK



“The UN strategically and effectively supports Rwanda to achieve inclusive, equitable and sustainable development and a high quality and standard life for everyone” - Vision statement of the UN in Rwanda.

United nations development assistance plan 2018-2023 (UNDAP II) outlines the UN support to the national development agenda and guides coordination between UN agencies in the country. It is aligned with the NST1 and has three pillars/ strategic priority areas. The NST1 is grounded on vision 2050 articulated with UN agenda 2030, AU agenda 2063 and EAC vision 2050.

## OUTCOME 1

1. AGRICULTURE
2. TRADE AND INDUSTRIALISATION
3. DECENT EMPLOYMENT, ENTREPRENEURSHIP, AND FINANCIAL INCLUSION
4. DEVELOPMENT FINANCING
5. SUSTAINABLE URBANIZATION AND RURAL SETTLEMENTS

## OUTCOME 2

1. SUSTAINABLE USE OF NATURAL RESOURCES AND CLIMATE CHANGE ADAPTATION
2. DISASTER RISK MANAGEMENT

## OUTCOME 3

1. HEALTH
2. NUTRITION AND FOOD SECURITY
3. EDUCATION
4. WATER, SANITATION AND HYGIENE

## OUTCOME 4

1. SOCIAL PROTECTION
2. VIOLENCE PREVENTION AND RESPONSE
3. DISASTER RESPONSE

## OUTCOME 5

1. GENDER EQUALITY AND WOMEN'S EMPOWERMENT
2. ACCESS TO JUSTICE AND HUMAN RIGHTS
3. SOCIAL COHESION, PEACE, SAFETY, AND SECURITY

## OUTCOME 6

1. DATA FOR DEVELOPMENT
2. DEMOCRATIC PARTICIPATION
3. ACCOUNTABLE GOVERNANCE AND SERVICE DELIVERY



**\$ 631 MILLION**  
BUDGET(2018-2023)



**US\$ 4,549,257**  
BOS II SAVINGS

## 2.1 OVERVIEW OF COOPERATION FRAMEWORK RESULTS

The UNDAP II was signed with the Government in July 2018, for an estimated budget of USD 631,091,127 million, for both development and humanitarian assistance. UNDAP II started with a funding gap of USD 378,435,351, equivalent to 60% of the five-year budget. In the first two and half years of the cycle, the UN has been able to narrow the UNDAP II financing gap to 42%, attributed to joint resource mobilization and agency specific resources.

The UNDAP II MTPR 2021 indicates that the UNDAP II is on track in the accomplishment of most set outcomes and set targets for 2023. 20 out of 25 outputs are on track, and only 2 outcomes are not likely to be realized fully.

Strategic Priorities	UNDAP II Outcomes	UNDAP II # of outputs per outcome and KPIs	Mid-term Performance
Economic transformation	Outcome One	6 Outputs	Partially On Track
	Outcome Two	3 Outputs	Partially On Track
Social transformation	Outcome Three	6 Outputs	On Track
	Outcome Four	3 Outputs	On Track
Transformational Governance	Outcome Five	3 Outputs	On Track
	Outcome Six	4 Outputs	On Track





Meteo Rwanda skilled to produce reliable and accurate weather data and forecast products for agriculture leading to rescuing 201,717 numeric values of climate data from weather stations.



8,150 (6,112 women and 2,038 men) beneficiaries understand their land rights and land management.



The INFF Diagnostic and Assessment produced an overview of the development financing landscape and trends and opportunities to leverage resources for realizing national and subnational development priorities under the national development plan in the medium-term.



Development of the WEM-TECH strategy 2021-2026 to address digital gender divide.



228 justice practitioners (43% female) skilled in Justice for Children.



Voluntary repatriation of 29,678 refugees.



UN contribution respond to recover from COVID-19 pandemic culminated to USD 25.7 million and a design of a USD 20m COVID-19 response and recovery Joint Programme of which USD 8m is secured.



National AfCFTA implementation strategy which outlines how Rwanda will effectively implement its commitments and advance regional integration, expand inclusive trade opportunities.



22,941 adolescent and young people (girls 13,347 and boys 9,594) received HIV testing services.



Development of the 2021-2023 action plan for the implementation of the UN Strategy for Peace Consolidation, Conflict Prevention and Conflict Resolution in the Great Lakes region.



The rule of law indicator of the Rwanda Governance Scorecard scored was 93.76 % in 2021, compared to 83.68 % in 2017.



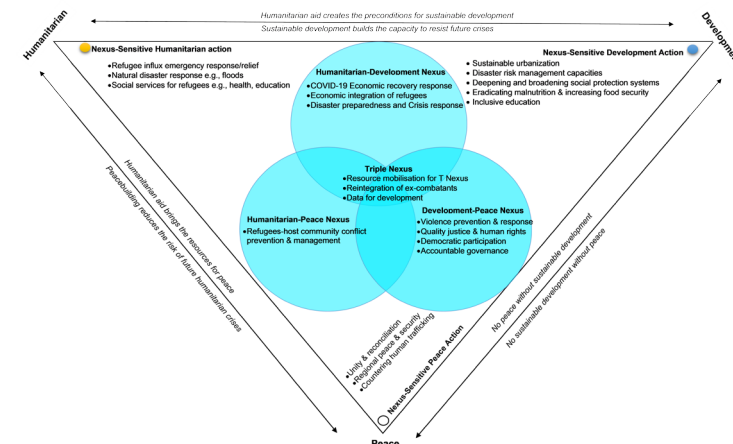
Rwanda is among the top-performing countries in sub-Saharan Africa in access to education with a net enrolment rate of 98.5 % (98.4% boys: 98.6% girls).



## Core Programming Principles in the delivery of UNDP II

The five programming principles of leave no one behind (LNOB), human rights, gender equality and women's empowerment (GEWE), environment and climate change and the triple nexus (peace, humanitarian and development) have featured prominently in the design and implementation of programmes. While the objective has been to mainstream the principles in all outcomes, it is mostly the LNOB and GEWE that dominate across most outcomes and performance indicators.

The LNOB programming principle is established as the most applied principle across all UNDP II outcomes, outputs and programmes. The GEWE principle has also been satisfactorily applied in almost all outcomes and outputs. The application of a human rights-based approach across UNDP II is not entirely systematic across programmes as not many people could succinctly describe HRBA application across their interventions. Addressing environmental conservation and climate change (ECC) mitigation and adaptation have mostly been applied in outcomes one and two. Climate change has not been adequately mainstreamed in the social transformation priority area. Outcomes 5 and 6 under transformational governance are rated as moderately satisfactory because there are some elements such as digitization of processes to reduce carbon footprints. However, a lot needs to be done to ensure ECC is mainstreamed further across all outcomes. Five outcomes are rated as satisfactory because they evidence mostly nexus-sensitive development action and the humanitarian-development nexus. Nexus-sensitive peace action is predominantly evident in outcomes five and six. Apart from work in agricultural productivity and job creation, outcome one can be enhanced to apply the nexus. The triple nexus is mostly fulfilled by the Peacebuilding fund reintegration project, data for development and development financing that cut across all three elements of the nexus.



## Sustainability

UNDAP II strategic priorities are well aligned to the key development priorities of the country, this not only makes the UNDAP II relevant to address the needs, aspirations and priorities of the country but also ensures ownership and continuity of the interventions by the GoR, the Civil Society and the Private Sector. Support towards institutional strengthening responds not only to national needs but also to improve the development process. COVID-19 pandemic could lead to risks to sustainability of many gains made so far.

## Strategic Positioning

The strive to remain a key and strategic partner of the Government is a key priority of the UN in Rwanda while implementing the UNDAP II. UN has strategically positioned itself in partnering with the GoR in mainstreaming the SDGs in planning and programming, thus contributing to their realization.

UN interventions currently cover the entire country with all agencies operating at national level, ensuring the benefits are felt countrywide. The UN has also sought to maximize on its comparative advantage through the development, humanitarian, and peace nexus to further strengthen regional economic progress, security, and South-South Cooperation in the Great Lakes Region. The Great Lakes Strategy is an opportunity for an enhanced joint action of the UN and Governments in the region to achieve the SDGs, by improving relations and promoting cross-border economic cooperation, trade, and investment.

The 2021 Common Country Analysis (CCA) affirms the need to update UNDAP II in ensuring the continued relevance of UN operations to the national development agenda. This will be achieved through elaboration in 2022 of the United Nations Sustainable Development Cooperation Framework (UNSDCF).

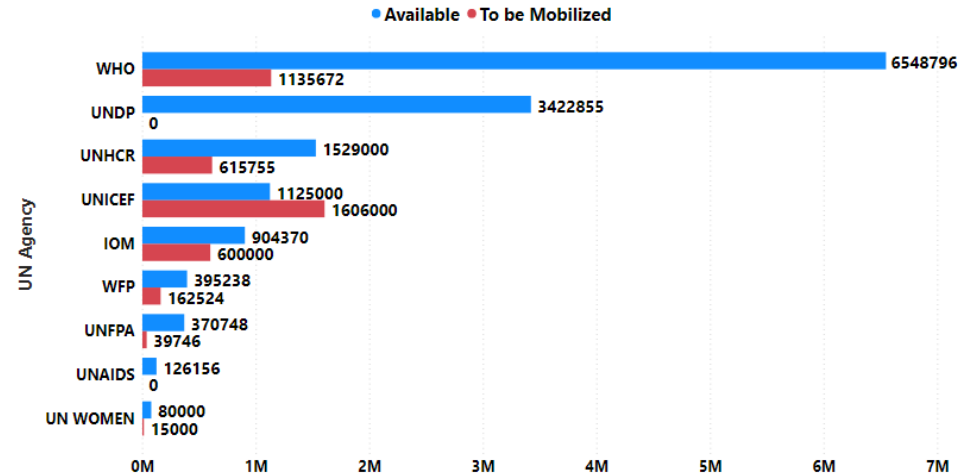
## 2.2 COVID-19 RESPONSE

With the financial support of various partners, the UN has contributed to the response and recovery cumulatively with USD 25.7 million from March 2020 to July 2021. This combines health and socio-economic assistance, human resources, innovations, equipment, emergency, and individual staff voluntary donations. Beyond financial contributions, the UN has technically contributed to the implementation of the National Preparedness and Response Plan, the Socio-Economic and Recovery Plan, through policy advisory services and a report on a socio-economic analysis of COVID-19 conducted.

The UN has also played a central role in the coordination and advocacy of vaccine roll-out especially through the COVAX initiative. Rwanda was among the top countries to receive the COVID-19 vaccine in Africa. The first batch of 240,000 doses of AstraZeneca-Oxford and 102,960 doses of Pfizer vaccines were used to vaccinate priority risk groups, including frontline health workers, those with underlying health conditions and adults aged above sixty-five years. Thanks to the global efforts to ensure fair and equitable access to vaccines, more vaccines are expected to enhance the fight against the pandemic.

UN, mainly WHO and UNICEF continues its partnership with the GoR on the new vaccine roll out and operations.

The following chart shows the financial contributions by various UN agencies to the seven response pillars (Coordination and Leadership, Epidemiological Surveillance, Laboratory, Infection Prevention and Control, Case Management, Risk Communication and Community Engagement) as well as resource gaps. The UN family has raised individual voluntary contribution of USD 12,734.53 to assist the population that is most affected by the pandemic.







Laurance is a member of farmers  
© FAO

Result Group 1 is chaired by UNECA

UN Agencies contributing are

UNDP, UNCDF, UNIDO, IFAD, WFP, FAO, IOM, UNHCR, UN-HABITAT, ILO, ITC, UN-WOMEN, UNEP, UNESCO

KEY RELATED SDGs



## GASANA'S STORY

CREATING DECENT JOBS FOR THE YOUTH

Gisagara Youth Innovation Center Limited is a leather shoes manufacturing company; founded by Gasana Jean De Dieu in 2016 in Gisagara town. "I built this business to create jobs for young people like me, not having a job after graduating from school," says Gasana. Since the creation of his company, Gasana was able to benefit from various programs and interventions under UNDP YouthConnekt. The program provided his company with business management skills development and financial support. Gasana was able to expand his business to four branches in Gisagara, Huye and two branches in Nyanza. He employs 23 staff in total. After winning RWF 5 million (USD 5,000) from the Young Entrepreneurs Resilience Fund (YRF), he was able to purchase raw materials (mainly leather), new shoe-making machinery, and hire two new employees. He is confident to see orders picking up thanks to his newly purchased shoe machine which prints different shoe designs. Already, monthly sales increased more than 10% compared to the previous quarter.

