UNDAP II

MID TERM PERFORMANCE REVIEW (MTPR)

DECEMBER 07, 2021

TABLE OF CONTENTS

Acronyms and Abbreviations

ADR	Alternative dispute resolution		OMT	Operations Management Team
AfCFTA	Africa Continental free trade area		PBF	Peace Building Fund
CCA	Common Country Assessment		PMT	Programme Management Team
CF	Cooperation Framework		PSEA	Prevention of Sexual Exploitation and Abuse
COP 21	21st Conference of Parties		RCO	Resident Coordinator's Office
CSO	Civil Society Organisation		RGs	Results Groups
DAC	Development Assistance Committee		RMTF	Resource Mobilisation Task Force
DITT	Disability and Inclusion Task Team		RRB	Rwanda Reconciliation Barometer
DP	Development Partners		RWEE	Rural Women's Economic Empowerment Programme
DRM	Disaster Risk management		SDGs	Sustainable Development Goals
EAC	East African Community		SGBV	Sexual and Gender Based violence
EN	Environmental Conservation		SP	Strategic Priority
ENR	Environment and natural resources		SWOT	Strength Weaknesses Opportunities Threats
ERF	Economic Relief Fund		ToR	Terms of Reference
EX FDLR	Ex Democratic Forces for the Liberation of Rwanda		UN	United Nations
FAO	Food and Agriculture Organization		UNAIDS	Joint United Nations Programme on HIV/AIDS
FGD	Focus Group Discussion		UNCDF	United Nations Capital Development Fund
GBV	Gender Based Violence		UNCG	United Nations Communication Group
GE	Gender Equality		UNCRPD	United National Convention on the Rights of Persons with Disabilities
GoR	Government of Rwanda		UNCT	United Nations Country Team
GTRG	Gender Technical Reference Group		UNCTAD	United Nations Conference on Trade and Development
HR	Human Rights		UNDAP	United Nations Development Assistance Plan, UNDAP II 2018 - 2023
HRBA	Human Rights Based Approach		UNDG	United Nations Development Group
HRTF	Human Rights Task Force		UNDP	United Nations Development Programme
IECMS	Integrated Electronic Case Management System		UNECA	United Nations Economic Commission for Africa
IFAD	International Fund for Agricultural Development		UNEG	United Nations Evaluation Group
INFF	Integrated National Financing Framework		UNEP	United Nations Environment Programme
JP	Joint Programme		UNESCO	United Nations Educational, Scientific and Cultural Organization
JRLOS	Justice, Reconciliation, Law and Order Sector		UNFPA	United Nations Population Fund
KII	Key Informant Interviews		UNHabitat	United Nations Human Settlements Programme
KPI	Key Performance Indicators		UNHCR	United Nations High Commissioner for Refugees
LNOB	Leave No One Behind		UNICEF	United Nations Children's Fund
M&E	Monitoring and Evaluation		UNIDO	United Nations Industrial Development Organization
MEFTT	Monitoring and Evaluation Facilitation Task Team		UNSDCF	United Nations Sustainability Development Cooperation Framework
MSMES	Micro Small and Medium Enterprises		UNW	UN Women
MTPR	Mid-Term Performance Review		UPR	Universal Periodic Review
NDCs	Nationally Determined Contributions		WFP	World Food Programme
NST	National Strategy for Transformation			

EXECUTIVE SUMMARY

Introduction and Background

This report presents the results of the mid-term performance review (MTPR) of United Nations Development Assistance Plan, 2018-2023, (UNDAP II) in Rwanda. UNDAP II is informed by and responds to national, regional, and global normative frameworks, including the National Strategy for Transformation 2017-2024 (NST 1), the 2030 UN Agenda for Sustainable Development, the Sustainable Development Goals (SDGs), the African Union Agenda 2063, the East African Community (EAC) Vision 2050 and Rwanda's 2050 vision. UNDAP II was developed through a joint and participatory process that brought together government line ministries and departments, bilateral and multilateral partners, civil society organisations, the private sector, and the media. The interactive and iterative process resulted in the identification of three strategic priority areas for UNDAP II: 1. Economic Transformation; 2. Social Transformation; and 3. Transformational Governance. These three strategic priorities aim to contribute to the realization of six outcomes through delivery of twenty-five outputs at an estimated cost of US$ 631 million for both development and humanitarian assistance.

Purpose, Objectives and Scope of UNDAP II MTPR

The purpose of the UNDAP II MTPR was: to provide an overall assessment of progress and achievements made against planned results; document challenges and lessons learned over the past two and a half years and assess significant developments that have taken place in the Programming environment including the SDGs. The review will assess relevance, effectiveness, efficiency and, sustainability of delivery of UNDAP II; determine effectiveness and efficiency of the joint Programming modality and explore extent to which the five UNDAP II core Programming principles have been mainstreamed in UNDAP II.

The MTPR is informed by an analytical framework as outlined in figure 2. The framework has three components which include: I) component 1- analysis of focus areas (relevance, efficiency, effectiveness, sustainability); ii) component 2- analysis of strategic positioning and; iii) component 3-assessment of core Programming principles.

Methods and Tools for data collection and analysis

Mixed Method Approach: A variety of data collection and analysis methods were used, this included review of documents; key informant interviews, stakeholder's self-assessment and focus group discussions. The assessment used three key methods. The first method used the performance of planned outputs (Results chain principle) to determine performance of outcomes. UNDAP II key stakeholders contributed to the self-assessment of outcomes using the 'Outcome and Output Performance Assessment Tool' (see sample tool in Annex 1) based on available evidence. The second method assessed performance of outcome indicators in the UNDAP II results framework supported by national data sources. The third was independent assessment of the MTPR by the consultant informed by a review of available data, documents review and interviews. Ratings on performance of the outcomes were classified as: "On Track" (Good progress on planned results at mid-term 50% or more), "Partially On Track" (performance lagging slightly below the 50% mark of planned results for mid-term but lower than 45% mark) and "Off Track" (Performance below 45% mark of planned results and there is evidence that the results are unlikely to be achieved by 2023).

Triangulation of tools and methods ensured enough rigor to guarantee validity of the MTPR findings and recommendations. The UNDAP II MTPR process was highly participatory. A total of 82 persons were reached through in-depth interviews and consultative meetings.

Findings on Performance of the UNDAP II

Relevance: UNDAP II is aligned to national priorities and needs and has put in place strategies to respond to new emerging priorities such as the COVID-19 response and recovery process. UNDAP II responds to the Programmatic intentions of the NST 1 2017-24 and Vision 2050 around the three pillars:

economic transformation, social transformation, and transformational governance. The UN is perceived and recognized by the Government of Rwanda (GoR) as a relevant and trusted partner.

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 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 2020 Common Country Analysis (CCA) affirms the need to update UNDAP II to ensure the UN's support to Rwanda's development remains relevant keeping in mind that although the context has changes substantially with emerging challenges and opportunities, the national strategic priorities remain. This will be achieved through elaboration of the 2021 United Nations Sustainable Development Cooperation Framework (UNSDCF).

Effectiveness of UNDAP II Design and Results Framework: The results framework is a crucial tool for assessment of performance of the UNDAP II. An assessment of the quality and validity of the monitoring and evaluation (M&E) framework observed that 22% of outcome indicators and 27% of output indicators could not be used in the MTPR mostly because of missing baseline and target data signalling an urgent need for the review of the UNDAP II M&E Framework and overall theory of change.

The three strategic priorities have six outcomes through which 25 outputs are delivered by the UN in Rwanda. The six outcomes have contributed towards development of supportive policy, legal frameworks, and strategies and implementation of interventions in their respective sectors. The MTPR established **the UNDAP II is On Track** to realisation of most set outcomes and set targets for 2023 with only two outcomes not likely to be realised. 20 of the 25 outputs are on track.

Strategic Priorities	UNDAP II Outcomes	Mid-term Performance
Economic transformation	Outcome One	Partially On Track
	Outcome Two	Partially On Track
Social transformation	Outcome Three	On Track
	Outcome Four	On Track
Transformational Governance	Outcome Five	On track
	Outcome Six	On Track

Effectiveness of Economic Transformation: Outcome one is partially on track because two of the six outputs' have most of their indicators rated as off track since they either regressed, did not change from the baseline or are increasing at a slow rate that is unlikely to result in the realization of the output target by 2023. The lagging outputs focus on agribusiness and agro-processing, as well as industrialization and trade competitiveness. The overall rating for the performance of Outcome one is **"Partially on Track".**

Outcome two's outputs are partially on track because of the 11 indicators that track progress against the three outputs, only 4 are on track and 1 is partially on track. The remaining 6 KPIs do not have any information on their status. Most of the indicators with inadequate data monitor performance in renewable energy adaptation which is assessed as lagging. The overall rating for the performance of Outcome Two is "**Partially on Track**".

Effectiveness of Human capital development: Outcome three's 6 outputs are all on track as out of the 29 output KPIs, 18 are on track, 3 are partially on track and only 1 on the M&E system for the HSSP IV and SDG indicators is off-track. 7 indicators do not have updated statuses. Most of the KPIs with missing information relate to data on status of health facilities providing services related to the areas of UNDAP II interventions such as nutrition services, PMTCT services and others. The overall rating for the performance of Outcome Three is "**On Track**".

Effectiveness of Resilience: Outcome four's 3 outputs are all on track as out of the 14 output KPIs, 7 are on track, 5 are partially on track and 2 have missing data. 7 indicators do not have updated statuses.

The partially achieved indicators mostly relate to knowledge and awareness of SGBV prevention and response where indicators are not progressing at the rate required to achieve 2023 targets. The overall rating for the performance of outcome four is "**On Track**".

Effectiveness of Transformational Governance: Outcome five's 3 outputs are on track as out of the 15 output KPIs, 11 are on track, 2 are partially on track and 2 off track. The partially achieved indicators relate to mainstreaming gender in media houses editorial policies and generation of evidence-based products on unity and reconciliation. The off-track output KPIs are on establishment of a gender budget tracking tool and women candidates equipped with skills to participate in electoral processes. The overall rating for the performance of Outcome Four is "**On Track.**

Outcome six's 4 outputs are all on track, out of the 15 output KPIs, 9 are on track, 2 are partially on track and 4 lack data. The partially on track indicators relate to media professionalism and satisfaction with service delivery. The overall rating for the performance of Outcome Four is "**On Track**"

Effectiveness of Joint Programmes: Joint Programmes have been effective because of their flexibility and adaptive nature. They leverage expertise from participating UN agencies, create synergy and exploit the UN's comparative advantage. They also provide greater opportunity for resource mobilisation for the innovative approach that they develop jointly. Joint Programmes also increase opportunities for mainstreaming the core Programming principles and bring the UN closer to government fostering ownership and sustainability. Nonetheless the joint Programmes can benefit from slimmer coordination and management structures as some JPs have been burdened by having too many implementing partners and some UN agencies with unclear contributions to the Programme. Reporting requirements across JPs is not uniform which affects coherence across Programmes.

The UNDAP II COVID-19 Response: The UN's response to COVID-19 and its effects reveal the adaptability or flexibility of UNDAP II and its ability to not only retain but also reinforce its relevance in Rwanda's development and humanitarian context. This MTPR assesses the UN's COVID-19 response as holistic and espousing critical features including, putting people first, expertise in crisis management and has prioritized resilient socio-economic recovery.

Core Programming Principles in the delivery of UNDAP II: The LNOB Programming principle is established as the most applied principle across all outcomes, outputs and Programmes. The GEWE principle has also been satisfactorily applied across almost all outcomes and outputs. It is only under outcome two where no clear strategies are detailed on how GEWE is applied to the outputs on ENR institutional capacities and in disaster risk management. Application of a human rights-based approach across UNDAP II is not entirely systematic across Programmes as not many interviewees could succinctly describe HRBA application across their interventions. Addressing environmental conservation and climate change (ENCC) mitigation and adaptation has 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 that may be lagging behind or not initiated. However, a lot needs to be done to ensure ENCC 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 Peace building fund reintegration project, data for development and development financing that cut across all three elements of the nexus. Also, outcome that addressed violence prevention, including GBV is a key contributor to the nexus.

Alignment of UNDAP II to SDGs and performance: All strategic priorities are strongly aligned to all the SDG. All 25 outputs are aligned to SDG 17: Partnership for Goals while 20 are aligned to SDG 10: Reduced Inequalities. These two are the most aligned because of cross-cutting interventions such as data for development JP and the Integrated National Financing Framework (INFF) that ensure the entire global indicators framework is addressed. SDG 1: No Poverty and SDG 3: Good Health and Wellbeing also show

very strong alignment with the UNDAP II outputs. Least alignment by number of outputs that contribute to the global indicator's framework is observed in SDG 14: life below water and SDG 7: affordable and clean energy. Moreover, latest SDG performance indicates only two SDGs are on track, six are moderately improving and six are stagnating. With the current challenges presented with the advent of COVID-19 more attention needs to be paid to stagnating SDGs.

Efficiency: Implementation of the BOS II is progressive. At the mid-term, monetary savings worth $US 2,268,331 have been realised and various efficiency enhancements made through common services. Nevertheless, implementation of the BOS II remains a challenge for the OMT mostly because of limited secretariat support and inadequate financial resources to meet set targets. Efficiency at Programme level is attributed to the sound management and coordination structures that support DaO. JPs have leverage resources and reduced transaction costs. Most facilitation task teams need to be strengthened to fulfil their responsibilities, especially the M&E, Diversity and Inclusion and Human rights task teams. Also, the UNDAP II M&E has been strengthened by the introduction of UN INFO. However, UNCT capacities need to be strengthened in use of the system especially since UN INFO 2.0 is being introduced.

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. Support towards institutional strengthening responds not only to national needs but also supports the development process. COVID-19 pandemic could lead to risks to sustainability of many gains made so far. Also lack of clear exit strategies for joint Programme interventions is creating ambiguities for local ownership and limited private sector participation in key driving Programme interventions is limiting full achievement of sustainability.

Strategic Positioning: The goal to remain a key and strategic partner of the Government is a key priority of the UN in Rwanda while implementing the UNDAP II. The focus is the realization of SDGs, where the UN has strategically positioned itself to play a key role in supporting the GoR to mainstream SDGs in planning and Programme. UN interventions currently cover the entire country with all agencies operating at national level. This has ensured the benefits of UN work are felt across the country, however with limited resources this implies the UN has spread too thin.

Lessons learnt: The first half of UNDAP II implementation has generated knowledge from experiences which offer opportunities for scale-up, replication and adjustments. Key lessons include: The COVID-19 experience has taught us that preparedness and response to health and other emergencies is paramount; Oversight structures that integrate national stakeholders have ensured alignment to national priorities and flexibility and adaptability of the supported provided have helped ensure that UN remains responsive and relevant to emerging needs; Joint Programmes are instrumental in enhancing efficiency, innovation, and effectiveness; Participation in RGs and facilitation teams activities should not be on voluntary basis and left to personal initiative and interest To achieve results for normative work and core Programming principles, there is need for a deliberate strategy for integration across all outcomes; M&E of UNDAP II results has been strengthened by UN INFO, but in-house capacity is still low; disability and inclusion still needs to be integrated into Programmes as a priority not an afterthought; the UN needs to diversify the UNCT's skillsets to remain relevant; UN agencies with no physical in-country offices need to improve participation in the UNDAP II; and UN partnership with the private sector needs reemphasis.

Conclusion and Recommendations

Recommendation 1: Review of UNDAP II M&E Results Framework: The review should focus on developing Specific, Measurable, Attainable, Realistic and Trackable / Time-bound (SMART) indicators and related baselines and targets MUST be provided for all KPIs.

Recommendations 2: COVID-19 Recovery: The national recovery process provides an opportunity for the UN to integrate some of its core Programming principles in the design and implementation of interventions that aim to support the building back better of a more resilient society and economy.

Recommendation 3: Resource mobilisation and partnerships: A clear roadmap and performance measures for accountability need to be elaborated to increase clarity to the UNCT on how to conduct joint resource mobilisation.

Recommendation 4: Alignment to changing national priorities: UN interventions need to pay critical attention to the six SDGs that are stagnating, especially SDG 1: No Poverty, SDG 2: Zero Hunger and SDG 4: Education quality and examine why SDG 10: Reduced Inequalities lacks data.

Recommendation 5: Strategic Positioning adjustments: Identify critical areas both in terms of subsectors and geographical locations with an aim to focus on areas to which the UN's comparative advantage adds most value considering Programme criticality and reputation risk.

Recommendation 6: Management and Coordination efficiencies: Intra and inter outcome linkages to enhance synergy and strengthen convergence of results is urgently needed. This will enhance synergy across RGs and leverage inter-agency skills and expertise.

Recommendation 7: Joint Programming Improvement by streamlining their RBM systems to create consistency across JPs and enhance accountability to the UNDAP II results framework. Also, develop clear plan for scaling up and/or replication of flagship Programmes initiated by joint Programmes.

Recommendation 8: UNCT Delivering as one communication: Strengthen joint communication and joint operationalization of the communication strategy at agency level. Strengthen visibility of agency results as One UN results are still evidence of individualized results.

Recommendation 9: Core Programming principles strengthening: Targeted analyses (scorecards) need to be applied to all core Programming principles especially human rights and climate change adaptation in order to be fully mainstreamed. This also applies to disability inclusion.

Recommendation 10: Private sector strategic engagement: Clarity on partnership strategy for involvement of private sector in delivery of UNDAP II is needed. The private sector partnership strategy should focus on establishing symbiotic relationships for better Programme delivery and leverage opportunities for SDG financing.

Financial Report

Approximately US$ 631,091,127, for both humanitarian (43%) and development (57%) assistance is needed over 2018 – 2023 five-year period to achieve the six UNDAP II outcomes. In this cycle the committed budget for the three strategic priorities was US$ 319,547,450. The UN availed US$ 368,488,446 from its core and non-core resources, as well as joint resource mobilisation. Total expenditure for the two and a half years was US$ 304,281,979 indicating an absorption rate of 83% as of June 2021. The highest absorption rates are realised in economic transformation (88%), while the lowest rates are realised in transformational governance (72%). The absorption rates in social transformation are 83%. The deficit in absorption rates is mostly attributed to planned activities in the second year that were not implemented mostly because of the COVID-19 pandemic.

Absorption rate was 95% of the forecast budget for the first half of the UNDAP II

UNDAP II started with a funding gap of US $ 378, 265, 35, equivalent to 60% of the five-year budget. In the first two and half years of the cycle the UN has been able to mobilise an additional 18% of the required resources narrowing the UNDAP II financing gap to 42%.

Concerted efforts and innovative strategies are required to mobilise resources from more non-traditional financers if the current financing gap is to be filled before the final year of the UNDAP II. Moreover, efforts to improve forecasting for more realistic budgeting as well as full implementation of the BOS II should be prioritized to save operation costs and increase resources available to programming.

1. INTRODUCTION AND BACKGROUND

The United Nations Development Assistance Plan, UNDAP II 2018-2023, outlines the areas of all UN cooperation contributing to Rwanda's national development agenda, under the leadership of the UN Country Team (UNCT). UNDAP II is informed by and responds to national, regional, and global normative frameworks, including the National Strategy for Transformation 2017-2024 (NST 1), the 2030 UN Agenda for Sustainable Development, the Sustainable Development Goals (SDGs), the African Union Agenda 2063, the East African Community (EAC) Vision 2050 and Rwanda's 2050 vision, *"The Rwanda We Want"*.

UNDAP II scheduled for implementation from July 2018 until June 2023 has reached its mid-point of implementation and it is within this context that a Mid-term Performance Review (MTPR) of UNDAP II was commissioned. The MTPR aims to establish how effective the strategy has been in achieving its intended results so far and inform UNCT and partners of the current progress and develop recommendations specifically needed for the elaboration of the United Nations Sustainable Development Cooperation Framework (UNSDCF).

1.1 UNDAP II AT A GLANCE

The UNDAP and the agency-specific strategic documents were developed through a joint and participatory process. This brought together Government line ministries and departments, bilateral and multilateral partners, civil society organisations, the private sector and the media to review progress, challenges and lessons learned and to identify key areas of strategic intervention for the UN system in Rwanda. This interactive and iterative process resulted in the identification of three strategic priority areas for UNDAP II: 1. Economic Transformation; 2. Social Transformation; and 3. Transformational Governance.

Economic Transformation	Social Transformation	Transformational Governance
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*	**Outcome 3:** *By 2023, people in Rwanda, particularly the most vulnerable, enjoy increased and equitable access to quality education, health, nutrition and water, sanitation, and hygiene (WASH) services.*	**Outcome 5:** *By 2023, people in Rwanda benefit from enhanced gender equality, justice, human rights, peace, and security.*
Outcome 2: *By 2023 Rwandan institutions and communities are more equitably, productively, and sustainably managing natural resources and addressing climate change.*	**Outcome 4:** *By 2023, people in Rwanda, particularly the most vulnerable, have increased resilience to both natural and man-made shocks for a life free from all forms of violence and discrimination.*	**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.*

UNDAP II strategic priorities are directly aligned to the Government of Rwanda's (GoR) national development priorities as outlined in NST1 2017-2024. Optimizing the UN system's comparative advantage in Rwanda, the three strategic priorities have six outcomes, presented below and 25 outputs, each with defined targets and means of measurement and verification.

Approximately US$ 631 million (for both humanitarian and development assistance) is needed over the 2017-2023 five-year period to achieve the six UNDAP II outcomes. This includes core financial resources available to the UN agencies and the funds to be mobilized from external sources. The budget envelope is broken down as outlined in table 1.

Table 1: Estimated Total Budget by Strategic Priority

	Strategic Priorities	Budget (US$)
1	Economic Transformation	131,492,669
2	Social Transformation	443,937,384
3	Transformational Governance	55,661,074
	Total	631,091,127

The UN Country Team (UNCT), under the leadership of the UN Resident Coordinator (RC), is responsible for implementation of UNDAP II. Under the Delivering as One (DaO) "One Leader" approach, the RC and the UNCT are responsible for oversight of the Strategic Results Groups, the Operations Management Team, the Country Communications Group and seven Facilitation Task Teams (FTTs). The One UN Steering Committee chaired by the Minister of Finance and Economic Planning and the RC oversees strategic aspects of UNDAP II and delivery of results. The Results Groups (RGs), chaired by a Head of Agency, are responsible for providing overall Programme coordination. A Programme Management Team (PMT) ensures Programme coherence, coordination of implementation and reporting with the support of the Monitoring & Evaluation Facilitation Team (M&E FTT). The RGs are organized to contribute to the six outcomes of UNDAP II strategic priorities through coordinated and collaborative planning, implementation, monitoring and evaluation. Each Results Group has rolling joint work-plans to articulate short-term outputs (annual or biannual) that contribute to the achievement of UNDAP II outcomes, and budgetary requirements using the same results-based management tools and standards. To reduce transaction costs for all involved partners, the Strategic Results Groups' joint work-plans are the only work planning instruments at UN-country level. Table 2 below summarizes the RG leadership responsibilities.

Table 2: Results groups composition as at June 2021

Results Group	Strategic Outcomes	UN Lead Agency
RG 1 Economic Transformation	Outcomes 1 and 2	Lead: UNECA Alternate: UNIDO
RG 2A Human Capital Development and Demographic Dividend	Outcome 3	Lead: UNICEF Alternate: WHO
RG 2B Resilience	Outcome 4	Lead: WFP Alternate: UNHCR
RG 3 Transformational Governance	Outcomes 5 and 6	Lead: UNDP Alternate: UNW

1.2 STRUCTURE OF THE MID-TERM PERFORMANCE REVIEW REPORT

This mid-term performance review (MTPR) report is structured in six sections. Section one focuses on introduction and background of UNDAP II and an overview of the MTPR. Section two focuses on key findings by highlighting issues of relevance, effectiveness, efficiency, and sustainability. Section three outlines strategic positioning of UNDAP II in the changing context. Section four presents an analysis of lessons learned in the review. Section five presents a summary of the conclusions from the review and recommendations based on key findings. The final section outlines the financial report and analysis.

1.3 THE MID-TERM PERFORMANCE REVIEW

The Rwanda UNCT engaged the services of an independent consultant to conduct the MTPR of UNDAP II. Together with the findings and recommendations from the 2021 Common Country Analysis (CCA), the MTPR will serve to revise UNDAP II to align it with the UN Sustainable Development Cooperation Framework guideline, considering lessons learnt and emerging issues, including the unprecedented COVID-19 health and socio-economic crisis.

1.3.1 PURPOSE, OBJECTIVES AND SCOPE OF UNDAP II MTPR

The objective of the MTPR is to conduct an independent evaluation of UNDAP II as per four of the five UN Evaluation Group - Development Assistance Committee's evaluation criteria of relevance (to the national development agenda), effectiveness, efficiency, and sustainability[1].

The purpose of UNDAP II MTPR which was undertaken jointly with the UNCT is to provide an overall assessment of progress and achievements made against planned results as well as assess

---

1 http://www.uneval.org/document/detail/1484

and document challenges and lessons learnt over the past three years of UNDAP II cycle from July 2018 – June 2021 (Annex 5: TOR of UNDAP II MTPR). The review also focuses on significant developments that have taken place in the Programming environment which include the COVID-19 pandemic from 2020, the African Continental Free Trade Area (AfCFTA) signed in 2019 and others that significantly impact implementation of UNDAP II development agenda and realization of Programme results. The review also reflects on how UN agencies and their partners through results groups have supported UNDAP II goals and identifies areas requiring additional support either in Programme management or new implementation strategies.

Specific objectives of UNDAP II MTPR are to: assess relevance, effectiveness, efficiency and sustainability of UNDAP II interventions and results; assess the extent to which the UN has been responsive to address emerging issues; determine effectiveness of the "Delivering as One" modality in supporting achievements of UNDAP II results in line with the national vision 2050 and medium term NST 1 goals; assess the effectiveness of mechanisms put in place to enhance coordination and harmonization among all UN agencies and partners; explore extent to which the five core Programming principles: 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 been mainstreamed throughout UNDAP II implementation cycle; where possible make an assessment of UNDAP II resources mobilisation and utilization in the past three years; and assess the degree to which the COVID-19 response and socio-economic recovery has been part of the UNDAP.

The MTPR was informed by an analytical framework outlined in figure one below. The framework has three focus areas including: I) Component one - analysis of evaluation criteria (relevance, efficiency, effectiveness, and sustainability); II) Component Two - analysis of strategic positioning and III) Component Three - assessment of core Programming principles.
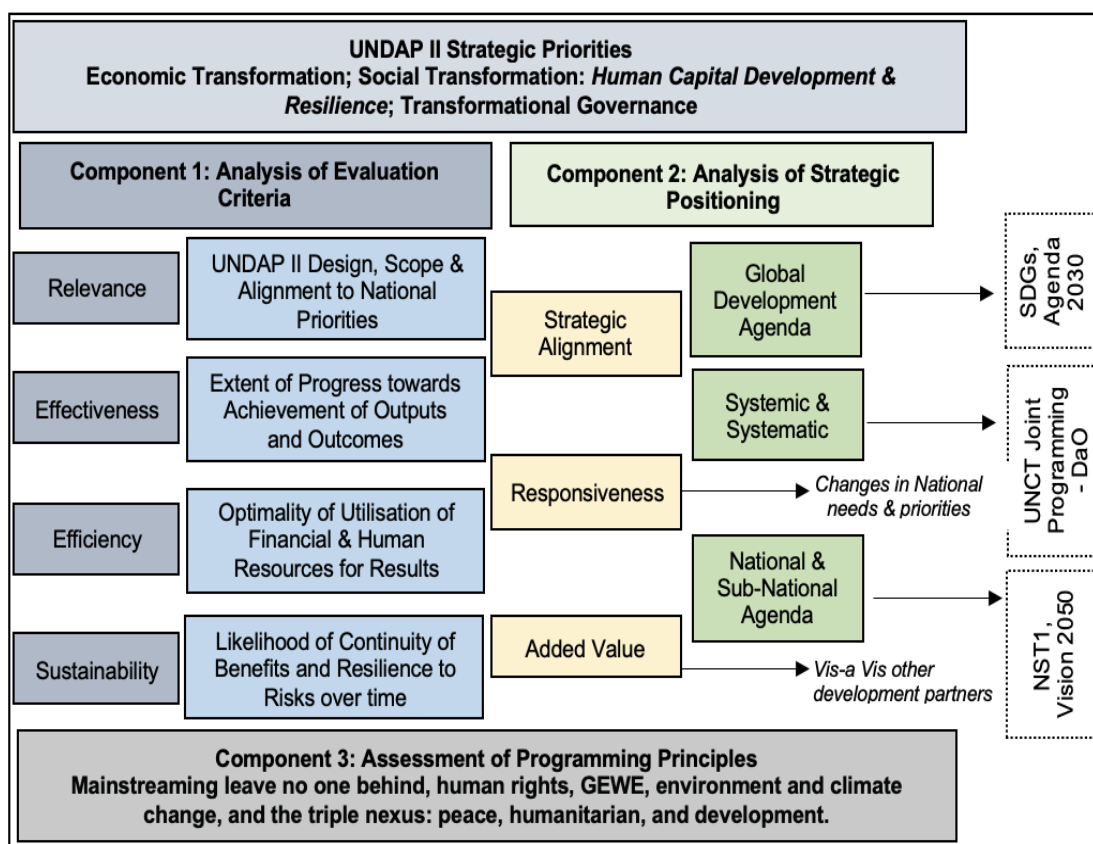

Figure 1: UNDAP II MTPR Analytical Framework

Component one - analysis of evaluation criteria

Relevance: The MTPR assessed the extent to which UNDAP II is relevant and appropriate in addressing the Rwanda's needs and priorities. The assessment also examined the extent to which UNDAP II is aligned to the NST1, Rwanda's seven-year government Programme bridging Vision 2020 and Vision 2050.

Effectiveness: The MTPR assessed the extent to which planned outcome and output results have been accomplished including extent of alignment with the SDGs. The second level of effectiveness assessment focused on effectiveness of UNDAP II management, coordination, and partnership framework.

Efficiency: The MTPR reviewed the optimal use of human and financial resources and the extent to which the Business Operations Strategy (BOS) 2.0 has been implemented. In addition, the MTPR reviewed UNDAP II monitoring and evaluation arrangements to establish the extent to which it is results-oriented and coherent; and whether performance indicators are Specific, Measurable, Attainable, Realistic and Time bound/Trackable (SMART).

Sustainability: The MTPR reviewed benefits and ownership of UNDAP II interventions focusing on what sustainability mechanisms have been put in place and extent to which implementation mechanisms can be sustained over time.

Component two: Analysis of Strategic Positioning
Strategic Alignment: The focus of this component was on how UNDAP II is aligned to key development frameworks, specifically the SDGs and UNDG guidance on Programming. The MTPR also reviewed how well joint Programming is being done through Joint Programmes.

Responsiveness: This aspect analysed the extent to which the UN has responded to significant changes in the regional and national development context and emerging issues, especially the COVID-19 response and Economic Recovery Fund (ERF).

Added Value: The MTPR reviewed the added value of the UN as a development partner. Analysis was on the unique contributions that the UN offers which other development partners do not offer.

Component three: Assessment of Programming Principles
Mainstreaming: This component analysed how the core Programming principles have been integrated into UNDAP II Programme design, implementation, and operations.

1.3.2 METHODS AND TOOLS

Mixed Method Approach: A variety of data collection methods were used including desk review of relevant literature, in-depth interviews with UNCT and implementing partners, group interviews and focus group discussions, as well as online self-assessments by RGs. The assessment used three key approaches to collect data. The first method was a self -assessment on performance of planned outputs and outcomes to determine performance of outcomes and outputs using the Outcome and Output Performance Assessment Tool (see sample tool in Annex 1). Performance was based on an analysis of available evidence as presented by the stakeholders. The second method assessed performance of outcome indicators in UNDAP II results framework by reviewing data from UN INFO as means of verification. The third method was the independent assessment of the MTPR consultant informed by assessment of available data, documents reviewed and interviews. The process was participatory and inclusive. A total of 82 persons were reached throughout the consultation process.

Literature review: Desk review of key UN and government documents was one of the key methods that informed the design, implementation, and findings of the MTPR (Annex 8: outlines the documents reviewed).

In-depth Key Informant interviews: In-depth key informant interviews were conducted with UNCT members, UNDAP II stakeholders including staff from government ministries, UN agencies and Civil Society Organisations (see Annex 3: list of persons interviewed). The stakeholders

interviewed provided information on performance of UNDAP II as well as strategic positioning of the UN and mainstreaming of Programming principles. Consultative interviews were also held with the Resident Coordinator's Office, Programme Management Team, members of RGs, M&E Task Team, Operations Management Team, UN Communication Group, Gender Technical Reference Group + Prevention of Sexual Exploitation and Abuse, Human Rights Task Force, Resource Mobilisation Task Force and Diversity and Inclusion Task Team. Consultations with the facilitation task teams were useful in providing information for analysis of mainstreaming of Programming principles, joint Programming, and operations.

Joint Programmes' review: To draw inputs from both implementing partners and UN agencies and build consensus on performance of UNDAP II especially in delivering as one, joint Programme consultations were conducted with lead agencies and implementing partners for four joint Programmes. The four joint Programmes were identified and selected by the UNCT based on five main criteria including: operational age, length of implementation, representation across RGs, geographical distribution, funding sources and grounding in the triple nexus. Based on this selection criteria, the four Programmes reviewed included:

- One UN Support to National Institute of Statistics of Rwanda (NISR) for Data Generation and use of evidence -based planning
- Rural Women Economic Empowerment Joint Programme (RWEE)
- Joint Programme on Youth
- Support to the reintegration of ex-FDLR combatants and dependents repatriated to Rwanda from the Democratic Republic Congo

Data Analysis and Presentation of Results: Content analysis of all the data collected through various methods to derive results on the performance of UNDAP II was undertaken. The outcome/output tool was used to aggregate and analyse the extent to which the outcomes and outputs have been achieved. A preliminary findings report was shared with the UNCT, and key findings shared at the 2021 UNCT retreat. Feedback from this preliminary process was used to inform the detailed data gathering and analysis. A draft MTPR report was shared with all stakeholders electronically and final validation will be done through a validation workshop. Analysis of ratings for the performance of outcomes were classified as:

On Track	Good progress on planned results at midterm 50% and above
Partially on Track	Performance lagging slightly below the 50% mark of planned results for midterm but not lower than the 45% mark
Off Track	Performance below 45% mark of planned results and there is evidence that results are unlikely to be achieved by 2023

Figure 2: Results Performance rating scale

The overall performance assessment of each outcome used a triangulation method that combined an assessment of progress against each output in an outcome; an assessment of each indicator's status vis-a-vis its baseline and target; and the consultant's independent judgement informed by analysis of key findings.

1.3.3 LIMITATIONS OF THE REVIEW

Data gathering was conducted between May and July 2021 in a period when Rwanda got into the third wave of the COVID-19 pandemic. This resulted in various restrictions to physical engagements, thus most consultations were conducted virtually. Only three physical group discussions were conducted. This limited the depth of information especially in interviews that involved more than four participants. In addition, inter-district travel restrictions did not allow for any field visits to verify information gathered from interviews. These limitations to in-depth review of information were mostly mitigated through detailed review of availed documentation.

2. FINDINGS OF PERFORMANCE OF **UNDAP II** AT MID-TERM

2.1 RELEVANCE

UNDAP II is well aligned to Rwanda's national priorities elaborated in the NST 1 (2017 – 2024). Given that the NST1 was formulated as the implementation instrument for the remainder of Vision 2020 and for the first four years of the journey under Vision 2050 UNDAP II essentially responds to the country's long-term vision as well. Further, the NST1 integrates regional and global commitments which in turn are reflected in UNDAP II. The key commitments include:

▪ The SDGs' 16 out of 17 targets and indicators mostly aligned to economic, social, governance and environmental aspects.
▪ The African Union Agenda 2063 and its First 10-Year Implementation Plan 2014- 2023 which is dedicated to building an integrated, prosperous, and peaceful Africa.
▪ The East African Community Vision 2050 that focuses on job creation and employment by prioritizing development enablers that are integral to long-term transformation, value addition and acceleration of sustained growth.
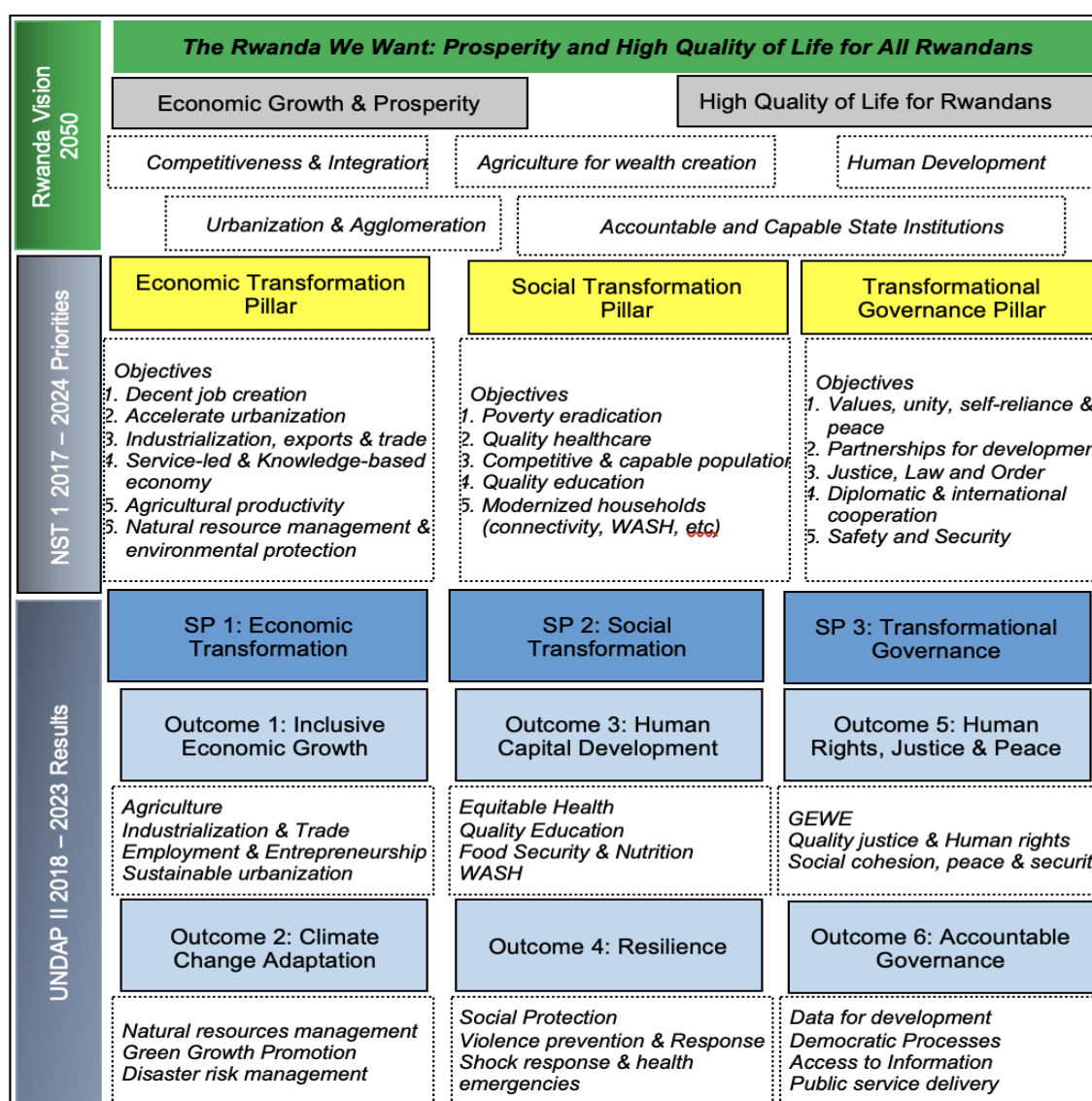▪ The 21st Conference of Parties (COP 21) Paris Agreement on Climate Change and other agreements.

Figure 2: Alignment of UNDAP II to National Strategies and Priorities

As shown in figure two above, UNDAP II also put in place strategies to respond to new emerging needs and priorities such as the 2020 COVID-19 pandemic response. This is mostly observed in outcomes two and four with specific outputs on disaster risk management and response to shocks including health emergencies. Recognizing the critical role the UN has played in the COVID-19 response, it is important to note that the pandemic has severely impacted results achieved so far as well as national priorities for the remaining half of UNDAP II. This drastic change in needs has considerable implications for the UN's relevance to Rwanda's development. As development partners crowd the economic recovery space, there is indication that most partners are and will continue to channel support directly to the GoR structures and budgets[2]. This will still require the UN to clearly define its comparative advantages in specific areas/sectors and be more explicit about its support, priorities and how it strategically positions itself to maintain relevance in the development space. The UN is cognizant of this context and is supporting the GoR through the joint Programme enhancing development finance and effectiveness in Rwanda through integrated and innovative approaches for National Priorities and the SDGs. This Programme will support and accelerate the GoR's implementation of an integrated national financing framework (INFF).

Also, consultations with government authorities reveal that UNDAP II is seen as a strategic vehicle for delivering Rwanda's development priorities, demonstrated by a high degree of ownership and co-leadership. The focus of UNDAP II on upstream policy formulation and capacity development of national and local government structures has been a priority. Support to formulation of critical policies in the health sector, protocols in the disaster response, strategies in the environmental sector and gender-mainstreaming strategies across sectors continue to strategically position the UN as a critical technical partner of the government and to a noticeable extent civil society. With these policies and strategies in place it is critical to note that, at national level, new policies, frameworks, and strategies developed in the first half of UNDAP II cycle will require the RGs to adjust Programming to remain relevant and address the evolution from policy to practice. Going forward, service delivery will be more relevant in a country prioritizing economic recovery and resilience strengthening and as the UN moves towards realizing all its outputs and outcomes by 2023.

The five Programming principles of LNOB, human rights, GEWE, environment and climate change and the triple nexus 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 leave no one behind and gender equality and women's empowerment that dominate across most outcomes and performance indicators. Environment and climate change are mostly identified in outcomes one and two. The human-rights based approach (HRBA) is applied across all outcomes by virtue of focusing on inclusiveness of all Rwandans with more focus on vulnerable groups. However, by default HRBA is most prominent in outcome five where the human rights aspect is a dedicated output under this outcome. The triple nexus mostly brings together the humanitarian and development aspects and not explicitly the peace component in outcomes that address refugees' issues. The triple nexus is mostly noticeable in outcomes four and five, and considerably in outcomes one, three, four and six. The triple nexus is most explicitly exhibited by the Peace-Building Fund (PBF) joint Programme that aims to reintegrate Ex-FDLR combatants and their dependents repatriated to Rwanda from Democratic Republic of Congo (DRC) as well as the new Joint Cross-border trade projects jointly implemented by UNDP, FAO and WFP in Rwanda and DRC with the financial support from PBF. Both Programmes combine all aspects of development, humanitarian and peace in a multi-pronged single design and implementation strategy.

UNDAP II was designed with most reference to the 2017 Common Country Analysis (CCA). With new UNDG guidelines, the CCA was updated in 2020 through an extensive consultative

---

[2] UN Rwanda Resource Mobilisation Strategy 2020 – 2023, UN Rwanda 2021

process and provides a robust elaboration of the evolution of the Rwanda context. Detailed review of the 2020 CCA affirms the need to update UNDAP II to ensure the UN's support to Rwanda's development remains relevant. This will be achieved through the 2021 UNSDCF.

2.2 EFFECTIVENESS

The MTPR analysed results at outcome level, using a three-pronged approach: I) assessment of performance of outcomes through review of performance of outcome indicators; ii) assessment of the performance of outputs under each outcome and how this has contributed to performance of outcomes and iii) consultants assessment based on overall information analysed around outcomes.

2.2.1 EFFECTIVENESS OF SP I: ECONOMIC TRANSFORMATION

2.2.1.1 ASSESSMENT OF PERFORMANCE OF OUTCOME ONE

> **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.**

UNDAP II outputs and interventions in outcome one have focused on five areas critical for Rwanda's economic development, these include: increasing agriculture productivity and commercialization; enhancing competitiveness through inclusive trade and industrialization; promoting entrepreneurship and creating decent jobs; sustainable urbanization; and development financing.

Increasing agriculture productivity and commercialization

Through the work of joint Programmes notably the Rural Women's Economic Empowerment (RWEE) and specialized UN agencies interventions, contributions have been made to policy and Programming that have resulted in increased agricultural productivity for rural farmers with major focus on increasing inclusion of youth and women smallholder farmers in agriculture supply chains at national and gradually to inter-regional levels.

Institutional strengthening: During the first half of UNDAP II, at the national level, the UN provided substantial inputs to the processes of development of the Gender Strategy for the 4th Strategic Plan for the Transformation of Agriculture (PSTA-IV) and relaunching of the Women's Empowerment in Agriculture Index (WEAI) in Rwanda. Technical assistance has also been provided in development of the Rwanda Livestock Master Plan and the Agriculture Sector Investment Plan (ASIP-III). The Ministry of Agriculture and Animal Resources (MINAGRI) has also been supported to develop the National Strategy on Youth Employment in Agri-Food systems. Subsequently, youth networks such as Rwanda Youth in Agribusiness Forum (RYAF); Youth Engagement in Agriculture Network (YEAN); and Young Professionals for Agriculture Development (YPARD) were engaged in identifying the needs and priorities of the youth in agriculture networks and RYAF was supported to elaborate its five-year strategic plan.

Agricultural productivity: At least 275 farmers including 87% women had their capacities built in rainwater harvesting, small-scale irrigation technologies and equipment management. 29,276 smallholder farmers including 51% women have been trained in post-harvest handling and storage while 10,876 accessed improved post-harvest handling and storage equipment. This has increased the presence of clean drying shades across the country which has traditionally not been the case in Rwanda. 1,713 female beneficiaries have accessed extension services and 1,496 obtained innovative processing units for maize, sorghum and cassava. In addition, using the farmer field school's approach to increase exposure and build capacities of farmers in banana husbandry, pests and disease management, more than 30,000 improved banana varieties were distributed to 291 famers in five districts. As a result of this support from the UN especially through the RWEE, Programme reports indicate that supported smallholder farmers' yields have increased from between two to eight-fold. The most noticeable increase in

production has been realised in maize production that exceeded 11,663 metric tonnes in 2019C and 2020 seasons.

Agricultural commercialization: UNDAP II contributions to agriculture are mostly in their early stages with most of the identified outcomes at production levels of the value chain. Progress reports indicate smallholder farmers that benefited from UN Programmes were able to produce 11,663 metric tonnes in 2019-2020 selling it for over Rwf 3,426 million to the two largest maize agro-processors in Rwanda that require premium aflatoxin-free grade one maize. In this same period, attributed to the knowledge, skills and capacities available, the smallholder farmers, especially through improved postharvest handling technologies have improved the quality of the maize they produce resulting in a reduction in rejected produce from 80% to 5% between 2017 and 2020. In addition, to promote farming as a business, 24 individuals from public, private, academia and civil society have been equipped with skills to support rural small and medium size enterprises (SMEs) develop business plans for their agricultural activities using the RuralInvest toolkit. By the end of 2020 at least 23 agri-businesses had been developed.

Output 1.1 – 1.2 Assessment

The UN, especially through its joint Programmes, has made considerable contributions to advancing the role of agriculture in economic development. The relevant outcome indicators demonstrate an improvement in the decline of post-harvest losses by 5 percentage points from 30% to 25% over the last three years with adequate evidence that the UN's interventions in this area, especially in improving postharvest handling are contributing to this transformation. However, the overall contribution of agriculture to GDP has dropped by 10.3 percentage points. This drop is attributed to various issues, but in relation to UNDAP II, it is evident through the low performance in relevant indicators where all output 1.1 indicators are not on track. Consultations with Programme managers identify gaps between piloting of best practices that increase agricultural production and mechanisms to scale up the practices. It remains a challenge for the increments contributed to sub-sector, district, cooperative or lower levels to be realised at the national levels. There are also gaps identified in the support to commercialization due mostly to resource constraints. UN support to specific value chains, such as horticulture e.g., tomatoes, tends not to go beyond production level to support processing. Limited interventions in value-addition can partly explain the drop in contribution of agriculture to GDP achievements. Going forward, support to the sector needs to advance from a major focus on production to all other levels of the value chain that add-value to produce.

Enhancing competitiveness through inclusive trade and industrialization

The UN has continued to collaborate with GoR to analyse economic trends and devise policies that promote competitive trade in agriculture and other sectors, including services, manufacturing. Through its specialized agencies such as the International Trade Centre (ITC), United Nations Economic Commission for Africa (UNECA) and United Nations Industrial Development Organization (UNIDO) various agency-specific interventions have contributed to enhancing Rwanda's competitiveness in trade and industrialization.

Inclusive trade: Following Rwanda's ratification of the African Continental Free Trade Area (AfCFTA) in March 2018 and its launch in January 2020, the UN along with other development partners is supporting the GoR to ensure the country is well positioned to compete in trade and industry in Africa. UN contributions to this process have included technical assistance in a readiness assessment and development of the National AfCFTA implementation strategy. This strategy outlines how Rwanda will effectively implement its commitments, negotiate pending protocols, maximize economic and distributional effects, mainstream gender, youth and people living with disabilities, and raise awareness of the benefits of its membership of the AfCFTA. To increase competitiveness of Rwanda's coffee sub-sector, the country's top export, 24 coffee producers and exporters were supported to attain certification from the Specialty Coffee Association (SCA) and five participated in EAC Coffee Business Forum where they were linked

to ten European roasters and buyers. To catalyse achievement of the NST1 target to increase horticulture exports by 17% annually, MSMEs exporting fruits and vegetables had their capacities enhanced in washing, packing, and handling techniques through the MARKUP project. The E-commerce Service Centre (ECSC) was established as a new multi-purpose facility providing e-commerce solutions including consignment and shipment, business to business and business-to-consumer marketing, capacity-building for employees and client support as well as an enterprise resource planning system developed by ITC and its partners. Given Rwanda's prioritisation of tourism as a key economic transformation driver, the Rwanda Development Board (RDB) received technical assistance to explore and publish new opportunities within the tourism sector that included sports tourism that has realised a marked growth in regional and international sports events in the last three years including the Tour du Rwanda and the Basketball Africa League (BAL).

Industrialization: With an NST1 target of growing industry from 16.5% to 21.8% by 2024, Rwanda intends to grow industry at an average annual rate of 13%. To support GoR achieve this ambitious target UN focused mainly on building capacities of the public institution leading this mission, National Industrial Research and Development Agency (NIRDA) and select MSMEs in priority value chains. This support was availed mainly through the Capacity-building for Industrial Research and Development in Rwanda project. Through this project the UN provided technical assistance in restructuring and capacitating of NIRDA and enabled local enterprises to acquire and adopt new technologies for industrial growth. Also, technology audits were completed for banana wine, phytomedicine, textiles and garments, and leather value chains. Using these audits six local companies in banana wine and textile and garment industries accessed new technologies to scale-up their production as a pilot approach to industrial development. This not only provided clarity on strategic support needed to develop these sectors at a national level but has also provided a systematic approach to developing 20 SME product clusters identified by the GoR, many of which are now being supported by various investors and development partners. Policy recommendations were provided to the GoR for sustained industrialization and trade competitiveness in line with SDG 9: Industry Innovation and Infrastructure. This was complemented with capacity building for entrepreneurs on use of the UNCTAD Rwanda Trade Portal's e-Regulations for access to simplified trade administrative procedures including on import-export procedures on identified priority product groups.

Output 1.3 Assessment

Mostly through specialized agencies, UNDAP II has focused on areas such as AfCFTA, tourism, ecommerce, non-traditional exports, and value chains prioritized by the GoR in the NST and various sector strategies targeting competitiveness, trade and industrialization. However, like the first output under outcome one, most of the UN work in trade and industrialization has been at the pilot and sub-sector level, as well as on upstream policy and strategic work that cannot definitively be assessed as contributing significantly to national outcomes. Also, there is no outcome indicator in the results framework aligned to trade and industrialization. The most relevant KPI to trade and industrialization is total investment as a percentage of GDP which increased by 0.5 percentage points from 25.2% to 25.7%. Focusing on more relevant KPIs not in the results framework, the industry growth rate increased from 1.5% in 2017 to 16.5% in 2019.[3] Industry growth rate has dropped drastically in 2020 to -4%, due mostly to disruptions caused by the COVID-19 pandemic. However, industry contribution to GDP continues to increase from 17.5% to 19%, and this is dominated by construction. The sub-sectors of beverages, and textiles, which were supported by UN interventions, contributed only 1-3% in industry.[4] Trade continued to fluctuate between 8% and 9% throughout UNDAP II with no substantial change. With this context the assessment concludes that UNDAP II has not contributed substantially to trade and industrialization at a macroeconomic level. For the next

---

[3] Annual Report 2020, Documenting Rwanda's Resilience to COVID-19, Rwanda Development Board, 2021
[4] Gross National Accounts (First Quarter 2021), National Institute of Statistics, June 2021

half, the UN needs to be more explicit in how it will support enhancing competitiveness. There is also a need to strengthen the linkage between the UN's work in output one, specifically agriculture commercialization and output two on trade and industrialization to leverage efforts.

Promoting entrepreneurship and creating decent jobs

The UN has continued to collaborate with the GoR and development partners to address challenges relating to youth employment and entrepreneurship. Most of the work in this area has focused on job creation, entrepreneurship promotion and addressing barriers to financial inclusion including access to credit and other financial services and products for vulnerable groups of youth and women. Work in this area has brought together almost all UN agencies; the main contributing joint Programme identified in this area was the joint Programme on youth.

Institutional strengthening: Following the elaboration of the safe labour mobility policy, the UN enhanced government and civil society's understanding of migration management and labour mobility practices. An exchange of expertise on labour migration with Mauritius will be achieved and studies were conducted on available labour market opportunities, required skills in Rwanda and labour mobility in the EAC in relation to the common market protocol. This resulted in the upgrade of the labour market information system (LMIS). UN and GoR are implementing elements of the policy through an intervention focused on skills development and diaspora engagement, and capacity building provided to GoR officials on ethical recruitment, preparation, negotiation and implementation of bilateral labour agreements, and benchmarking of best practices in labour and skills.

Youth entrepreneurship and job creation: Through the joint Programme and agencies' interventions, the UN has supported skills development, entrepreneurship, enabling access to finance and developing sub-sectors with high potential for growth and employment, with a strategic focus on youth, women and vulnerable groups including people with disabilities and refugees. The interventions in this area have included the Youth Eco Brigade Programme, which created livelihood opportunities for youth in environmental protection, and the iAccelerator Phase II Bootcamp which supported youth to develop innovative solutions that raise awareness of Sexual Reproductive Health (SRH) issues. These initiatives resulted in the creation of 3,254 green jobs, grants to 69 youth-owned enterprises and three innovative youth-owned enterprises received USD 10,000 each to implement Sexual Reproductive Health (SRH) related interventions. Through the YouthConnekt entrepreneurship boot camps, 8,300 jobs were created by 600 young entrepreneurs. To increase employment on priority sub-sectors, a strategy and market niche assessment was completed to enhance access to higher value markets for the garments sub-sector and to complement these 30 tailors representing cooperatives were trained to improve the quality of garments produced for regional competitiveness. Also, 150 painters received upgrading of their skills through training.

Women's empowerment: The "Girls Take Over" Initiative was launched in 2019 as a job shadowing experience offered to a diverse cohort of 25 young women, who were given the opportunity to shadow leaders at Embassies, UN Agencies, and leading companies, banks and Rwanda's first woman neurosurgeon. This strengthened mentorship and career guidance approaches used for young women as a key avenue to bridge gender economic gaps. In addition, groups of rural women entrepreneurs underwent training that improved their business management skills. This contributed to increased revenues of 48% for seven women cooperatives with a total of 637 members, within six months of participating in the interventions. Furthermore, 65 women living with HIV (WLHIV), including sex workers, received entrepreneurship training; they were then supported with start-up toolkits and commenced various income generating activities. At least 100 Burundian refugee women's cooperatives in Mahama refugee camp were trained in weaving skills and supported to participate in the global artisan economy through the MADE51 initiative, which brings refugee-made products to international markets.

Financial inclusion: As a contribution to financial inclusion of women, the Rwanda Chapter of New Faces New Voices (NFNV) was supported to set up a women's investment and financing facility, Rugoli Fund. Furthermore, 95 village savings and loan associations (VSLAs) with 2,301 members received financial literacy training, which has contributed to an increase in the transition from informal to formal financial services. A digital financial service saving solution was developed to digitize transactions enabling people to transact more with formal financial institutions. This supported 15 savings groups, including in refugees' communities.

Output 1.4 Assessment

UNDAP II has made substantial contributions to employment creation through entrepreneurship and decent work promotion and advocacy. These contributions have been made mostly to vulnerable groups including youth, women, and people in vulnerable conditions such as refugees and PLWHIV. The national job creation target is to generate 214,000 decent jobs per year. UNDAP II has contributed to this target through various initiatives. This is well reflected at outcome level: from the baseline there has been a 17.6 percentage point increase in employment in the formal sector. Although the unemployment rate declined from 17.3% to 15.2% between 2017 and 2019, in 2020 the rate rose to 17.9%. The highest unemployment rates of subgroups were 22.4% among youth and 20.3% among women,[5] mostly due to the COVID-19 pandemic that resulted in massive job losses and closure of MSMEs across most sectors including those supported by UNDAP II. The overall assessment of UNDAP II contribution to entrepreneurship and decent job creation is that it has been substantial, and the positive effects of the UN's work are noticeable at national outcome levels. The remaining challenge to be addressed in the second half of UNDAP II is the need to sustain the gains made so far by developing and implementing interventions that not only resuscitate the businesses and jobs created over the last few years, while creating more jobs, but also enhance the resilience of the enterprises to current and future shocks and other risks.

Strengthening development financing

In an environment of declining development assistance, UNDAP II aims to ensure national institutions have increased technical capacity to identify, access and use different partnership modalities and sources of finance to achieve national development objectives. Work in this output is mostly in the initial stages but the main contributor to this area going forward is the joint Programme on enhancing development finance and effectiveness in Rwanda through integrated and innovative approaches for National Priorities and the SDGs

Institutional strengthening: The integrated financing joint Programme initiated at the end of 2019 is supporting acceleration of GoR efforts to enhance and implement an integrated national financing framework (INFF). The INFF is strengthening development finance mobilisation and effectiveness through integrated and innovative approaches to support implementation of national priorities and the SDGs.

Development financing solutions: A feasibility study on the blended finance facility was undertaken to strengthen GoR capacity to catalyze resource mobilization. The study validated the need for a centralized mechanism to coordinate the preparation and brokering of projects with the potential to be financed using blended structures. The Rwanda Green Fund (FONERWA) is being supported through a feasibility phase and design of a specialty climate financing facility to serve as an innovative model based on the global green banking experience, to unlock new private investment in key green sectors such as energy, clean cooking, and agriculture. Additionally, two strategic economic studies were conducted to assess the scope for boosting domestic savings and investments, as well as a study of the feasibility of a tax

---

[5] Labour Force Survey, Annual Report 2020, National Institute of Statistics, March 2021

regime for agriculture to boost domestic revenue generation. The findings of these studies will be incorporated into the financing strategy being developed under the INFF process.

Output 1.5 Assessment

UNDAP II support to resource mobilization needed for realization of NST 1 has mostly been provided at sector level, as seen in the health and environment examples provided under work in blended financing and support to FONERWA. This continues to be instrumental in sustaining continuity of development work across the sectors. The support to national level development financing has only started in the last year mostly through the INFF which is mainly in the conceptualization phase. It is still too early to assess the outputs or outcome of this work. Also, UNDAP II results framework does not provide any indicator at outcome level that can be used to assess the effectiveness of the development financing output and contribution to outcomes. For the second half of UNDAP II and remaining years, mostly towards 2030, the UN needs to develop specific KPIs to be used to measure its contributions to development financing at both output and outcome levels. Also based on the outputs of INFF support to the GoR, critical areas of support from the UN should be well-defined to enhance clarity and performance management and measurement.

Promoting sustainable urbanization and rural settlements

UNDAP II supports national and local institutions to fortify their technical capacity to implement knowledge-based, inclusive, and sustainable urbanization policies and plans. This work contributes to the NST 1 targets around modernization and Vision 2050 goal of urbanization and agglomeration. Most of the contributions to this output have come from specialized agency contributions such as UN Habitat and more specifically the joint Programme on sustainable cities.

Institutional strengthening: UNDAP II has mostly supported implementation of the National Informal Settlement Upgrading Strategy and the National Urbanization Policy. The GoR was also supported to develop the Spatial Development Framework (SDF) methodology and national strategic action plan of the SDF that will facilitate the implementation of the national urbanization policy. These tools are enhancing planning processes at central and district levels by harmonizing spatial planning with economic planning, budgeting, and monitoring implementation of the National Urbanization Policy. Additionally, a spatial design lab and decision room were set up at the Ministry of Infrastructure to facilitate collaborative design of infrastructure and urban development. Furthermore, following on from the work of UNDAP I, the City of Kigali (CoK) was supported to develop strategies for unplanned and under-serviced settlements. This strategy is currently being used in the infrastructure and housing plans aimed at improving quality of life in informal settlements. Through the Urban Low Emission Development Strategy Programme (Urban LEDSII), country and city profiles for three model cities (CoK, Muhanga and Rubavu) were developed. This has provided entry points for supporting vertical integration and multi-level governance for climate action. Emphasis is placed on climate resilient actions, including wetland management, waste management, green space, and water harvesting.

Output 1.6 Assessment

UNDAP II contributions to urbanization in Rwanda have mainly been upstream through support to institutional strengthening through capacity building and development of relevant urbanization and resettlement strategies. The relevant UNDAP II outcome indicator measures the proportion of the population that lives in urban areas. Although this indicator has increased by 1.1 percentage points to 18.4% since 2018 (UN INFO), there is insufficient evidence to demonstrate quantifiable contributions from the UN to this change beyond strategic level support. Generally, sustainable urbanization is quite costly, and with Rwanda's ambition to have 53% of its population living in urban areas by 2035 and 70% by 2050, the UN needs to enhance

clarity in its role and downstream contributions from UNDAP II to the urbanization agenda, clearly demonstrating how the UN will leverage its comparative advantage and potential resources available to this area.

Challenges for outcome one

Financial resource constraints affected implementation of planned interventions. Many joint Programmes under outcome one are planned with only financial allocations to a single year. This has made multi-year planning problematic for most interventions. This not only affects design and operations around projects but also results chains are affected by unpredictability as well as relations with implementing partners, presenting reputational risks to the UN.

Global supply chains have been disrupted in the last two years mostly because of the COVID-19 pandemic. This situation presents critical challenges to outcome one on both operational and programmatic level. At the operational level, supplies for some of the planned project interventions have been disrupted. At the programmatic level, given the outcome relates to trade and competitiveness, most of the sectors and sub-sectors such as industry, tourism, construction, and others are encountering significant setbacks.