As a CEO, Gasana serves as a Southern Province president of the Chamber of Youth network geared towards promoting youth-owned businesses and uplifting each other to pursue their passion. "I am thrilled to see when youth are empowered through income-generating activities and I stand bold for change in youth employment in Gisagara, ready to make a difference for the unheard voices of youths who have a strong potential to realize" explains Gasana.



Gasana (left) with his two employees  
©UNDP

## 2.3 COOPERATION FRAMEWORK PRIORITIES, OUTCOMES, AND OUTPUTS



### ECONOMIC TRANSFORMATION

# OUTCOME 1

By 2023, people in Rwanda benefit from more inclusive, competitive, and sustainable economic growth that generates decent work and promotes quality livelihoods for all.



26.3%

AGRICULTURE VALUE ADDED AS % OF GDP



85,000 SMALLHOLDER FARMERS (48% WOMEN)

CONNECTED TO FORMAL PRIVATE SECTOR BUYERS.



16,000

METRIC TONS OF MAIZE AT A VALUE EXCEEDING RWF 3.4 BILLION (ABOUT USD 3.4 MILLION) SOLD BY SMALLHOLDER FARMERS

## AGRICULTURE

Through the Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women (JP RWEE), a summarized booklet on gender mainstreaming in agriculture strategy and women's agribusiness opportunities was produced and disseminated among JP RWEE beneficiaries.

The booklet was also disseminated country-wide in partnership with the Ministry of Agriculture and Animal Resources (MINAGRI) and the Ministry of Gender and Family Promotion (MIGEPROF) during the International Rural Women Day celebration in Rubavu district. According to rural women, the booklet has improved their knowledge and understanding of the agriculture strategy as well as tailored women's agribusiness opportunities.

More than 100,000 poor rural households, of whom 80,000 are involved in dairy farming (mostly zero-grazing) and 20,000 in off-farm activities along the dairy value chain, improved their livelihoods, food security, nutrition, and resilience. 6,324 smallholder farmers increased their levels of production on selected food, cash crops, and livestock. Due to improved agricultural practices, the yield of maize increased from 1.5 MT/Ha to 2.5 MT<sup>2</sup>/Ha between 2020/2021.

## TRADE AND INDUSTRIALISATION

UNECA provided financial and technical means to the GoR to develop the national AfCFTA Implementation Strategy, whose objective is to "complement Rwanda's broader development vision, especially in relation

<sup>2</sup>MT = Metric Tonnes





10,403

JOBS CREATED THROUGH YOUTHCONNEKT



Rwf 87,667,250

RECEIVED BY 1286 WOMEN CROSS-BORDER TRADERS



Rwf 4,755,072,785

THE VALUE OF 66 BUSINESS PLANS APPROVED TO BE FINANCED BY SACCO



238 PEOPLE

EVACUEES FROM LIBYA GOT DRIVING LESSONS



98 PEOPLE

EVACUEES FROM LIBYA GOT COMPUTER TRAININGS



90% OF REFUGEES

HAS ACCESS TO FINANCIAL SERVICES

to effective implementation of the AfCFTA while enabling the country's integration into regional and continental markets". Digital inclusion initiatives and scaling up innovative digital services were developed and implemented for smallholders and family farmers with emphasis on young, self-employed entrepreneurs and female-headed households. 334 producers and traders including business owners, farming associations, and local suppliers enhanced their capacities on e-commerce in general, market information systems and e-commerce platforms, logistics linked to e-commerce, digital marketing, branding, and labeling, online-payment modalities in more than half of the districts (16) of Rwanda.


In addition, the National E-commerce in Agriculture Value Chain Strategy (2021-2026) has been developed and validated by stakeholders. The Strategy will function as the main channel through which farmers and agribusinesses operators access, trade, and promote agricultural products in both national and international markets through safe and reliable e-commerce platforms.

## DECENT EMPLOYMENT, ENTREPRENEURSHIP, & FINANCIAL INCLUSION

The UN provided technical assistance to MINAGRI to develop the National Strategy on Youth Employment in Agri-Food systems.

This strategy is expected to orient and coordinate the country's efforts around youth employment in agri-food systems based on a common agenda defined in close consultation with stakeholders and responding to the needs of Rwandan youth. The YouthConnekt Eco brigade initiative, which aims to create livelihood opportunities through environmental operators contributed to creating an additional 10,403 jobs (6,374 females and 4,029 males) which consist of technical jobs such as manual jobs, engineers, agronomists, and surveyors. More than 513 jobs (455 women, 58 men) were created for vulnerable youth.

The YouthConnekt post-incubation mentorship programme successfully provided mentorship and coaching services to 626 entrepreneurs (420 men, 206 women) with an objective to address identified skill gaps, and access to opportunities, including finance opportunities, thus ensuring the sustainability of their businesses and the creation of jobs.



formation of 77 Village savings and loan associations (VSLAs) composed of **2000 members**.  
The VSLAs accumulated savings of **RWF 40,151,000** (about USD 40,000)

Through the VSLAs, 210 small business and income-generating activities, such as small shops, rearing livestock, buying, and selling crops, were initiated. This facilitated the creation of 630 jobs (441 for women and 189 for men); thus, enabling beneficiaries to access regular income to satisfy their basic needs and save for future investment.

A total of 27 district agribusiness officers, engineers, and the project service providers were trained to use the Rural Invest toolkit – a multilingual toolkit comprising of methodology, manuals, training materials, and computer software that identifies, formulates, implements, monitors, and evaluates small-scale community or family investment projects. The experts can apply the package to local communities and investors to generate high-quality investment proposals. As a matter of fact, 66 business plans valued at RWF 4,755,072,785 (about USD 4.8 million) have been formulated and approved to be financed by SACCOs.

About 7,500 refugees, owners of small businesses, were trained through UN in entrepreneurship and business skills focusing on bookkeeping, cash flow, inventory management, and business advisory services. Around 600 refugee entrepreneurs received loans to grow their businesses. Refresher training in weaving skills was provided to about 95 Burundian refugee women grouped in weaving cooperatives.

## SUSTAINABLE URBANIZATION AND RURAL SETTLEMENTS

As part of efforts to support the Member States to produce reliable, accurate, and timely data as well as information for monitoring and reporting on Agenda 2030 and the Sustainable Development Goals (SDGs), 10 technical officials from Rwanda Land Management and Use Authorities (RLMUA), Ministry of Agriculture & Animal Resources (MINAGRI) and National Institute of Statistics of Rwanda (NISR) were trained. The training was on collecting Land Tenure Security Data and reporting on SDG Indicators 1.4.2 and 5.a.1. A joint questionnaire module was developed to be integrated into relevant national surveys and censuses for data collection and reporting on land indicators 1.4.2. In addition, an in-depth analysis report of the availability of relevant data for the monitoring and reporting of SDG land indicators in Rwanda was developed.







ECONOMIC TRANSFORMATION

# OUTCOME 2

By 2023 Rwanda institutions and communities are more equitably, productively and sustainably managing natural resources and addressing climate change and natural disasters.



**+50%**  
REDUCED FROM  
THE ELECTRICITY COST

In collaboration with MINAGRI and the Ministry of Environment, the UN provided technical support to Rwanda's water governance processes through inclusive, evidence-based water resources assessments, consisting of water accounting, auditing and tenure assessments for better planning and management of water resources. A geospatial database of 128,560.8 hectares (ha) of sub-catchment in Muvumba, Akagera lower and Nyabarongo lower was identified and established using Water Productivity Open-access Portal (WaPOR) and satellite imagery. The geospatial database allowed to assess evapotranspiration, precipitation, land cover, biomass production, and water productivity. Data will be available for a period of ten years and updated every ten days so that near-real life assessments are possible.

On the other hand, not all the expected climate data were collected from the stations, and the data rescue was not fully conducted as some stations were not maintained on regular basis and the lockdown measures limited the access to the station sites. This will be achieved in 2022.

Result group 1 is chaired by UNECA

UN Agencies contributing are  
UNDP, UNCDF, UNIDO, IFAD, WFP, FAO, IOM, UNHCR, UN-HABITAT, ILO, ITC, UN-WOMEN, UNEP, UNESCO

KEY RELATED SDG's



## SUSTAINABLE USE OF NATURAL RESOURCES & CLIMATE CHANGE ADAPTATION

With the objective of contributing to the reduction of greenhouse gas emissions by the promotion of Urban Low Emission Development Strategies, a new Monitoring, Reporting and Verification (MRV) process for local climate action and Climate Risk and Vulnerability Assessments (CRVA) was developed for the City of Kigali and the District of Muhanga and Rubavu. In these two districts, projects were implemented to demonstrate the benefits of low emissions development to the community. In this regard, the rainwater harvesting system with water treatment and solar PV system were retrofitted at two Health Centres at Gitarama, in Muhanga, and at Gahanga in Kigali. The initiative upgraded the quality of health services at both centres by improving the water management systems and energy efficiency on site for sustainable health provision.

The project contributed also to cost saving on electricity consumption which is estimated to be over 50% for the two centers. The health center of Muhanga was paying RWF 140,000 (about USD 140) for water bill, and now the center is paying an average of RWF 25,000 (USD 25) during the rainy season; a decrease of about 82%. This reduction in one center, if scaled up, will contribute to the climate change goals and to build back better from the COVID-19 pandemic; the City of Kigali and the district of Muhanga committed to scaling up the initiatives in other health centers. Furthermore, a concept note for a financing model to scale solar street lighting throughout Kigali has been developed to inform applications for future funding, as the roll-out of energy-efficient public infrastructure in Kigali will benefit the people of Rwanda.





Belise eating lunch at school  
© WFP

Result Group 2A is chaired by UNICEF

UN Agencies contributing are  
UNDP, UNFPA, UNAIDS, UNHCR,  
UNICEF, UNESCO, WHO, WFP, IOM,  
FAO, UN WOMEN

KEY  
RELATED  
SDG's



## LAMBERT'S STORY<sup>7</sup>

### SCHOOL FEEDING EMPOWERS CHILDREN IN RWANDA



Donat, aged 9, enjoys a WFP-supplied school meal with classmates.  
Photo: WFP

Education is everything for Francine, a mother of three from Ruhinga village in Southern Rwanda. Despite the area still having a staggering 48% rate of stunting (impaired growth and development that children experience from poor nutrition), residents have witnessed improvements over time. Through the provision of daily nutritious meals at school, student attendance has increased from 86% to 92% and student reading comprehension increased from 49% to 78% between 2016 and 2021. The World Food Programme's home-grown school feeding Programme (HGSF) provides Francine's two youngest sons, 13-year-old Lambert and 9-year-old Donat with a daily nutritious meal. This gives them hope that their children will have a brighter future.

*"My parents are both farmers and spend most of the day working in the fields," says Lambert. Recalling life before the programme five years ago, he adds: "When I was little and before there were school meals, I would come home from school for my midday break feeling hungry but there wasn't anything for me to eat. This left me low on energy and I didn't feel like going back to school in the afternoon. Now that I have lunch at school, it is easy for me to finish the whole day as I am not concentrating on my hunger. The school meals are also delicious."*

<sup>7</sup><https://www.wfp.org/stories/garden-plate-how-school-feeding-empowers-children-rwanda>  
<sup>8</sup>Rwanda Demographic and Health Survey (2019/2020)

## SOCIAL TRANSFORMATION

# OUTCOME 3

By 2023 people in Rwanda, particularly the most vulnerable enjoy increased and equitable access to quality education, health, nutrition and wash services.



CONTRACEPTIVE  
PREVALENCE RATE  
IN 2020-2021



HIV+ PATIENTS  
RECEIVING ART  
IN 2020-2021



POPULATION USING  
SAFELY MANAGED  
DRINKING WATER SERVICES  
IN 2020-2021

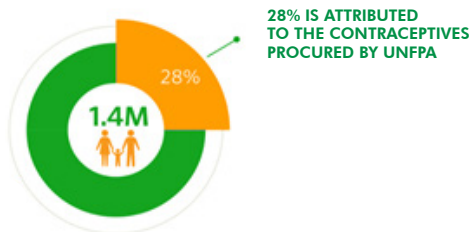
## HEALTH

According to the latest Rwanda Demographic and Health Survey (DHS), 99% of pregnant women living with HIV received antiretroviral treatment (ART) in 2020-2021. 85% of live births were attended by skilled health personnel, and 91% of newborns received postnatal care within two days of birth. However, the coverage of children living with HIV receiving ART (54%) remains of significant concern in Rwanda<sup>8</sup>.

With support from UN agencies (UNICEF, UNFPA and WHO) the development and integration of Reproductive, Maternal, Newborn, Child and Adolescent Health (RMNCAH), guidelines, training tools and modules of Electronic Medical Records (EMR) and the upgrade of RapidSMS into RapidPro system for real-time data monitoring of community health programmes were completed. These products (EMR and Rapid Pro) are ready for rollout in health facilities and communities in all districts (30 districts) health programmes were completed. These products (EMR and Rapid Pro) are ready for rollout in health facilities and communities in all districts (30 districts).

For 2020 only, the couple years of protection (CYP) based upon the volume of all contraceptives procured are estimated at around 1.4 million CYP, of which more than 28 percent is attributed to the contraceptives procured by UNFPA. The UN joint work with Rwanda Biomedical Center (RBC) of the Ministry of Health (MoH) to coordinate Family Planning (FP) technical working group (TWG) and the partnership of Family Planning 2030, resulted in the validation of a quantification report with commodity supply plans, a FP study report, and a qualitative study on Hormonal IUS protocol, among others. The FP programme is right-based and all the efforts ensure that the whole range of contraceptives is available at all service delivery points for all, leaving none behind. One of the strategies is to expand the method mix for increased choice to the clients taking into consideration also the privacy of the clients. It's in that regard that DMPA-SC (Sayana Press), and Hormonal Intra Uterine Device new contraceptive methods were introduced.





**CYP<sup>3</sup>: COUPLE YEARS OF PROTECTION**



**540 REFUGEES**  
RECEIVED AT LEAST ONE DOSE OF COVID-19 VACCINES

Regarding HIV and AIDS, Rwanda is on track to achieve 95-95-95 by the end of 2030 (2021 status: 84-97-90). The UN Joint Team on HIV/AIDS (UNAIDS and its co-sponsor agencies) played a key role in the implementation of the Treat-All policy to reach all people living with HIV and ensure that the country achieves this ambitious goal. The UN also provided technical and financial support to relevant entities to widely establish combination HIV prevention services in health facilities and community-led HIV response that promote the integration of HIV testing, prevention with tuberculosis, sexually transmitted infection (STI), viral hepatitis, sexual and reproductive health, and family planning services. These integrated services particularly target adolescent and young people, and key populations, including female sex workers and men who have sex with men who are at higher risk of HIV in urban and humanitarian settings. Efforts to control HIV/AIDS in the City of Kigali have particularly been intensified through working with communities targeting key populations.

Refugees in Rwanda continued to receive free reproductive health services, including antenatal, delivery, and post-natal care, as well as family planning services.

All birth deliveries are attended by skilled health workers. The contraceptive prevalence rate within refugee communities stands below 50% at country level and efforts to tackle social and cultural barriers continue.

The response to COVID-19 in the refugee camps is in accordance with national guidelines and is co-coordinated by UNHCR and the Ministry of Emergency Management (MINEMA) in close collaboration with RBC, district authorities and implementing partners. In total, 604 refugees were diagnosed positive for COVID-19 during the reporting period, including five deaths. The positive cases were managed according to national guidelines. These figures were part of the national records of 37,384 positive cases and 427 deaths recorded during the reporting period. About 540 refugees were among 391,739 people who had received at least one dose of vaccine against COVID-19 during the reporting period.



A refugee receives his COVID-19 vaccination at the Gashora Emergency Transit Mechanism centre in Rwanda. ©Plaisir Muzogeye

<sup>3</sup>Couple-Years of Protection (CYP) is the estimated protection provided by family planning (FP) methods during a one-year period, based upon the volume of all contraceptives sold or distributed free of charge to clients during that period (UNAIDS, 2022)





**33%**  
STUNTING LEVEL  
OF CHILDREN UNDER 5

## NUTRITION AND FOOD SECURITY

The proportion of children receiving a minimum acceptable diet increased from 18% in 2015 to 22% in 2020; and timely introduction of complementary feeding stands at 79% of children aged 6-8 months, a significant improvement from 2015 (56 %). However, the rate of exclusive breastfeeding in under six months children decreased slightly from 87% in 2015 to 81% in 2020<sup>10</sup>.

WFP provided technical and financial assistance to RBC/MoH to develop the “Rwanda Nutrition Guidelines for Care and Support of People Living with HIV (PLHIV)” as part of the Government’s efforts to strengthen the national HIV response. These guidelines are used by healthcare providers in the National Nutrition Assessment, Counselling, and Support (NACS) programme to address malnutrition among PLHIV to improve their nutrition, health, and general wellbeing. The biggest change of the revised nutrition guidelines for PLHIV was aligning this guideline with the new development of PLHIV case management either for nutrition, ARVs and counselling. In addition, the revised guideline takes into consideration of adolescent nutrition which was not highlighted in the old version.



**79,000**  
STUDENTS IN 108  
SCHOOLS  
WERE PROVIDED  
WITH DAILY MEALS

## EDUCATION

With a net enrolment rate<sup>11</sup> of 98.5%, Rwanda remains one of the top-performing countries with regard to universal access to education although the quality of education, equity in access, and access to quality pre-primary remain among the main issues. UN agencies provide critical sector coordination contribution to the Government to address these issues. However, the level of learning loss due to the impact of COVID-19 continues to be of concern. Following pandemic-related school closures for most of 2020, schools were fully re-opened in February 2021. The National Examination and School Inspection Authority reported that 95% of primary school students had re-enrolled by March 2021, helped by back-to-school initiatives.



A young boy drinks milk at an early childhood development centre in Rwanda, provided daily to every child to help prevent malnutrition © UNICEF

## WATER, SANITATION AND HYGIENE

In the Water, Sanitation and Hygiene (WASH) sector, the national ambitious goal is to reach universal basic WASH services by 2024. While basic sanitation services are rapidly increasing in rural areas, progress on water services is stified. In urban areas, people using basic water services remain high as well as people using limited sanitation services. Handwashing with soap lags behind but has renewed political support, in part due to COVID-19. The country has committed to improving problem analysis and developing solutions to better safeguard WASH investments in the future considering the increasingly apparent impact of climate change.

<sup>10</sup>DHS 2019/2020

<sup>11</sup>Primary school net enrolment ratio – Number of children enrolled in primary or secondary school who are of official primary school age, expressed as a percentage of the total number of children of official primary school age (UNICEF, 2022).





Early childhood Development and Family Programme in the lives of children in Rwanda  
©UNICEF

Result Group 2B is chaired by WFP

UN Agencies contributing are  
**UNICEF, FAO, UNDP, UN WOMEN, UNFPA, UNHCR, IOM, WHO**

KEY RELATED SDG's



SOCIAL TRANSFORMATION

# OUTCOME 4



By 2023 people in Rwanda, particularly the most vulnerable have increased resilience to both natural and man-made shocks and enjoy a life free from all forms of violence and discrimination.



**+ 1 000 HOUSEHOLDS**  
BENEFITED FROM INTEGRATED SOCIAL PROTECTION PACKAGE



**1 127 VULNERABLE PEOPLE**  
RECEIVED FINANCIAL, PSYCHO-SOCIAL AND MEDICAL SUPPORT



**246**  
EX-COMBATANTS  
RECEIVED TRAININGS FROM TVET SCHOOLS

## DIASPORA ENGAGEMENT

IOM worked on mobilizing and engaging highly skilled Rwandan diaspora members as actors of local development specifically in Technical Vocational Education and Training (TVET) and Health sectors. In 2021, more than 20 Rwandan diaspora members participated in the programme and contributed through knowledge sharing and skills transfer.



The most vulnerable were supported to get out of poverty.  
Photo: WFP Archive

## SOCIAL PROTECTION

COVID-19 has been a major challenge in the implementation of activities and has constrained the fiscal space needed for national social protection expansion plans. To mitigate the adverse effect, analytical work including the Social Protection financing strategy was prioritized. In the second year of the Joint Programme (JP) for Social Protection, the UN reinforced a number of reform areas and interventions to promote integrated social protection. These include the dissemination of a diagnostic study on shock-responsive social protection and the development of a monitoring and evaluation (M&E) framework for the Household Profiling System. The latter improves needs assessments

and monitoring of key welfare indicators to ensure child, gender and disability sensitivity under the framework LNOB. The JP also launched a package of innovative, integrated social protection interventions at the community level in five of the most vulnerable districts. At the same time, 23 staff from decentralized entities (15 men and 8 female) were coached through Training of Trainers (ToT) on Integrated Case Management Referral (ICMR); and contributed to transferring knowledge to the community proximity advisors. Additionally, 785 proximity advisors (444 men and 341 women) received capacity strengthening on ICMR.

## ELIZABETH'S STORY<sup>12</sup>

PROVIDING PSYCHOLOGICAL SUPPORT TO TEEN MOTHERS IN RWANDA

*"The mobile clinic services helped me learn more about sexual and reproductive health, taking care of my child's diet and doing her civil registration so that she can get a birth certificate, health insurance and personal legal identification," said Elisabeth\*, 19, a single mother from the Burera District in Rwanda.*

Elisabeth was raped by her neighbour on her way back from high school. The perpetrator fled to a neighbouring country when he learned that Elisabeth was going to report the case. Elisabeth's family abandoned her, and she was faced with shame and discrimination which made her life as an adolescent tough.

In May 2021, UN Women, in partnership with the Imbuto Foundation and the National Child Development Agency (NCDA), organized a Gender-Based Violence (GBV) mobile clinic outreach to teen mothers in the Burera district as part of the UN Women project "Fostering Women and Girls' Dignified Lives through GBV Prevention, Response and Women's Economic Autonomy in Rwanda," funded by the Swiss Agency for Development and Cooperation. The outreach activity has reached 171 teen mothers to strengthen the socioeconomic reintegration of survivors of GBV, using a full package combined strategy. Elisabeth added that the different psychosocial sessions helped to restore her dreams, dignity, and self-confidence. She now belongs to a savings group with fellow teen moms which supports her income-generating activities, and her hope is to become a renowned tailor.



Elisabeth and her daughter during the mobile clinic visit.  
Courtesy of Afrifame Pictures

<sup>12</sup>UN-Women-impact-story-Rwanda-UN-Women-provides-psychosocial-support-to-teen-mothers-en.pdf (unwomen.org)







**70,000 REFUGEES**  
WERE REACHED  
WITH GBV PREVENTION AND  
RESPONSE MESSAGES



**1308 ACTIVISTS**  
TRAINED ON GBV



**91,000 YOUNG MOTHERS**  
WERE PROVIDED ACCESS TO  
COMPREHENSIVE SERVICE PACKAGE

In response to COVID-19, the UN provided 1,300 of the most vulnerable refugee families in urban settings heavily affected by the pandemic containment measures with one-off cash assistance of USD 30 (RWF 30,000). The UN also supported 5,000 vulnerable women engaged in low-income-generating activities with hygienic tool kits and 714 women with unconditional cash transfers for them to cope with the consequences of the COVID-19 pandemic.

The Rwanda Demobilization and Reintegration Program (RDRC) has been working to put in place a remedial mechanism in the form of an “accompanying project” that will tackle unresolved issues with the ended project. For example, a lack of literacy and limited access to Technical and Vocational Education and Training (TVET) schools for some ex-combatants negatively affects social and economic programme outcomes. Ex-combatants and their dependents who expressed the need to be enrolled in TVET have since been facilitated by the programme. The UN also provided financial, psycho-social and medical support as well as coaching on income-generating activities benefitting 1,127 people (751 men, 257 women).