There is insufficient engagement with the private sector. Most of the success of outcome one requires extensive engagement and participation of the private sector given the economic transformation focus. However, involving the private sector in Programme work has proved more complicated than anticipated. Stakeholders explain how the private sector, especially large and medium enterprises rarely engage with Programmes in the absence of clear financial benefits to their enterprises.

Outcome indicators are inadequate. Outcome one has seven outcome indicators that measure contributions from six outputs. However, some of the indicators are poorly formulated, for example, the percentage of post-harvest crop losses is ambiguous as crop losses are largely crop-specific. There are no outcome indicators to measure output contributions from development financing as well as trade and industrialization. Similarly, 20 out of 44 output indicators lack the necessary baseline and updated status data mostly because of ambiguity in their formulation or lack of clarity on data sources.

Key recommendations for outcome one

I. **Strengthen a strategy to scale up interventions:** Much of the downstream work done under outcome one has either been implemented as pilot projects or has been done with small target groups of sub-sectors. Most of the approaches, models and strategies used by the projects and Programmes are well documented, tried and tested but there is no clear strategy or roadmap for how such lessons and work will be scaled up. The later phase of UNDAP II needs to prioritize policy influencing, partnerships and resource mobilisation strategies that are Programme or intervention specific and that will facilitate the scaling up of interventions in order to have more effect at outcome/national levels.

II. **Improve private sector engagement:** Determine entry points for meaningful engagement with the private sector. Although the UN has increased its partnerships with the private sector in the last three years, the latter's participation in outcome one has not been fully realised. There is an urgent need to strengthen Rwanda's private sector as the main engine of economic growth and to make this growth more inclusive than it has been, by generating employment opportunities, especially for youth. To achieve this, it is necessary to continue the pathway of stimulating private-sector initiatives through supporting establishment of a conducive business environment, while enhancing the skills of the workforce to respond to the demands of the emerging labour market of a transforming economy. The UN needs to continue supporting the private sector to mainstream SDGs into their operations to put the principle of 'leave no one behind' into practice.

14

III. Focus on business development: Most of the work of UNDAP II in the first half has focused on starting up businesses to create employment. It is necessary to maintain a priority focus on support to MSMEs as a source of employment for women and youth at national and county level. It is also necessary to put in place interventions to address bottlenecks for MSME growth such as inadequate capital, limited market access, poor infrastructure, inadequate knowledge and skills, rapid changes in technology, and difficult laws and regulations. There is a need to ensure that at national and local government levels enterprises are appreciated not solely as sources of revenue but also as sources of job creation. This focus will contribute to both the ERP as well as resilience.

IV. Create synergy across outputs: There is indication of limited synergy between the outputs of outcome one, especially output one on agriculture commercialization and output two on trade and industry. The Programme managers in RG one need to be more deliberate and intentional about creating linkages between these two outputs in a bid to address gaps identified in value chains, optimize the limited resources available and leverage agencies comparative advantages.

V. Revise outcome indicators: There is a need to review the outcome indicators under outcome one and ensure all the indicators measure actual changes to which the outputs delivered target to contribute to. In addition, there is a need to revise all targets to enhance coherence in the results framework.

Performance rating of outcome one

Based on the outcome indicators' performance, outcome one is assessed as "on track", because 54% of the disaggregated indicators are either on track or partially on track.

Outcome one's output indicators are partially on track because two of the six outputs indicators are rated as off track since they either regressed, did not change from the baseline or are increasing at a slow rate that is unlikely to result in the realization of the output target by 2023. The lagging outputs focus on agribusiness and agro-processing, as well as industrialization and trade competitiveness.

The overall rating for the performance of Outcome one is "**Partially on Track**" as outlined below

UNDAP II Outcome Indicators with baselines, targets and performance		2018	2021	2023	Rating
1.1 Gini coefficient		0.429	0.429	0.400	🟨
1.2 % Post harvest crop losses.		30.0	25.0	5.0	🟩
1.3 Agriculture value added as % of GDP.		34.6	26.3	48.0	🟥
1.4 Unemployment rate by sex and age.	Total	16.7	17.9		🟥
	Youth	21.0	22.4	-	🟥
	Male	16.1	15.9	-	🟩
	Female	17.5	20.3	-	🟥
1.5 % of the population living in urban areas.		17.3	18.4	-	🟩
1.6 Total Investment as % of GDP (disaggregated by FDI / domestic)	Total	25.2	25.9	-	🟩
	FDI	0.006	-	-	
	Domestic	13.5	15.7	-	🟩
1.7 % of Total employment with the main job in informal sector.		91.0	73.4	85	🟩

Assessment of Performance of Outcome One Using Output Performance			
Output Results Focus	**On Track**	**Partially on track**	**Off Track**
1.1: Sustainable agriculture production and productivity	🟩		
1.2: Agribusiness and food processing			🟥
1.3: Industrialization and trade competitiveness			🟥
1.4: Decent employment and entrepreneurship	🟩		
1.5: Development Financing	🟩		
1.6: Sustainable urbanization	🟩		
Outcome Performance After Computing Output ratings			
Overall Performance of Outcome One			
Using the Output Performance Assessment	*Partially On Track*		
Using the Assessment of the Performance Outcome Indicator	*On Track*		
Using consultant judgement informed by analysis of key findings	*Partially On Track*		
Final Position of the Outcome One Performance	***Partially On Track***		

2.2.1.2 ASSESSMENT OF PERFORMANCE OF OUTCOME TWO

> *Outcome 2: By 2023 institutions and communities are more equitably, productively, and sustainably managing natural resources and addressing climate change and natural disasters*

Outcome 2 aims to contribute to productivity and sustainable management of natural resources and environment while building the resilience of communities and ecosystems to climate change and natural disasters. This outcome focuses on three areas critical to the UN's climate change agenda and Rwanda's global commitments. These include strengthening regulatory frameworks and coordination mechanisms for sustainable environment and natural resources management; sustainable use of natural resources and adaptation of climate resilient practices; and disaster risk management (DRM).

Regulatory frameworks and coordination for environment and natural resources

UNDAP II supports national and local institutions to strengthen their technical capacity to implement knowledge-based, inclusive, and sustainable environment and natural resources management policies and strategies. This work contributes to the NST 1 targets under the natural resources' management and environmental protection objective. Most of the contributions to this output have come from agency-led interventions as well as joint Programmes such as the Joint Programme on Enhancing Climate Resilient and Integrated Agriculture in Disaster Prone Areas of Rwanda.

Institutional strengthening: The main contribution at national level has been the joint Programme's technical assistance in the revision of the National Green Growth and Climate Resilience Strategy (GGCRS) and integration of environmental and climate change into national, sectoral and district development strategies. Through the Strengthening Capacities of the Environment and Natural Resources Sector for Green Economy Transformation (SCENR) Programme, the Kigali City Wetland Management Master Plan was developed. Using this master plan as a strategic guidance document, economic activities and informal settlements were relocated from wetlands in the three districts of Kigali. Additionally, a study on open-source leather cleaning technologies was conducted in collaboration with the Ministry of Environment (MoE) and National Industrial Research and Development Agency and an online centre of excellence for knowledge was established to support dissemination of knowledge on green technologies. Technical assistance was provided in the revision of the biodiversity and wildlife law and the drafting of a Biodiversity Valorisation Strategy. The strategy and law aim to increase communication and knowledge sharing among communities on traditional knowledge of genetic resources which is likely to turn into investment enhancement, especially from private sectors, academia, research institutions and civil society. The law will also be used by institutions such FONERWA to establish a biodiversity finance facility and by RDB to review guidelines on environmental impact assessment (EIA).

Mainstreaming environment: Through the Rwanda Chamber of Commerce and Industry, the private sector was trained in resource efficiency and cleaner production techniques. Consequently 33 industries from the 103 trained companies have fully complied with energy and water use efficiency strategies, reducing their operating costs by 20-30%. In the public sector, following the building of national capacities in the environment and natural resources (ENR) sector elements of climate change and environmental conservation have been mainstreamed in the National Urbanization Policy as well as national, sector and district development planning processes. Additionally, as part of the UN support to establishment and implementation of the Nationally Determined Contributions (NDCs) that represent Rwanda's commitments to reduce natural emissions and adaptations to the impact of climate change, the UN supported a multi-level governance study for climate action in Rwanda. The study explored

ways in which different tiers of the GoR are organised to deliver low-carbon, climate resilient development and made recommendations for consideration under the NDCs.

Output 2.1 Assessment

UNDAP II made substantial contributions to strengthening environmental and natural resources management and utilization in the last three years. This has contributed to the relevant outcome target of increasing public expenditure in ERN from 2.5% in 2018 to 6.2% of the public budget in 2020, placing progress well on track to the 8% targeted by 2023. The increase in expenditure can be attributed to increased clarity on climate change adaptation action that has been articulated in the GGCRS, sector strategic plans and district development strategies, for example. Similarly, at the output level, districts and priority sectors have been supported to improve their ENR and climate change targets over the last three years by supporting them to mainstream ENR and climate adaptation actions in their strategic and annual action plans as well as improving decentralized and sectoral monitoring and evaluation capacities especially through establishment and operationalization of the ENR results-based management (RBM) system. The only output not achieved is the establishment of a "*Center of Excellence on Biodiversity nodes with high level skills on biodiversity*".

Sustainable use of natural resources and climate change adaptation

Reducing greenhouse gas emissions: To reduce Rwanda's dependence on biomass, especially for cooking, 24 experts from government, academia, NGOs and private sector attended capacity-building sessions on how to conduct bioenergy and food security assessments (BEFS), baseline assessments of sustainable bioenergy potential and related production and investment costs. The enhanced capacities have enabled the practitioners to gain the skills required to conduct BEFS for bioenergy supply chains in agriculture, livestock residue, wood, charcoal and biogas. Three model cities of Kigali, Muhanga and Rubavu were supported to develop their Urban Low Emission Development Strategies (LEDS) and complete their greenhouse gas (GHG) emissions inventories and climate risk and vulnerability assessments that support monitoring the implementation of the LEDS and provide an approach for scaling up to other districts.

Sustainable natural resource utilization: As a contribution to the restoration of degraded ecosystems, the UN is implementing the Green Mayaga Forest Landscape Restoration project in four districts in southern Rwanda. This work is promoting biodiversity, fostering ecosystem services, contributing to increased agricultural productivity and reducing communities' vulnerability to adverse effects of climate change. It has a target to create more than 150,000 jobs and restore 263,000 ha of agricultural land. Project reports indicate that by 2020, eleven tree nurseries had been established at ditches created on 1,009 hectares for erosion control and agroforestry tree planting.[6] To promote sustainable use of biomass, local communities have been provided with access to 4,500 fuel-efficient cooking stoves and 991 solar panels. Also, 286 charcoal makers were trained in efficient green charcoal making technologies. A sustainable energy strategy was developed and implemented in all refugee settlements resulting in all health facilities having access to electricity and all street lighting being solar powered. Over 2,000 refugee families have installed solar home systems in refugee camps and 85% of refugee families in camps have access to clean cooking energy including briquettes, pellets, and LPG.

Output 2.2 Assessment

Most of the support for reducing greenhouse emissions in the first half of UNDAP II has been directed towards strengthening national strategies and capacities to develop systems and practices to reduce and monitor greenhouse gas emissions. At the community level,

---

[6] Results Oriented Annual Report – RWA 2020, UNDP, 2021

interventions initiated in the last three years are either mostly in their initial stages or have been implemented as pilot projects or for specific communities such as refugees and populations most exposed to risks of climate change. Consequently, the outcomes of these interventions in climate change adaptations have not yet realized outcomes to substantially change national level targets. Therefore, outcome level targets such as reducing use of biomass as cooking energy have not been realized. Likewise, output targets such as increased forest cover and numbers of cooperatives involved in renewable energy production are assessed as not on track.

Disaster risk management

Disaster and emergency preparedness: To support the GoR strengthen its DRM capacity an assessment of DRM capacity was conducted involving national and local government disaster management structures including the Ministry of Emergency Management (MINEMA), National Platform of Disaster Management at the national level (NPDM) Sector Disaster Management Committee (SEDIMAC) and the District Disaster Management Committee (DIDIMAC). The findings of this assessment continue to inform the DRM support provided to the GoR by the UN and other partners, for example professionals from MINEMA and METEO had their technical skills enhanced in disaster risk reduction, management and response to natural disasters and strategies for minimizing gender-differentiated impacts. Additionally, the national and local disaster communication system was enhanced through establishment of an operation room in MINEMA, where hydro meteorological and disaster-related data is directly shared from the Rwanda Meteorology Agency to the Ministry in real-time. The One Health Multi-Sectoral Coordination Mechanism was established. This has enhanced national preparedness and response to public health concerns around zoonotic diseases. Consequently, in collaboration with the Rwanda Agricultural Board (RAB) 250,000 susceptible livestock were vaccinated following a regional outbreak of Rift Valley Fever. This has prevented the emergence of the disease in Rwanda.

Disaster response: Following floods that destroyed over 3,954 hectares of cropland in Kirehe district, the UN supported a needs assessment in the district to establish mechanisms for most affected communities to mitigate impact of the disasters and build resilience to particularly floods. The findings were used to develop a disaster response and prevention plan for Kirehe.

The UN supported also communities affected by floods and landslides through the CERF funding with shelter material to 1,981 households (9,905 people: 2,972 Women; 2,476 Men; 2,476 Girls; 1,981 Boys) in 3 districts.

Output 2.3 Assessment

Building on efforts from UNDAP I, such as establishment of the national risk atlas, the UN has continued to focus on building national capacities for DRM to ensure full alignment with the Sendai Framework for DRR 2015-2030. In this cycle many interventions have reached decentralized levels and communication for disaster management has been enhanced. Important contributions have been made by the UN in DRM and the qualitative indicator that measures strengthening of national DRM functionality has moved from partial to substantial. However, the other quantitative and more robust measure that estimates the cost of damage resulting from disasters has no baseline, target, or updated status. Therefore, the contribution of UNDAP II to DRM and DRR at outcome level is assessed as partial. At output level the results are one track regarding resource mobilisation for emergency response and recovery that increased to 12% from 10%. However, there is no data on the level of alignment of the national DRR framework with the Sendai Framework. Therefore, at output level performance is assessed as marginally on track.

Challenges for outcome two

There is inadequate data for development of greenhouse gases emissions reduction action. Local government entities lack localized data for the collation of greenhouse gas inventories. To resolve this issue, local data are being produced by downscaling national data or provincial data; however, this will need to be fast-tracked to enable systematic implementation of interventions such as the LEDS on a national scale.

The limited scale of climate adaptation actions is limiting the achievement of results on a national scale. Most interventions, especially those in for example decreasing use of biomass or reducing GHG emissions are mostly implemented at target community level or company level rather than regional or economic sector scale. At this rate of addressing climate change, it is unlikely that targets set for 2023 will be met such as 46% reduction in use of biomass.

There is inadequate synergy between outcome one on inclusive economic transformation and outcome two's climate action agenda. In particular, there is no clear link between output 1.2 on trade and industrialization and UNDAP II green growth work in outcome two. Also, there is limited synergy between output 2.3 on DRM and output 4.3 that also addresses the same components of the UNDAP II.

There is ineffective DRM monitoring and evaluation. Although NST1 does include disaster management as a priority under its cross-cutting areas, there are no performance measures reflected in the results framework. Subsequently the M&E arrangements, specifically relevant KPIs in UNDAP II applied to DRM and DRR, end up being inadequate.

Key recommendations for outcome two

I. **Support data development for climate change:** Whilst UNDAP II has a specific output for data for development, there is a need for increased and targeted evidence generation relevant to climate action. These data are pertinent not only for M&E of UN contributions to climate change in Rwanda but also for prioritizing and planning actions specific to areas in need of urgent actions and other outputs such as urbanization and industrialization.

II. **Develop a strategy for scaling up:** Most climate adaptation work, especially under output 2.2, has been implemented on a targeted/small scale and yet impact is needed at national, more so global scale. UNDAP II needs to develop a clear scaling up strategy for its interventions that mostly target the ultimate impact of this outcome, specifically GHG emission, use of biomass and overall resilience to climate change across most vulnerable sectors like agriculture.

III. **Strengthen the green economy:** Given that the economic transformation strategic priority of UNDAP II includes outputs on inclusive trade and industrialization, the UN is presented with an opportunity to leverage its interventions in this output with its expertise in climate change adaptation under outcome two. For the remaining half of UNDAP II, clear linkages need to be made in for example where support is provided to industrialization of sub-sectors, how are GHG emissions best addressed and renewable energy adoption fast-tracked.

IV. **Revise outcome and output indicators:** Outcome indicators need to be improved to integrate measurement of critical elements that more reliably measure contributions to climate change and DRM than the current outcome KPIs that seem to measure processes. For example, changes in GHG emissions would add value to the outcome measures.

Performance rating of outcome two

Based on the outcome indicators' performance, outcome two is assessed as off track as only 33% of the disaggregated indicators are on track.

Outcome two's output indicators are assessed as partially on track because of the 11 indicators that track progress against the three outputs, only 4 are on track and 1 is partially on track. The

remaining 6 KPIs do not have any information on their status. Most of the indicators with inadequate data monitor performance in renewable energy adaptation which is assessed as lagging.

The overall rating for the performance of Outcome Two is "**Partially On Track**" as outlined below

UNDAP II Outcome Indicators with baselines, targets and performance		2018	2021	2023	Rating
2.1 % of public and expenditure in environment, natural resources, biodiversity, climate change, as part of total public expenditure.		2.5%	6.2%	8%	🟩
2.2 % of households using biomass as a source of energy for cooking. (*Disaggregated by sex of HH*).	Total	83.3%	99%[7]	54%	🟥
	Male HH				🟥
	Female HH				🟥
2.3 Indicator on DRM (the extent or cost of damage).		*To be taken from NST*	*To be taken from NST*	*To be taken from NST*	
2.4 National institutional structure for disaster and emergency preparedness and response fully functional in accordance to international standards.		Partially Functional	Substantially Functional	Fully Functional	🟩

Assessment of Performance of Outcome Two Using Output Performance			
Output Results Focus	**On Track**	**Partially on track**	**Off Track**
2.1: National capacity for green growth	🟩		
2.2: Renewable energy adaptation			🟥
2.3: National and community DRM capacity	🟩		
Outcome Performance After Computing Output ratings			
Overall Performance of Outcome Two			
Using the Output Performance Assessment	*Partially On Track*		
Using the Assessment of the Performance Outcome Indicator	*Off Track*		
Using consultant judgement informed by analysis of key findings	*Partially On Track*		
Final Position of the Outcome Two Performance	***Partially On Track***		

---

[7] Hakiziman, Sandoval &Venant. Environmental Impacts of Biomass Energy Sources in Rwanda. 2020. Energy and Environmental Engineering 7(3): 62-71

2.2.2 EFFECTIVENESS OF SP II: SOCIAL TRANSFORMATION: HUMAN CAPITAL DEVELOPMENT

2.2.2.1 ASSESSMENT OF PERFORMANCE OF OUTCOME THREE

> **Outcome 3: *By 2023 people in Rwanda particularly the   most vulnerable enjoy in-creased and equitable access to quality education, health, nutrition and WASH services***

Outcome three aims to address challenges that hinder Rwanda from achieving equitable human capital development. The four outputs contributing to this outcome focus on transforming critical areas including: expanding coverage and quality of integrated reproductive health services, strengthening systems for infectious disease prevention, care and treatment services and enhancing national health systems; improving nutrition and increasing food security; reinforcing delivery of quality education; and strengthening access to inclusive water, sanitation and hygiene (WASH) services for all,

Strengthening health systems and services

Institutional strengthening: Upstream support resulted in the development and revision of eight health policies in line with global health guidelines. Adoption of the new guidelines is contributing to various health outcomes by for example improving the quality of antenatal care (ANC) services, family planning options and other maternal health and child nutrition services. This is because it provides systematic strategic guidance for health service delivery. To support operationalization of these policies at least 625 health professionals received capacity building in 2019/20 that increased their knowledge and capacities to deliver quality health care in line with the policies and guidelines. Managerial capacities and efficiencies of the Rwanda National Council of Nurses and Midwives (NCNM) was enhanced by introduction of the NCNM web-based application. The application has expedited on-line license applications and enabled easier monitoring resulting in evidence-based planning to achieve equity in deployment and better human resource management.

Expanding coverage of reproductive health services: Technology has been leveraged to not only extend coverage but also enhance delivery of health services by increasing efficiencies in monitoring and implementation. Two examples of this are the introduction of the ANC digital tool based on the WHO ANC digital module that captures patient level data and integrates it with ANC M&E indicators enhancing the quality of ANC and overall reproductive, maternal, new-born and child health outcomes. The mobile learning system (MLS) based on hand-held projector with pre-loaded eLearning modules covering all major maternal and new-born life-saving skills was scaled up to reach 44 health facilities in 2 districts. With the sensitization of over 7,250 people on sexual reproductive health (SRH) in mostly western Rwanda, the UN continued to ensure consistent supply of family planning resources to service delivery points in especially targeted rural areas. In 2019/2020 alone family planning worth USD 1,534,667 was procured and supplied.

Strengthening infectious disease prevention: The UN also supported the GoR's resource mobilisation efforts in the fight against HIV and TB from various sources including the Global Fund and PEPFAR. For the period 2020 – 2022 just over USD 214 million was mobilised from these sources. Through advocacy and payments of Community-Based Health Insurance (CBHI) premiums for 9,460 refugees, primary care services including care for refugees living with HIV, TB and other chronic diseases are now accessible to refugees at public health centers including referrals to tertiary hospitals. Also, refugees in camps were integrated into the national viral hepatitis management and elimination Programme.

Significant progress has been made in achieving the UNAID's 90-90-90 targets. Results from the Rwanda Population-based HIV Impact Assessment (RPHIA 2019) indicate that 83.8% of

adults living with HIV know their status, 97.5% of people living HIV (PLHIV) are on anti-retroviral therapy (ART), and 90.1% of those who report being on ART have achieved viral load suppression. HIV prevalence remains at 3.0% among adults aged 15 years and above.

Enhancing national health systems: Following an assessment of the National Reference Laboratory (NRL), 32 non-conformities were identified and rectified. The NRL is now accredited. The first national standardized nomenclature of medical acts and diagnoses was developed and countrywide cascading training on the Rwanda Medical Procedure Coding (RMPC) was conducted for 200 master trainers. RMPC is strengthening the quality of healthcare, precision of epidemiological data and increasing efficiency of billing processes. To enhance health digital systems, a new Electronic Medical Records was developed to integrate RMNCAH services. The rapid SMS system was upgraded to an improved RapidPro system, ensuring real time health data reporting, and as such facilitating Programme monitoring. These upgrades contributed to evidence-based decision making for community health Programmes.

Financing the health sector: A market analysis of the private health sector produced recommendations that informed formulation of strategies to increase private players' engagement and investment in the health sector. Moreover, an actuarial assessment of the CBHI established the CBHI risks profile and required insurance reserves. The findings of this assessment were used to design the CBHI sustainability plan. An action plan has been developed for implementation of the recommendations.

Output 3.1 – 3.3 Assessment

The UN has continued to play a fundamental role in improving the health sector in Rwanda by intervening in both strategic policy design, guidance in implementation, building technical capacities at individual and organizational levels to enforce policies and providing needed technology, tools and systems to increase effective and efficient delivery of health services. The interventions have also increased coverage of key health services ensuring health professionals in rural settings have access to capacity building initiatives and vulnerable groups in those areas have access to improved health services. Most of the strategic support has focused on critical elements of healthcare such as maternal and child health, reproductive health and infectious disease prevention while ensuring the necessary financial resources are mobilised and readily available. Consequently, most of the health outcomes targeted by UNDAP II are either on track to being achieved by 2023 or have been achieved by the mid-term review. At outcome level all three performance indicators have either been achieved, as in the case of pregnant women with HIV on ART reached 98% against a target of 95%, or are very close to their targets, in the case of pregnant women attending four ANC clinics and contraceptive prevalence rates. The achievement rate is also similar at output level were 10 of the 13 outputs' indicators have been achieved or exceeded, two lack the required data and only one on establishment of a "*National M&E system that includes HSSP IV and health-related SDG indicators*" is not achieved.

Improving nutrition and increasing food security

Institutional strengthening: The nutrition-sensitive school meal guidelines were developed and have informed stakeholders (school authorities, school feeding Programme management committees, students, local government entities, Ministry of Education, agencies and partners involved in school food and nutrition Programmes) of the required nutritive quality of school meals and provided information to support nutrition profiling of school meals. The National Early Childhood Development Programme (NECDP) [8] strategic plan was developed to support implementation of key policies and interventions including the national nutrition policy and integration of nutrition services in the CHWs national curriculum and healthcare providers training materials. To further strengthen surveillance and prevention of malnutrition in Maternal, Infant and Young Child Nutrition, 7,000 community health workers and 158 healthcare

---

[8] Now called the National Child Development Agency (NCDA)

personnel received nutrition counselling. The smart stunting free village project led by NECDP was facilitated to target eligible households for nutrition support services. This project has been scaled up to all districts and using the child scorecard, monitoring of nutrition status at the national level has been made more efficient and has led to better planning.

Eradicating malnutrition: Support to Rwanda Biomedical Centre (RBC) in monitoring the national nutrition situation enabled identification and treatment of severe acute malnutrition cases recording a 93% recovery rate. Malnutrition continued to be countered by distribution of 9,200 cartons of Ready-to-use therapeutic food, 1,065 cartons of therapeutic milk and 4.63 metric tons of fortified blended food to 91,600 children and 21,700 pregnant and lactating women in 30 districts.

Output 3.4 Assessment

In addressing nutrition and food security UNDAP II has mostly focused on the nutrition requirements of children, primarily among school-going children in early childhood education and early childhood development (ECD) Programmes, children aged 6 – 23 months, children 5 years and below with acute malnutrition as well as pregnant and lactating mothers in vulnerable households across the country. These supported categories have been reached through systematically targeted channels including through the national school feeding Programme, health facilities and in households through targeted Programmes such as the stunting-free village project and One-ECD district Programme. By building the capacities of relevant personnel at national and local community levels as well as distribution of micronutrient powder, fortified blended food and therapeutic milk the targeted outcome of percentage of children receiving acceptable diet has increased from 16.7% to 20% by the mid-term, placing UNDAP II on track to achieve the 2023 target of 25%. The second relevant outcome indicator measures the percentage of vulnerable households that are food secure. Although this indicator has gone up by only 1.3 percentage points, it has regressed in urban areas. Under this output there is no explicit intervention on food security for vulnerable households. However, relevant interventions are more pronounced under other outcomes such as those addressing agricultural production and resilience. Moreover, 3 out of the set 6 UNDAP II output indicators have been achieved, and the remaining 3 only lack the required data to enable rating of their achievement. Overall, given that the interventions are implemented at a national scale UNDAP II has made a substantial contribution towards progress on the NST1 target of reducing chronic malnutrition among children under 5 years from 38% in 2018 to 33% in 2020. However, this is still way below the 2020/21 target of 29.9% and not well on track to 19% in 2023/24.

Improving access to quality education

Expanding early childhood education: The UN's close collaboration with the NECDP has contributed to streamlined operationalization of the ECD policy and overall NECDP mandate. This has contributed to key ECD outcomes including a 415% increase in ECD spaces from 4,501 to 23,191 ECD spaces between 2018 and 2020. The introduction of the home-based ECD model in 11 districts through support to Imbuto foundation has contributed to this achievement. The GoR has scaled-up the model to all districts with 382,238 families equipped with parenting skills and knowledge and 758,505 children (0-6 years) placed in ECD spaces. NECDP was facilitated to develop a national parenting curriculum for the model. ECD Services were also provided to more than 26,000 refugee children below 6 years.

Access to inclusive education: The UN continued to support establishment of school infrastructure to accommodate the growing primary school-age population as well as to ensure continuity of learning following the disruptions in the education sector from the COVID-19 pandemic. 30,000 refugee children were enrolled in primary schools, 38% of refugees of secondary school going age were enrolled in secondary schools, 374 were supported to enroll in tertiary education and 100 persons of concern among evacuees from Libya were enrolled in English language classes. To enhance implementation of the national ICT in education policy,

160 facilitators and teachers were able to access the ICT essentials for teachers Programme. Moreover, staff from the University of Rwanda (UR) and training colleges were facilitated to access Open and Distance E-Learning (ODeL) management and production capacity building. This capacity building of educators proved instrumental amid the COVID-19 school closures whereby content was developed and delivered by the trained personnel through ODeL courses and e-learning systems. To increase access to education for PWD the digital talent policy was developed to include guidelines on inclusion of PWD in ICT and inclusive education teaching and learning methodologies were piloted in primary and secondary schools. The tested inclusive education model has been rolled out at the national level and is increasing enrolment of students with disabilities in formal education

Output 3.5 Assessment

UNDAP II contributions to early childhood education have been catalysed by the UN's strategic positioning as both the co-chair of both the national ECD sub-cluster as well as the education sector working group. This has not only ensured the UN plays an active role in coordination of the education sector but also receives a platform for advocacy for interventions that it leads. This pivotal role of the UN has contributed to the fast-tracked operationalization of the ECD policy resulting in a massive role out of innovative practices to scale up access to and enrolment in ECD. This has resulted in ensuring the two UNDAP II outcome indicators for early child education are well on track to being achieved by 2023. Also, the third outcome indicator on transition from primary to secondary has increased by almost 0.6 percentage points in 2019. Much as this is indication of improvement in learning outcomes in early child education that can be partly attributed to the support to ECD and other affiliated interventions such as the school-feeding Programme, there isn't sufficient evidence from this first half of UNDAP II to adequately attribute the improvement in transition rate to actual improvements in quality of education specific to content and/or pedagogy. There is no outcome indicator in the results framework that measures UNDAP II contributions to secondary, tertiary, and higher education. At output level 3 out of the 7 output indicators are either on track or already achieved, 3 are partially on track and 1 has no status update. Overall, the output is rated as on track to achieving its 2023 targets.

Increasing access to WASH services

Institutional strengthening: 200 infection prevention and control (IPC)/WASH focal points in hospitals and health centres were trained and WASH teams were created at all healthcare facilities to cascade the knowledge transfer, conduct WASH facility assessments, and identifying hazards, risk levels, and remedial actions. A national baseline was conducted in 10 districts, and national level data included in the new WASH MIS. Also, RURA's capacity is being strengthened to regulate private operators for improved reporting to enhance effectiveness and efficiency of the regulatory system.

Expanding WASH services: Three districts received assistance to improve household sanitation and hygiene. As a result 8% (24,584) of households hosting 105,711 people accessed and used basic sanitation services and 29,821 households (10% of the total population in the three districts) acquired hand washing facilities. As part of the COVID-19 response 3,000 schools received durable, low-cost, easy to install group hand washing stations. At least 3,000 meters of retaining wall and drainage channels were built and maintained in all refugee camps and Gashora emergency transit management for both hygiene and rainwater harvesting purposes. Clean water supply was maintained through installation and rehabilitation of over 760 water taps ensuring access to no less than 20 litres per person per day.

Output 3.6 Assessment

The UN has played an instrumental role in both enhancing capacities for coordination and management of WASH at decentralized and national levels, with targeted interventions specific

to health facilities, vulnerable households and refugees. Attributed to this targeted approach rather than national scale of interventions, not much progress is registered at outcome level. The outcome level indicator "*Proportion of population using basic sanitation services including humanitarian situations*" shows a decline from 83% to 70% over the last 3 years. The mid-term review did not have access to adequate data to analyse the drop in this indicator. However, at output level two of the three performance indicators that relate to WASH governance and policies were achieved and only one on WASH infrastructure remains unassessed because of the lack of a target and probable inaccuracy in the status updates in UNINFO.