## VIOLENCE PREVENTION AND RESPONSE

COVID-19 movement restrictions negatively affected the overall GBV response. To strengthen the Government’s response to increased gender-based violence (GBV) during the COVID-19 crisis,

the UN contributed to enhancing awareness-raising on GBV prevention and response, reaching over 5.5 million people around the country, through TV, radio, megaphones, and WhatsApp groups. This included existing toll-free lines and the Isange One Stop Centres which provided holistic and free-of-charge services to GBV victims. In the context of COVID-19 movement restrictions, refugee community-based groups and structures were empowered to play a crucial role in GBV prevention and response, through awareness-raising and linking GBV survivors with care workers remotely. A total of 1,308 community activists were trained on GBV cases identification and referral mechanisms in the community.



The UN (UNFPA) strengthened the GBV prevention and response in humanitarian settings in six refugee camps through capacity building of GBV community activists.

In addition, the capacity of GBV case workers was strengthened to ensure continuity of GBV services amidst COVID-19. A total of 85 GBV survivors were remotely reached by GBV case managers. Management and response to GBV cases was further strengthened through the construction of GBV safe spaces. Despite the efforts to reduce child sexual abuse, the rate of teenage pregnancy remains high 5.2% (DHS 2019/2020) although declining; from 7% (2014-15)<sup>13</sup>. The lack of institutional and workforce preparedness in the child protection sector for the COVID-19 pandemic has spurred the need to build more responsive and adaptive child protection systems. The UN conducted an assessment of the child protection system focusing on inclusion such as gender and disability and is helping in the development of a child protection case management system to handle cases of abuse, exploitation, neglect, and abandonment. Over 91,000 First-Time Young Mothers from the six refugee camps and host communities were provided access to a comprehensive service package, comprising of life skills development, psycho-social counseling and livelihood activities, which further enabled them to access loans and start-up inputs for income-generating activities. The UN also worked in collaboration with the RBC and the Non-Communicable Disease Alliance and developed an operational manual for both health and child protection frontline workers.

The economic impact of the pandemic made many young people vulnerable to human trafficking. The UN contributed to the prevention of trafficking, spreading awareness messages among communities as well as enabling victims and witnesses to access assistance provided by the Government. The UN launched a campaign on countering human trafficking in the border districts of Huye, Rubavu and Rusizi and six refugee camps and their host communities reaching about 3 million people. IOM developed easy messages in Kinyarwanda and English on what human trafficking is and how to combat it. These messages were distributed through posters, banners and brochures with key messages, a mobile sound and one-hour radio programs broadcasted daily every 5 hours for a week in September 2021 in the three targeted districts. The awareness-raising and sensitization campaigns on trafficking in persons targeted refugees and border populations, especially women and girls, in the refugee camps Furthermore, capacity building for a total of 84 protection actors working in the refugee camps<sup>14</sup>, and 18 Isange One Stop Centre<sup>15</sup> counselors at District Hospitals were conducted and increased knowledge and skills of beneficiaries on trafficking in persons. Training was also provided on the legal frameworks governing trafficking in persons, and identification and referrals of victims of trafficking.

## DISASTER RESPONSE

The UN Rwanda assisted the MINAGRI and the National Institute of Statistics Rwanda (NISR) in finalizing the nationwide data collection for the 2021 Comprehensive Food Security and Vulnerability Assessment (CFSVA). The technical team has been finalizing the recommendations section and the report will be made available to all partners. The JP on Social Protection also provided technical support to the MINEMA for the update of the Disaster Risk Management Policy and the development of a National Disaster Preparedness Plan. This will enhance disaster management mainstreaming into key sectors, including social protection. Through the JP, the UN assisted five shock-prone districts to analyse their shock profiles and stressors for more risk-informed programmes and plans. The JP also supported resilient livelihoods activities, including cash-based transfers, soil and water conservation assets in those districts, constructing over 200 hectares of terracing and rehabilitating marshland to contribute to climate resilience.

<sup>13</sup>DHS 2019-20

<sup>14</sup>Funded by the Swedish International Development Agency (SIDA)

<sup>15</sup>The Isange One Stop Centre (IOSC) is an outstanding model of response to Gender-Based Violence (GBV). This model calls for a holistic, multidisciplinary approach in terms of the provision of medical, legal, forensic/investigation, psychosocial and safety needs to help victims of violence and child abuse, the majority of whom are women and girls (One UN Rwanda, 2019). <https://rwanda.un.org/en/15872-rwandas-holistic-approach-tackling-different-faces-gender-based-violence-gbv>





Mukansanga with one of her young mentees, showing her how the kitenge bag is made.

Result Group 3 is chaired by UNDP

UN Agencies contributing are  
**UNHCR, UNICEF, UN WOMEN, OHCHR, IOM, UNFPA, WHO, UNESCO**

KEY RELATED SDG's



## TRANSFORMATIONAL GOVERNANCE

# OUTCOME 5

By 2023 people in Rwanda benefit from enhanced gender equality, justice, human rights, peace and security.



**↑ 0.805**  
 GENDER GAP INDEX



**85.41%**  
 CITIZEN SATISFACTION WITH ACCESS TO LEGAL AID



**6000**  
 CHILDREN BIRTH REGISTERED

## GENDER EQUALITY AND WOMEN'S EMPOWERMENT

National capacities have been enhanced to implement gender-responsive programmes and plans; and ensure increased representation of women in decision-making positions at all levels. Through the UN Joint Programme on Gender, promising gains on gender equality and women's empowerment were registered. These gains include the restructuring of the "National Gender and Family Cluster"; and the revision of the National Gender Policy in 2020: "Accelerating the Effectiveness of Gender Mainstreaming and Accountability for National Transformation" (approved by the Cabinet in February 2021)<sup>16</sup>.

With regards to normative frameworks, the UN has enhanced its policy level advocacy towards more gender-sensitive legal and policy frameworks. A series of dialogues that followed the UN commissioned "comprehensive assessment of gender compliance in Rwandan Laws" have motivated the legislators to embark on law reforms. The laws include the "Family Law n° 32/2016 of 28/08/2016 governing persons and family", revised in its articles 215 and 243.

"Article 215" prevented a woman from remarrying until 300 days after the death of her husband and "Article 243" provided that in case of divorce, a child under the age of six (6) years must live with his/her mother unless the interest of the child is in danger.

The JP on Gender also strengthened institutional capacities through recruiting four additional human resources at MIGEPROF (Ministry of Gender and Family Promotion), GMO (Gender Monitoring Office) and FFRP (Forum des Femmes Rwandaises Parlementaires) to boost delivery among the National Gender Machinery institutions. Training was provided to 65 staff members in key areas such as Transformational Leadership, Gender Responsive Budgeting (GRB) and Gender Economic Policy Management Initiatives (GEPM) with the objective to mainstream gender in districts' workplans. In addition, influential networks of change, 3418 agents including the National Youth Council Committee members at the national and district level were equipped with skills in gender analysis, applied gender principles in their daily

## DOMITILLE'S STORY

BURUNDIAN REFUGEE WOMAN CHALLENGES COVID-19 UNCERTAINTY THROUGH FISH BUSINESS.

Domitille, who runs a fish business in Kigali's Gikondo neighbourhood, receives different orders over the phone from her customers. Near Rwanda's capital's old industrial zone, the refugee woman has become renowned during COVID-19 pandemic period for her Lake Kivu fisheries known as "isambaza." Domitille fled Bujumbura 5 years ago, as civil unrest raged in Burundi, and found refuge with her family in Rwanda.

*"When I first arrived, I was concerned about my future. My neighbour helped me with my three children and took care of us for about a year, thanks to God. I had to start small, just a small step and keep going"* Domitille says.

She was told by one of her friends about a new business to sell "isambaza", a succulent and popular local small fish. She had to start as a street vendor, though.

*"I started off with 5,000 Rwandan francs (USD 5). I purchased 2.5 kilos of isambaza and then sold it out. I made 1,000 RWF and bought food for my kids. The second, third, and fourth days, and so forth, were all very fruitful"* explains Domitille with enthusiasm. After a few weeks, the Burundian refugee mother of six had a long list of clients.

**"COVID-19 showed no mercy to everyone, but we chose to thrive."**

Domitille's hard work over months has paid off, enabling her to save money to expand her business and be able to support her children's education. "I am able to contribute to my children's schooling. I contribute my daily share to a savings group and cater for my family's basic needs," she proudly commented.



Domitille is defying uncertain situation inflicted by COVID-19 via her fishery

<sup>16</sup>MIGEPROF. Revised National Gender Policy (2021). [https://www.migeprof.gov.rw/fileadmin/user\\_upload/Migeprof/Publications/Guidelines/Revised\\_National\\_Gender\\_Policy-2021.pdf](https://www.migeprof.gov.rw/fileadmin/user_upload/Migeprof/Publications/Guidelines/Revised_National_Gender_Policy-2021.pdf)



work and also in their decision making. The Youth, at the sectoral level, are currently serving as gender agents of change in their respective forums and community in general. UN Rwanda continues to support sectoral gender mainstreaming to bolster gender-transformative National Strategy for Transformation (NST1) results. It is in that context that the UN supported the development and dissemination of gender mainstreaming strategies for CSOs, in demobilization and reintegration of ex-combatants and dependents program, in the agriculture sector, in sports and culture.

Through financial support from EU, the project “Secure cross-border social, economic and commercial activities in the Great Lakes Region” has proactively helped women cross-border traders in the Rusizi District. The project selected Implementing Partners (IPs) in Rwanda and the DRC to carry out protection and health support, focused on psychosocial services to cross-border traders and porters, community-based activities, dialogue, coordination, awareness campaigns and capacity building. 360 direct beneficiaries are currently enrolled in the program and benefit from the project.



Cross border women traders on Rwanda-DRC border selling tomatoes.  
©FAO

<sup>17</sup>COVID-19 Rapid Gender Assessment (2020).  
[https://data.unwomen.org/sites/default/files/documents/Publications/RGA\\_Main%20Report\\_02%20February%202021.pdf](https://data.unwomen.org/sites/default/files/documents/Publications/RGA_Main%20Report_02%20February%202021.pdf)



**89%**  
OF CITIZEN SATISFIED WITH  
SERVICE DELIVERY IN JUSTICE  
SECTOR



**420 PEOPLE**  
249 WOMEN AND 171 MEN  
HAD ACCESS TO LEGAL  
AID FOR FREE



**1561 PERSONS  
OF CONCERN**  
RECEIVED LEGAL  
ASSISTANCE

## ACCESS TO JUSTICE AND HUMAN RIGHTS

The UN worked with the Government to prevent the spread of the virus as a prerequisite for other programme results. This led to reduced spread of COVID-19 and facilitated safe return to work. Commissioned and led by the UNCT, a “Rapid Gender Assessment (RGA) on the impact of COVID-19 on women and men in Rwanda”<sup>17</sup> was conducted and contributed to informing the national response and recovery plans and initiatives. UN provided technical and financial assistance to the justice sector to develop the “criminal justice policy” which is waiting for Cabinet approval. Moreover, the UN worked with the Office of the Ombudsman to develop its 4-year Strategic Plan (2020/2021-2023/2024) under implementation. A Disability Strategy has been developed with UN financial and technical means to mainstream disability inclusion in the justice, reconciliation, law, and order sector. The continued partnership to build the capacities of the justice sector especially the use of the Integrated Electronic Case Management System (IECMS) contributed to the good performance of the Rule of Law Pillar of the 2021 Rwanda Governance Scorecard (RGS); where the pillar scored 87.08%. Under the same pillar, Access to justice has remained on a positive trajectory scoring 86.02% in 2021 compared to 85.99% in 2020.

Following the investment made in technologies to access justice, the level of citizen satisfaction with service delivery in the Justice Sector score remained high at about 89 percent in 2021. The good performance of this sub-indicator under the Rule of Law is partly attributable to the UN assistance in the provision of legal aid to the vulnerable including refugees, poor inmates, Persons with Disabilities (PWDs) and SGBV victims. Refugees at all levels (legal advice, advocacy, mediation, enforcement of court decisions, legal representation, etc.) benefitted from UN legal assistance in collaboration with other stakeholders namely the Rwanda Investigation Bureau (RIB), the Prosecution, the Rwanda Correctional Service (RCS), courts and other administrative entities.

Additionally, legal sensitization sessions were held mainly on refugee rights (under national and international law), the protection of children, criminal law, the legal framework on SGBV and sexual exploitation and abuse/sexual harassment (PSEA/SH).



UNHCR facilitated the access of refugees to civil registration for more than 6,000 children accessing birth certificates and over 14,000 refugees sensitized on birth registration.

In the area of human rights, the UN submitted its compilation report to the Human Rights Council. This contributed to the dialogue between the Government of Rwanda and the Human Rights Council. In various settings, including during the UPR, the UN Resident Coordinator made statements to highlight Rwandan international commitments and to encourage the Government to implement not only the accepted recommendations but also the ones it noted, and to consider jointly reviewing the UPR and the Voluntary national review of the SDGs.

The UN provided technical advice to Rwanda coalition of CSOs for the UPR which contributed to the elaboration and submission of a parallel report to the Human Rights Council. In 2021, 21 NGOs submitted their contributions for the review, compared to 10 during the first round in 2011. This progress confirms a greater understanding and interest of the CSOs in the UPR. In addition, several NGOs called on the authorities to reconsider their position on some recommendations that had been noted or deferred, namely the ratification of the conventions, amendments to the laws on freedom of association, freedom of peaceful assembly, freedom of the press, the work of human rights defenders. The Government is committed to improving its cooperation with CSOs and reviewing legislation on civic space. This is evident through Government's participatory approach in the preparation of its state report incorporating inputs from relevant stakeholders. A roadmap for the implementation of the 160 UPR recommendations was elaborated with UNDP's financial and technical contribution.

## SOCIAL COHESION, PEACE, SAFETY, & SECURITY

In the face of the COVID-19 pandemic and its challenges therein, the UN continued to provide operations and space for dialogue on peaceful cohabitation to both camp-based refugees and their host communities in Mahama, Kiziba, Kigeme and Nyabiheke Camp to further minimize potential conflicts and stereotypes between both communities. This could arise because of misconduct carried out by community members or in the case of camp service shortages. Refugees and host community leaders were also trained on working together in solving different challenges that may affect peaceful coexistence. Livelihood opportunities, such as the establishment of farming cooperatives and small businesses, targeting both refugees and host communities have strengthened peaceful coexistence.

The 2021 Rwanda Governance Scorecard (RGS) has revealed that the level of reconciliation, social cohesion and unity is still high, 93.76%; the score did not change much from 2020 (93.75%). The "2020 reconciliation barometer" indicated that the social cohesion level has increased by 2.2% from 92.5 to 94.7% between 2015 and 2020. This is attributed to mostly efforts by the Government and partners in social healing and reconciliation, especially between survivors of the genocide against the Tutsis and recently released perpetrators and those that are due to be released in the near future. The UN assisted in the social healing process through collaboration with NGOs working in peacebuilding and the National Unity and Reconciliation Commission (NURC) during the reporting period. The UN has also made considerable contributions to national security organs, including the police, mostly in the form of capacity building on crime prevention, crime monitoring and reporting. This is mostly reported in the areas of SGBV prevention and response.



Community Policing Committees (CPCs) training on fighting GBV  
©National Police Rwanda

The UN further worked to enhance collaboration between the police and citizens through community policing interventions. This has contributed to the increase in trust in the police by the citizens and the overall positive performance of the safety and security pillar. The 2021 scorecard notes that safety and security scored as high as 95.47% in 2021 against 95.44% in 2020 while the level of satisfaction with personal security improved from 93.73% in 2020 to 95.12% in 2021 (CRC).





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KEY RELATED SDG's

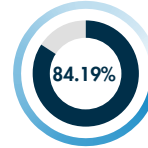


TRANSFORMATIONAL GOVERNANCE

# OUTCOME 6



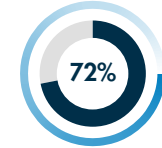
By 2023 people in Rwanda participate more actively in democratic and development processes and benefit from transparent and accountable public and private sector institutions that develop evidence-based policies and deliver quality services.



OF POPULATION WHO BELIEVE DECISION-MAKING IS INCLUSIVE AND RESPONSIVE



REFUGEES ABOVE 16 YEARS WITH VALID ID CARDS



CITIZENS SATISFIED WITH HOLDING LEADERS ACCOUNTABLE

The thematic report generated data on labour force participation rate, unemployment and employment rates, time spent on unpaid work, to build advocacy and knowledge and inform evidence-based programming and policymaking.

Preparatory activities for the Population and household Census 2022 continue; technical and financial means were provided to NISR's staff capacity building in the Geographical Information System (GIS) mapping in preparation for the Census enumeration areas which started in the last quarter of 2020. With technical facilitation from UNECA, financial resources from SIDA, and UNFPA core funding, the mapping software is available and tested. In addition, advanced tools, and IT equipment such as tablets and computers worth RWF 81,340,495 (about USD 81,000) were procured to facilitate the census mapping.

The WHO assisted technically the MoH in reviewing the performance status of health-related SDG indicators included in the fourth Health Sector Strategic Plan (HSSP IV) and provided technical assistance for the development of a costed methodology to monitor these indicators, that do not have a baseline. Also, some Health-SDGs indicators reflected in the HSSP IV are not fully aligned with international definitions and methods, resulting in outdated estimates at the global level. Ensuring standardization of those indicators with the international methodologies is therefore critical to ensure comparability with other countries. Through UN Women's technical assistance the Gender Management Information System (GMIS) was upgraded to increase the functionality of the application and its use by the National Gender Machinery.

Furthermore, the use of GBV Management Information System (MIS) by 279 trained service providers harmonizes reporting on GBV cases through Isange One Stop Centres countrywide and facilitates the referrals with the use of Integrated Electronic Case Management System (IECMS) used by the justice sector. With UNICEF's contribution, NISR in partnership with high schools, was able to conduct "Reading Data with Youth" event in four high schools in Muhanga and Nyamasheke districts. The activity was attended by 208 youth (121 girls and 87 boys).

## DATA FOR DEVELOPMENT

Despite the disruption by the lockdowns due to the COVID-19 pandemic throughout the year, through UNFPA financial and technical contributions, NISR was able to collect 40% of the targeted national sample size for Integrated Household Living conditions (EICV) 2019-2020 data to produce a national household survey report on stable indicators from different areas including demographic characteristics, migration, health, education, household dwellings, environmental issues, and household access to credits and savings. In addition, UN contributed to reinforce sectoral Management Information Systems and administrative data systems such as the Civil Registration and Vital Statistics (CRVS) system. The UN provided technical support to NISR to align the DHS Questionnaire to the SDG Framework. UN also contributed to ensuring NISR systems are fully functional and producing timely, quality data and ID Registration including refugees are fully functional.

The DHS6 key indicators report was successfully launched and disseminated in 2020 and the detailed (thematic) analysis was expected to be finalized by the end of 2021. The UN through UNICEF has provided financial and technical assistance to develop a new Multidimensional Overlapping Deprivation Analysis (MODA) building on new DHS6 Data. 26 (21 male and 5 female) key technical staff of NISR were trained on MODA Methodology and Monitoring SDGs through Statistical systems strengthening mechanisms. The UN also helped the establishment of the SDG corner in the NISR training center. Thanks to UN Women's support, the NISR was able to collect important gender data for the 6<sup>th</sup> Demographic and Health Survey (DHS6). These include the gender-based violence data and the production of a gender thematic report from the labour force survey 2020.





**60 JOURNALISTS**  
TRAINED ON  
EVIDENCE-BASED STORYTELLING



**65 TEACHERS**  
TRAINED ON  
READING STATISTICS



**54.9%**  
INCREASE IN PUBLIC BUDGET  
FOR CHILDREN

The UN provided financial and technical means to strengthen the capacities of 25 NISR staff and sector stakeholders in thematic analysis requiring specialized skills such as the Early Childhood Development (ECD) Index and Nutrition. UNICEF remains a pivotal partner in generating evidence around public budgeting for children through the development of Budget briefs and Budget Framework Paper (BFP) that were disseminated to increase awareness on public financial management in health, education, social protection, WASH and nutrition for children. As a result, the public budget invested in priority sectors for children continues to depict a nominal increase with allocations growing from RWF 567.9 billion (USD 567.9 million) in the 2017/18 revised budget to RWF 1,035 billion (USD 1,035 million) in 2021/22, reflecting a budget increase of 54.9% for the past five years. Furthermore, the upward budget allocations indicate a strong commitment by the Government to prioritize social sectors investments for strengthening human capital in Rwanda.

WHO also assisted technically and financially the Ministry of Health (MoH)/Rwanda Biomedical Center (RBC) to prepare and implement the second STEPwise approach to surveillance (STEPS) survey (2021-22), which is the sole national representative data source on risk factors for Non-Communicable Diseases (NCDs). WHO worked with the MoH/RBC in strengthening the civil registration and vital statistics (CRVS) system in collecting causes of death data by (i) giving technical assistance to improve the quality of data collected through Medical Certification of Causes of Death (MCCOD) in hospitals and (ii) providing financial resources (USD 50,000) to procure equipment to scale-up of the verbal autopsy (VA) at the community level. Furthermore, WHO helped in monitoring the continuity of Essential Health Services (EHS) during the COVID-19 pandemic and in preparing and undertaking the first Harmonized Health Facility Assessment (HHFA) to collect standardized quality data on the use of EHS and improve Universal Health Coverage (UHC) monitoring.

UNDP supported Rwanda Governance Board to produce two flagship research, the Rwanda Governance Scorecard (RGS) and the Citizen Report Card (CRC). RGS and CRC generate credible and reliable data on governance and serve as an important data source to improve accountability through enhanced service delivery. The two reports allow for informed policy, evidence-based decision-making and contribute to the current scientific and contextualized knowledge about economic, social, and political governance in Rwanda. The implementation of CRC and RGS recommendations improved different pillars including the quality-of-service delivery from 78.31% in 2020 to 81.86% in 2021, participation and inclusiveness from 81.96% in 2020 to 84.19% in 2021 among others<sup>18</sup>.

## DEMOCRATIC PARTICIPATION

The UN remains a key partner in CSOs capacity strengthening, to enhance their role in decision making and promoting accountability. Through a CSO support framework implemented by RGB and UNDP, which aims to strengthen the capacities of CSOs including their voice capacities, UNDP provided micro-grants (of RWF 25 million each, about USD 250,000) to a group of 34 CSOs. The grants enabled CSOs, mainly community-based, to assist their beneficiaries, strengthen their voice, and build their organizational capacities. The multiple strengthened relations and created partnerships among the groups of CSOs also contributed to a more networked civil society. At the grassroots level, the implementation of the 34 projects in 2020-2021 generated a range of significant output results in different thematic areas. For example, the socio-economic status of 1,395 people from Ubudehe categories 1 and 2 was raised through the provision of livestock (338 pigs, 3026 chickens, 207 goats and 1000 rabbits); 327 youth (227 teen mothers) became self-employed after skills training in different professions including tailoring, hairdressing, handcrafts and shoemaking; 4,250 households use improved cooking stoves reducing pressure on Nyungwe Forest by cutting their daily firewood consumption by 50%; among others.

UN provision of technical means to Organizations of Persons with Disabilities (OPDs) enabled the organization to implement flagship initiatives aimed at addressing stigma and discrimination and empowering Persons with Disabilities, especially as part of COVID-19 socio-economic recovery. For example, through the National Association for Supporting People Living with HIV/AIDS (ANSP+), 156 Persons with Disabilities received goats through their cooperatives, and completed training on nutrition, health and household development, including the establishment of vegetable kitchen gardens. Moreover, 2061 community members were reached through peer-to-peer learning sessions to increase their knowledge about HIV prevention and treatment, Sexual and reproductive health and rights (SRHR), family planning and GBV prevention. Rwanda National Union of the Deaf (RNUD), Rwanda ex-combatants and other persons with disabilities organization (RECOPDO), and members of 13 cooperatives of persons with disabilities received food for their families, as well as a contribution for economic recovery of their businesses. This contributed to ensuring that 227 persons with disabilities received dedicated focus to get through the hardship of the pandemic and were not left behind.

UNICEF's technical and financial capacity building contributed to propelling the agenda on children and young people's participation both at decentralized and central government levels which offers a framework for children and young people to voice their opinion in the development process and further foster accountability and transparency in Government actions. A training module for children and adolescent participation was finalized and training sessions were organized to build the capacity of 208 children (121 Female and 87 Male) forum representatives from a third of the districts (11 districts).