Challenges for Outcome Three

The COVID-19 pandemic not only slowed momentum on on-going and planned interventions but also disrupted the cycle of certain routine interventions such as the school feeding Programme. Such disruptions to progress could potentially regress key outcomes such as those realised in the fight against malnutrition.

Financial resource constraints continued to negatively impact various planned and on-going interventions. For example, supply chains for nutrition commodities remains largely funded by development partners, with very limited funding from the Government. These constraints also continue to hamper scaling up of best practices and costly infrastructure such as in WASH.

Challenges in HIV/AIDS prevention continue to hinder progress in the fight against HIV. Specifically, male partner testing for HIV remains a challenge in antenatal care settings. Studies are on-going to assess the feasibility for demand generation and acceptability of self-testing to address this challenge.

Inadequate M&E of contributions for the education sector within UNDAP II. Agency literature indicates that specialized agencies are making substantial contributions to improving quality and access to education beyond primary level. However, the UNDAP II results framework, at outcome level, only tracks enrolment and transition from early child education with no measures for UN contributions to secondary, tertiary, or higher education. In addition, outcomes for inclusive education, especially for PWD is also not catered for in the UNDAP II RF.

Key recommendations for outcome three

I. **Strengthen resource mobilisation for healthcare:** Given the heavy reliance on external funding for most of the work under outcome three, especially in health, there is need to reinforce efforts to implement sustainable financing interventions for mostly infectious disease prevention and health system strengthening.

II. **Strengthen partnerships for Programme delivery:** In a context of reduced development funding and more direct budget support to the GoR, the UN should continue to position itself strategically as has been done in the past with the ECD cluster, Education sector and WASH technical working groups. Through this strategic positioning the UN should prioritize partnerships with key donors targeting areas under outcome three with critical funding gaps such as nutrition and WASH.

III. **Revise outcome and output indicators:** The KPIs under outcome three should be reviewed and revised to capture all contributions of the UN made to health, education, nutrition and WASH through not only joint Programmes and planned UNDAP II interventions but also agencies' projects and Programmes. Consider replacing outcome indicators measuring access to education with indicators more relevant to evolving needs such as inclusiveness of education, access for PWD, ICT in education and others.

Performance rating of outcome three

Based on outcome indicators' performance, outcome three is on track since more than 50% (18/35) of indicators are mostly already achieved or on track to being achieved by 2023.

Outcome three's 6 outputs are all assessed as on track as out of the 29 output KPIs, 18 are on track, 3 are partially on track and only 1 on the M&E system for the HSSP IV and SDG indicators is ranked as off-track. 7 indicators do not have updated statuses. Most of the KPIs with missing information relate to data on status of health facilities providing services related to the areas of UNDAP II interventions such as nutrition services, PMTCT services and others.

The overall rating for the performance of Outcome Three is "**On Track**" as outlined below

UNDAP II Outcome Indicators with baselines, targets and performance		2018	2021	2023	Rating
3.1 Net enrolment rate in pre-primary and primary education	Pre-primary Total	20.9	24.7	38.1	🟩
	Pre-primary Refugees	66	-	73	
	Primary Total	98	98.5	99	🟩
	Primary Refugees	78	-	84	
	Primary Boys	97.8	98.4	99	🟩
	Primary Girls	98.1	98.6	99	🟩
3.2 Transition rate from P6 to S1 disaggregated by gender	Total	71.6	72.2	92.2	🟩
	Boys	72.3	72.1	92.2	🟩
	Girls	71.0	72.4	92.2	🟩
3.3 Contraceptive prevalence rate	Total	46.7	58	60	🟩
	Urban	51.1	-	-	
	Rural	46.7	-	-	
3.4 Proportion of Pregnant women attending four antenatal care clinics	General population	44	47.2	51	🟩
	Urban	44.3	49.2	-	
	Rural	43.9	46.8	-	
3.5 Percentage of HIV+ patients on ART	Children 0 -14	55	-	90	
	Persons 15+	81	-	90	
	Pregnant women	93	97.5	95	🟩
	0 – 14 yrs. (100/100) cases	100	-	100	
	15 > yrs. (1453/1467 cases)	99	-	95	
3.6 Percentage of children receiving minimum acceptable diet	Total	16.7	22	25	🟩
	Female	16.3	20	25	🟩
	Male	17.1	20	25	🟩
3.7 Proportion of population using basic drinking water services including humanitarian situations	Total	-	80	90	🟩
	Urban	60	83	100	🟩
	Rural	37	53	80	🟩
	Refugees	68	-	100	
3.8 Proportion of population using basic sanitation services including humanitarian situations	Total	83	61	100	🟥
	Urban	93.5	70	100	🟥
	Rural	81.3	52	100	🟥
	Refugees	100	-	100	
3.9 Percentage of vulnerable households that are food secure	General Population	80	81.3	88	🟩
	Urban	90.5	81.3	99.5	🟥
	Rural	77	81.3	85.5	🟩
	Refugees	90	-	90	

Assessment of Performance of Outcome Three Using Output Performance			
Output Results Focus	**On Track**	**Partially on track**	**Off Track**
3.1: Reproductive health services	🟩		
3.2: Disease prevention, care, and treatment services	🟩		
3.3: National health systems capacity	🟩		
3.4: Food Security and nutrition	🟩		
3.5: Quality and inclusive early education	🟩		
3.6: WASH Services	🟩		
Outcome Performance After Computing Output ratings			

Overall Performance of Outcome Three	
Using the Output Performance Assessment	*On Track*
Using the Assessment of the Performance Outcome Indicator	*On Track*
Using consultant judgement informed by analysis of key findings	*On Track*
Final Position of the Outcome Three Performance	***On Track***

2.2.3 EFFECTIVENESS OF SP II: SOCIAL TRANSFORMATION: RESILIENCE

2.2.3.1 ASSESSMENT OF PERFORMANCE OF OUTCOME FOUR

> **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.*

Outcome four aims to build the resilience of Rwandans, especially those who are most vulnerable, by delivering three outputs. The outputs focus on strengthening social protection systems by enhancing targeted and inclusive coverage of social safety nets, reinforcing violence prevention and response especially for the most vulnerable groups such as children, girls and women, and fortifying GoR disaster preparedness and response to man-made shocks, health emergencies and refugee and returnee influxes. Contributions to this outcome have been made mainly through agency-led interventions and joint Programmes such as the accelerating integrated policy interventions to promote social protection in Rwanda.

Strengthening social protection systems

Institutional strengthening: MINAGRI was supported to develop the Food and Nutrition Security Monitoring System that is being used to enhance the vulnerability analysis in the 2021 Comprehensive Food Security and Vulnerability Analysis (CFSVA). Outputs of this analysis will be useful in strengthening the evidence base to inform targeting of social protection with a focus on addressing gaps in food insecurity and malnutrition. A diagnostic study of shock-responsive social protection has been used to stimulate national dialogue, which is continually identifying options for existing social protection systems and Programmes to be more shock-responsive.

Improving coverage: National social protection coverage of households has increased by 11.9% thanks to technical support in the development and advocacy for child-sensitive social protection measures. This increase has come mostly from child-sensitive social protection measures such as the expanded public works (ePW) and nutrition-sensitive direct support that have enabled children in most vulnerable households to benefit from social protection nets. The home-based childcare model piloted by the UN has been integrated into ePW which has targeted most vulnerable mothers with children below 6 years in 300 sectors.

Enhancing inclusiveness: The Joint Multisectoral Action Plan to eradicate extreme poverty in 17 districts was made more holistic by integrating social protection, nutrition, and the ECD one-district approach. Through the Peace Building Fund (PBF) joint Programme, 1,030 ex-FDLR combatants and their dependents were reintegrated into society and supported to access social and economic services. These beneficiaries were enabled to access productive skills and financial support to provide cash transfers in response to the COVID-19 crisis among others.

Output 4.1 Assessment

UNDAP II has been instrumental in contributing to refining Rwanda's social protection scheme by mainly making it more integrated. This has been done by integrating more aspects to the system's structuring of vulnerability including food security, nutrition, and child-sensitiveness. These new considerations have improved the national social protection's targeting and increased its responsiveness to shocks. Subsequently, more vulnerable groups and individuals that were not previously included in the scheme have been included such as vulnerable women and children, people with disabilities, reintegrated ex-combatants, and their dependents. Subsequently the relevant outcome indicators are assessed as on track because all KPIs have progressed. At output level all indicators have also progressed, though the indicator "*Community case management and referral system for child-gender-nutrition sensitive social protection developed*" needs to be fast-tracked as the model has only been piloted.

Reinforcing violence prevention and response

Strengthening child protection systems: A costed strategic plan for the integrated child rights policy was developed with support from the UN. This has provided an operational national guiding framework for child protection and catalysed the shift from an issues-based to a system-wide approach. Also, during the operationalization of the national child policy, community-based child protection workers, *inshuti z'umuryango (IZU)* in all 30 districts have been provided with training and job aid-materials. An IZU digital reporting system has also been established. A national child protection case management system is in development. This improved access to child protection services and awareness of key child protection issues. Additionally, support to the national childcare reform Programme, *Tubarere Mu Muryango: let's raise children in families* contributed to 3,303 out of 3,782 children being transferred from institutional to family-based care, including 12 children with disabilities. To improve child registration, the national birth registry system was digitized, and linked to hospitals and the civil registry at sector level. This contributed to an increase in the birth registration rate from 67% in 2017 to 89% in 2020.

SGBV prevention and response: A lot of work in the first half of the Programme has focused on addressing issues in social norms and mind-sets around SGBV mainly through awareness raising and engagement with Rwanda Religious Leaders Initiative. Programme records indicate that sensitization messages reached more than 5 million people, especially youth. This contributed to increased awareness of response mechanisms resulting in increased calls to the GMO-GBV helpline that recorded 39 GBV reported cases by end 2020. Institutional strengthening was also achieved by supporting the development of the Isange One Stop Center (IOSC) five-year strategic plan (2018 – 2024), and the creation of a national GBV training manual and capacity building of more than 100 gender focal points in the national police, army and other security organs. This increased the knowledge and understanding security personnel have about GBV and violence prevention and response mechanisms. SGBV prevention in refugee communities focused mostly on protection against sexual exploitation and abuse (PSEA)-related issues. Over 2,000 people received PSEA sensitization in 70 refugee community groups which contributed to reporting of 781 SGBV incidents in camps, transit centres and urban areas. Also, after the introduction of a SGBV helpline in Mahama refugee camp, an average of 2,490 calls were received per month, 60% of which were recorded as SGBV cases. Programme reports indicate 1,270 and 130 SGBV survivors in camps were enabled to access counselling and legal assistance respectively.

Conflict prevention between refugees and host communities: More than 200 community leaders from refugee camps and host communities were trained in collaborative problem solving. This has contributed to peaceful coexistence and frequent monthly dialogue between communities evidenced in police, legal aid forum and MINEMA records. In addition, youth in refugee communities were supported to implement 12 peaceful coexistence projects that focus on socio-therapy and income generating activities.

Output 4.2 Assessment

UNDAP II Programmes in output 4.2 have mostly contributed to child protection, SGBV prevention and response and conflict prevention in mainly refugee communities. The UN has transformed child protection in Rwanda through specialized agencies and partnerships with government and CSOs, by advocating and promoting a system-wide approach to child protection. Mechanisms to scaling up the child protection system including digitization of the IZU system, civil registry have contributed to a remarkable 98% increase in birth registry and achievement of the 2023 outcome target by 2020. SGBV prevention and response has also been strengthened by UNDAP II interventions mostly in the areas of strengthening capacities of security personnel and increasing public awareness. It is not possible to fully assess the relevant outcome indicator at this point because the 2020 Rwanda Demographic and Health Survey (RDHS) released by the time of the mid-term review did not contain the domestic violence module, which will be released later in 2021. Nonetheless, assessments conducted by different organizations including UNW indicate an increase in domestic and GBV during

2020, attributed mostly to the crisis exacerbated by the COVID-19 restrictions such as extended lockdown and closure of schools. Administrative data from Rwanda Investigation Bureau indicate that SGBV crimes investigated across the country increased by 19.5% from 9,063 in 2018/2019 to 10,842 in 2019/2020. SGBV cases spiked between March and June 2020 resulting in the highest four-month average of the year during the lockdown period. Defilement (38%) and harassment of spouses (23%) comprised most of the cases reported in 2019/2020.[9] Given this context the performance of UNDAP II in relation to violence prevention is assessed as partially on track. There is no outcome or output indicator set to measure conflict prevention in communities.

Disaster preparedness and response

Institutional capacity for shock resilience: To enhance national capacity to respond to health-related outbreaks, 15 health professionals were facilitated to participate in the Ebola Virus Disease (EVD) response capacity building in the Democratic Republic of Congo following an EVD outbreak in DRC in 2019. This enhanced capacity contributed to controlled spread of EVD resulting in no cases reported on the Rwanda side of the border. Enhanced capacity was demonstrated in the preparedness and response to COVID-19 at points of entry in 2020. Following the decentralization of the national COVID-19 coordination structure, the UN used the opportunity to accelerate achievement of the core International Health Regulations (IHR 2005) capacities.

COVID-19 preparation and response: to combat the spread of COVID-19 and other infectious diseases, real time surveillance capacities were strengthened at national and decentralized levels through increased national reference laboratory diagnostic capacities for COVID-19, EVD and RVF. This enabled the SARS-COV2 daily testing capacity to increase from 300 tests in March to 3,500 tests per day by June 2020 and laboratories with SARS-COV2 testing capabilities increased from one to 14. National response teams were also supported to develop testing algorithms, Standard Operating Procedures and guidelines for managing the pandemic. All main points of entry were equipped with thermo scanners for early detection of suspected cases of EVD and COVID-19. Additionally, isolation centers in all district hospitals, as well as one health facility, were rehabilitated. Infection prevention control (IPC) training materials for Rwanda were developed and key groups including airport staff, security guards and hotels were trained in IPC.

In addition to enhancing national health systems capacities to test Covid-19 virus, the UN strengthened treatment centres capacities by increasing the Intensive care units (ICU) in numbers and in equipment to treat Covid-19 patients. Nine hospitals have fully equipped Covid-19 ICU including King Faisal Hospital, Nyarugenge, Kanyinya, Kibungo, Rwamagana, Nyagatare, and Gihundwe, CHUK and Rwanda Military. I addition, 41 hospitals have partially set up isolations and are supplied by RBC with different items (ventilators, beds, pulse oximeters, monitors, etc.) based on request or need assessment.

In order to reduce infections with SARS-CoV-2 in treatment centres and public spaces, the government of Rwanda acquired automated hospital rooms' disinfection robots as part of its effort to curb the spread of the COVID-19 disease and deployed them in different treatment centres and other places of high risk of contamination. As a result, the number of hospital-acquired infections has reduced.

As the most vulnerable groups were hardly hit by the impact of Covid-19 pandemic, thirteen cooperatives of persons with disabilities were provided with immediate life-saving food support for their families, as well as economic recovery of their businesses. A total of 227 cooperative

---

[9] UNW, Understanding the extent of sexual harassment and other forms of VAWG in Unilever Tea Rwanda's catchment area, 2020

members (persons with disabilities) from different districts in Rwanda were supported directly with food and hygiene items while 795 of their family members benefited indirectly.

To curb the spread of Covid-19 in detention facilities, the Rwanda Correctional Services establish eleven (11) isolation tents at 10 prisons to enforce the existing measures in place and ensure enhanced preparedness in response to any potential COVID-19 cases. The support enhanced the capacities of correctional services to effectively respond to the COVID-19 pandemic in prisons which was in line with the national COVID-19 preparedness and response plan, RCS implemented the following activities

Output 4.3 Assessment

UNDAP II has not only been instrumental in enhancing national and decentralized capacities to respond to man-made shocks such as refugee influxes but also critical health emergencies. The UN support in strengthening response capacities at points of entry to prevent the emergence of EVD in Rwanda in the first year of UNDAP II contributed to the containment of COVID-19 spread at points of entry in 2020. Although the COVID-19 pandemic had a negative impact on society and the economy it has enhanced evidence of the role of the UN under this output. Subsequently the outcome indicator that measures functionality of national DRM and DRR is on track to being fully functional by 2023.

Challenges for Outcome Four

Social protection interventions adapted and restarted in 2020 and there was an elevated risk of resurging poverty. Most social protection interventions were slowed and resumed in July 2020. While GoR was very successful in mobilising additional resources from donors for social protection following the COVID crisis, there is concern as to whether GoR will be able to sustain the expansion plans in the long run in view of resource constraints amidst competing priorities and the growing demands for social protection, amid imprecise targeting mechanisms especially during the COVID crisis.

Violence prevention and response is regressing. Through UNW, the UN has invested immensely in the elimination of violence against women and girls (EVAWG) over the last couple of years. However, the COVID-19 pandemic and its restrictions exposed many people to domestic and gender-based violence. More resources than initially planned will need to be reinvested in sustaining the gains from previous years and addressing the emerging issues.

The cross-cutting nature of resilience complicated M&E, coordination and reporting of work under outcome four. This challenge is mostly encountered when monitoring and reporting interventions; for example, in disaster management that is also tracked under outcome two. A review of the results framework reveals that outcome indicator 4.4 is identical to 2.4.

Key recommendations for outcome four

I. **Joint Programme on resilience:** Given the negative effects of the COVID-19 pandemic on almost all aspects of UNDAP II and loss in gains made from the first years a joint Programme focused on not only recovery but also ensuring resilience of the gains from previous years and those anticipated from the recovery process should be considered. This joint Programme could focus on developing shock-responsive interventions and results as models for sustainable development going forward.

II. **Revise the outputs and performance indicators:** The repetition of outcome indicator 4.4 needs to be reconciled, while more "outcome-based" indicators at outcome level need to be formulated; for example, measuring percentage of children with birth certificates could be considered an output level KPI. Also given the emergence of COVID-19, a relevant output and indicators should be structured to track UNDAP II contribution to the crisis in terms of DRM and DRR.

Performance rating of outcome four

Based on the outcome indicators, the performance of outcome four is assessed as on track as 58% (7/12) of indicators are on track to being achieved by 2023 or have been exceeded. The rest of the indicators have missing data, and most of the missing information relates to an absence of domestic violence data from the 2020 RDHS.

Outcome four's 3 outputs are all assessed as on track as out of the 14 output KPIs, 7 are on track, 5 are partially on track and 2 have missing data. Seven indicators do not have updated statuses. The partially achieved indicators mostly relate to knowledge and awareness of SGBV prevention and response where indicators are not progressing at the rate required to achieve 2023 targets.

The overall rating for the performance of outcome four is "**On Track**" as outlined below

UNDAP II Outcome Indicators with baselines, targets and performance					
		2018	**2021**	**2023**	**Rating**
4.1 % of extremely poor population benefitting from Direct Income Support schemes.	VUP DS	107,000	119,799	<1,000	🟩
	VUP ePW	NA	58,907	83,200	🟩
	FARG DS	23,000	28,090	-	
	RDRC DS	3,000	3,460	-	
4.2 % of women aged 15-49 who have ever experienced violence (by type).	Sexual Violence	22	23	15	🟥
	Physical violence	35	37	30	🟥
	IPV	37	-	32	
4.3 % of children under-five registered at birth.	Boys	56	69	85.5	🟩
	Girls	56	70	85.5	🟩
	Refugees	33	Not Available	100	
	Total	56	99	85.5	🟩
4.4 National institutional structure for disaster and emergency preparedness and response fully functional in accordance with international standards.		Partially functional	Partially functional	Fully functional	🟩

Assessment of Performance of Outcome Four Using Output Performance			
Output Results Focus	**On Track**	**Partially on track**	**Off Track**
4.1: National social protection system	🟩		
4.2: Violence Prevention and response	🟩		
4.3: Resilience to shocks	🟩		
Outcome Performance After Computing Output ratings			
Overall Performance of Outcome Four			
Using the Output Performance Assessment	*On Track*		
Using the Assessment of the Performance Outcome Indicator	*On Track*		
Using consultant judgement informed by analysis of key findings	*Partially on Track*		
Final Position of the Outcome Four Performance	***On Track***		

2.2.4 EFFECTIVENESS OF SP III: TRANSFORMATIONAL GOVERNANCE

2.2.4.1 ASSESSMENT OF PERFORMANCE OF OUTCOME FIVE

> **Outcome 5:** *By 2023 people in Rwanda benefit from enhanced gender equality, justice, human rights, peace, and security.*

Outcome five contributes to transformational governance by advancing gender equality and empowerment focusing on strengthening state and non-state institutions promoting gender equality and women's participation in politics, decision making and the economy, increasing coverage of quality justice, upholding human rights commitments, and fostering social cohesion, peace safety and security in Rwanda and within the region.

Promoting gender equality and women's empowerment

Institutional strengthening: During the first half of UNDAP II the National Gender And Family Cluster, which is co-chaired by UN Women, was reactivated through technical support to the Ministry of Gender and Family Promotion (MIGEPROF) that chairs the cluster. This reactivation improved coordination and vibrance of the cluster resulting in adoption of a sector-wide approach to coordinating GEWE, family promotion and SGBV prevention, ECD, and Child Protection sub-clusters at national level.

Mainstreaming gender equality: Guidance on mainstreaming gender equality principles across UN and national Programmes, planning and implementation across sectors, was strengthened by review and revision of the 2010 National Gender Policy. This has been complemented with the updating of the Girls' Education Policy. To ensure national budget planning and processes meet gender responsive principles, MINECOFIN was supported to review 12 gender responsive economic policy management modules. This has contributed to all 17 ministries and 30 districts' gender budget statements (GBS) meeting the required compliance rates. In the private sector, through the gender equality seal initiative, 10 companies completed gender organizational diagnosis and approved their gender equality action plans. With the UNDAP II, the UN support private sector capacities to mainstream gender equality through the elaboration and implementation of a gender equality strategy championed by the private sector federation. This initiative was funded through a framework aiming at enhancing gender accountability in the private sector which was lagging behind on gender equality and women empowerment mainly in comparison with the public sector. With the Implementation of the Gender Equality Seal Programme twenty-one private companies and 5 public institutions conducted a gender equality analysis which informed the development and on-going implementation of gender mainstreaming action plans. Since the introduction of the initiative, gender equality has been introduced in various areas of their work including but not limited to women access to decision-making positions, removing pay gaps, engendering procurement, human resources and communication, etc. To institutionalize gender in national standards, the UN supported the Rwanda Standards Board (RSB) to conduct a gender institutional and organizational assessment which identified gender equality gaps and designed a capacity building plan to bridge the identified gender gaps in RSB and in the national standards. The importance of the initiative attracted other public institutions which joined the gender accountability initiative. The efforts for gender accountability started with private companies but quickly gained the attention of key public institutions such as the Central Bank of Rwanda, RDB, RURA, MINICOM and NIRDA. The Un continued further support the Rwanda National Police to build the capacities of police officers in gender equality and supported the Rwanda Peace Academy in developing a gender equality mainstreaming to ensure that security, safety and peace both at national but also in peace keeping set ups in aligned with gender equality principles. Moreover, this also increase the number of female police officers deployed in peace keeping maintain Rwanda among the top peace keeping contributors on the continent second in Africa with 6,363 peacekeeping personnel serving in UN Peace Missions in 2020.

Legal Reforms: In partnership with the Legal Aid Forum and parliament an assessment of existing laws was conducted to identify those with any discriminatory provisions. This resulted in the repealing of various articles under different laws such as the law governing persons and family that prohibits widowed women from remarrying before expiration of 300 days.

Output 5.1 Assessment

UNDAP II interventions in output 5.1 have made profound contributions to gender equality and women's empowerment between 2018 and 2021. This can be attributed most to the strategic position of the UN, mainly through UN as a co-chair of the national gender cluster. This positioning has enabled the UN to advocate for most of the areas it identified in UNDAP II as well as UNW's country strategic note and the UN gender equality strategy that is guiding many actions in GEWE during this period. Extension of the focus on GEWE work in this cycle to areas of societal norms and changing mind-sets around gender equality are assessed as being instrumental in shifting attitudes and practices around GEWE. Also, the application of GEWE as a Programming principle across all results areas of the UNDAP has contributed to ensuring GEWE is viewed as multidimensional and a consideration in all outcomes. The work from UNDAP has contributed to realization of 8 of the 10 outcome indicators, and the percentage of women mayors reached 23% against a target of 30% by 2023, resulting in a "partially on track" rating. The only outcome indicator relevant to GEWE that regressed is the Gender Gap Index (GGI) that initially dropped by 0.031 points from the baseline to 0.791 in 2019/2020. However, this has since risen by 0.014 points to 0.805 in 2021. This new status is still below the initial baseline and 0.045 points below the target for 2023.[10] The GGI analysis identifies gaps in the proportions of women still working in the informal sector and low-wage occupations, low representation of women in managerial positions. Therefore, to address this challenge, the UN is working with CSOs and the national Forum of political organizations to build women political and leadership skills particularly in preparation of local elections which were initially scheduled early 2021 but postponed due to COVID 19 pandemic. This decline does however call for more efforts to decentralize efforts for gender equality mainstreaming at local level not only to increase women leadership in local government structure but also the tackle the positing challenges in terms of women economic empowerment and the correlation of increased GBV and teen pregnancy cases. At output level, two indicators are lagging including that for the establishment of a gender budget tracking tool and the number of women candidates with skills and capacities to participate in electoral processes, which is less than 20% of the target for 2023. Despite these, gaps, overall, this output is assessed as on track as most outcome indicators have been met.

Improving access to quality justice and adherence to human rights

Institutional strengthening: In partnership with the Institute of Legal Practice and Development, a justice for children diploma Programme was developed targeting legal professionals. This Programme will strengthen the justice sector's approaches to dealing with children and gender sensitive legal issues. In addition, child and gender sensitive Standard Operating Procedures for Rwanda Investigation Bureau (RIB) were developed and complemented with establishment of a Child Friendly Space in one RIB station in Kigali as a pilot. A disability mainstreaming strategy and action for the Justice, Reconciliation, law and Order Sector (JRLOS) was elaborated with UN support to promote access to justice for persons with disabilities across the justice sector institutions.

Increasing access to legal aid: Vulnerable groups mostly with limited financial capacities were supported to access quality legal services over the last three years. These groups included victims and survivors of SGBV, refugees, PWDs, and poor inmates. The legal aid services resulted in various positive outcomes for the vulnerable groups. Some of these included access

---

[10] Global Gender Gap Report 2021, World Economic Forum, March 2021

to DNA evidence for 10 victims of SGBV and 94 referred for prosecution, 107 acquittals and 72 reduced sentences, and 434 cases dropped against refugees among others. The UN strengthened the capacities of women advocates, providing them with skills in partnership agreements management in the area of legal practice, as well as in sharing experiences with other women lawyers from the region.

Adherence to human rights commitments: The UN played a fundamental role in enhancing Rwanda's readiness for the 2020 Universal Periodic Review (UPR) reporting on implementation of the 2015 UPR recommendations. Technical support was mostly provided in implementation of the national participatory review process for both the state report and the CSO parallel report. This process enriched the quality of the now-approved UPR report by integrating contributions from non-state actors including development partners and 32 CSOs. Through its normative work, the UN has been very important in supporting the delivery of five of the 50 UPR recommendations that mostly pertain to gender equality among other recommendations. However, the UN contributed to the implementation of other recommendations other than those related to gender. These include recommendation related to children, education, health, justice, environment, access to information, political participation, the rights of children and persons with disability, etc. The UN supported the Rwanda Law Reform Commission to review the existing legal framework on disability inclusion (Law N° 01/2007 of 20/01/2007 relating to protection of disabled persons) in line with the UN Convention on the Rights of Persons with Disabilities (UNCRPD) which Rwanda ratified in 2008. The support led to the development of a draft law which enhance the alignment with UNCPD and respond to the commitment Rwanda made during the Global Summit on disability inclusion held in London on 24 July 2018 to revise its legal framework by end of 2019. The draft law is still awaiting cabinet approval which was delayed as the policy on disability inclusion was still pending but now approved since May 2021. In 2020, the UNDP supported the Justice Sector to develop a criminal justice policy, the first of its kind which will revolutionize the criminal system in Rwanda from retributive justice to restorative justice which include among other priorities alternative measures to imprisonment, a strategy that will help to reduce the overcrowding in prison.

Output 5.2 Assessment

The UN has played a fundamental role in enhancing access to justice in Rwanda and ultimately adherence to human rights. The most transformative contribution identified in the justice sector is the establishment of the Integrated Electronic Case Management System (IECMS) developed in the first UNDAP. Although access to legal aid has been the focus in these first three years, use of the IECMS has enabled expedited processing of all the noted cases. The IECMS contribution during the lockdown is elaborated further in the COVID-19 response analysis later in this report. Also, the UN has remained the GoR's leading partner in the implementation, monitoring and reporting of UPR recommendations throughout the last 3 cycles. Therefore, the UN is a key contributor in supporting entrenchments of commitments to conventions on human rights which are evidenced in the just approved UPR. Consequently, one of the two outcome indicators that measures citizens' satisfaction with access to legal aid increased by 84% to 85.4% in 2021, exceeding the 2023 target. The second relevant outcome indicator that measures the "*Level of citizen satisfaction in the use of ICT in justice delivery*" also improved by 7 percentage points to 89.89.[11] However, this indicator, which is tracked through the Rwanda Governance Scorecard (RGS), has evolved and now measures the use of ICT in transformational governance, rather than the justice sector alone. This should be considered under the indicators review for outcome 5. Overall, this output is assessed as on track. The UN also partnered with the Rwanda Bar Association to ensure access to legal for vulnerable groups mainly SGBV victims, inmates and PWDs. The IECMS and free access to legal aid constituted to ensure continued access to justice particularly after COVID 19 outbreak

---

[11] Rwanda Governance Scorecard 7th Edition, Rwanda Governance Board, 2020

as well as the resulting lockdowns and other preventive measures limiting movements. This and output indicators are on track.

Increasing social cohesion, peace, safety, and security

Institutional strengthening: National capacity in peace building continued to be strengthened through support to the Rwanda Peace Academy (RPA), and Rwanda is ranked third in the world and second in Africa with 6,363 peacekeeping personnel serving in UN Peace Missions in 2020. Strengthened institutional and research capacity at the RPA has meant that the academy was able to deliver training to 119 personnel from the East African Standby Force countries in the last two years. To counter human trafficking, institutions and professionals with critical roles in this area were capacitated to fulfil their mandates. Using evidence gathered through assessments and baselines, policies, legal frameworks and reference guides for legal practitioners were developed along with provision of equipment for detection and collection of forensic evidence necessary for counter-trafficking. Additionally, a communication for development guide to counter trafficking was developed following a sensitization on human trafficking in all six refugee camps in Rwanda. With the conviction that there would be no development without safety and security, the UN supported the community policing concepts for crime prevention and reduction at community level. Thousands of the community policing committee members across the country were reached and gained skills in fighting and preventing crimes and communicating with security organs on crime prevention. The increased partnership and collaboration between the police and the communities led to increased trust between the police and citizens as this was been highlighted by the 2020 Rwanda Governance Scorecard which scored the Trust in Security organs to 95.44%[12].

Promoting peace and reconciliation: Social cohesion interventions were supported to reach 4,100 genocide survivors, perpetrators, and their families and 498 youth in areas most affected by the Genocide against the Tutsi. Social healing sessions in prisons and community level, sensitizing prisoners convicted for genocide crimes, their families and survivors, contributed to truth-telling and forgiveness, which are the main drivers for reconciliation and social cohesion. The UN also supported national capacities to enhance unity and reconciliation through the reconciliation barometer, a key governance tool produced every five years which was approved by the cabinet in 2021.

Output 5.3 Assessment

UNDAP II support to security and safety has been mostly externally focused; the documented efforts did report support to the RPA and some documented UN support to the RNP, but without much detail in the context of enhancing security. Internal focus has mostly been on combating human trafficking, an area in which the UN has been instrumental in the strengthening policies, regulatory frameworks, and capacities to counter human trafficking. To promote peace and foster social cohesion, through CSO partners with expertise in psychosocial healing, reconciliation and peacebuilding supported interventions have continued to contribute to unity and reconciliation through the years. However, because most of the interventions require physical engagement and interaction with target groups, the planned interventions in this first half have been hampered by COVID-19 restrictions. Subsequently, at outcome level the two indicators that track progress in this area indicate increasing levels of trust for security organs which can be partly attributed to professionalization of the organs to which the UN has contributed through capacity building. The other indicator measures levels of social cohesion and trust which has also exceeded the target for 2023 according to the latest reconciliation barometer (RRB 2020). Similarly at output level all outputs have been achieved except "*number of evidence-based products on unity and reconciliation produced and disseminated*", which is

---

[12] Rwanda Governance Board: Rwanda Governance Scorecard, 2020

partially on track. There is a need for more clarity on what exactly is expected to be produced in the next three years beyond the RRB. Overall output 5.3 is on track.

Challenges for outcome five

The Gender Gap Index has regressed: Despite remarkable progress in women's economic empowerment and political participation Rwanda's GGI regressed for various reasons including disproportionate levels of illiteracy among women, lower representation in senior managerial levels especially in the private sector, lower wage jobs and predominance of women in the informal sector among others. These bottlenecks are likely to continue to hinder achievement of the 2023 target.

Gains in women's empowerment have been affected by COVID-19 pandemic: Both outcome and output indictors reveal substantial progress in women's political and economic empowerment. For example, the targeted number of women and girls to be reached through mentorship in leadership and entrepreneurship is only 8 percentage points away from its 2023 target. However, assessments of the impact of the pandemic on businesses show that women-owned enterprises have been more affected than those owned by men. 54.6% of women-owned businesses closed compared to 49% of male-owned businesses. The burden of care and unpaid work for women has generally increased for women and since women are the majority in the informal sector and with unsecured jobs, they have been affected most by restrictions.[13]

Case backlogs have affected progress in the justice sector: Access to justice has been enhanced mostly using ICT and increased access to legal aid for vulnerable groups. However, the case backlog in the justice sector has significantly increased in the last two years compromising effectiveness in the sector. Case backlog has increased from 34% to 63%. This is partially a result from Covid-19 pandemic which had an impact on the pace of court hearings leading to cancellation and postponement of court hearings. This challenge can be tackled by fast tracking the use of e-courts which could enable remote access to justice hence allowing the justice sector to reach the users remotely and collect evidence (testimonial evidence) from all key witnesses). Taking into consideration the changing national context where increased use of ICT in service delivery is noticed, the UN could consider adapting its support modalities to consider e-governance and national digitalization efforts as enablers for the achievements of the three pillars of the UNDAP.

There is limited clarity in UN support for security: The UN support for the internal security sector was much more explicit in the first UNDAP, for example through work with community policing committees. However, apart from support to the RPA with more focus on peace keeping missions, UNDAP II support to enhancing internal security has not had explicit interventions that can enable a rigorous assessment of the UN's contribution to internal security.

Gaps in the results framework limit measurement of UN contributions: The work of the UN in some areas of transformational governance such as the support to legal reforms in gender and counter trafficking, are not well captured and can be enhanced.

Key recommendations for outcome five

I. Address deficiencies lowering the GGI: Support to GEWE in the second half of UNDAP II should focus more on the disparities identified by the GGI and structure systematic and targeted interventions to address these specific gaps. For example, priority could be given to formalizing existing informal women-owned businesses rather than start-ups and overarching entrepreneurship, strengthening support to initiatives that focus on professional networks of

---

[13] COVID-19 Rapid Gender Assessment, Ministry of Gender and Family Promotion, 2020

women to increase the number in the C-suite and consider supporting efforts that address functional adult literacy initiatives.

II. **Prioritize reviving women-owned businesses affected by COVID-19:** Support provided by GoR through the ERF has not provided any criteria or specifically targeted support towards women-owned businesses despite evidence suggesting they have been most affected by the pandemic. The UN has ventured into this area with the business clinic which has supported only a cohort of women-owned businesses mostly in Kigali. For more effective impact resources needs to be mobilised and support provided to women owned micro businesses and women cooperatives to mitigate the effects of COVID 19 on women economic empowerment particularly at local level. While the UN supported the Chamber of women entrepreneurs to build capacities of women in micro businesses, the demand is bigger and even become pressing following COVID 19 outbreak which affected the majority of women owned micro-businesses. This is particularly relevant for women in cross border trade who were severely affected due to prolonged border closures or the current COVID 19 preventive measures.

III. **Expedite efforts to reduce case backlog:** Much as the IECMS and access to legal aid has enhanced access to justice, the increasing backlog could affect these contributions and results in the long-term. During this second half, systematic support needs to be provided to speed up judicial processes through for example expediting implementation of e-Courts and introduction or scaling up of other ICTs that can address case backlog. The implementation of the new criminal justice policy which is still pending cabinet adoption will also contribute to a greater extent to reducing the case backlogs.

IV. **Revise outcome and output indicators:** To ensure UNDAP II results framework tracks results and contributions from the UN more effectively KPIs need to be revised. For example, the indicator on citizen satisfaction in use of ICT in justice needs to be adjusted to consider the change in the RGS, an outcome indicator needs to be introduced track results in countering human trafficking and contributions to legal reforms for gender equality should be tracked at output level.

Performance rating of outcome five

Based on the outcome indicators, the performance of outcome five is assessed as on track as 89% (25/28) of indicators are on track to being achieved by 2023, and most were exceeded. The rest of the indicators have missing data, with most of the missing information relating to absence of domestic violence data from the 2020 RDHS.

Outcome five's 3 outputs are all assessed as on track as out of the 15 output KPIs, 11 are on track, 2 are partially on track and 2 off track. The partially achieved indicators relate to mainstreaming gender in media houses editorial policies and generation of evidence-based products on unity and reconciliation. The off-track output KPIs are on establishment of a gender budget tracking tool and women candidates equipped with skills to participate in electoral processes.

The overall rating for the performance of Outcome Five is "**On Track**" as outlined below

UNDAP II Outcome Indicators with baselines, targets and performance				
	2018	2021	2023	Rating
5.1 Citizen satisfaction with access to legal aid.	64.4	85.41	75	
5.2 Level of citizen satisfaction in the use of ICT in justice delivery.	82.85	88.44	90	
5.3 Level of Citizens trust in security organs (RNP).	89.78	96.5	94	

5.4 Level of cohesion and mutual trust among Rwandans.			75.8	98.10	85	■
5.5 Gender Gap Index (GGI).			0.822	0.805	0.850	■
5.6 % of women holding positions in decision making organs.	Total		40	45	44	■
	Lower chamber		63.7	64	63.7	■
	Senate		38	37	40	■
	Cabinet		40	52	45	■
	Districts Mayors		20	23	30	■
5.7 Number of state institutions whose budget planning process and implementation meet gender responsive planning and budgeting principles.	Allocation	Ministries	8	17	17	■
		Districts	15	30	30	■
	Budget expenditure	Ministries	10	17	17	■
		Districts	15	30	30	■

Assessment of Performance of Outcome Five Using Output Performance			
Outcome 5: By 2023 people in Rwanda benefit from enhanced gender equality, justice, human rights, peace and security.			
Output Results Focus	**On Track**	**Partially on track**	**Off Track**
5.1: Gender equality, women's economic empowerment	■		
5.2: Justice and human rights	■		
5.3: Social cohesion, peace, safety, and security and counter trafficking	■		
Outcome Performance After Computing Output ratings			
Overall Performance of Outcome Five			
Using the Output Performance Assessment	*On track*		
Using the Assessment of the Performance Outcome Indicator	*On track*		
Using consultant judgement informed by analysis of key findings	*On track*		
Final Position of the Outcome Five Performance	***On track***		

2.2.4.2 ASSESSMENT OF PERFORMANCE OF OUTCOME SIX

> **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.*

Outcome six contributes to transformational governance by addressing critical issues in transparency of democratic and development processes that contribute to reducing inequalities in Rwanda. This purpose is achieved by focusing on four outputs that address availability of data necessary for evidence-based decision making, effective participation in democratic practices including electoral processes, increasing access to information, and promoting accountable governance for more effective and efficient public service delivery.

Generating data for development

Institutional strengthening: Most of the capacity building in data for development was directed towards the NISR and RGB, though other institutions such as the Ministry of Health also benefited from such support. NISR and MoH were provided with international guidance on recording of causes of deaths, including COVID-19 death that was integrated into the revised MoH's eLearning course on medical certification of causes of death. Also, NISR's capacity was built in relation to analysing gender-related labour market indicators, and mortality data that was then published in the 2019 Vital Statistics Report that is used in deaths and causes of death monitoring for SDGs. In addition, the civil registration and vital statistics system (CRVS) was enhanced to register births and deaths, issue birth and death certificates, compile and disseminate vital statistics, including cause of death information, and record marriages and divorces. These enhancements to the CRVS not only improve SDG monitoring capacity but also contribute to better planning for services deliver at mostly health facilities and local administration levels as well as enabled issuance of refugees with identification documents. Through the Rwanda Civil Society Platform (RCSP), civil society had its research capacity built and supported to gather independent data to complement national data and trigger dialogue on pertinent national issues such as was done for teenage pregnancy in 2019.

Supporting data production: Evidence-based policy influencing, and decision making has been strengthened through continued support to implementation of key national surveys as well as enhancing the robustness of the data gathered by these studies. During this first half the following national studies were conducted with support of the UN: 6th Rwanda Demographic Health Survey (RDHS6), 6th Integrated Household Living Conditions Survey (EICV6), 6th and 7th edition of the Rwanda Governance Scorecard, the annual Citizen Report Cards, the Rwanda Media Barometer (RMB), the Rwanda Reconciliation Barometer (RRB) and the CSOs development barometer. The UN also supports the preparation for the upcoming Rwanda Population and Housing Census 2022.

Output 6.1 Assessment

UNDAP II has made contributions to data for development through support to enhancing technical capacities in the NISR, the apex of data generation in Rwanda and the Rwanda Governance Board which leads on key governance assessments. Overall, everything that was planned for the first half has been delivered, which can be attributed mostly to the joint Programme on data that has ensured streamlined support to priorities at the NISR and RGB. The only gap in implementation identified by experts consulted is the inadequacies in monitoring of health data for the SDGs that needs to be enhanced going forward. In terms of performance the only indicator at outcome level that relates to this output measures the issuance of ID cards to refugees. UNINFO reports that this number has not changed although progress reports record increased issuance of Machine-Readable Convention Travel Documents and Proof of Registration (PoR) documents to all refugee families. Therefore, this

outcome indicator needs to be refined to clarify the intended outcome. At output level, all indicators registered positive progress and are on track to achieve their 2023 targets. Overall, this output is on track. The UN enhanced its support to CSOs research capacities both through the RCSP but also individual CSOs whereby four research instruments were supported and three were completed.

Enhancing inclusive participation in democratic processes

Strengthening civil society organisations: In partnership with the Rwanda Governance Board (RGB), 100 CSOs have been supported with microgrants to implement projects in 11 thematic areas. This support builds on the strengthening of these CSO technical and operational capacities through targeted trainings and one-on-one coaching support that resulted in 88% of them introducing new organizational policies and practices that have enabled them to deliver the thematic projects and become stronger organizations. The support to CSOs enabled them to play their role in human rights promotion and holding government accountable, as well as complementing government efforts in service delivery

To further strengthen the coordination of civil society, RCSP was supported to develop a 5-year strategic plan and capacity development plan. The capacity development plan was operationalized with initial capacity building provided to member CSO in critical areas including research, resource mobilisation, proposal writing and others. The UN also supported the active participation of CSOs in key accountability global processes namely the VNR in 2019 and the UPR from 2019 to 2021

Increasing participation in elections: Voter and civic education were supported ahead of the 2019 senatorial elections and in preparation of the 2021 local elections. National Electoral Commission empowered 138,076 members of coordination committees to build capacities of community members with strong focus on increasing participation of youth, women and PWD in electoral processes. To also increase women's' political participation, through the national forum for political organisations, 210 women members from 11 political parties had their capacities increased to enhance their participation in decentralized and national politics.

Output 6.2 Assessment

The UN has continued to contribute immensely to enhancing the vibrancy of civil society organisations to increase citizen participation in democratic processes. Many CBOs have typically been perceived as lacking the technical resources and capacities to serve their role as non-state actors that effectively promote participation and respect of political rights and civil liberties. To address these gaps UN support to CSOs has been instrumental in strengthening organizational fundamentals to enable CSOs to effectively fulfil this role. Based on observation and RGS data the vibrancy of CSOs has not changed much in the last three years. Overall, CSOs have been strengthened in terms of operations and there is progress in improving their service delivery roles, but their role in politics and governance can still be improved. At outcome level, this output has continued to contribute to citizen participation in electoral processes with the outcome indicator exceeding the 2023 target. However, the output indicators that monitor progress of this output have missing data. Therefore, this output is rated as not on track.

Increasing coverage and access to information

Strengthening the media sector: Support to the media sector in UNDAP II has mostly focused on sustenance and capacity. A media capacity-building needs assessment was conducted to inform the new strategic plan for development to improve media professionalism standards in Rwanda and enhance media business for sustainability 2020-2024. Within this framework, media practitioners' capacity was enhanced on adherence to the code of ethics in the profession. The UN supported the elaboration and implementation of gender mainstreaming strategy in the media which is currently informing the interventions supported by the UN. Also, attention was paid to mainstreaming disability in the sector as a way of enabling access to information for PWDs particularly through the use of sign language on TV stations and increased media awareness raising on disability inclusion in Rwanda.

Increasing access to information: To increase awareness and accountability, national and social sector-related budget briefs highlighting GoR investment in priorities affecting children were produced and disseminated along with district budget briefs for pilot districts and citizen's guides to the national budget. This increase in citizen awareness in public budgeting and prioritizing is providing opportunity for citizen feedback during implementation and monitoring. The UN continued to support the nation-wide campaign on the access to information law to mobilise primarily public officials to share information and empower media to promote accountability through access to information.

Output 6.3 Assessment

The first UNDAP was instrumental in reforming Rwanda's media sector mostly through policy and institutional reforms. UNDAP II followed this work with in-depth assessments of progress and identification of gaps in the sector to advance the access to information agenda and the professionalism of the media sector in Rwanda. This technical work has been important in identifying gaps in capacities, sustainability, and gender inequalities in the sector. Support to addressing issues in these areas has increased access to accurate information and scaled up public awareness of important developmental information. This has also provided mechanisms for citizen feedback to development processes. Subsequently, the outcome indicator that measures contribution from this output show an 85% increase in citizen satisfaction with access to information, exceeding the 2023 target. However, at output level only one of four output indicators is on track. The rest of the indicators that relate to the media sector's professional and technical development are still lagging, such as the capacities of community radios, and a national mechanism for the safety of journalists. Therefore, this output is rated as not on track.

Promoting accountability, transparency for improved service delivery

Promoting accountability: Building capacity in investigative journalism led to 117 investigative stories being produced and published. These stories illuminated issues in critical development areas such as women's participation in government, and agriculture services. Moreover, following support to strengthening of the Rwanda Media Council, 87 media-related complaints have been received in 2019-2020 of which 99% were resolved.

Improving service delivery: In the first year of UNDAP II, 98 local government authorities including mayors and vice mayors received high-level leadership capacity building focusing on enhancing districts capabilities to deliver sustainable development. This was complemented with the proximity coaches initiative that worked with local communities to identify local potentials and structured strategies to exploit the opportunities. This resulted in 22 community initiatives that were awarded as innovations for sustainable transformation in 8 districts. The UN also supported RGB to undertake an assessment of service delivery for persons with disabilities in the health, education and decentralization sectors. This assessment makes concrete recommendations for improvement and is an important step towards enhancing service delivery for persons with disabilities.

Output 6.4 Assessment

UNDAP II contributions to improving public service delivery have mostly been through enhancing accountability and building the capacity of local government leaders. Accountability has been enhanced by increasing transparency around mostly development issues, thus providing opportunity for citizens and CSOs to engage with their leaders based on evidence produced by the supported processes. Support to local government has also contributed to developing home grown solutions to localized problems. There is not yet sufficient evidence to measure the success of these interventions. Nevertheless, at outcome level there is increased citizen satisfaction with the accountability of leadership, but appreciation of local public service delivery has declined. At output indicator level, all indicators are on track and only the indicator

on citizen satisfaction with service delivery in local administration is partially on track. With this overall performance, the output is assessed as on track.

Challenges for outcome six

There are gaps in SGD Monitoring: Some indicators that are necessary for SDGs monitoring, are not fully captured by the existing data gathering systems. Experts provide an example of the health indicators under output 3.1. This is mostly attributed to financial constraints required to build and sustain the necessary information systems to monitor such SDG indicators. The long-term potential impact is Rwanda's inability to report on such indicators need for SDG evaluation.

CSO vibrancy is still low in governance: Much as the UN has provided extensive support in building and reinforcing the capacities of civil society organizations, there is not much traction registered in the relevant progress markers at outcome level. **There is limited progress on support to electoral processes**: Following the 2016-2019 electoral cycle, GoR did not support a new Needs Assessment Mission (NAM), which provides a framework for UN engagement in electoral processes. Based on this, the UN will not engage in electoral support for the 2019-2023 cycle, or until a NAM has been organized. In line with this, the UN will not be able to report further on the indicator related to civic and voter education.

Key recommendations for outcome six

I. **Support to SDG monitoring should be targeted:** Support to data production by the UN has been extensive but is limited by the availability of resources necessary to address all the data needs and evolution of data management. However, some data are very critical for both decision making and monitoring progress against SDGs, such as health data. In the next half, dedicated focus needs to be placed on identification of all gaps in SDG monitoring and plans to fill these gaps developed, including resource mobilisation for data management and technical capacity building to gather and manage the necessary data.

II. **Focus on CSO in policy influencing**: The support provided to the strengthening of CSOs has been instrumental in setting up firm foundations for operations and Programming of the organisations. Going forward, more systematic interventions need to be designed and implemented with a primary focus on enhancing CSO's role as non-state actors in influencing policy at national and local government level, as well as designing clear monitoring and evaluation arrangements to track this complex component of governance.

III. **Refine output indicators and align interventions:** Given the evolution in Programming context - for example with the change in priorities in support to democratic processes – the need to enhance CSO vibrancy and building media sector sustainability but also promoting the use of ICT in service delivery, outcome and output indicators need to be reviewed and revised to enhance their ability to measure UN contributions to specific outputs and outcomes.

Performance rating of outcome six

Based on the outcome indicators' performance of outcome six is assessed as on track as 67% (4/6) of indicators are on track to being achieved by 2023, with at least 2 exceeding targets. The rest of the indicators have not changed or regressed, these relate to satisfaction with public service delivery and refugees with valid IDs.

Outcome six's 4 outputs are all assessed as on track as out of the 15 output KPIs, 9 are on track, 2 are partially on track and 4 lack data. The partially on track indicators relate to media professionalism and satisfaction with service delivery.

The overall rating for the performance of Outcome Six is "**On Track**" as outlined below

UNDAP II Outcome Indicators with baselines, targets and performance				
	2018	**2020**	**2023**	**Rating**
6.1 Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group	77	84.19	80	2
6.2 % of refugees above 16 years with valid ID cards	55	70	100	2
6.3 % of citizen satisfaction in their participation in elections	87	94.2	90	2
6.4 % of people satisfied with access to public information	78	83.9	80	2
6.5 % of citizens satisfaction with holding leaders accountable	81.6	72.0	85	2
6.6% of people satisfied with timeliness and quality of services at the local level.	74.3	78.78	79	2

Assessment of Performance of Outcome Six Using Output Performance			
Output Results Focus	**On Track**	**Partially on track**	**Off Track**
6.1: Data for development			
6.2: Effective democratic (electoral) processes.			
6.3: Access to information			
6.4: service delivery, transparency, and accountability			
Outcome Performance After Computing Output ratings			
Overall Performance of Outcome Six			
Using the Output Performance Assessment	*On Track*		
Using the Assessment of the Performance Outcome Indicator	*On Track*		
Using consultant judgement informed by analysis of key findings	*Partially On track*		
Final Position of the Outcome Six Performance	***On Track***		

2.2.5 EFFECTIVENESS OF JOINT PROGRAMMES

The common focus of UNDAP II across the six outcomes contributing to Rwanda's national development efforts are predominantly met through joint Programming across UN agencies in partnership with Government, civil society, NGOs, private sector, development partners and other actors. The joint Programming is based on the full application of the UN core Programming principles and informed by UNDAP analysis and synergies around data, institutions, themes, and geographical distribution. Based on this context over the last three years the following 16 joint Programmes have been initiated:

1. Fast track HIV response and promote sexual and reproductive health with special attention to women, adolescents, youth and key populations in Rwanda. (July 2019-June 2023)
2. One UN Support to National Institute of Statistics of Rwanda for Data Generation and use of evidence -based planning. (July 2018-June 2023)
3. Leveraging the Full Potential of Gender Equality and Women's Empowerment to Achieve Rwanda's Transformation'. (Jan 2019-June 2023)
4. Strengthening the Isange One Stop Centers to prevent and respond to sexual and GBV in Rwanda. (Jan 2019- June 2020)
5. Joint Programme on Youth. (Jan 2019-June 2023)
6. Joint Programme on Nutrition. (July 2018-June 2023)
7. Joint Programme On Accelerating Progress Toward The Economic Empowerment Of Rural Women In Rwanda. (July 2018-June 2023)
8. Joint Programme on Enhancing Climate Resilient and Integrated Agriculture in Disaster Prone Areas of Rwanda. (April 2019 – June 2023)

9. Joint Programme on Achieving Transformative Change in Rwanda Through Building Sustainable and Livable Cities for all. (2020-2023)
10. Accelerating Integrated Policy Interventions to Promote Social Protection in Rwanda. (Dec 2019-Dec 2021)
11. Support to the reintegration of ex-FDLR combatants and dependents repatriated to Rwanda from the Democratic Republic of Congo (Jan 2020-July 2021)
12. DRC– Rwanda Cross-Border Project: Creating Peace Dividends For Women And Youth Through Increased Cross-Border Trade And Strengthened Food Security (March 2020-May 2022)
13. Enhancing development finance and effectiveness in Rwanda through integrated and innovative approaches for National Priorities and the SDGs (June 2020-July 2022)
14. One UN Joint Programme in Support of the Government of Rwanda's COVID-19 Socio-Economic Response and Recovery (August 2020 – December 2021)
15. Disaster Response to Floods (January 2021)
16. A Thousand Health Posts in the Land of a Thousand Hills: Promoting Universal Health Coverage by Catalyzing Investments in Financially and Environmentally Sustainable Primary Health Care (In Pipeline)

As part of the mid-term performance review, a sample of four joint Programmes were selected for a deep analysis to establish: the extent to which output targets have been realised; the extent to which UN Programming principles and strategic approaches have been applied; the extent of cumulative financial delivery; any justification and mitigation for non-achievement needed; and the level of implementation of joint Programme resource mobilisation strategy.

The four joint Programmes were selected by the UNCT based on five criteria including: operational length of at least two years; representation across all results groups; wide national coverage; diversity in funding sources; and full presence of the triple nexus. Based on these criteria the following four JPs are reviewed:

Rural Women Economic Empowerment; Joint Programme on Youth; Support to National Institute of Statistics of Rwanda for Data Generation and use of evidence -based planning; and Support to the reintegration of ex-FDLR combatants and dependents repatriated to Rwanda from the Democratic Republic Congo.

2.2.5.1 JOINT PROGRAMME: ACCELERATING PROGRESS TOWARD ECONOMIC EMPOWERMENT OF RURAL WOMEN IN RWANDA (RWEE)

The goal of the JPRWEE is to secure rural women's livelihood and rights in the context of sustainable development. This is based on four result areas: (1) improved food and nutrition security to increase the productive potential of women smallholder farmers (2) rural women's increased income to secure their livelihoods, focused on supporting rural women's livelihood strategies, enhancing their income opportunities along the food value chain, supporting women led entrepreneurs and promoting their linkages to high value markets, (3) rural women's enhanced leadership and participation in their communities and in rural institutions, and in shaping laws, policies and Programmes to promote their agency in producer organizations and local governance and (4) a gender responsive policy environment for the economic empowerment of rural women. The four outcomes are aligned to all the UNDAP II outcomes.

JP-RWEE directly contributes to four SDGs: SDG-1 No Poverty, SDG-2 Zero Hunger, SDG-5 Gender Equality, and SDG-17 Partnerships for the Goals. JP-RWEE is also aligned with recent developments in gender equality principles, as outlined in the 56th Session of the Commission on the Status of Women that focused on "the empowerment of rural women and their role in poverty and hunger eradication, development and current challenges".[14]

---

[14] UN Women, WFP, FAO, IFAD. "RWEE Programme Document." Multi-Partner Trust Fund: Online

The JP RWEE directly contributes to the national strategy and is informed by Rwanda's development priorities as outlined in Vision 2020 and Vision 2050, NST1, PSTA4, the National Gender Policy, and the updated Agriculture Gender and Youth Mainstreaming Strategy. JP-RWEE is implemented jointly by the FAO, IFAD, WFP, and UN Women. It is implemented in Kirehe, Ngoma and Nyaruguru districts using a dual accountability framework, improving women's access to and control over resources, women's agency to pursue their rights, and the institutional structures which are preventing women from fully realizing their rights.

The JP RWEE supports 1,986 (83% women) direct beneficiaries and 9,374 (82% women) indirect beneficiaries, all from the most vulnerable groups. Beneficiaries are selected from marginalized or under-privileged groups, such as households from lower socioeconomic status categories (Ubudehe 1 and 2), women living with HIV/AIDS, widows or single mothers, teenage mothers, survivors of GBV including sex workers, and others.

Effectiveness of the JP-RWEE

Outcome 1: Rural women have improved food and nutrition security

JP RWEE has supported beneficiaries to improve agricultural productivity by improving production techniques and proving good quality inputs (seeds and fertilizers). In 2020, 1,548 beneficiaries (83% women) received extension services. Subsequently 80% of the women in 11 farmers' groups increased their harvests after they adopted rain harvesting technologies for irrigation, using fertilizers and terracing. With increased productivity, curbing post-harvest losses became a priority. By providing improved post-harvest technologies, such as maize drying facilities and storage equipment that were previously not available in Rwanda, the JP RWEE contributed to exceptional improvements in mostly maize yields and quality. One benefiting cooperatives sold 140 tons in 1 season.

JP RWEE has contributed to improve food consumption patterns, diet and nutrition of beneficiaries by increasing nutrition awareness. Increased understanding about good nutrition techniques and tools was delivered through Farmer Field School approach that provided knowledge on nutrition, mulching to support year-long production, and kitchen garden types. Ownership of livestock also increased among beneficiaries improving household diets and access to income and manure.

The JP RWEE contributes to climate change adaptation by promoting the use of labor-saving stoves (LST) that reduce energy used for cooking. After training 120 beneficiaries in construction of LSTs, 311 households installed them in their homes. This has also contributed to reducing cooking workloads for women.

Outcome 2: Rural women have increased income to secure their livelihoods

The JP-RWEE contributed to women's economic empowerment through capacity building in entrepreneurship, access to markets and financial literacy. Improved access to financial services, new markets and entrepreneurial skills contributed to increased incomes for beneficiaries and their dependents. In July 2019, a sample of 10 cooperative reported saving a total of RWF 6,023,050 which has supported members' resilience to financial shocks. In addition, 11 cooperatives received first fund instalments equivalent to USD 1,037 to finance their business plans. Three of the cooperatives were able to generate profits over USD 1,042 per season, while others earned between USD 144 to USD 928 per season

In 2019, 96 household heads (84% female) benefited from value-chain training and support activities, including agro-processing and business advisory services coaching. These capacity building efforts increased entrepreneurship skills amongst farmers and improved access to markets. For example, the cooperative COAFGA composed of 100 members increased their pineapple crop area to 4 hectares of land. They partnered with another cooperative with a processing plant to produce juice and wine. While Twitezimbere Cooperative harvested 12

metric tons of maize and sold 5 metric tons of maize to Africa Improved Foods, a primary buyer through WFP's Farm to Market Alliance initiative, receiving RWF 61,094,310 in sales revenue.

Outcome 3: Rural women have enhanced leadership and participation in their communities and in rural institutions, and in shaping laws, policies, and Programmes

Not much progress has been made in this outcome compared to others. The primary activities here have been training on cooperative governance and inclusive policies, leadership skills and training of GALS [15] champions (360 champions). GALS training improve women's self-confidence to take on leadership roles, engage in decision-making and access resources like loans. Training advanced women's leadership through mostly participation in cooperatives.

Outcome 4: A more gender responsive policy environment is secured for the economic empowerment of rural women

This outcome has the least progress across the RWEE. Challenges with delivering on this outcome were raised in the previous phase of the Programme which also realised little progress. Some of the activities planned were affected by COVID-19 particularly those that required government engagement such as policy intervention activities to be implemented by MINAGRI and MIGEPROF. Nevertheless, RWEE completed a study on labor saving technology for women in agriculture that identified that women were still using rudimentary tools, vastly impacting productivity. The findings from this study are being used to inform Programme interventions.

Lessons and challenges

Although there were significant delays in implementing some activities because of COVID-19, most planned activities were implemented. The JP RWEE was also able to quickly scale up to support some of the most vulnerable women groups/cooperatives in Muhanga, Gakenke and Nyagatare districts using SDF funds. Improved seeds were provided to 12 cooperatives/groups composed of 1,181 members (79% women). This is expected to contribute to improve their livelihoods and ability to cope with the socio-economic impacts of COVID-19 by increasing their yields.

The Programme has various coordination challenges. It has several implementing partners which makes it cumbersome to coordinate activities and reporting. Partners organize different activities that require engagement from the same beneficiaries and places huge demand on the time of beneficiaries. This takes beneficiaries away from other important activities some of them income generating. There are also instances of miscommunication amongst partners which affects speed and quality of delivery. There have been some attempts to address this through for example joint field visits for Programme monitoring and reporting purposes. It is also not entirely clear how each agency contributes to the JP-RWEE objectives.

There is no technical forum that brings together all implementing partners with the UN agencies to review management and coordination. This tends to occur through bilateral partnerships - for example, UN Women and Imbuto Foundation have joint meetings - but this needs to be widened. Coordination mechanisms such as technical working groups have not been utilized and steering committee meetings tend to exclude some of the implementing partners.

JP-RWEE has dealt with financial challenges from the start of the Programme. This has impacted the collection of baseline data at beginning on the Programme and this has in turn affected M&E and reporting on the Programme. Moreover, the funding cycle is annually based and makes long-term planning across the Programme difficult, creating a discontinuity or disruption to Programming. This has forced the Programme to focus on outputs rather than outcomes.

---

[15] GALS: Gender Action Learning System.

As already alluded to above, reporting on the Programme has been challenging owing to the large number of partners as well as the gaps in baseline data.

For adaptability, a new indicator on COVID-19 awareness and response to the social economic impact of the pandemic was added to the list of indicators to track. This was intended to capture the activities to support the COVID-19 response that the Programme supported.