## ACCOUNTABLE GOVERNANCE AND SERVICE DELIVERY

In the context of the right to access information as a fundamental right for citizens, enhancing professionalism in the media sector is very important. UNDP Rwanda provided capacity building to state, non-state organizations and media practitioners.

<sup>18</sup>Rwanda Governance Board (2021)





OF DAILY FIREWOOD REDUCED



13 MEDIA HOUSES

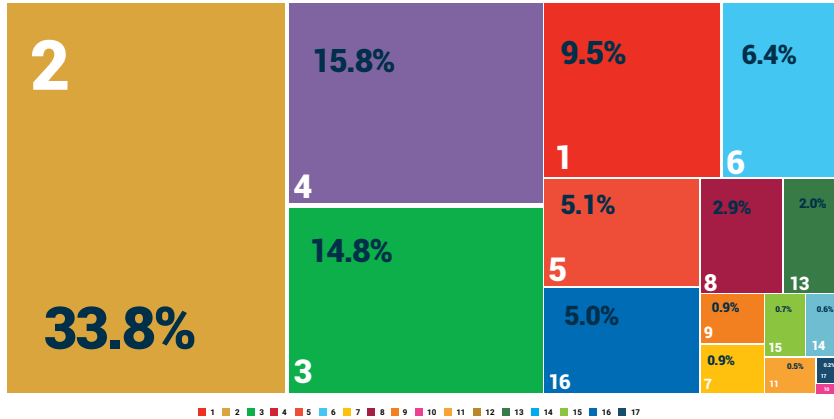
SUPPORTED WITH USD 100,000 DURING COVID-19.

Association Rwandaise de Journalistes (ARJ) and Association of Rwandese Female Journalists (ARFEM) reaching 176 members (96 Men and 80 Women) in different topics to increase their skills and capacity to produce quality information to citizens. This increased the level of media professionals that access training appropriate to their needs from 53.3% to 60.5%.

RMC conducted sensitization campaigns on responsible use and consumption of online/digital-based content and continued its efforts to conduct the implementation of media code of ethics and operations of the self-regulatory body by resolving 87.23% of received cases (41 out of 47 complaints received) in 2020-2021. The capacity building and recovery assistance to the media sector contributed to an increased percentage of people satisfied with access to public information up to 85.6% (80% as target of 2023-2024).

## 2.4 SUPPORT TO PARTNERSHIPS AND FINANCING THE 2030 AGENDA

UNCT EXPENDITURES TAGGED TO DIFFERENT SDGs<sup>19</sup>



<sup>19</sup>The SDG figures are proportionate and not a direct disaggregation

The above chart presents an overview of UN expenditures 2020-2021 per SDG. The highest expenditures have been allocated to implement SDG 2 - Zero Hunger (33.8%), SDG 4 - Quality Education (15.8%) and SDG 3 - Good Health and Well-being (14.8%); and the lowest of UNCT's expenditures have been allocated to SDG 17 - Partnership for the Goals (0.2%), SDG 10 - Reduced Inequalities and SDG 12 - Responsible Consumption and Production.

In March 2021, Rwanda received the first doses of COVID-19 vaccines, through COVAX, a global initiative for affordable and equitable access to the vaccine which is co-led by Gavi (the Global Alliance for Vaccine), the Coalition for Epidemic Preparedness Innovations (CEPI) and the WHO, in partnership with UNICEF and supported by donors and member states. This was a historic moment for the Government and the people in Rwanda.

The UN presented Rwanda's financing work and appreciated the financial contribution for three Joint Programmes on Social Protection (USD 2 million); SDG Financing Architecture (USD 1 million); and an integrated SDG investment project of the Fund for which Rwanda received seed funding ("A 1000 Health posts in the Land of a Thousand Hills") this programme once approved will receive funding worth USD 8.7 million. Rwanda is among the 15 countries globally, pioneering the Integrated National Financing Framework (INFF). UN Rwanda is glad to have partnered with European Union on this important initiative aligned with the Addis Ababa Agenda Action on financing for development. The INFF which was financed through the Joint SDG fund amounts up to USD 1 million and is designed to identify financing gaps and to provide solutions to implement NST 1 and Vision 2050 contributing to the overall realization of the SDGs.



During this reporting period, the Government has committed to participate in the preparation of the UN Food Systems Summit 2021, led by the United Nations Secretary-General. The UN was greatly committed to assist the Government, to organize the Food Systems Summit Dialogues that will shape Rwanda’s pathway, intention, and commitments to make food systems sustainable, inclusive, efficient, nutritious and healthy in line with the 2030 goals. Under the leadership of the Government, results in Health and Nutrition sectors were achieved with technical support from various financial and technical partners. FAO, UNICEF, WFP and WHO continued their close partnership, including through the national UN Nutrition platform of the Scaling Up Nutrition (SUN) and the implementation of the “One UN” nutrition programme (USD 2,605,959 including USD 2,275,000 from SDC and USD 330,959 from PUNOs.) Other partnerships included the engagement with the Rwandan Women Parliamentary Forum (FFRP), which helped to further strengthen budget analysis and oversight in the Nutrition sector. The UN also partnered with the Rwanda Religious Leaders Initiative to organize dialogues on women’s roles and participation in communities, including in religious organizations where culture-based stereotypes persist. There was also an ongoing partnership with Easy & Possible and Prison Fellowship Rwanda for the Sida-funded campaign against human trafficking.

The UN facilitated partnerships between the private sector and value chain actors to ensure sustainability beyond UNDP implementation. Partnerships include large off-takers and agro-processors, post-harvest handling and storage (PHHS) equipment suppliers, financial institutions, and logistics service providers. This is in line with the government’s strategy to promote private sector engagement, strongly linked to its private sector leveraging strategy 2020-2024. There is an ongoing engagement of different stakeholders (public and private institutions including Ministry of Finance, universities, USAID, FAO, WFP, WB, representatives of local and international NGOs, among others) in the development of agriculture sector analysis related reports such as the analysis of climate investment and financial flows, resources mobilization strategy, and gender-targeted capacity building for the development of bankable projects. The engaged experts are significantly contributing to the good quality of the reports.

Moreover, the UN is partnering with the Swiss Resource Centre and Consultancies for Development (SKAT) to implement community engagement and participatory planning in the ‘Community Rehousing and Neighborhood Upgrading Project in Unplanned Settlements’ in the district of Nyarugenge in Kigali. The UN leadership had fruitful bilateral meetings with new Ambassadors, important partner countries including Belgium, France, and the United Kingdom. The discussions focused on UN operations in the context of UN reforms and enhanced partnership, grounded on renewed and networked multilateralism to continue supporting Rwanda’s development agenda articulated with the UN agenda 2030 and the Sustainable development goals.

Further, the UN received several high-level missions to strengthen its partnership with the Government. These include Mr. Huang Xia, the Special Envoy of the Secretary-General for the Great Lakes region, who held discussions focusing on sub-regional issues and the approved UN Strategy for the Great Lakes, with the Government. Ms. Bintou Keita, the Special Representative of the Secretary General in the Democratic Republic of Congo and Head of the UN Organization Stabilization Mission acknowledged Rwanda’s positive support provided after the volcanic eruption. Mr. Filippo Grandi, the UNHCR High Commissioner had engagements highlighting the role of his organization and Governments of the sub-region in managing the refugees’ situation with Government officials, and with the Donors who promised more support. On the JP on Recovering Better and Inclusively from COVID-19 through Gender-Sensitive Social Protection System, the UN mobilized USD 850,000 through the COVID MPTF Fund. And on the CERF joint project, the UN has contributed USD 1 million for the provision of emergency shelters and agriculture to communities affected by floods and landslides during the reporting period, Sida approved the prioritization and utilization of the implied foreign exchange gains of USD 121,080 to outcome 6 as per the decision of the United Nations Country Team to contribute to the undertaking of the national census.

## 2.5 UN COHERENCE, EFFECTIVENESS, AND EFFICIENCY: THE RESULTS OF THE UN WORKING MORE AND BETTER TOGETHER

UNDP II ushered in a new management and coordination structure to provide relevant, timely and reliable technical capacities, at policy level while reaching out to all people without leaving anyone behind in the development process to achieve sustainable development. The structure contains mechanisms to ensure national ownership and leadership, and effective coordination while promoting the implementation of the UN reform agenda. The structure also facilitates alignment with national priorities and systems, reduces parallel or redundant processes, enhances the focus on results, builds accountability for the delivery of UN Programming principles, and ensures flexibility to integrate emerging demands over the five-year Programme cycle<sup>20</sup>. The UN forms part of the well-functioning development coordination mechanisms amongst DPs: (i) UNRC is the permanent co-chair of the Development Partners Group and Development Partners Retreat (ii) has an established Joint UN Steering Committee co-chaired by the Minister of Finance and Economic Planning and the UN RC, (iii) Heads of Agencies also co-chair a number of Sector Working Groups<sup>21</sup>. This has contributed to development cooperation effectiveness and efficiency beyond the UN.

The UN joint Programmes have managed to bring together UN agencies, with and without physical presence, with expertise and government institutions with recognized mandates in areas of intervention such as gender, data generation, agriculture development, youth empowerment together with local implementing partners with strong networks in local communities. This has enhanced intra and inter-sectoral coordination, increased value for money, improved inter-agency coordination, strengthened the overall practice of “delivering as one” and augmented recognition of the UN’s comparative advantage<sup>22</sup>.

Some Programmes such as the Joint Youth Programme have leveraged UN convening power to bring other funders in such as KOICA and African Development Bank. This has been achieved where the joint areas of intervention attract more Development Partners (DPs) interest than others, such as youth employment, women’s empowerment, and agriculture development.

Slimmer and more coherent JP structures also ease coordination and streamlined delivery, thus indicating more accountable and efficient utilization of resources. They also cut through usually unnecessary bureaucratic processes that otherwise slow down implementation. Also, programs with strong coordination mechanisms (agreed work plans, technical workings groups, and steering committees that include all IPs and have clear focal persons on the side of government, IPs, and UN agencies) have had fewer challenges in implementation<sup>23</sup>. During the reporting year, as part of the UN reforms, UN agencies in Rwanda and development partners communicated and advocated together. Examples are the press releases jointly published by UN Rwanda, the Swiss, and Sweden on their support to Joint programs in Rwanda<sup>24</sup>. The UN also publishes the “Turi Kumwe” newsletter on a quarterly basis, where UN Agency stories are compiled by the UN Communication Group (UNCG) focal points. The newsletter is sent out electronically to Ministers, development partners, private sector entities, NGO Leads, uploaded on the UN Rwanda website, shared on all social media platforms and UN global platforms. Moreover, the UN has produced joint videos to showcase UNCT’s achievements, for advocacy and donor visibility<sup>25</sup>.

<sup>20</sup>UNDP II MTR, 2021

<sup>21</sup>UNDP II MTR, 2021

<sup>22</sup>UNDP II MTR, 2021

<sup>23</sup>UNDP II MTR, 2021

<sup>24</sup>Partnership between Swiss Agency for Development and Cooperation and UN Rwanda

<sup>25</sup><https://wanda.un.org/en/165126-partnership-between-swiss-agency-development-and-cooperation-and-un-rwanda>

<sup>26</sup>The UN support to Rwanda on COVID-19: <https://wanda.un.org/en/110420-un-support-rwanda-covid-19>

Peace Building Fund (PBF), UN Rwanda support to Disarmament, Demobilization & Reintegration (DDR) and the Cross-border trade projects:

<https://wanda.un.org/en/137525-peace-building-fund-pbf-un-rwanda-support-disarmament-demobilization-reintegration-ddr-and>

UN RWANDA & Joint SDC Fund: <https://wanda.un.org/en/114116-un-rwanda-joint-sdc-fund>





The UN Secretary-General's vision is for all UNCTs to have an improved Business Operations Strategy (BOS) by 2021. BOS 2 Rwanda total Cost Avoidance for all categories was USD 4,549,257 in 2021.

In addition to monetary savings, the UN Rwanda has made various gains mostly through efficiency enhancements across all four pillars of the BOS II – Procurement, ICT, Human resources, and Finance services. Examples of efficiency enhancement are time and resource savings through cost avoidance opportunities and discount savings on long-term agreements (LTAs). They include significant savings accrued from purchasing fuel in bulk; use of common internet services, same Internet Service Provider (ISP) across the entire UN; harmonized consultancy rates to increase the collaboration of UN Agencies and reduce competition amongst agencies; banking services and bank charges negotiated to zero.