2.2.5.2 JOINT PROGRAMME: JOINT YOUTH PROGRAMME

The Joint Youth Programme (JP-Youth) aims to enhance economic empowerment of young men and women with emphasis on supporting the most vulnerable. It has 3 key objectives: (1) increase youth (girls and boys) access to decent jobs in Rwanda, (2) empower youth to fully engage in policy-making and civic engagement, and (3) increase youth use of health services and adoption of healthy lifestyle practices. These objectives align the Programme with the UN's global renewed Youth Strategy and contributes to UNDAP II Outcome 1 and its indicator 1.1. "Number of new decent jobs created", Outcome 3 and Outcome 6. The JP-Youth is aligned with Vision 2063 and SDGs. The strategy to promote skills development and job creation aligns with Vision 2050, NST1 and the National Youth Policy.

The JP is led by UNDP and UN Women with funding from the MPTF and contributing agencies include UNFPA, WHO and UNESCO. UNICEF was brought on board in 2020 because of the similarities between their youth interventions and the JP. The national counterparts on this JP are the Ministry of Youth and Culture (MYCULTURE), Imbuto Foundation, MoH, MIGEPROF, and National Youth Council (NYC). The JP also engages with CSOs and the private sector.

Effectiveness of the joint Programme

Outcome 1: Young people in Rwanda have increased access to decent jobs

By supporting 1,500 entrepreneurs to establish and maintain enterprises, the JP-Youth estimate at least 5,000 jobs have been created. Support was provided in the form of grants and training in business and productive skills. For example, 36 female graduates from TVET were trained through the New Faces New Voices initiatives and supported to create small businesses. 1,240 vulnerable young entrepreneurs (93% Female) received working capital, market access support and training. This included 128 youth living with disabilities, 462 teen mothers and 650 vulnerable youth that were trained in youth centers.

The Ecobrigade creates employment opportunities for youth in environmental protection related areas. To date, 98 youth cooperatives have been established resulting in the creation of 2,851 (51% female) jobs in 2020. Twenty cooperatives (1,000 youth) were awarded with seed funding of RWF 5,000,000 for implementation of green businesses.

Young entrepreneurs in refugee camps benefited from technical and financial support through the YouthConnekt bootcamp. Ninety entrepreneurs were trained in business development, pitching skills, commercialization, marketing, leadership, and many other relevant skills. In addition, flat fee financial support was provided to 86 of the beneficiaries to support their growth and recovery from the impact of the COVID-19 pandemic.

To understand the impact of COVID-19 on youth, the Programme carried out a nationwide rapid impact assessment among 2,600 youth. Findings showed that 95% of the supported 1,000 entrepreneurs experienced a reduction in revenues following the pandemic. This analysis informed the Programme to repurpose USD 0.5 million to support youth entrepreneurs affected by COVID-19. Resources were also mobilised for hygiene sensitization and construction of hand-washing facilities at youth centers.

Following trainings in financial literacy and the VSLA methodology, youth were provided with VSLA kits. Consequently 16 youth village saving groups were established and 18 new youth VSLAs were formed with 477 members (58% females).

Outcome 2: Young people in Rwanda are empowered to fully participate in policy making and civic engagement in Rwanda

The YouthConnekt initiative is the primary approach used to enhance civic engagement amongst youth. There are currently 20 youth connect initiatives across the continent, with a hub in Kigali charged with coordinating YouthConnekt activities. In Rwanda it has been used to bring youth from across the country to engage with leaders, especially the President, on issues that concern youth such as access to jobs. This initiative has spawned other activities aimed at bringing together youth with the aim of fostering discussion on policy-relevant issues. The YouthConnekt monthly hangout sessions and YouthConnekt "Inspire me" TV shows have fostered dialogue on entrepreneurship, employment, ICT and many others. Unfortunately, the 2020 YouthConnekt convention had to be cancelled due to COVID-19 restrictions.

Youth were supported to improve their knowledge on planning and budgeting processes; 1,922 adolescents (52% females) participated in an online budget hearing with Parliament. These youth were also given the opportunity to provide feedback on the budget framework paper.

The new National Youth Centre Development Strategy (2020-2025) and NYC Strategic Plan (2020-2024) were developed with support from the Youth-JP. The Youth Centre Development Strategy guides the work across youth centers in all 30 districts. These centers provide youth empowerment services including health services, entrepreneurship and economic empowerment, employment, sports and entertainment activities, and ICT literacy skills. The NYC Strategic Plan is supporting the NYC fulfil its mission of providing opportunities for youth to engage in issues that affect them and the country.

Outcome 3: Youth in Rwanda have increased utilization of health services and adopt healthy and safe attitudes and behaviours, including in humanitarian settings

The Youth-JP contributed to SRH empowerment of youth through mostly the iAccelerator initiative. This business acceleration Programme supports youth to develop solutions to raise awareness among their peers on SRH issues. Thirty-two youth-led start-ups benefited from training, mentorship, and financial support.

Through the Youth-JP the National Family Planning Guidelines were enhanced with information on family planning services for adolescents and guidelines on Safe Abortion. WHO also supported review and translation of medical eligibility criteria for the provision of contraception.

Access to HIV testing was provided to 8,000 adolescents and RBC was supported to implement self-testing services in 7 health facilities in Kigali. Sixty-thousand adolescents received sensitization on HIV prevention and testing through peer-led communication. Another 140,000 aged 15-19 (about 55% of which were female) were reached through community radio.

Lessons and challenges

The coordination structures in place for the Programme have proved very effective in bringing together all implementing partners and stakeholders and ensuring cohesiveness across the Programme. It has also minimized duplication of activities. The Minister of MYCULTURE's chairing of the steering committee has provided the convening power necessary to make this governance organ work efficiently. Additionally, the decision to bring UNICEF on board because of similarities in their youth Programmes and that of the JP, as well as the launch of Generation Unlimited, has been useful in leveraging synergies to increase impact of the JP. It also ensures coherence across UN Programming by creating one joint agenda on economic empowerment for youth in Rwanda.

However, challenges remain in relation to coordinating reporting on the Programme and ensuring that all activities are properly captured and feed into the overall reporting on the Programme. UNDP and UNFPA have tried to address this through their joint communications,

but this will need to be adapted across the whole Programme and include all implementing partners.

The Programme has been very effective in engaging stakeholders at the public sector level but has struggled to bring the private sector on board. This is a key component of the Programme for sustainability purposes as the private is vital for mostly the Programme's job creation objective. There have been a few collaborations created with telecommunication companies that are interested in youth market segments but overall, the private sector has not been extensively engaged and /or represented in both discussions and implementation of the Programme.

The Programme has struggled to capture data on all jobs created making it difficult to report on the impact of the Programme. There are plans to carry out a tracer study that will hopefully generate this information. There are also challenges with reporting on UNDAP II outcomes owing to the different timelines for reporting, UNDAP II reports against the fiscal year while the JP is based on the calendar year.

There has been some success in resource mobilisation to support both on-going activities and future Programming. The Programme mobilised $8M from KOICA to support scaling up of most of the pilot projects. Resource mobilisation has been a key part of the JP to ensure sustainability of activities. In addition, a partnership has been established with AfDB focusing on supporting income generating activities and continental aspects of YouthConnekt.

Finally, COVID-19 affected the implementation of key activities such as the YouthConnekt forum for 2020 which was canceled. However, the JP was effective in re-Programming and repurposing financing to respond to the pandemic and its impact. An output on responding to the impact of COVID-19 amongst young people was added to the JP. This provided support to the MYCULTURE national youth resilience plan which aims to reduce impact of the COVID-19 crisis on youth. A Young Entrepreneur's Resilience Fund was created from this support which provided grants and technical support to 157 young entrepreneurs to sustain their businesses.

2.2.5.3 JOINT PROGRAMME: SUPPORT TO THE REINTEGRATION OF EX-FDLR COMBATANTS AND DEPENDENTS REPATRIATED TO RWANDA FROM THE DRC

The reintegration-JP started in January 2020 and aims to support the reintegration of ex-FDLR combatants, and their dependents repatriated to Rwanda under the RDRC phase 65. The JP is an 18-month Programme that contributes to the peace component of UNDAP triple nexus and supports regional cross-border objectives of the UN Great Lakes Regional Strategic Framework that provides a regional platform for UN integrated approach to sustaining peace. The JP is aligned to the UNDAP II strategy, particularly Outcomes 1, 4 and 5. It also makes a direct contribution to the achievement of SDG-16 on reducing all forms of violence and related deaths, as well as SDGs 1, 2, 3, 5, 8, 10 and 17. The JP contributes to implementation of the National Action Plan of the UN Security Council Resolution 1325 (2000) on women, peace, and security. It is aligned with all pillars of NST1 and supports the national demobilization and reintegration efforts implemented through Rwanda Demobilization and Reintegration Commission (RDRC). Finally, it contributes directly to GoR's implementation of the Peace, Security and Cooperation Framework for the DRC and the region (PSC Framework) of which the UN is a Guarantor.

The RDRC Phase 65 repatriation was a result of a DRC government-led repatriation process of FDLR combatants and their dependents to Rwanda. One thousand six hundred and thirty-five people were repatriated in this phase including 554 combatants (553 men and 1 woman), 249 women and 832 children (412 boys, 420 girls). Nineteen of the ex-combatants live with disabilities.

The reintegration-JP is piloting the approach of working with dependents (particularly women and children) in addition to ex-combatants to reintegrate them into communities. Reintegration

is done through vocational training, providing grants for micro-projects, job placement and psycho-social counselling and therapy for ex-combatants and their dependents. Socio-economic support to ex-combatants, dependents and host communities is premised to provide opportunities to promote social cohesion and economic development in those communities.

The reintegration-JP also aims at raising awareness for voluntary repatriation, which is particularly salient as there remain over 3,500 Rwandan armed group members and 7,000 dependents outside Rwanda, primarily in Eastern DRC. It complements ongoing interventions by MONUSCO in DRC on reducing community violence in areas where FDLR is present.

Effectiveness of the joint Programme

Outcome 1: 1,635 ex-combatants and their dependents increasingly access support services provided by National and local government institutions through development plans that contribute to SDGs 1, 2, 3, 4 and 5

The reintegration-JP supported 1,635 ex-combatants and their dependents to access health insurance through sensitization and facilitation of the sign-up process. This included 41 PWD. Forty-three chronically ill people accessed free medical services. Psycho-social support was provided to 151 ex-combatants mostly dealing with post-traumatic stress disorder and depression. Twenty-one women victims of SGBV accessed medical support through referrals to hospitals. Moreover, to ensure continuity of SGBV support, 40 RDRC staff were trained in providing psycho-social support services with a focus on victims of SGBV, human trafficking and forced marriages.

Outcome 2: 1,635 ex-combatants and their dependents benefit from inclusive local development Programmes that generate opportunities to advance their social and economic reintegration within the framework of SDGs 1, 2, 3, 4 and 5

The reintegration-JP has improved livelihoods of beneficiaries through various interventions including access to training in marketable skills for 555 ex-combatants and their dependents. 1,036 (34% women) identified as most vulnerable were provided with financial support which most used to start income generating activities. Following provision of vocational training to 245 people (41% females) along with other support activities, 997 beneficiaries created and maintain small income generating activities that have also benefited from additional support based on identified needs.

As part of the reintegration-JP's response to COVID-19, 77 cooperatives composed of ex-combatants received a special grant of Rwf 2,000,00 to enable them deal with the impact of COVID-19 on their activities.

Outcome 3: Combatants remaining in armed groups outside Rwanda and their dependents benefit from awareness raising and sensitization Programmes

The reintegration-JP ran various awareness raising campaigns and used different communication channels to get the message across on the benefits of voluntary repatriation. They have effectively employed testimonies from ex-combatants and dependents on economic empowerment and disseminated these through television, radio, and newsletters. The outcomes and impact of these efforts are only evaluable in the follow up years to this work.

Outcome 4: 670 females' ex-combatants and dependents (women and girls) benefit from tailored and sustainable support

Female beneficiaries have received tailored support such as gender-sensitive medical support. Twenty-one women who have experienced GBV were provided with psychosocial support, counselling, and medical support. Also, young women with more than 5 children under 18 received additional financial support to cover needs particular to women and children. Tailored support is also evident during training for beneficiaries where facilities to cater for children are provided for trainees with children to allow then to properly participate in the trainings.

The Programme has also built the capacity of the RDRC staff on gender responsive planning, implementation and monitoring and evaluation to reinforce sustainability of the support tailored to the needs of women and girls. Forty-nine RDRC staff were trained in these processes. Moreover, a gender strategy for RDRC and gender mainstreaming manual in disarmament, demobilization and reintegration (DDR) were developed through this Programme. These provide essential tools and frameworks to facilitate gender mainstreaming in the reintegration processes and respond to specific needs of women and girls for successful reintegration in communities.

Lessons and challenges

The fact that RDRC reintegration efforts have been mainstreamed into government structures including at the decentralized level will ensure that the benefits and lessons from this joint Programme are sustained over time. The Programme has also supported the production of manuals and tools that can be used in DDR particularly the social economic reintegration of dependents (especially women and children) of ex-combatants.

The Programme managed to effectively mainstream gender and disability in all aspects of the Programme. This is evident in the extent to which the Programme has disaggregated Programme data and reporting on the Programme with a section on gender under each outcome.

Like other joint Programmes that are part of this analysis, the reintegration-JP was also able to adapt its Programming to account for the impact of Covid-19. The implementing partners were able to quickly adjust work plans and redirect some of the Programme budget to addressing the impact of Covid-19. For example, the Programme provided technical support and small grants to ex-combatant cooperatives to support activities affected by the pandemic.

2.2.5.4 JOINT PROGRAMME: UN SUPPORT TO THE NATIONAL INSTITUTE OF STATISTIC OF RWANDA FOR DATA GENERATION AND USE OF EVIDENCE-BASED PLANNING

The purpose of the Joint Programme on data (Data JP) is to increase the technical and financial capacity of government institutions and civil society organizations at the national and subnational level to generate, disseminate and use quality disaggregated data aligned to the SDGs to inform policies and Programmes in development and humanitarian settings.

The Data JP is under the UNDAP II transformational governance strategic priority and contributes to outcome six, output one. The 5-year Programme is the result of a partnership between UNFPA, UNICEF, WHO, and UN Women to enhance NISR's capabilities to conduct high quality data collection and analysis. This is essential for reporting progress on the objectives set for NST1 and the SDGs.

Effectiveness of the joint Programme

Indicator 6.1.1: Number of main national data collection exercises supported

The Programme supported key data collection process across the country including the 2019-2020 Rwanda Demographic and Health Survey (RDHS 2019-2020) the report of which was launched in December 2020. This report is helping to measure progress across UN Programmes which is critical for planning interventions. The 6th Integrated Household Living Conditions Survey 2019/2020 was also completed, and data analysis is on-going.

These studies were accomplished despite challenges arising from Covid-19 and measures to curb the spread of the virus such as movement restrictions. This was because the Programme was able to use technological tools such as Computer-Assisted Personal Interviews (CAPI) to continue to collect data. The JP provided technical assistance and allocated additional funding to cover budget increases and ensure protective measures were in place for the enumerators.

Preparations for the 2022 Population and Housing Census are on-going and the JP will support the data collection. The JP has provided expertise in GIS mapping and advanced IT equipment to use for data collection and analysis for the census. UN support is essential for this work as it is resource intensive and will require heavy investment to carry out. The JP led by UNFPA has also supported resource mobilization efforts and is using its convening power and relationship with DPs to ensure adequate assistance is provided for this activity.

The UN has set very ambitious commitments through Agenda 2030 to "leave no one behind"; these commitments require strong institutions to collect data and report on progress made on many indicators. Gender equality is identified as fundamental to achieving inclusive and sustainable development. The Data JP supported NISR to work on disaggregating data to address all vulnerable groups particularly woman and girls. This resulted in the publication of a Gender Statistics Report. Additionally, with support from UN Women, NISR produced a gender thematic report from the Labor Force Survey with information on women's participation in the labor force. This included details on rates of unemployment for women and girls, gender pay gaps and unpaid care work. The Data JP in collaboration with MIGEPROF also conducted a rapid assessment of the impact of Covid-19 on women and men in Rwanda. These documents have been utilized by GoR, DPs, CSOs and academia in their Programming, advocacy and reporting.

Indicator 6.1.2: Sectoral MISs and administrative data systems fully functional

A lot of progress has been made against this indicator with the Civil Registration and Vital Statistics System (CRVS) now online and functional at various local levels of government including at the districts, sectors and health facilities. It was used to record 87% of births and 31% of deaths in 2019. The vital statistics support has helped ease the issuance of IDs especially in humanitarian contexts, refugees. About 99% of newborn refugee babies in Rwanda were issued birth certificates. Refugees are now able to access civil registration services through the national online registration system, including birth, marriage, and death registration. The CRVS was also used to produce the first Rwanda Vital Statistics report. Another Sectoral Information system, the Health Management Information System (HMIS) is also functional but still missing some indicators including those on adolescents and youth.

Indicator 6.1.3: % of SDG indicators for which data is available and monitored

Twenty-three SDG indicators fully matching between NISR and Department of Economic and Social Affairs (DESA) indicators are currently displayed on the UN Rwanda website. This is a result of work between NISR and the United Nations Statistics Division to identify those indicators out of all 244 SDG indicators that are relevant for Rwanda. Further work is being done to review other relevant indicators and to compare differences in methodologies between global data reported by custodian agencies and national data collected by NISR with the goal of switching on more indicators in UNINFO for Rwanda.

The Data JP also provided technical assistance to NISR to monitor SDG indicators in different sectors. This technical assistance was utilized to identify indicators with missing data for example in the health sector and this analysis is being used to inform efforts to generate data missing on SDG indicators. Also, UNDESA, UNFPA and NISR conducted analysis to show Rwanda's current performance against the SDG indicators. This work is on-going and will be very important in demonstrating Rwanda's achievements under all relevant SDGs.

Capacity building in data analysis and usage has also been supported by the JP on data. This was done through technical assistance and financial support to NISR to conduct trainings at national and sub-national level as well as with CSOs, Journalists, Schools and Universities.

Indicator 6.1.4: Number of national development strategies and frameworks that have integrated the Demographic Dividend (DD) study recommendations.

Harnessing the demographic dividend is a key priority of the NST1, and as such, the DD study has been utilized in various planning and strategy documents including NST1 2017-2024. It was integrated in the Health Sector Strategic Plan 2018-2024, Education Sector Strategic Plan 2018-2024, and the Private Sector Development and Youth Employment Strategy 2018-2024.

Lessons and Challenges

The Data JP has a lean structure with fewer and more targeted indicators to track and measure which eased coordination and reporting. The structure is also built into the existing National Strategy for the Development of Statistics (NSDS) with a functional steering committee and technical working groups. The engagement of only a few implementing partners made decision-making easier and sped up implementation. This is further enhanced by the fact that the NISR has a capable leadership with a clear sense of organizational needs. As the national custodian of data, NISR has earned national and global recognition for its mandate and capacity to deliver on stated objectives.

Funding for the Data JP comes from participating agencies core funds and also benefits from the Multi-Partner Trust Fund (MPTF) to leverage support for NISR data generation, analysis and use. The JP on data provides a platform for efficient coordination of UN interventions to support sectoral MISs, administrative data systems and critical surveys. The Data JP coordination mechanism has also ensured cohesiveness in support of NISR's resource mobilisation by engaging different development partners as One UN and not as separate agencies. There is still a substantial funding gap of about USD 2,400,000 to meet the 2023 targets.

There are still challenges with collecting and monitoring data on the SDGs. For example, vital statistics such as births and deaths which are linked to over 80% of the SDG's targets are not yet properly collected. Even though mortality data are now routinely collected in a standardized way at hospital level, nearly 60% of deaths are thought to happen in the community. Strengthening data collection and information systems to address these gaps is quite costly and will require intense resource mobilisation.

2.2.5.5 SUMMARY OF LESSONS FROM JOINT PROGRAMMES

Uniform reporting requirements and cohesiveness: There are considerable disparities in reporting requirements and processes across all four joint Programmes. The inconsistencies in reporting and monitoring arrangements have mostly been problematic in joint Programmes with many implementing partners, in some cases implementing quite similar activities such as capacity building of small-holder farmers in different practices and technologies. This has created difficulties in reporting progress across some UNDAP II output indicators and will have more profound effects on the eventual impact evaluation of the UN's work in certain areas.

Selection of implementing partners: The analysis shows that fewer implementing partners with each IP and UN agency having a clear contribution to the delivery of a joint Programme has resulted in faster and more coherent delivery of outputs. Slimmer and more coherent JP structures also ease coordination and streamlined delivery, thus indicating more accountable and efficient utilisation of resources. They also cut through usually unnecessary bureaucratic processes that otherwise slowdown implementation.

Coordination mechanisms: Programmes with strong coordination mechanisms have had fewer challenges in implementation. Strong coordination mechanisms may include having agreed workplans for all implementing partners and agencies, functional and systematic coordination mechanisms such as technical workings groups and steering committees that include all implementing partners and having clear focal persons on the side of government, IPs and UN agencies. There is also indication that implementing partners that have longer standing relations with the UN and seem to have a clearer understanding of how the UN operates are able to implement interventions faster than newly on boarded organisations such

as the RDRC that struggled with adapting new streamlined operations necessary for implementing UN supported Programmes. This has affected rates of delivery.

Flexible and adaptive Programming: COVID-19 impacted delivery across all four joint Programmes, particularly activities that involved convening groups of people such as trainings, meetings, and conferences. However, most Programmes were able to adapt quickly and adjust workplans or introduce activities to support the national response to the pandemic. For example, the Youth-JP repurposed USD 500,000 to finance GoR efforts to support youth entrepreneurs, while the JP-RWEE quickly scaled up their activities to support the most vulnerable women in three additional Districts.

Leveraging expertise and comparative advantages: The joint Programmes have managed to bring together UN agencies with expertise in specific areas such gender, data generation, agriculture development, youth empowerment together with local implementing partners with strong networks in local communities and government institutions with recognized mandates in areas of intervention such as youth, women's empowerment, data for development and reintegration. 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.

Resource mobilisation: Some Programmes such as the Joint Youth Programme have done better than others at resource mobilisation. They have leveraged UN convening power to bring other funders in such as KOICA and African Development Bank. This is has been achieved where resource mobilisation has been prioritized by implementing partners as well as where the joint areas of intervention seem to attract more DP interest than others, such as youth employment, women's empowerment, agriculture development, which is not so much the case of other such as data for development or peacebuilding. Therefore, themes supported by joint Programmes migUNht need to take into consideration prioritisation of development areas that attract more funding that others, for example social protection and climate change.

Mainstreaming of UN's Programming Principles and Strategic Approaches: The joint Programme on support to the reintegration of ex-FDLR combatants and dependents repatriated to Rwanda from the DRC was effective at mainstreaming gender and disability throughout their Programming. This was evident in their reporting on the Programme where they managed to disaggregate most of their data. They also dedicated a section under each outcome to report results on gender. Also, this JP is quite exemplary in its ability to bring together all three aspects of the humanitarian-peace-development nexus. The nexus does not necessarily apply to all UN Programmes and projects, however joint Programmes provide an opportunity for a more holistic approach and combination of interventions to attempt to address the nexus.

SUMMARY OF RECOMMENDATIONS FROM JOINT PROGRAMMES

I. There is a need to fast track approval of Joint Work plans, Programme documents, multi-donor-trust funds to accelerate the implementation for achievement of UNDAP II outputs and outcomes.

II. There is a need for consistent RBM systems to measure and report impact on a regular basis and document and share lessons learned.

III. There is a need to put in place systemic JP resource mobilization strategies to accelerate Programme results.

IV. As there is an opportunity to replicate the flagship Programmes to other districts and sectors, the UNCT should put in place clear criteria for selection of area and interventions for future flagships.

2.2.6 THE UNDAP II COVID-19 RESPONSE

Rwanda recorded its first COVID-19 case on 8th March 2020 and a nation-wide lockdown was instituted on 21st March 2020 for 6 weeks until 4th May 2020. Since then, the country has experienced three surges and undergone three total lockdowns as of July 2021. Besides the health impact of the pandemic, Rwanda's economy and society continues to experience significant hardships. To support the country, navigate this crisis and mitigate its effects the UN has implemented various interventions from March 2020 onwards. Below is a summary stock tack of the UN's support to Rwanda's COVID-19 response and recovery process across the three strategic priorities of UNDAP II.

UNDAP II Strategic Priorities	COVID-19 Response
Economic Transformation	▪ Rwanda Youth in Agribusiness Forum (RYAF) was supported to engage with the International Cooperative Alliance (ICA) global initiative coping with COVID-19. Consequently, a collaboration was established to support the RYAF to strengthen its e-commerce capacities to form a key part of the solutions to emerging issues faced by youth in agriculture and agri-business. ▪ A rapid assessment of Covid-19 effects on young entrepreneurs was conducted by the MYCULTURE with UN support. In response to issues identified, a youth resilience plan was developed that the UN will continue to structure support to mitigate post-Covid-19 unemployment. ▪ Elaborated and fundraised for COVID-19 Economic Recovery JP to support implementation of the GOR's National ERP. The JP was informed by a socio-economic impact assessment spearheaded by UNDP and the World Bank but also including contributions from various agencies. ▪ Resources were mobilized amounting to 5,960,855 USD to assist the GoR fight the COVID-19 pandemic, from various partners including the Japan Embassy, Joint SDG Fund, and the Switzerland Government.
Social Transformation	▪ A Sexual Reproductive Health Sub-Working Group was established to ensure continuity of essential reproductive, RMNCAH services amidst the COVID-19 pandemic. The sub-group successfully advocated for a rapid assessment of RMNCAH services that generated evidence of disruption caused by the COVID-19 pandemic at health facilities. The findings are being used to inform the response plan for RMNCAH services. ▪ For COVID-19 prevention and control, the GoR was supported with PPE worth USD 80,000 and financial assistance of USD 250,000 to strengthen coordination, contact tracing, surveillance, risk communication and community engagement. ▪ To further contain the spread of COVID-19 in refugee camps hand washing stations were constructed in the Mahama refugee targeting mostly mothers and girls accessing maternal health facilities. Also, health services providers around camps received online learning material and PPE. ▪ To ensure continuity of delivery of health services for PLHIV, a community call centre, with a toll-free line was set up to gathered real-time feedback on disruptions in delivery of health services to PLHIV. The feedback provided evidence for advocacy, design and implementation of rapid response actions that ensured continuity of essential services for PLHIV including access to ART. ▪ NECDP and REB were supported to broadcast messages on childcare, stimulation and learning for continued child growth and development. Key messages to promote maternal, infant, and young child feeding were also delivered along with counselling. This ensured continued provision of

nutrition services to children to avoid malnutrition hindering child development

- In the education sector more than 1.7 million students were ensured continuity of learning through establishment of a comprehensive school reopening plan and funding mobilization through the Global Partnership for Education (GPE) Accelerated Funds.

- 160 facilitators and teachers trained in ICT essentials for teachers' Programme and staff from UR and teacher training colleges trained in Open and Distance E-Learning (ODeL) management and production supported content development and dissemination through ODeL courses and e-learning systems. An electronic assessment system for Primary and Secondary subjects was also established

- Technical assistance for designs to effectively advocate for durable solutions to enable handwashing was provided and durable, low-cost, easy to install group handwashing stations were installed in 3,000 schools.

- MOH was supported to streamline WASH within EVD preparedness which was integrated with COVID-19 response. Technical advice was provided on SOPs, guidance, infrastructure development and comprehensive training on WASH aspects of IPC. Also, critical IPC supplies were procured including 12,000 N95 masks and materials for preparation, testing, and application of chlorine at NRL and others.

- Financial support was channelled through cash transfers to ex-combatants in response to the COVID-19 crisis.

- Through advocacy for child protection as an essential service, 29,704 child protection personnel could still visit families and children in need of protection during the lockdown period.

- Child protection awareness raised focusing on risks of violence during lockdown and school closures, as well as risks of online sexual abuse and exploitation.

- Hygiene and cleaning supplies were provided to protect the most vulnerable, including over 2,069 children with disabilities in residential care facilities and 1,044 children in detention centres.

- In collaboration with Rwanda Religious Leaders Initiative, awareness was spread on GBV prevention and response through radio and TV during the lockdown period when access to GBV response services was limited.

- UN Technical teams built capacities of the decentralized teams for COVID-19 and other public health emergencies. This model accelerated achievement of the core IHR 2005 capacities at the decentralized levels.

- SARS-COV2 daily testing capacity was increased from 300 tests in March to 3,500 tests per day by June. Laboratories with the testing capabilities increased from 1 to 14 and 60 National trainers trained on IPC for Rwanda.

- Real time surveillance capacities by recruitment of 11 laboratory personnel that contributed to developing testing algorithms, SoPs and guidelines. Surge capacity staff were deployed to all the laboratories

- All of Rwanda's main points of entry were equipped with thermo scanner machines for early detection of suspected cases of EVD and COVID-19 , and isolation rooms in all district hospitals and one health facility were rehabilitated to serve as isolation centres.

	▪ IPC training materials for Rwanda were developed and key groups including airport staff, security guards and hotels were trained. ▪ Media houses' capacities were strengthened in risk communication and community engagement resulting in publication of weekly bulletins, media monitoring reports and daily situation reports disseminated through WHO channels.
Transformational Governance	▪ The IECMS ensured continuity of the justice system during lockdowns, between March 16 and June 31 2020, 14,675 were lodged through the IECMS, countrywide. ▪ A rapid gender assessment on the impact of COVID-19 on women and men in Rwanda was conducted and is being used to structure targeted responses to sustain gains in gender equality and women's empowerment. ▪ NISR and MoH were provided with international guidance on recording of causes of deaths, including COVID-19 death that was integrated into the revised MoH's eLearning course on medical certification of causes of death. ▪ Through National Council for persons with Disabilities (NCPD) and National Union of Disability Organisations in Rwanda (NUDOR) 1,945 PWDs were provided with food and hygiene assistance, 196 children with disabilities in 11 residential centres were provided with food provisions for 6 months. ▪ Reinforced capacities of journalists working as frontline workers to address misinformation and professional health reporting to promote public access to fact-based information about the pandemic. ▪ RBC was supported to implement the strategy of mass testing, isolation of positive cases, tracing of contacts countrywide and evacuation of positive cases do the treatment centers. ▪ Ministry of Local Government (MINALOC) was supported in 8 districts with prevention efforts through community-based awareness raising, proximity coaching and the construction of 62 hand washing stations in public places. ▪ Deployment of 5 anti-epidemic robots contributed to help protect frontline medical workers in treatment centers and create real-time awareness of Covid-19 preventive measures at the Kigali International Airport. ▪ With UN Support, the National Commission for Human Rights conducted an assessment on the impact of Covid-19 on human rights situation in Rwanda. The outcome is currently informing the national economic recovery efforts; ▪ National health systems were strengthened with additional ICU units to respond to the increasing number of Covid-19 patients. ▪ The Rwanda Correctional Service capacity to respond to the spread of Covid-19 in prisons was strengthened through the provision of personal protective equipment and the construction of isolation tents in 11 prisons. ▪ The Rwanda national Police was facilitated to enforce the Covid-19 prevention measures including dissemination of prevention messages and the Covid-19 cases contact tracing. The Rwanda Investigation Bureau (RIB) was able to sensitize the citizens on the emerging crimes related to the use of new technologies recommended as a strategy to reduce Covid-19 transmission.