## 2.6 EVALUATIONS AND LESSONS LEARNED

The UNDP II Mid-Term Performance Review (MTPR) highlights key lessons learned in the design of the UNDP II, its implementation, monitoring and evaluation, and uptake by UNCT Rwanda. The report points out the tremendous progress the UN has made towards DaO and UN Reforms, compared to the last UNDP cycle.

### 2.6.1 UNDP II MID TERM PERFORMANCE REVIEW

Through the first half of the UNDP II innovation, technology, economic integration, and entrepreneurship have taken centre stage with the advent of the digital revolution, FinTech, eCommerce, AfCFTA, “Made in Rwanda” and many others. The UNDP II has tried to be adaptive by reprogramming and repurposing financing to exploit the opportunities presented and leverage its comparative advantage. However, this evolution has reemphasized the need for the UN to review its niche, define where it can best add value and then diversify, upgrade the UNCT's competencies to ensure the UNDP II remains relevant.

The management, coordination structure and mechanism of the UNDP II have been strong and contributed to effectiveness and efficiency in delivery. The results groups structures have contributed to coherence in programming; while facilitation teams though could be made more effective, have also contributed to good performance and attention to programming principles. The JPs are efficient in terms of optimal utilization of resources, joint monitoring, reduction of transactional costs, improved resource mobilization for Programme delivery and increased transparency in the use of development resources. Feedback from the Government also indicates that working directly with individual UN agencies is not an efficient way of doing business and has been contrary to the principles enshrined in the UNDP. At the design stages of the UNDP II, human rights and gender equality and women's empowerment were incorporated in the results framework. There has been a deliberate strategy for enhancing mostly GEWE competencies for institutions and stakeholders. Advocacy for these normative issues was visible in programme delivery. This was not the same for other critical principles such as climate change and environmental sustainability. There has been a considerable improvement in the engagement of UN agencies with no physical presence in the implementation of the UNDP II. There is evidence of more collaboration and contribution to joint Programmes than before. However, progress reports and consultations with RGs indicates there is still low contribution in joint reporting and participation in the UNDP II management and coordination structures. There is room for improvement in proactive participation from agencies with no physical presence. Also given that many of these are specialized agencies, they provide immense opportunity for leveraging their expertise in some of the emerging areas identified in the lesson above<sup>26</sup>.

<sup>26</sup>UNDP II MTPR, 2021  
<sup>27</sup>UNDP II MTPR, 2021

In line with the UN Diversity Inclusion Strategy, which provides the foundation for sustainable and transformative progress on disability inclusion through all pillars of the work of the United Nations, the UN in Rwanda has been making more intentional efforts to mainstream disability inclusion in its activities, as well as to implement targeted support to empower PWDs and promote their rights. However, the indicators set in the joint work plans as well as the reporting in UNINFO (no disability inclusion marker) do not fully capture and reflect this work. Going forward this needs to be adjusted.

### 2.6.2 KEY LESSONS AND RECOMMENDATIONS

Although accountability to DaO and UN Reforms often competes with UN agencies' accountability to their headquarters, the UNCT has been deliberate and intentional about working jointly. This has contributed to the exponential growth in the number of Joint Programmes. The full functionality of the UN RCO has also played a critical role in strengthening the DaO. However, there is need to ensure that the UNCT facilitation teams remain committed to the UNDP course, given that they remain critical to enhancing inter-agency synergy and coherence in programmes and operations.

The UNINFO platform provides an opportunity for synergy and improving M&E at the Joint Programme and agency level. However, with staff turnover and system upgrading, there is need for continuous training, for new and current staff in using the UNINFO system for planning, monitoring, reporting and informing programme management. The MTPR recommends that JP formulation should not be driven by having as many UN agencies as possible working together, but rather by the need to provide solutions to pertinent multi-sectoral or multi-faceted problems, programme criticality and potential resource availability. Also, the 2021 UNCT retreat recommended a revision of the UN Communication Strategy to better position the UN to collectively communicate for results and advocacy. Also, the use of digital solutions to reinforce the existing disease surveillance systems for rapid reporting, data management and analysis resulted in faster response, improved completeness and timeliness of reports and increased the proportion of identified contacts. The current country context has highlighted the importance of resilience and the vulnerability of the population, especially the poorest, to natural disasters and shocks such as pandemics. The UN will continue to provide financial and technical support for developing DRM systems and their leveraging of the existing social protection system. Emergency preparedness and response capacity will also need to be strengthened within the UN programming and operations to ensure activation of the business continuity plan (BCP) is done more efficiently using a common approach to fast-track implementation and compensate for lost time<sup>27</sup>.

Inclusion of all key segments of the population such as women, youth, people living with disabilities, civil society, the media, the private sector, unions, academia and other stakeholders, should remain imperative to generate an unstoppable movement pushing for the required transformations. It is equally important to embed the needed transitions in the policies, budgets, institutions and regulatory frameworks of the Government and the districts, for all UN assistance. The UN does not directly implement Programmes and yet its performance is based and almost entirely dependent on the successful implementation by the implementing partners. The MTPR recommends deeper analysis of mechanisms to strengthen IPs' governance arrangements, technical capacities and any other that could help them better move their operations and outcomes. Last, but not least, the UNCT produced a strong, informative, and readable CCA that adopted an innovative approach detailing out clear target groups with causality indicating the drivers and response actions. It demonstrated participation and ownership through extensive consultations with diverse groups and stakeholders. The leave no one behind section was comprehensive covering various social groups, including LGBTI, cross border women traders, migrants and refugees, people with disability and the elderly.



## 2.7. FINANCIAL OVERVIEW AND RESOURCE MOBILIZATION

### 2.7.1 FINANCIAL OVERVIEW FOR JULY 2020 TO JUNE 2021



Strategic Priorities	Required resources (US\$)	Available resources (US\$)	Expenditure (US\$)	Delivery Rate %
<b>Economic Transformation</b>	33,815,021	20,120,240	16,631,151	82.66%
<b>Social Transformation</b>	131,552,409	69,848,395	73,692,252	106%
RG2A	115,684,444	60,274,275	64,313,105	107%
RG2B	15,867,965	9,574,120	9,379,146	98%
<b>Transformational Governance</b>	7,280,269	4,849,639	6,374,029	131%
<b>Total</b>	<b>172,647,699</b>	<b>94,818,275</b>	<b>96,697,433</b>	<b>102%<sup>28</sup></b>

#### ECONOMIC TRANSFORMATION



#### TRANSFORMATIONAL GOVERNANCE



#### SOCIAL TRANSFORMATION



## 2.7.2 RESOURCE MOBILIZATION AND QUALITY OF FUNDING

Over the past year, the UN has contributed to the overall implementation of National Strategy for Transformation 2017-2024 (NST1) as well as the response and recovery to the COVID-19 Pandemic through technical assistance in form of policy advice, institution strengthening and catalytic funds to stimulate financing. The funds acquired to implement UNDAF II were from a mix of sources which included bilateral donors, pooled funding mechanisms (Rwanda Sustainable Development Fund (SDF), the Joint SDG Fund, CERF & PBF, core and non-core resources<sup>29</sup> by UN Agencies (including all partners supporting UN Agencies, governments, bilateral, multi-lateral, philanthropists, private sector and others). The Rwanda SDF remains a great funding window/opportunity for development partners who are in support of the UN reforms. Thanks to the governments of Sweden, Switzerland and Netherlands for embracing and promoting the fund.

Specifically, the UN mobilized partners to strengthen UN Joint Programmes and initiatives including the Convention on the Rights of Persons with Disabilities (UNPRPD) for disability and inclusion, the COVID-19 Multi Partner Trust Fund (MPTF), Fund for Response and Recovery, the Joint SDG Fund and the PBF, that provided seed funding for catalytic investments for SDG acceleration and attainment of universal health coverage in the land of a thousand hills. Joint programming has remained at the heart of the resource mobilization strategy where UN agencies generate more impact by designing programmes together. The establishment of the Resource Mobilization Taskforce mandated to promote the development and implementation of innovative solutions to resource mobilization and partnership through joint initiatives, encourage learning, knowledge and experience sharing within the UN in Rwanda has been realized in December 2020. Also, given the need for additional resources to meet UN commitment for the UNDAF II and the increasing demand to fight the COVID-19 pandemic and recover better, the UN has embarked on the development of resource mobilization and partnership strategy to broaden the financing base. Although it is anticipated that the ongoing work will be challenged by the COVID-19 pandemic with the funding gap widened by the adverse effects of COVID-19, in 2021/2022 the UN intends to continue bilateral dialogues with the Embassy of Sweden and Swiss Development Cooperation, for additional funds top up through the Rwanda SDF and strengthen discussions with France, Norway, UAE, Denmark and Finland as part of its partnership building and strengthening resource mobilization to meet the financing gap by the end of 2024. In addition, the UN will engage more with the private sector and some prospects exist with banking institutions.

## 2.7.3 COOPERATION FRAMEWORK 2018-2023 COMMON BUDGETARY FRAMEWORK

UNDAF II 2018-2023 for Rwanda was developed as an integral part and to support Rwanda's National Strategy for Transformation 2017-2024 with the 2030 Agenda at its core.

UNSDCF Strategic Results Area	Total Budget (US \$)	Mobilised (US \$)	To be Mobilised (US \$)
Economic Transformation	131,492,669	64,473,105	67,019,564
Social Transformation	443,937,384	262,663,675	181,273,709
Transformational Governance	55,661,074	41,351,666	14,309,408
<b>Total</b>	<b>631,091,127</b>	<b>368,488,446</b>	<b>262,602,681</b>
<b>FINANCING GAP IN %</b>			<b>42%</b>

<sup>28</sup>Across the 3 strategic priorities of UNDAF II, there has been a strong delivery rate (102%). The highest is Transformational Governance with 131%; where agencies such as UNDP and UNWomen mobilized and received more funds than planned and spent them.

<sup>29</sup>UN Agencies core and non-core resources include regular, thematic, vertical, and other resources as of December 2021



# UNCT KEY FOCUS FOR 2022

## 3.1 UNITED NATIONS SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK (UNSDCF)

The UNSDCF design-process is informed by the UNCT Retreat decisions of 21 May 2021:

1) Since the current UNDAF II 2018-2023 is still active and aligned to the NST1 ending 2024 and needs to be aligned to the new Cooperation Framework guideline, the UNCT will not design a full-fledged new Cooperation Framework elaboration Process, rather it will revise and adjust the current UNDAF II with emerging issues and opportunities from the Common Country Analysis (CCA) 2021, MTPR 2021 and key COVID-19 implications; as well the compliance with the UNSDCF guidelines.

2) The UNSDCF will retain the three pillars of UNDAF II and the six outcomes since they are still valid and aligned with the Government NST1, areas that will change are the pathways including outputs, activities, assumptions, risks, enhanced Theory of Change and Results framework; and 3) The updated UNSDCF will be extended to 2024 to align with the NST1 timeline.



### ECONOMIC TRANSFORMATION

Focus will be set on increased awareness and capacity building in the private sector to take advantage of the AfCFTA. Other key priorities include improving export-oriented value chains, strengthening the national industry, and Made in Rwanda initiative. The UN Rwanda will reinforce support to the private sector to transform jobs from informal to decent, formal, and green jobs. Key priorities include access to finance and skills development, particularly women and youth for greater participation in the economy, building a knowledge-based economy, upcoming techs (fintech, agrotech, education, tourism) to contribute to setting the country as a knowledge hub and take advantage of the Green Growth strategy. UN Rwanda initiatives will seek opportunities to influence financial sector development policy towards a cashless economy; as well as local development financing, strengthening, and digitalization of SACCOS.

More focus will be given to encouraging nutrition-sensitive agriculture and silvopastoral system. UN will also work to increase irrigation agriculture and adapt seeds that are resistant to the current climate. The UN will engage relevant partners to create solutions and advocate for women-friendly labor-saving technologies in agriculture and support smallholder farmers (especially women and youth) to access more formal markets as well as value-addition activities. The UN will contribute to successfully support the Government to realize Food Systems Summit dialogues, development of national pathways, game changers and implementation. The UN participated in COP26 and started to prepare for COP27; the UN work will strive to mainstream environment and climate change in key priority sectors (energy, agriculture, transport, urbanization); this includes protection and restoration of degraded and fragile ecosystems.