The above snapshot of the UN's response to COVID-19 and its effects reveal the adaptiveness of UNDAP II and its ability to not only retain but also reinforce its relevance in Rwanda's development and humanitarian context. This MTPR assesses the UN's COVID-19 response as holistic and espousing the following critical features:

Putting people first: Most action focused on prevention of spread, continuity of essential services, especially for those most in need, protection of uninfected and access to professional treatment for infected through systematic isolation and SoPs meeting international standards.

Managing the crisis: Support to strengthening capacities to contain spread, testing capabilities, enhancing health crisis communication, and conducting rapid analyses to provide evidence for informed and systematic decision making by relevant stakeholders.

Prioritizing resilient socio-economic recovery: Reflected in the theme of the 2021 UNCT retreat "building back better" is taking centre stage for the next half of UNDAP II and overall strategic direction of the UN towards agenda 2030. ReProgramming, repurposing financing and resources mobilization focus over the last year and a half demonstrate this UN's commitment.

2.2.7 CORE PROGRAMMING PRINCIPLES IN DELIVERY OF UNDAP II

The MTPR reviewed application of the five core Programming principles across all 25 outputs and aggregated the final rating against each of the six outcomes based on output performance. The table summarizing this analysis by output is presented in annex 2 of this report. The rating is summarized as satisfactory, moderately satisfactory, and unsatisfactory depending on the extent to which we observed application of the core concepts through design, implementation and monitoring and evaluation of the various Programmes under each of the outputs.

Leave No one Behind (LNOB)

Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5	Outcome 6
92%	83%	100%	100%	100%	100%

The LNOB Programming principle is established as the most applied principle across all outcomes, outputs and Programmes. All outcomes are rated as satisfactory because at the aggregate level most Programmes' designs and implementation strategies have been explicit about prioritization of inclusion of most vulnerable groups including lowest ubudehe categories, refugees, PWDs, PLWHIV, children and others. Moreover, many of the RF indicators do include mostly gender disaggregated measures and in some cases refugees, and children. The only outputs that are rated as moderately satisfactory are 1.2: for trade and industrialization and 2.1 ENR institutional capacities, that do not explicitly indicate how LNOB is being addressed. These two should be strengthened in the second half of UNDAP II.

Gender Equality and Women's Empowerment (GEWE)

Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5	Outcome 6
75%	67%	100%	83%	83%	88%

The GEWE principle has also been satisfactorily applied across almost all outcomes and outputs of UNDAP II. It is only under outcome two where no clear strategies are detailed on how gender equality principles or women's empowerment is applied to the outputs on ENR institutional capacities and in disaster risk management. Therefore, GEWE is considered as moderately satisfactorily applied in this instance and efforts to mainstream GEWE in ENR policy and DRM should be enhanced. There are also six other outputs that could enhance application of the GEWE Programming principle in their work to enhance their effectiveness. These include: 1.2 trade and industry; 1.5 development financing; 1.6 sustainable urbanization; 4.3 disaster response; 5.3: unity, peace and security; and 6.4: accountability and public service delivery.

Human Rights Based Approach (HRBA)

Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5	Outcome 6
67%	67%	100%	100%	100%	100%

Application of a human rights-based approach across UNDAP II is not entirely systematic across Programmes as not many people consulted during this review could succinctly describe HRBA application across their interventions. Most refer to inclusivity which captures aspects of participation and non-discrimination principles of HRBA. In this review we referenced five principles of HRBA to establish the extent of its application across the outputs. The HRBA principles referenced included: Participation; Accountability: Non-discrimination and Equality; Empowerment; and Legality. Based on these five principles the review assesses four out of the six outcomes as satisfactory, mostly because they in one way or more espouse the five principles either explicitly or holistically across the Programmes under each of all their outputs. For example, human capital development exhibits strong features of inclusion while ensuring equal participation of target groups in accessing products and services they are entitled to by law. Outcomes one and two are rated as marginally satisfactory mostly because for example the trade and industry output demonstrate little participation of mostly disadvantaged groups, while the other outputs that are also rated as moderately satisfactory have focused primarily on upstream policy work such as development financing, sustainable urbanization, ERM and DRM institutional capacities, hence not a considerable amount of application of HRBA is evident.

Environment and Climate change (ENCC)

Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5	Outcome 6
75%	100%	20%	33%	50%	50%

Addressing environmental conservation and climate change mitigation and adaptation has been applied in outcomes 1 and 2. By default, these two outcomes contain key UNDAP outputs that address climate change such as sustainable urbanization in outcome 1 and outcome 2 is entirely focused on the climate change agenda. Climate change has not been adequately mainstreamed in the social transformation priority area, hence outcomes 3 and 4 are rated as unsatisfactory. Apart from work in outputs on WASH, and food security, there is hardly any explicit interventions or integrated actions that address ENCC. 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 in the justice sector and some data generation and CSO support does address ENCC components. However, a lot needs to be done to ensure ENCC is mainstreamed further across all outcomes.

Humanitarian-Development-Peace Nexus (HDPN)

Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5	Outcome 6
42%	83%	90%	100%	83%	88%

Application of the humanitarian-development-peace nexus is reviewed through the lens of Programmatic aspects that are "nexus-sensitive", i.e., approaches that aspire to transform the way humanitarian, development and peace activities are planned, implemented, and financed in complex situations to meet human needs, mitigate vulnerability, and promote peace, in summary building resilience more effectively and coherently. Based on this context five outcomes are rated as satisfactory because they show nexus-sensitive development action and the humanitarian-development nexus. Nexus-sensitive peace action is predominantly evident in outcomes 5 and 6 of transformational governance. 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 PBF reintegration project, data for development and development financing that development financing that cut across all three elements of the nexus.
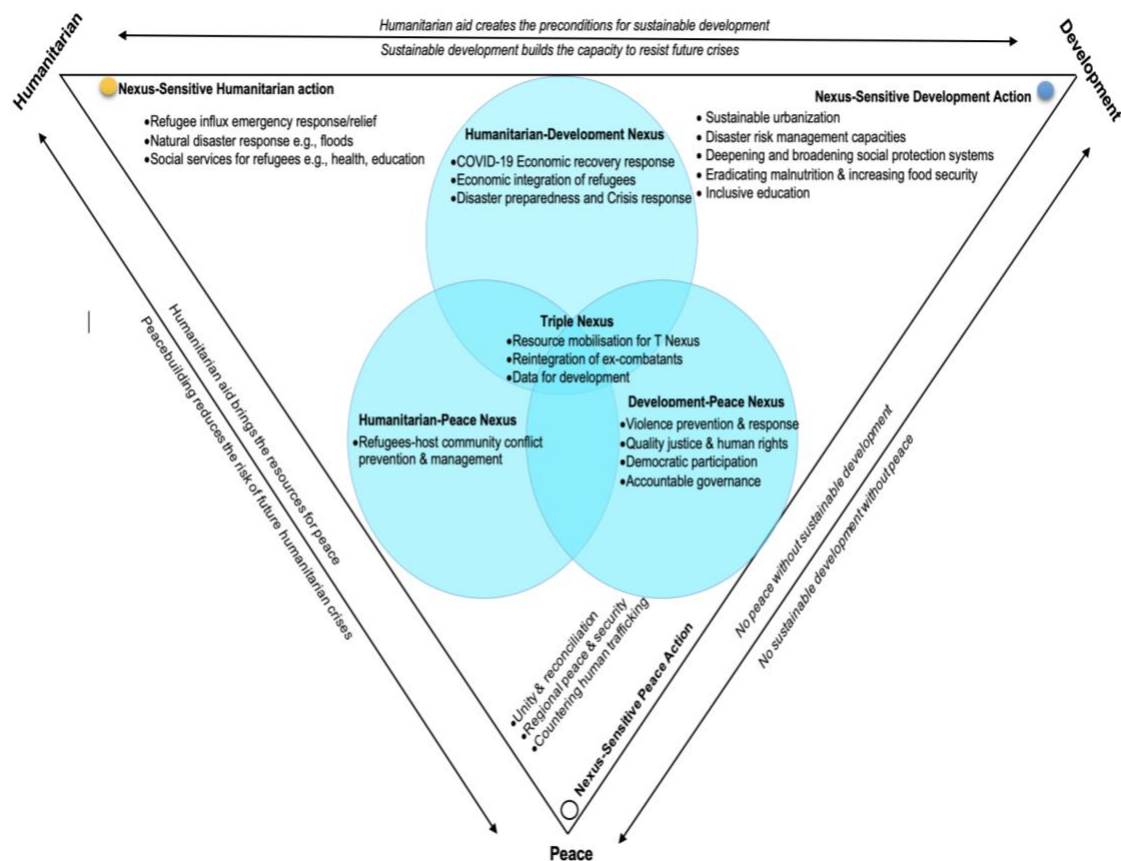
Figure 3: Application of the triple nexus in the UNDAP II

2.2.8 ALIGNMENT OF UNDAP II TO SDGS AND PERFORMANCE

This section presents an analysis of the degree to which UNDAP II results are effectively aligned to the SDGs. The analysis focuses on the three strategic priorities while closely assessing the extent to which 6 outcomes and 25 output results are linked to SDG focus areas and contribute to the global indicator framework for the SDGs. It is important to read this section while closely referring to the Annex 4 of this report which provides a detailed analysis of alignment of the UNDAP II to SDGs.

Elaboration of UNDAP II fortunately coincided with the adoption of the SDGs that were set up in 2015 and used to inform the NST1 in 2017/18 providing immense opportunity for ensuring formulation of results with the 2030 agenda in sight as a target. Consequently, the MTRP's review of the 17 SDG against the 25 outputs of the UNDAP II indicate full alignment with at least 5 or more outputs contributing to more than one SDG. Alignment in contribution is mostly cross checked against the global indicator framework for the SDGs, where outputs are found to contribute to one or more indicators, the review considers that as aligned to a specific SDG.

Economic Transformation strategic priority is identified to contribute to all 17 SDGs through its 9 outputs. The main reason economic transformation touches every SDG is mostly because it contains the output 1.5 on development financing. This output more or less contributes to implementation of actions for every SDG target by default of not only mobilising necessary resources but also developing mechanisms to ensure efficient alignment of resources to goals through interventions such as the INFF. Moreover, inclusive economic growth is fundamentally the overarching national priority of the NST1 seen as the key driver for economic development and poverty eradication[16], hence its largest contributing outputs being to SDG 1: No Poverty,

---

[16] National Strategy for Transformation (NST 1) 2017 – 2024, Government of Rwanda, 2018

to which all its 9 outputs contribute directly to the global indicator framework. More than 70% of the outputs in economic transformation contribute to 7 SDGs including: SDG 13: Climate Action; SDG 14: Responsible Consumption and Production; SDG 8: Decent Work and Economic Growth; SDG 9: Industry, Innovation, and Infrastructure; SDG 2: Zero Hunger; and SDG 17: Partnerships for Goals

Figure 4: Alignment of UNDAP II Results to the SDGs

Social Transformation strategic priority contributes directly to 13 SDGs through its 8 outputs under outcomes three and four. The highest contributions are aligned to SDG 10: Reduced Inequalities; SDG 16: Partnerships for Goals; and SDG 3: Good Health and Wellbeing. These are primarily the overarching SDGs to which this strategic priority contributes to. Nevertheless, specific outputs have dedicated contributions to particular SDGs that relate mostly to human capital development and harnessing of the demographic dividend. These include SDG 5: Gender Equality; SDG 4: Quality Education; SDG 2: No Hunger; SDG 6: and Clean Water and Sanitation. Together the outputs, mostly in human capital development, social protection and DRM align and contribute to SDG 1: No Poverty. Overall, the outcome areas are responsive to the relevant SDGs and well aligned with SDG targets in the indicator framework.

Transformational Governance strategic priority contributes to all 17 SDGs through 7 outputs. Transformational governance touches every SDG particularly because it contains output 6.1 on data for development but also as it builds state capacities to build governance systems which will address the 17 goals. Although this output (6.1) is primarily aligned to SDG 17: Partnerships for Goals, specifically targets 17.18 and 17.19 on data, monitoring and accountability, it essentially contributes and aligns to all other SDGs by virtue of generating the data and evidence needed for monitoring and decision making in all SDGs. Moreover, the highest contributions from this strategic priority primarily contribute to SDG 16: Peace, Justice and Strong Institutions and is well aligned to SDG 10: Reduced Inequalities and SDG 5: Gender Equality.

The Rwanda Voluntary National Review Report (VNR) of 2019 states that the level of commitment of Rwanda towards implementation of the SDGs is very strong. Further, the NISR has launched an online SDGs portal populated by the latest data on SDG indicators. The GoR is aware that the process of creating awareness for the SDGs at different levels among different stakeholders is a continuous process. A guide on SDGs was prepared in English and Kinyarwanda and widely disseminated to a broad spectrum of society to create greater ownership of the SDGs. Nevertheless, wider and more critical debate in Parliament and in the media on the progress of SDG implementation remains low. As such there need to be further support from the UNCT.

Regarding Rwanda's performance towards Agenda 2030 Rwanda has performed exceptionally in SDGs 13: climate action and 8: decent work and economic growth that are rated as on track.

Six other SDGs are moderately improving while six are stagnating. With the current challenges presented with the advent of COVID-19 more attention needs to be paid to stagnating SDGs as presented in the figure below.
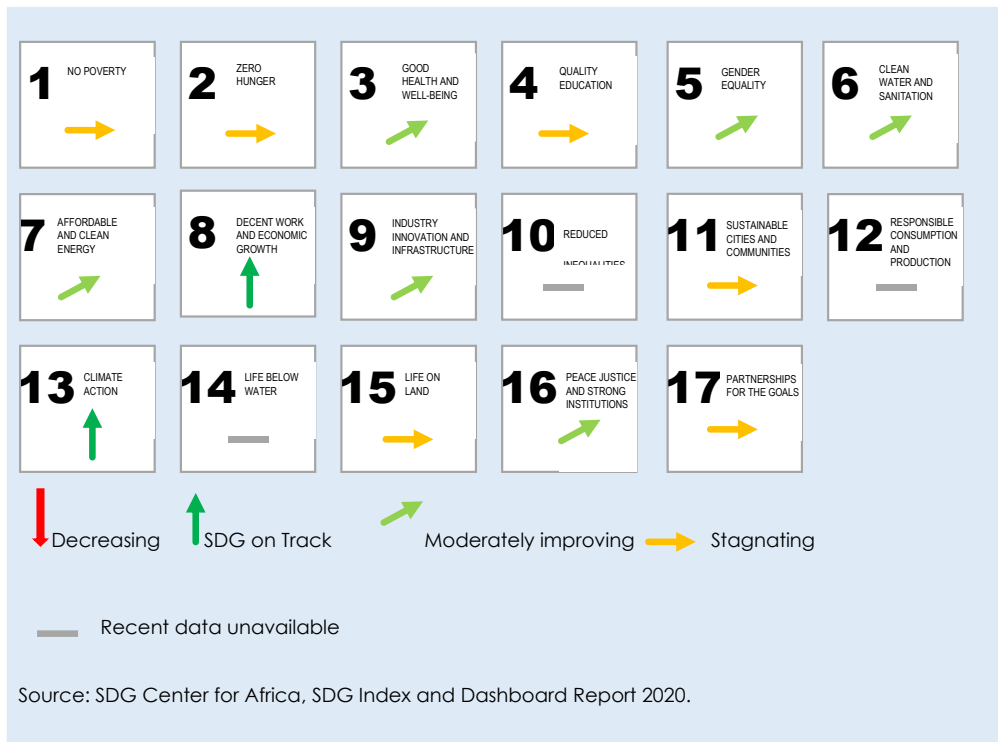
Figure 5: Assessment of SDG trends in Rwanda, 2020

2.3 EFFICIENCY

This section of the MTPR analyses the extent to which UNDAP II and delivering as one modality at mid-term has enhanced efficiency at both operational and Programmatic levels.

2.3.1 EFFICIENCY AT OPERATIONAL LEVEL

UN Rwanda operations are led by the Operations Management Team (OMT), a strategic group that guides the UNCT on efficiency and effectiveness matters, and on the synergies between operations and Programmes. The OMT consists of operations managers of UN agencies in Rwanda and is chaired by a Head of Agency. It works closely with UNDAP II results groups. The primary instrument for the OMT operation is the Business Operations Strategy II (BOS II).

The BOS is a results-based framework that focuses on joint business operations with the purpose of eliminating duplication, leveraging the common bargaining power of the UN and maximizing economies of scale. The current BOS II was launched in 2019 and runs to 2023. The BOS focuses on common services that are implemented jointly or delivered by one UN entity on behalf of one or more other UN entities. Common services for future collaboration were identified in the areas of Common Administration services including common Facilities/Premises, Common Finance services, Common Logistics services, Common Procurement services, Common ICT services, Common Human Resources services. The following UN Agencies are participating in the Rwanda BOS: UNHCR, UN WOMEN, WFP, WHO, FAO, IOM, UN, UNAIDS, UNDP, UNFPA, UNICEF.

Through implementation of the BOS II the UNCT aims to save approximately USD 8,482,175 over five years from July 2018 to June 2023. This is to be primarily done through efficiency gains and monetary savings. The MTPR focused on establishing what efficiency gains have been implemented and the monetary savings made by the mid-point of UNDAP II.

Table 3: Monetary savings in the BOS II

	Agency	Savings From FX Trading (USD) July 2018 - June 2021	Income from Remunerated Current Account (USD) July 2018 - June 2021	Total Cumulative Savings (USD) July 2018 - June 2023
1	IOM	20,690	64,063	84,753
2	FAO	50,111	11,208	61,318
3	UND[17]	504,527	34,310	538,837
4	UNICEF	441,280	19,433	460,713
5	WHO	24,771	12,583	37,354
6	WFP	712,797	106,288	819,085
7	UNHCR	202,210	64,063	266,273
	Total?	1,956,385	311,946	2,268,331

As of June 2021, monetary savings equivalent to USD 2,268,331 were realised accruing from savings from foreign currency exchanges and income from interests on current accounts for the various agencies. This is a 43% achievement against the BOS II target for cost avoidance from common finance services. *No data has been provided to establish the cost-avoidance performance from other common services including administration, human resources, IT services and procurement.* Detailed breakdown of the targeted services is provided in Annex 5.

In addition to monetary savings, the UN has made various gains mostly through efficiency enhancements across all four pillars of the BOS II. Many of these gains have been made through synergies and leveraging of inter-agency efforts identified and spearheaded by

---

17 Includes: UNFPA, UNW, UNIDO, UNHABITAT, ILO, UNESCO, ITC, GEF/UNOPS

members of the OMT that lead the different pillars. Below is a summary of efficiency enhancements identified through consultations with the OMT

Table 4: Efficiency enhancements realised in the BOS II

BOS Pillars	Efficiency enhancements
1. Procurement Services	▪ Time and resource savings through cost avoidance opportunities and discount savings on long-term agreements (LTAs). ▪ LTAs across 18 LTAs common services are active. ▪ Savings from active LTAs equivalent to US$ 382,775 (2019 – 2020) ▪ Significant savings accrued from purchasing fuel in bulk. ▪ Efficiency gains in economies of scale and negotiated discounts
2. ICT Services	▪ Use of common internet services, same ISP across the entire UN ▪ Common Online OMT platform easing collaborating and sharing of operations information across pillars and agencies. ▪ Efficiency gains from shared ICT services enabled activation of the Business Continuity Plan (BCP) during the COVID-19 pandemic, increased team productivity, lowered transport costs and reduced the UN carbon footprint.
3. Human resource services	▪ Harmonized consultancy rates to increase the collaboration of UN Agencies and reduce competition amongst agencies. It will contribute to greater effectiveness in recruitment processes, allow for monitoring and oversight and ensure a system-wide inclusive approach in consulting services. ▪ Developed training Programmes focuses on workplace culture, behaviour and work systems to integrate diversity and sustainability in the workplace. This is laying the foundation for reduced wastage and adoption of sustainable practices at individual and organisational levels. ▪ Through and online portal developed and currently maintain a roster of qualified and vetted candidates to support UN agencies meet staffing needs.
4. Finance Services	▪ Banking services and bank charges negotiated to zero. ▪ Interest on current accounts is credited based on agreed rates for all unutilised current balances. ▪ Comparison across exchange rates to obtain the best rate.

With the efficiency gains and monetary savings, the OMT still faces challenges attributed to internal gaps and the general operating environment that are limiting optimal realization of the BOS II. Some of the challenges and shortcomings identified in the operations include:

▪ Synergy between operations and Programme teams is not yet fully functional and can be improved. For example, the OMT participates in all UNCT meetings and shares their progress but has no detailed record of resolutions on how operations can enhance Programmes.

▪ Staff turnover within UNCT affects institutional memory of operations management mandate and its role in supporting Programmes, for example many deputy representatives have only joined in the last 1 – 2 years and have not had an opportunity of directly engaging with the OMT to gain deeper understanding of the BOS and how they can participate in enhancing its realization or how the BOS can be leveraged to increase efficiency and effectiveness in Programmes.

▪ Agencies have different rules and procedures at headquarter level which at times make it difficult to harmonize operations at country level to enhance achievement of the BOS. Much as this is an acceptable context, especially in the *United in Diversity* Principle of the UN, it limits learning opportunities from agencies that are not part of the BOS that could be used for example to enhance OMT functions such as procurement or ICT services. Inputs from UNCT suggest that mutual recognition agreement amongst

agencies that signed the agreement should be reinforced as an attempt to harmonize operations across agencies.

▪ Functionality of the OMT is highly dependent on the availability of the OMT chair and leads of the four BOS pillars who often must prioritize their specific agency tasks. For example, incomplete/inadequate members to proceed with planned meetings has contributed to delays in finalizing some LTAs. Some agencies have had a challenge to complete LTAs assigned to them, resulting in delays in implementation. There is inadequate secretariat support for the OMT. This limits effectiveness in achieving the BOS II goals and subsequent inadequate support to Programmes.

▪ ICT systems are not yet fully unified as some agencies use different IT systems that have limitations in their interoperability. For example, the UNFPA mail systems runs on Google while that of UNICEF operates on Office 365. This reduces the efficiency of common ICT support services.

▪ The COVID-19 pandemic posed several challenges to the OMT including affecting supply chains for different goods and services such as IT equipment. Also, working from home created extra workload which the ICT support services are not readily suited to provide.

▪ The BOS II has a budget of USD 145,525, fully approved with no funding gaps. However approved budget for the BOS is not always executed as planned as some budget allocations are frequently rejected at points of execution. This is affecting realization of the BOS II.

SUMMARY RECOMMENDATIONS FOR OMT

I. Enhance BOS participation in results group meetings to increase operations and Programmatic alignment and synergy towards a common vision.

II. Develop a systematic mechanism to familiarize the PMT with the work of the OMT to optimize opportunities for interaction between Programmes and the OMT.

III. Hire an OMT-focal point at the RCO secretariate level to ensure efficient operationalization of the OMT, monitoring and reporting against the BOS II.

2.3.2 COORDINATION FOR DELIVERING AS ONE

UNDAP II ushered in a new management and coordination structure to facilitate the One UN in Rwanda 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 implementation of the UN reform agenda. The structure also facilitates alignment with national priorities and systems, reduces parallelism of processes, builds accountability for delivery of UN Programming principles, and ensure flexibility to integrate emerging demands over the five-year Programme cycle.

One UN steering committee: Chaired by the minister of MINECOFIN and co-chaired by the resident coordinator, the UN steering committee (SC) has exhibited joint leadership uniquely characterized by strong country ownership. The SC ensures that UNDAP II, which is noted to mirror NST I priorities, continues to serve that purpose of contributing to the attainment of national development priorities. The SC has been effective in providing leadership and oversight for delivery of UN joint Programmes. During this first half, the SC has successfully coordinated Annual Reviews of UNDAP in 2019 and 2020 through production of two successive

annual reports (2018/19, 2019/20) which were supported by strong political commitment through endorsement at the highest level. There are no critical gaps identified in the functionality of the SC or its commitment to fulfilling its roles and responsibilities.
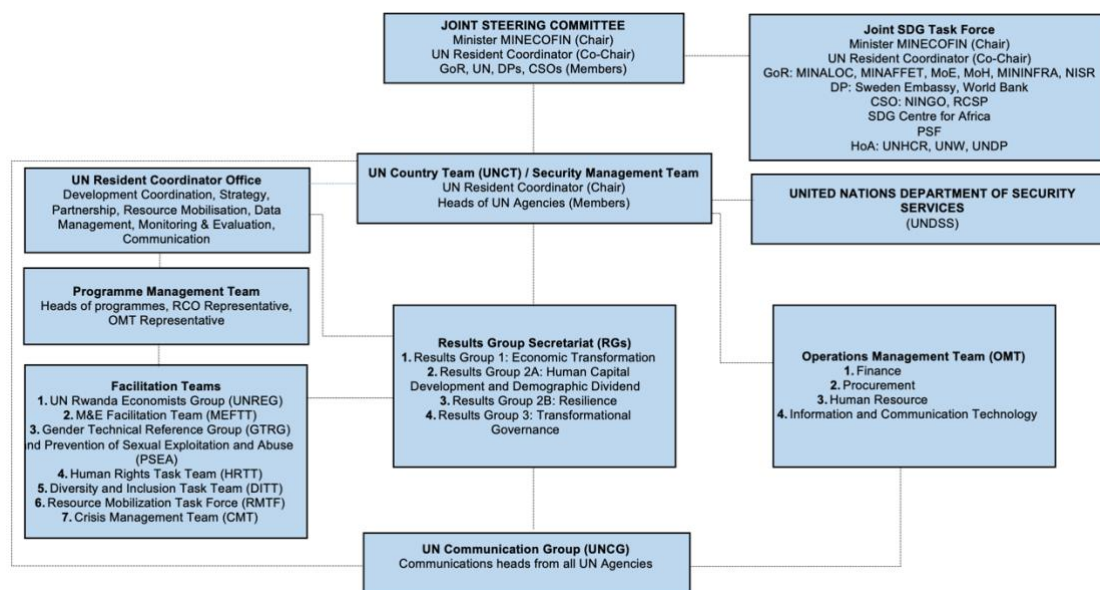
Figure 6: UNDAP II management and coordination mechanism

Joint SDG task force: created at the start of UNDAP II, this taskforce bringing together Government Ministries, DPs, CSOs and the Private Sector is meant to serve as the nucleus and focal point for ensuring inter-agency collaboration and coordination. Furthermore, the hosting of the SDG Centre for Africa with the mandate to support the entire continent is a testament to national commitment to deliver on the Agenda 2030. As a key achievement the taskforce played a central role in realizing national ownership, integration, and strategic implementation of the SDGs by coordinating and facilitating the SDGs domestication road map revisions and processes at all levels of the national structure including sector and planning frameworks. The joint SDG taskforce was also instrumental in providing technical inputs, guidance, and quality assurance of the entire Voluntary National Review (VNR, 2019) process. There are no critical gaps identified in the functionality of the SDG task force or its commitment to fulfilling its roles and responsibilities.

UN Country Team: The UNCT continues to demonstrate commitment towards delivering as one and adherence to UNDAP II. The UNCT under the leadership of the resident coordinator has provided oversight of the planning, implementation, monitoring, evaluation, and reporting through the results groups. Strategic thinking and oversight were observed through the Annual UNCT Retreat that the consultant participated in 2021. In this cycle three retreats have been held. The retreats as a critical-reflection mechanism provide the UNCT with an opportunity to review programmatic progress and operations and have participatory forward-looking dialogue with government, CSOs, DPs and private sector. This is observed to not only foster accountability and transparency by the UNCT, but also ensures continued relevance of the UN to the evolving national context while contributing to strengthening its partnerships and credibility. In addition to the annual retreat, the UNCT has regular meetings and a routine quarterly meeting that primarily focuses on strategic issue to better position the UN in Rwanda. No critical gaps are identified in the UNCT, however increasing or integrating participation of the results group secretariates, preferably focal points, in the UNCT retreat can add value to the dialogue mostly around inter-agency coordination and collaborating in Programmatic areas.

UN Resident Coordinator Office: The UN Resident Coordinator Office (UNRCO) provides administrative, secretariat and coordination for the UNCT agenda. In addition, the UNRCO

team has provided oversight and coordination support to the results group secretariates as well as have representation, for mostly coordination and reporting purposes, in all facilitation teams, the OMT and UNCG. Through this cycle the UNRCO has participated, and many times led, UNDAP II strategic planning, monitoring and reporting processes, management of UNINFO, coordinated capacity building of RGs in mainly reporting requirements for UNINFO, oversight and coordination of joint work plans, joint Programmes and the UNCT calendar. The team has also led coordination and implementation of joint communication, partnerships, and joint resource mobilization. The enhanced efficiency in operations of the UNRCO is mostly attributed to the capacitating of the office with the required staffing in terms of numbers and diversification in skillsets in the team ranging from Programme management, strategic planning, economists, monitoring and evaluation, communications and development finance. The only critical gap identified from this review is the limited clarity among the other functions supported by the UNRCO of the roles and responsibilities of the office. This is observed especially among the facilitation teams and to a lesser extent in the results groups. There is a need to properly define and document the oversight and coordination roles and responsibilities of the resident coordinator's office and all focal points to streamline coordination, collaboration, and communication for more efficiency. Another critical gap identified is in the need for more strategic support from the UNRCO to the OMT that does not have a dedicated secretariate to facilitate its functions and realization of the BOS II. This might require recruitment of additional staff or reformulation of the roles of a focal point for the OMT.

Results groups: The four results groups (RGs) coordinate and monitor implementation of all joint workplans (JWPs) and joint Programmes across the three strategic priorities of UNDAP II. The RGs are chaired by a head of agency supported by an alternate for one year on a rotational basis, with the alternate taking over after one year. The agency chairing an RG provides necessary secretariat support and services with a focal point nominated from the agency, in most cases the M&E lead, wherever present. The RGs have proactively led formulation of their JWPs, annualized common budgetary frameworks and concerned agencies have strategically designed, implemented, monitored, and reported against joint Programmes, especially the leading agencies. The RGs have been central to annual reporting for UNDAP II and providing progress updates for results indicators in UNINFO. Generally, all RGs are assessed as functional and pitching leadership of RGs at head of agency level has ensured effective coordination of stakeholders who are part of the RGs. Also, the alternate-rotational mechanism for heads has mostly ensured smooth year on year transition. The review observed that in cases where UNDAP II key results of the RG coincided with the mandate of RG lead agencies, such RGs are more well-coordinated and managed as in the cases of RG2A, RG2B and RG3. The personality of the RG leads, and focal points also contributed to the quality of leadership, with strong motivated leaders providing sturdier leadership to the RGs. However, RG coordination has been affected in some cases by staff turnover and where transition in leadership has not been as smooth as anticipated. This is observed in RG1 that had to shift to another alternate lead (UNECA) after the scheduled agency (UNIDO) did not take up the role as planned in 2020. This lapse in leadership and coordination is partly attributed to the differences in sizes of UN agencies' country offices. RGs led by larger country offices such as UNICEF, WFP and UNDP have most of the resources, mostly in terms of manpower to host secretariates while smaller country offices like UNIDO, ILO and others will face challenges in leading and coordinating RG work. While overall the RGs have been very strong in monitoring performance of UNDAP II across all outcomes, there was an observation that there has been greater focus on tracking activities and outputs rather than systematically tracking progress and reporting around the outcome results using indicators. Other gaps identified affecting efficiency and effectiveness of RGs include:

- There is limited inter-results groups' synergy. RGs have not fully delivered on their role in coordination across RGs, there is no systematic documentation of lessons and

sharing of good practices across RGs. Most of this is done only within RGs but this could also be enhanced.