Likewise, the UN will promote sustainable production, consumption settlements and cities including climate resilient technologies, as well as the adoption of appropriate technologies such as irrigation to harness the water resources.

The UN Rwanda will work to include diversity and inclusion markers to enable measurement of CF performance in the area. The UN should also allocate explicit funding for the implementation of the diversity and inclusion action plan. The Economic Recovery Plan (ERP) and Economic Recovery Fund (ERF) will be critical complemented by fiscal consolidation and private sector led growth. In addition, UN in collaboration with the Government and Development Partners will continue with deliberate efforts that support vulnerable groups, to ensure we leave no one behind and improve the sustainability of the development agenda.

Also, a partnership strategy for the involvement of the private sector in the delivery of CF will focus on establishing symbiotic relationships for better Programme delivery and leverage opportunities for SDG financing. With support from the UN and other development partners, such as the EU, IMF, and World Bank, the INFF process will enhance private SDG financing, including stronger development cooperation as well as SDG-aligned and corporate social responsibility investment frameworks.



### SOCIAL TRANSFORMATION

Key priorities include enhancing health system resilience to COVID-19 - and other medical emergencies to prevent disruptions and ensure continuity of essential and lifesaving Reproductive Maternal Newborn Child Adolescent Health Plus Nutrition (RMNCAH-N) services as well as prevention, care, and management of non-communicable diseases (NCDs). Joint advocacy will be undertaken for innovative health financing to increase domestic and private sector investment in health.

UN Foods Systems: Following the approval by the Cabinet to embark in the FSS in the country, the UN Resident Coordinator's Office mobilised USD30,000 to facilitate the undertaking of national dialogues from the UN Food Systems Summit Headquarters and FAO; complemented by the technical expertise by WFP. By June 2021, the UN and African Union Agency (AUDA-NEPAD) had engaged in backstopping and conducted trainings for national teams, developed a roadmap for national dialogues and conducted seven dialogues on the various action tracks and on youth and women. This provided views that will inform the national pathways towards sustainable national food systems by 2030.

The UN will leverage on the presence of UN national and Regional Bureaus and the Regional Collaborative Platform to enhance support to regional and cross border initiatives such as policy harmonisation, CBT, AfCFTA, COVID-19 and other pandemics, peace, triple nexus interventions and issues of refugees and migration. Similarly, UN Rwanda will strive to address disruptions in education (drop out, e-learning, access, quality) due to the COVID-19 pandemic, to enhance human capital development. Access to social services (GBV, child protection) needs to be more resilient and brought closer to the most vulnerable population (mothers, children) beyond having access only. There is growing urgency to mainstream disaster risk management across various sectors and improve preparedness planning for enhanced emergency response, with a focus on decentralized capacities, and strengthening the related capacities and financing mechanisms. The disaster management systems building work under RG1 and RG2B will be streamlined and merged under RG2B for enhanced synergies. Going forward, UN Rwanda will also advocate for efforts to counter human trafficking in all districts.





## TRANSFORMATIONAL GOVERNANCE

The UN will adapt its support modalities to consider e-governance and national digitalization efforts as enablers for the achievements of the three pillars of the updated Cooperation Framework. Bringing innovative solutions such as e-courts, in service delivery across all development sectors should be considered a priority for future UN support. Other priorities include strengthening gender accountability in the public and private sectors; strengthening CSOs to influence policies at all levels and enhancing youth participation in decision making. Contributions to this pillar will be realized through providing support for the availability and use of data to inform policies and programmes, strengthening participation in the development process, enhancing access to information, and promoting accountability for improved service delivery. The United Nations' system will continue to contribute to transformational governance in Rwanda by ensuring all citizens, especially women, girls and the most vulnerable have full and equal opportunity to leadership and decision-making roles in political, economic, and public life by revising and eliminating discriminatory laws, policies and practices and promoting the rule of law. The UN working through partnerships will invest in promoting gender equality and empowering women expanding access to justice, promoting and enabling the realization of human rights commitments, promoting social cohesion and addressing all barriers to unity and reconciliation, peace, safety and security in both national and regional contexts. Transformational Governance will also serve as the main driver for the UN's efforts to bridge the humanitarian-peace-development nexus.

The implementation of the UPR recommendations: Following the review of the human rights records of Rwanda by the working group on UPR of the Human Rights Council, in January 2021, 284 recommendations were formulated to the Government and 160 recommendations have been accepted. The recommendations accepted by the Government offer the UNCT and its partners an opportunity to reinforce their cooperation with the country in the human rights domain. UN Rwanda will continue to support the Government to entrench commitments to conventions on human rights and ensure the implementation of UPR recommendations.

UNDESA- NISR-SDG initiative: the UN will continue to enhance collaboration with the NISR through the UN DESA and NISR- SDG dashboard initiative. The initiative is about, pulling SDG data sources from 3 sources: UN Info, DESA and NISR. In 2021, 23 global indicators were displayed on the UN Rwanda website (UNINFO 1.0), now being revamped to UNINFO 2.0. UNDESA global dashboard has more indicators; and will show better the country's progress of SDG implementation. Rwanda will have comparable SDGs data across countries; promoting sustainability in data collection for agreed-upon indicators and sources; and transparency of the UN's work in tracking and monitoring the SDGs.



# ACRONYMS

<b>ACFTA</b>	African Continental Free Trade Area	<b>MINAGRI</b>	Ministry of Agriculture and Animal Resources	<b>STI</b>	Sexually Transmitted Infections
<b>ARFEM</b>	Association of Rwandese Female Journalists	<b>MINALOC</b>	Ministry of Local Government	<b>ToT</b>	Training of Trainers
<b>ARJ</b>	Association Rwandaise de Journalistes	<b>MINEMA</b>	Ministry of Emergency Management	<b>TVET</b>	Technical and Vocational Education and Training
<b>BCP</b>	Business Continuity Plan	<b>MINIDUC</b>	Ministry of Education	<b>TWF</b>	Technical Working Group
<b>BOS</b>	Business Operations Strategy	<b>MIS</b>	Management Information System	<b>UHC</b>	Universal Health Coverage
<b>CAR</b>	Central African Republic	<b>MODA</b>	Multidimensional Overlapping Deprivation Analysis	<b>VCP</b>	Maize Value Chain Platform
<b>CCA</b>	Common Country Analysis	<b>MoH</b>	Ministry of Health	<b>WaPOR</b>	Water Productivity Open-Access Portal
<b>CEPI</b>	Coalition for Epidemic Preparedness Innovations	<b>MRV</b>	Measuring Reporting and Verification	<b>WASH</b>	Water, Sanitation and Hygiene
<b>CFSVA</b>	Comprehensive Food Security and Vulnerability Assessment	<b>MTPF</b>	Multi Partner Trust Fund	<b>WEF</b>	World Economic Forum
<b>CRC</b>	Citizen Report Card	<b>MTPR</b>	Mid-Term-Performance-Review		
<b>CRVA</b>	Climate Risk and Vulnerability Assessments	<b>NACS</b>	National Nutrition Assessment, Counselling and Support		
<b>CSOs</b>	Civil Society Organizations	<b>NCDA</b>	National Child Development Agency		
<b>CYP</b>	Couple Years of Protection	<b>NCDs</b>	Noncommunicable diseases		
<b>DaO</b>	Delivering as One	<b>NDC</b>	Nationally determined contributions		
<b>DHS</b>	Rwanda Demographic and Health Survey	<b>NISR</b>	National Institute of Statistic of Rwanda		
<b>DPs</b>	Development Partners	<b>NST1</b>	National Strategy for Transformation		
<b>DPs</b>	Development Partners	<b>NUCR</b>	National Unity and Reconciliation Commission		
<b>DRC</b>	Democratic Republic of Congo	<b>PHHS</b>	Post-Harvest-Handling and Storage		
<b>ECC</b>	Environmental Conservation and Climate Change	<b>PLHIV</b>	People Living with HIV		
<b>ECD</b>	Early Childhood Development	<b>PSEA/HS</b>	Prevention of Sexual Exploitation and Abuse/Sexual Harassment		
<b>EHS</b>	Essential Health Services				
<b>EICV</b>	Integrated Household Living Conditions Survey	<b>PWDs</b>	Persons with Disabilities		
<b>EMR</b>	Electronic Medical Records	<b>RBC</b>	Rwanda Biomedical Center		
<b>EVAWG</b>	Elimination of violence against women and girls	<b>RBM&amp;E</b>	Results Based Monitoring & Evaluation		
<b>EVD</b>	Ebola Virus Disease	<b>RCS</b>	Rwanda Correctional Service		
<b>FFRP</b>	Rwandan Women Parliamentary Forum	<b>RDDP</b>	Rwanda Dairy Development Project		
<b>FP</b>	Family Planning	<b>RDRC</b>	Rwanda Demobilization and Reintegration Commission		
<b>FTMA</b>	Farm to Market Alliance	<b>RECOPDO</b>	Rwanda ex-combatants and other persons with disabilities organization		
<b>GBV</b>	Gender-Based Violence				
<b>GEPM</b>	Gender Economic Policy Management	<b>RGB</b>	Rwanda Governance Board		
<b>GIS</b>	Geographical Information System	<b>RGS</b>	Rwanda Governance Scorecard		
<b>GMIS</b>	Gender Management Information System	<b>RIB</b>	Rwanda Investigation Bureau		
<b>GRB</b>	Gender Responsive Budgeting	<b>RJMUA</b>	Rwanda Land Management and Use Authorities		
<b>HDI</b>	Human Development Index	<b>RMC</b>	Rwanda Media Commission		
<b>HGSF</b>	Home-Grown School Feeding Programme	<b>RMNCAH</b>	Reproductive, Maternal, Newborn, Child and Adolescent Health		
<b>HHFA</b>	Harmonized Health Facility Assessment				
<b>HIS</b>	Health Information Systems	<b>RNUD</b>	Rwanda National Union of the Deaf		
<b>ICA</b>	International Cooperative Alliance	<b>RWN</b>	Rwanda Women's Network		
<b>ICMR</b>	Integrated Case Management Referral	<b>RYAF</b>	Rwanda Youth in Agribusiness Forum		
<b>INFF</b>	Integrated National Financing Framework	<b>SDC</b>	Swiss Development Cooperation		
<b>IPS</b>	Internet Service Provider	<b>SDGs</b>	Sustainable Development Goals		
<b>JP</b>	Joint Programme	<b>Sida</b>	Swedish International Development Agency		
<b>LARS</b>	Learning Achievement in Rwanda	<b>SKAT</b>	Swiss Resources Centre and Consultancies for Development		
<b>LTA</b>	Long-term agreement				
<b>MCPR</b>	Modern method of family planning	<b>SRH</b>	Sexual and Reproductive Health		
<b>MIGEPROF</b>	Ministry of Gender and Family Promotion	<b>STEPS</b>	STEPwise approach to surveillance		

## UNITED NATIONS ORGANIZATIONS

<b>FAO</b>	Food and Agriculture Organization
<b>IFAD</b>	International Fund for Agricultural Development
<b>ILO</b>	International Labour Organization
<b>IOM</b>	International Organization for Migration
<b>ITC</b>	International Trade Center
<b>OHCHR</b>	Office of the High Commissioner for Human Rights
<b>UNAIDS</b>	Joint United Nations Programme on HIV/AIDS
<b>UNCDF</b>	United Nations Capital Development Fund
<b>UNCTAD</b>	United Nations Conference on Trade and Development
<b>UNDP</b>	United Nations Development Programme
<b>UNECA</b>	United Nations Economic Commission for Africa
<b>UNEP</b>	United Nations Environment Programme
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UNFPA</b>	United Nations Population Fund
<b>UN HABITAT</b>	United Nations Human Settlements Programme
<b>UNHCR</b>	United Nations High Commission for Refugees
<b>UNICEF</b>	United Nations Children's Fund
<b>UNIDO</b>	United Nations Industrial Development Organization
<b>UNV</b>	United Nations Volunteer Programme
<b>UN WOMEN</b>	United Nations Entity for Gender Equality and the Empowerment of Women
<b>WFP</b>	World Food Programme
<b>WHO</b>	World Health Organization



**UNITED NATIONS**  
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