▪ RGs have not adequately enhanced inter-agency coordination among UN agencies and other stakeholders for necessary Programmatic alignment and synergy. There is reiterated lack of awareness of the work of different agencies, especially that do not share any RG, thus limiting opportunities for leveraging expertise across agencies.

▪ There is room to improve RG contributions to common UNCT advocacy messaging and communication products, and support to policy dialogues with partners.

UN communication group: The UN Communication Group (UNCG) is an interagency group comprised of communication experts nominated by their respective UN agencies as well as from the RGs. These experts represent all communication endeavours from both RGs and agencies to ensure all relevant communication is well coordinated and coherent. The UNCG is chaired by a "communication champion" that is a head of one agency. During this review the champion was the FAO country representative. The UNCG has provided coordination and implementation to the UNDAP II Joint Communications Strategy through this cycle. UNDAP II established the role of joint communication as creating opportunities for joint advocacy, communicating as one (visibility and results), building partnerships and resource mobilization. To deliver on this role the UNCG has adopted seven core strategies including: joint advocacy on common issues; joint communication of results; maintenance and updates of the One UN Rwanda website; Use One UN social media channels; joint field visits; enhanced partnerships with media; and diversifying the media channel portfolio, especially radio. Consequently, key achievements have been realised on various fronts including a 120% increase in followers on the UN Rwanda twitter handle, reaching 19,300 by the mid-term. The off-line quarterly One UN Newsletter "Turi Kumwe" increased readership from 25 to 902 organisations and the 75th anniversary of the UN was a critical milestone that enhanced visibility of the UN as an organisation and its contribution to development in Rwanda. Despite this significant progress, the UNCG's effectiveness and efficiency is still hindered by some critical gaps including:

▪ The elaborate joint communication strategy does not provide a results framework to enable the One UN communication function to efficiently monitor and evaluate its results and effectiveness. This limits room for evidence-based decision-making vis-a-vis communicating as one. Moreover, absence of performance measures, indicators or targets makes it difficult to objectively assess performance of the UNCG.

▪ The communication group finds it easier to package and communicate achievements in the economic and social transformation strategic priorities and less in transformational governance. They identify complexities in for example packaging results in areas such as human rights, institutional development, and accountable governance. This limits the visibility of the UN's contributions to these areas despite the hard work done and resources utilized.

▪ Much as the UN has a website and social media presence, the platforms have limitations in their navigation capacities and functionalities. For example, there is no mobile based common platform on which to easily access the necessary information or interactive features to increase engagement with audiences that would enhance the user experience. Other agencies like FAO have developed these platforms at agency level such as the ICT4Agriculture Platform.

▪ Although joint communication has been strengthened there is evidence that communication of agency achievements tends to outweigh that of joint Programme results. There is need for joint communication to enhance production and dissemination of content that increases visibility of joint delivery to further demonstrate the UN's comparative advantage to external audiences.

▪ Agency participation in UNCG planning, review and reporting meetings is still low. There is even lower participation in the UNCG. This is affecting collaborative efforts.

- Capacity gaps still exist within the communication function. Specifically, gaps have been identified in crisis communication and planning as well as agency-level written communication (storytelling) around results achieved. Most agency staff still view this as a role of communication experts and not Programme managers. This capacity needs to be built across the Programmes and not restricted to communication' focal points.
- The UN communication strategy and current communication channels have not exploited the opportunity of "culturally embedded communications products" at joint communications levels. Although the core principle of leave no one behind continues to guide Programmes, the communication approaches are still majorly oriented towards an elite audience. Going forward the UNCG should prioritize development and dissemination of messages, especially results and advocacy on local issues, using more culturally appealing packaging such as local music, dramas and other channels that also support and promote local talent while addressing some issues that are most prevalent in rural settings such as teenage pregnancies.

Facilitation Teams: Also called facilitation task teams (FTT) or task forces are technical working groups set up as part of the implementation structures of UNDAP II. The FTTs, under the leadership of a head of agency bring together technical persons from various agencies to deliberate common issues, share knowledge, exchange practices and / or undertake specific tasks on behalf of the UNCT. During this cycle 7 facilitation teams have been formed to deal with various thematic issues including Programme oversight, M&E, gender, sexual exploitation and abuse, human rights, disability and inclusions, resource mobilization and crisis management. Most of the task forces were formed in 2019 and 2020, so by the time of the review none was more than two years in operation, thus majority were nascent. However, in the few years and months they have been operational the task forces have contributed to strengthening mainstreaming of issues such as gender in Programmes and operations, design, and quality assurance of M&E frameworks for joint Programmes, development of strategic documents and reports for the UNCT, led various thematic assessments, developed partnerships, and mobilised resources. The task teams have generally provided support to UNDAP II although greater responsibility is required from some of them for the UNCT and RGs to not only recognise the value they add to Programmes and operations but also for the skills and expertise these task teams provide to be leveraged for more effective performance. In the table below we summarize the status and performance of the seven task teams and identify gaps affecting their efficiency, effectiveness and relevance.

Table 5: Efficiency enhancements realised in the BOS II

Facilitation teams	Status and Key Achievements	Performance (Excellent, Moderate, Weak)	Areas for improvements
Programme Management Team (PMT)	▪ Established in March 2020 ▪ Comprised by deputy representatives and senior Programme officers for agencies with no deputy reps. ▪ Perform quality assurance of strategic and reporting processes such as the CCA process and Annual report.	Moderate	▪ Develop and finalise ToR for the PMT ▪ Clarify division of labour between the RCO and PMT ▪ Enhance engagement of non-resident agencies in PMT ▪ Engage in more strategic level deliberations across RGs, going beyond planning and reporting to include joint funding and Programming in priority responsibilities.
M&E Facilitation	▪ Established in 2019 ▪ Comprised of M&E experts from all UN agencies	Moderate	▪ Enhance capacity of the MEFT in use of UNINFO to enable the support agencies in RGs meet data needs.

Team (MEFT)	▪ Support mainstreaming RBM across UNDAP planning and monitoring processes, mostly facilitating RGs. ▪ Quality assurance of M&E products in alignment with UNDAP II results framework.		▪ Empower the MEFT to be more supply driven in performing its RBM facilitation role in RGs. ▪ Create a link between the MEFT and OMT to enhance the synergy between Programmes and operations.
Gender Technical Reference Group (GTRG) and Prevention of Sexual Exploitation and Abuse (PSEA)	▪ GTRG created in 2019; merged with PSEA in 2020 ▪ Responsible for GEWE accountability across the UN at Programmematic and operational levels, and prevention and response to sexual exploitation and abuse. ▪ Facilitated development and implementation of the gender scorecard. ▪ Built staff capacities is SEA, SH and Gender parity	Excellent	▪ High staff turnover among agency focal points affecting continuity to task team's work. ▪ PSEA work should be fast tracked to outside the UN agencies especially now with heighted sexual violence. ▪ Enhance budgetary allocation to implementation of the UNDAP II gender mainstreaming strategy ▪ Strengthen GTG/PSEA representation at RCO level.
Human Rights Task Force (HRTF)	▪ Established in June 2020 ▪ Guide mainstreaming of human rights across Programme and operations and implementation of UPR commitments. ▪ Analysis of human rights in strategic documents, CCA and COVID-19 response and preparation of the 2020 UPR.	Moderate	▪ Need for a clear training plan for building HRBA capacity in UN agencies and a comprehensive analysis of its application across UNDAP II Programmes. ▪ Develop HR performance measures for the UNDAP II. ▪ Adoption of a human rights scorecard across the UN.
Diversity and Inclusion Task Team (DITT)	▪ Established in 2020 but team has not yet been composed ▪ Most work is currently led by UNDP through agency work. ▪ Coordination of the UN's work in disability inclusion. ▪ Organised a multi-partner platform for actors in disability and inclusion ▪ Developed a disability mainstreaming strategy for justice sector. ▪ Completed studies including assessment of service delivery to PWD and categorisation for PWD. for, financial inclusion of PWDs, the mapping of interventions supporting the disability inclusion in Rwanda, a country situation analysis on disability inclusion in Rwanda was conducted	Moderate	▪ Fast-track development of the DITT ToR and team composition. ▪ Need for diversity markers to enable measurement of UNDAP II performance in the area. ▪ Allocate explicit funding to implementation of a diversity and inclusion action plan
Resource Mobilization Task Force (RMTF)	▪ Launched in December 2020 ▪ Led by the RCO and UNFPA representative. ▪ Oversee UNCT joint resource mobilisation and implementation of the resource mobilisation strategy ▪ Design and establishment of the INFF joint Programme	Moderate	▪ Ensure UNCT capacities match evolving financing opportunities ▪ Enhance promotion of the SDF to serve as a priority funding vehicle for the UNDAP II. ▪ Need a "donor intelligence" scan to ascertain funding opportunities

Crisis Management Team (CMT)	▪ No Information available		▪ Not reviewed

The UNDAP II results framework is functional but can be strengthened for comprehensiveness, smarter results chain, and stronger linkages to joint Programme results' matrices and the NST 1 M&E framework. The UNDAP II results framework has enabled RGs to report against the key target results for UNDAP II. While the UNDAP II review acknowledges that the outcome indicators are generally satisfactory, it notes room for improvement in respect of baselines and end Programme targets, revision of some indicators that are not likely to be assessed by end 2023 and possibly adding a few indicators to be comprehensive in tracking results and align better with results measured. Specific recommendations for changes to outcome and output indicators are provided under the respective outputs in the effectiveness section of this report.

During this cycle the UN INFO was introduced to UN Rwanda. UN INFO is part of the UN's wider efforts to improve coherence, transparency, accountability and coordination to better address the needs and priorities in pursuit of the SDGs. It is an online planning, monitoring and reporting platform that digitizes the UNCT's results frameworks, Coordination Surveys and Common Business Strategies. One of UN INFO's core elements is tracking the UNCT's contributions to Agenda 2030 and the SDGs and fulfills the UN's promise to be a leader and partner of choice in the international development sphere.

There is need for the UN Agencies to continue strengthening their capacities in use of UN INFO to the extent that the UNDAP II indicators can be picked from UN INFO directly thereby enhancing efficiency in reporting of results. The capacity of the MEFT should be enhanced through training in specific skills related to the UN INFO and data management, to be well positioned to support agencies in RGs in M&E.

The UNDAP II MTPR recommends the need for an urgent review of the results framework to address noted gaps working closely with RG teams and MEFT. Such a review could guide efficient monitoring of UNDAP II results for the next phase of UNSDCF. It is also worth considering introducing 6-month review or reporting so as to manage potential annual reporting fatigue and to allow for capturing of emerging results as opposed to activities. RGs, Outcome Leads, UN Agencies and Joint Programmes should consider strengthening their outcome harvesting that could ease and inform both annual UNDAP reporting and end term evaluation.

2.3.3 EFFICIENCY OF JOINT PROGRAMMES

The MTPR observed that UN agencies are increasingly implementing joint Programmes across RGs which have the potential to increase Programme efficiency. The joint Programmes implemented with GoR and UN agencies across the RGs are at different stages of implementation (design stage, infancy in Programming among others). An analysis of these Programmes shows that joint Programmes bring with them several advantages which enhance Programme efficiency. They benefit from synergy and collaborative efforts among UN agencies and GoR partners; they also contribute to efficient use of resources. From the perspective of the government, joint Programmes contribute to reduction of transactional costs. Joint monitoring of the Programmes being implemented at sub-national level conducted with the participation of all stakeholders involved including government, PUNOs, Development Partners and CSOs have been reported to contribute to improved harmonization, efficiency, and coordination.

Joint Programmes' implementing partners interviewed confirm that there were immediate efficiency benefits realized during joint field visits, these include: development partners seeing for themselves the value for money in investing in for example agriculture projects, there has been reduction of transactional costs through pooled transport, opportunities to share as a team as opposed to individual agencies reporting to the government and DPs. Also, decisions could

be taken on the spot as key decision makers were all present. Often reports from Implementing Partners come annually creating an unfair information gap. The joint monitoring provided real-time M&E.

There is strong leadership from government, and a coordination mechanism is slowly forming around joint Programmes as observed mostly in the joint youth Programme. The Joint Programme secretariat is in place with more technical staff expected to join.

2.3.4 UNDAP II RESOURCE ALLOCATION AND TRACKING

There are no measures for tracking the flow of resources for UNDAP II joint Programmes in a transparent manner and in line with the principles of Mutual Accountability. Findings from the MTPR indicated delays in implementation of some of the planned activities. Some delays in implementation are attributed to financing modalities such as annual allocations that create uncertainty that affects long-term planning and eventual implementation. Another reason is inadequate monitoring and tracking of UNDAP II finances to ascertain availability of resources, disbursements, expenditures and gaps. In the absence of this information at implementing partner level, planning and resourcing for activities becomes a challenge leading to delays in implementation. However, internally UN INFO has partly resolved this issue through its resource tracking functionality that records disbursements and expenditures from the start of the UNDAP II. Each of the UN agencies is now expected to use the tool to report on disbursements and expenditures for UNDAP II related activities. Reports from individual agencies were aggregated to analyze disbursements and expenditures at RG level. Section 7 of this report outlines the financial analysis.

2.4 SUSTAINABILITY OF UNDAP II

The MTPR assessed sustainability of UNDAP II based on: I) the extent to which UNDAP II Programmes' benefits are likely to continue beyond end of this Programme cycle; ii) the degree to which the UN has been able to support its partners in developing capacities and mechanisms to ensure durability and continuity of effects; and iii) assessment of the degree to which UNDAP II Programmes were designed to ensure a reasonable handover to local partners.

Continuity of UNDAP II Programme Benefits: An analysis of UNDAP II Programmes across the six outcomes reveals a very high potential for sustainability of Programme benefits. Strong indicators of this across the six outcomes include strategy and policy work such as the national AfCFTA implementation strategy, the spatial development framework, legal reforms in ENR and Gender, health policies and implementation guidelines, digital talent policy, IOSC strategy among others. These strategies, policies and implementation guidelines and their benefits will continue to contribute directly to the sectors they target and ultimately to national development. Another area where we see sustainable progress is in capacity built at the national level and subnational level. Technical capacities such as data processing and management in data for development, testing, and prevention capacities for COVID-19, as well as management and coordination capacities in DRM, DRR and the One Health Multi-Sector Coordination Mechanism will continue through and beyond this Programme cycle. Also, tools such as the IECMS, CRVS and MLS that have proved beneficial in improving service delivery will continue to complement the government's ecosystem of public services. There are also interventions, approaches and/or actions that have proved beneficial and have been scaled up to the national level that will continue to benefit citizens, especially in those that are most vulnerable. These include approaches such as the child-sensitive and nutrition sensitive social protection and home-based ECD among others. As UNDAP II was aligned with the NST1, many of these tools, approaches, alignment of UNDAP II to the GOR Vision 2050 and NST1 is a critical measure of guaranteeing sustainability of the outcomes and GoR-UN Cooperation.

Partner Capacities and Durability of Effects: The UN through UNDAP II has contributed to enhancement of capacities across the three strategic priorities both at national and sub-national

level with more support provided to national institutions. UN has strategically targeted the most critical institutions within strategic results areas. Systems, guidelines, technical knowledge are the basis for sustainability. The most impressive result on capacities is the unique way the UN worked with the GoR to ensure strong country ownership and leadership across the board. This ownership is so strong that it creates an unquestionable level of durability of effects. The only major gap noted through the MTPR is the uneven pattern of capacity strengthening at decentralized levels. This is only partly addressed in health and to a notable extent in accountable governance outputs. There is need for a clear and innovative strategy on how the UN will contribute towards more equitable approaches to support decentralized entities. There are potential risks that some districts and sectors will move faster than others in enhancing their capacities to offer services and overall realization of SDGs. While using the piloting approach could be useful for the UN to perfect the DaO model and develop potential knowledge management products for use by the government, the approach may potentially lead to concentration of capacities in fewer sectors and districts at the expense of others.

Programme Design for Reasonable Handover to local partners: The strong leadership and ownership across all strategic priorities is a key barometer for reasonable handover to the GoR. Some initiatives within UNDAP II have been wholly handed over to government such as the One-ECD Programme, IECMS and others. Even at the local government level there are signs of healthy support and handover mechanisms. Programme records indicate how local governments are supporting initiatives in agriculture under the RWEE-JP, SGBV prevention and response initiatives, education and WASH infrastructure in refugee and host communities among others. The ability of UN to build capacities in an innovative manner that is also culturally sensitive are elements that will ensure continued use of such services. UNDAP focus on strengthening sustainable livelihoods and resilience among communities is key for handover of Programmes to local partners. There is very high potential for handover of Programmes to locals in the environment sector as seen in the Mayaga restoration Programme. Most of the work by and large is not done by external people but by nationals already embedded in strategic institutions.

This review identified the following risks to sustainability:

- The COVID-19 pandemic has presented challenges at various levels to different aspects to sustainability. One major damage has been to the livelihood of people, many already in vulnerable circumstances. There is a high likelihood of the gains made in the first half of the UNDAP II cycles being lost to the social and economic challenges resulting from the pandemic. Moreover, as the government's attention and resources focus primarily on economic recovery, certain aspects of social transformation, ENR and transformational governance could suffer from substantial cuts in funding. This could retard the momentum and sustainability of benefits and durability of effects.

- Many interventions under the joint Programmes do not have clear exit strategies or benchmarks to define success of handover. This has created ambiguities for local ownership, handover, and sustainability of Programmes. While this provides UNDAP II the flexibility to adapt to changing circumstances, it makes success appraisal difficult. This is for example observed in work such as the reintegration of ex-combatants and value chain development in agriculture.

- Engagement of private sector is critical to sustainability of the UNDAP II work especially under economic transformation. The UN has initiated collaboration with the private sector in areas such as gender mainstreaming and agriculture commercialization but there is no systematic approach or strategy on how this will be done across Programmes and outcomes. There is still very low presence of the private sector in UNDAP II work yet many interventions such as job creation, entrepreneurship, climate

change, development financing, and industrialization and service delivery require investment and participation of the private sector if outcomes are to be fully achieved.

- Some completed work in policy and strategy is almost entirely dependent on political will. For example, realization of outcomes linked to the AfCFTA will entirely depend on the success of political cooperation across the countries. Hence it is not only about financial resources but also the politics surrounding interventions.

3. STRATEGIC POSITIONING OF THE UNDAP II

Design of the UNDAP II was informed by national and sector development strategies and evolving national development priorities continue to guide interventions. Reprogramming and repurposing financing allocated to the UNDAP II has also been done by the UN in supporting Rwanda's response to the COVID-19 pandemic and the continuing recovery process. Several factors have influenced the UN positioning in responding to development priorities. Rwanda has a large donor presence, and the UNDAP II plays a relatively small role in terms of financial resources but contributes substantial technical resources towards achieving development results. The UNDAP II also has the responsibility to ensure it supports specific organisations meet their specific mandates such as international commitments to climate change, human rights, and gender equality among others. This section analyses how the UN positioned itself in responding to Rwanda's development challenges.

How the UN positioned itself

Regarding responsiveness and alignment with national development priorities, the UN has been regarded as a trusted and reliable partner, recognized for its adaptiveness, flexibility, neutrality, and lack of a political agenda. Consequently, the UN holds the permanent position as the chair of the Development Partners Coordination Group. Consultations with the government officials assert how the UN holds this permanent strategic position mostly because of its impartiality when compared with the other bilateral and multilateral partners.

During the past three years there have been limitations in mobilizing funds on a sustained based. The UNDAP II mobilised only 20% required to fill the funding gap. Despite the UN's long presence and favorable relations with the government, donor agencies did not channel adequate resources through the UNDAP II. One reason is the prevalence of budget support in Rwanda, which reduced possible UNDAP II roles in supporting implementation of development Programmes. However, the UNDAP II has the potential to continue playing a critical role in complementing budget support by mostly providing policy and technical support.

Developing partnerships

Within the UNDAP II framework, UN agencies have developed strong partnerships with government, civil society, and international development agencies. The partnerships have varying degrees of engagement with evidence they were better developed and more strategic with government at the national level and were generally *ad hoc* and project or Programme based at CSO and development partner levels.

Government: UNDAP II Programme support has been largely implemented through government systems with working partnerships primarily associated with national government, ministries, departments, and agencies. There are very good working relations with some key government institutions such as MINECOFIN, MoH, NISR, MYCULTURE, MIGERPOF, MoE, MINALOC, MINIJUST, RGB, GMO, RNP and others. The UN has leveraged its position in these policy spaces to engage in critical development issues as observed in areas such as social protection, child protection, early child education, maternal health, and sexual reproductive health. Furthermore, the UN has built on its partnership with government to engage in coordination efforts and actively participate in different working groups while co-chairing some such as the gender cluster, national ECD sub-cluster and the education sector working group. This has been beneficial in mostly

76

contributing to not compartmentalizing interventions but rather creating synergies and developing sector-wide approaches to critical development issues with the UN strategically positioned to influence change. As reflected in the figure below though most Programmes are implemented at national government level, the UNDAP II should ensure balance in working with local governments. Even in districts where joint Programmes have implemented interventions with local government at districts and sectors levels, strategic partnerships still seem more oriented to the line ministries and agencies. However notably, given Rwanda's political and decentralization context, stronger partnership orientation towards central level line ministries and agencies for success of implementation is logical.

Figure 7: Geographic mapping of UN agencies' Programmes countrywide

International development agencies: new partnerships have been formed and existing ones strengthened in and outside Rwanda. In the UNDAP II framework most efforts in strategic partnership building, mostly focused on resource mobilisation have been oriented towards the Sustainable Development Fund (SDF 2018 – 2023). The SDF is the key vehicle for new resources pooled by donors to support the unfunded portions of the UNDAP II. The complements the parallel resource base (core and non-core funds of individual agencies) and other joint resource mobilisation efforts. The fund is expected to reduce fragmentation, reduce transaction costs, address unproductive competition, facilitate scale and partnerships, and provide incentives for pursuing system-wide priorities, strategic positioning, and coherence to achieve national SDG commitments[12]. The SDF has been able to pool funds from the Swedish International Development Agency (Sida), Swiss Development Cooperation (SDC) and The Netherlands Government. Most of the other international development agencies such as KOICA, JICA and others continue to fund specific Programmes and interventions, still within the UNDAP II framework such as youth empowerment. There is indication that UN agencies in Rwanda still

engaged independently with bilateral and multilateral organisations to fund specific projects, Programmes, and interventions. The UN still lacks clarity on how it strategically engages DPs as the One UN vis a vis as UN agencies. Though not fully ascertained by this review, this lack of clarity is partly affecting the One UN's ability to mobilize non-core funding. The COVID-19 response framework increased recognition of the UN as a relevant and essential partner. Four thematic groups were established to support the GoR better position itself for a more coordinated and coherent response to the pandemic. The UN has representation in leadership in all four thematic working groups including: Health led by USAID and WHO; Social protection led by DFID and UNICEF; Food and agriculture led by WFP and FAO; and Economic recovery led by UNDP and World Bank. This has continued to strategically position the UN in partnership with international development agencies as key drivers in accelerating mostly resource mobilization in the COVID-19 response and recovery process.

Civil Society Organisations: Partnerships with civil society have been strengthened in this UNDAP II. The partnerships with NGOs and INGOs have mostly been in the frameworks of joint Programmes as implementing partners. Moreover, the UN widened its strategic partnership base by entering into collaboration with the Network of International Non-Government Organisations (NINGO) and the Rwanda Civil Society Platform (RCSP). ToRs for this collaboration with the NINGO were developed and are guiding operationalization of the partnership in 2020/21. Partnerships with NGOs have mostly served as additional strategies of support to strengthening direct quality service provision from UN supported interventions. Thereby, the UN has been able to strategically position itself to benefit from NGOs' local expertise, outreach and engagement with citizens.

Coordination

The coordination and implementation modalities for the UNDAP II were rationalized with a more streamlined architecture, to align further with the Paris Declaration, Accra and Busan Aid Effectiveness agenda based on the lessons and recommendations from the UNDAP I final evaluation and informed by UN reforms, including the implementation of the approved General Assembly resolution A/72/L.52 on repositioning of the UN development system and the mechanisms for development partners coordination in Rwanda.

Donor coordination: The Development Partners Coordination Group (DPCG) is the highest-level coordination body in-country, responsible for overseeing the entire aid coordination system in Rwanda. The DPCG is a forum where development cooperation issues are addressed on a regular basis. The Permanent Secretary and Secretary to the treasury of MINECOFIN and the UN Resident Coordinator are the co-chairs of the DPCG. The latter represents the DPs on the Chairmanship of the DPCG. Through quarterly DPCG meetings and the annual development partners retreat, by co-chairing this coordination mechanism, the UN has been able to maintain a strategic position that ensures the organisation continues to advocate for key strategic development decisions and ensure critical elements such as SDGs remain at the centre of all development partner's deliberations.

UN Coordination: UN coordination around the UNDAP II has been strengthened in this cycle. This mostly attributed to the enhanced capacity of the UNRCO with the skillset and workforce required to ensure efficient joint coordination of the UN. There has been a tremendous boost in coordination and working to deliver as one from the last UNDAP. This is also attributed to the increased focus on joint Programming overseen by the UNRCO.

Programme management

Organizational and Programme management factors that have implications for UNDAP II and overall UN positioning in development and humanitarian response were examined. These include the UN's internal capacity that adds value to the development context and Programme implementation modalities.

UN Internal capacity: Describing the value add of the UN, government stakeholders explain how the UN brings expertise from different parts of the world, that almost outweighs funding The UN brings invaluable experience that is not readily available in-country, and at an affordable cost, for example they share experience in PFM, justice systems and others from different countries. Through this technical support and systems strengthening, collaboration with UN is perceived as a driver for fast-tracking key development outcomes. Thus, the UN has strategically positioned itself as a catalyst of development with noteworthy examples in data for development and the INFF joint Programmes.

Programme implementation modality: While UNDAP II interventions such as those under the joint Programmes yielded very positive outputs e.g., increased maize production, improved post-harvest handling, youth employment and others, results cannot be aggregated to consider that each area of practice is meeting stated outcomes. Therefore, UNDAP II joint Programmes responsiveness can be made more strategic, because support was provided to a wide range of interventions with limited resources that were spread too thinly to make sustainable contributions to development results. Moreover, the relatively modest funding support to implementing partners occasionally used for example as seed funding, has limited evidence to suggest that it was regularly complemented by additional funds mobilisation or efforts to scale up or sustain outcomes. The UNDAP II should make effort to develop more focused support by reducing the number of small and dispersed interventions, there is need to balance the depth and breadth of supported interventions, especially under economic transformation.

The joint Programmes have largely been implemented through national modalities. In most cases focal points for the JPs have been staff in government ministries and agencies single project implementation units (SPIUs). This positioning has partly ensured UN supported work is entrenched in government organizations annual workplans and priorities. This was observed in the NISR, MYCULTURE, RDRC and MINAGRI for the sampled JPs. However, a critical risk was identified in relation to the unstable staffing in the SPIUs whereby the Programmes do not support SPIU staff remuneration. Thus, in absence of other donor supported Programmes, UN supported Programmes risk lacking the required human resources to ensure effective implementation of the Programmes they support that are managed by the SPIUs.

Programme design: While the review recognizes that UNDAP II contributions to development results are not necessarily tied to amount of funds spent on individual interventions, resources are sometimes spread too thinly across the outcomes. For most interventions the UN has used pilot approaches. The pilot approach allows the UN to develop small models, which the government or development partners can then scale up. While there are advantages in having a few pilots, it was found that resources were being dispersed through pilots and did not have the depth necessary to ensure meaningful contributions. The UNDAP II would benefit from fewer strategic pilots and more sustained support with clearer scaling up strategies.

Regarding the geographical distribution of UN interventions, as shown in figure 7 above, the UN has interventions in all 30 districts of Rwanda with all 22 agencies in Rwanda working at national level. More than 30% of the agencies (7 – 12) operate in half the country. In this higher covered half of the country 5 of the 10 poorest districts in the country are covered by the 7 to 12 UN agencies. The other half of the country covered by 5 to 3 UN agencies also contain 5 of the 10 poorest districts in the country. This indicates the UN has endeavored to strategically position itself to concentrate its interventions in at least half of the 10 poorest districts. However more effort is required to ensure a higher concentration of UN's work in mostly the poorest districts. In this case interventions could be scaled down in the most well-off districts and resources used to scale up in the 5 poorest districts with lower UN presence, i.e., Nyaruguru, Rulindo, Burera, Ngororero and Nyabihu districts

4. LESSONS LEARNT

The first half of UNDAP II implementation has generated knowledge from experiences which offer opportunities for scale-up, replication and adjustments. Key lessons include:

The COVID-19 experience has taught us that preparedness and response to health and other emergencies is paramount. An after-action review on the ongoing COVID-19 action review is crucial to be better prepared for the future. 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. Therefore, 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 business continuity plan (BCP) is done more efficiently using a common approach to Fasttrack implementation and compensate for lost time.

The management and coordination structure and mechanism for the UNDAP II have been strong and contributed to effectiveness and efficiency in delivery. The oversight structures SC and SDG Taskforce) that integrate national level stakeholders have contributed to ensuring alignment to national priorities and that the UNDAP II remains responsive and relevant to emerging needs. The results group 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. There is need to ensure that the facilitation teams remain motivated and committed to the UNDAP course, given that they remain critical to enhancing inter-agency synergy and coherence in Programmes and operations.

Compared to the last UNDAP cycle, the UN has made tremendous progress towards delivering as one. Although accountability to DaO 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 capacitating of the UNRCO has also played a critical role in strengthening the DaO. While findings of the MTPR show good progress in operationalizing DaO, a few UN agencies continue to be individualist in the way they relate with the host country. Cases are identified of some agencies initiating and implementing interventions with government institutions without going through the UNDAP II management and coordination mechanism. Feedback from the Government indicated that working directly with individual UN agencies is not an efficient way of doing business and has been contrary the principles enshrined in the UNDAP. There is need for the UN to identify sustainable incentives and add value mechanisms that will motivate agencies to remain accountable and committed to the UNDAP II. Experiential learning from UN countries that have successfully implemented DaO remain worthwhile.

Joint Programmes have been instrumental in enhancing efficiency, innovativeness, and effectiveness of the UNDAP II as evidenced by results of the ongoing Programmes. 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 use of development resources. However, there is no clear criteria for prioritisation, design, and M&E for joint Programmes. JP formulation should not be driven by having as many UN agencies as possible working together but rather the need in providing solutions to pertinent multi-sectoral or multi-faceted problems, Programme criticality and potential resource availability.

Participation in RGs and facilitation teams should not be on voluntary basis and left to individual/personal initiative and interest. The potential for coherence and coordination is maximized when the capacity, capability and empowerment of the lead entity is analyzed, and an accountability mechanism put in place to review performance and non-performance of these

management and coordination structures. Leadership of mostly RGs, OMT and facilitation teams should be based on commitment and accountability by the lead agency to ensure successful implementation and coordination towards effective delivery of the UNDAP II as the overarching outcome.

To achieve results for the normative development issues and the core Programming principles, there is need to have a deliberate strategy for integration across all outcomes. At design stages of the UNDAP 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 were visible in Programme delivery. This was not the same for other critical principles such as climate change and environmental sustainability.

Monitoring and evaluation of UNDAP II has been strengthened with the introduction of the UN INFO platform. The platform provides opportunity for improving planning, monitoring and evaluation at joint Programme and agency level. However, the system is still new and staff capacities in using the system for reporting and informing Programme management needs to be strengthened further to ensure the system is always up to date and useful for Programming.

In line with the UN Diversit 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 workplans 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.

Rwanda and the world are evolving at unprecedented rates. This presents both opportunities and challenges to the UN mostly in the areas of relevance and effectiveness. Through the first half of the UNDAP II innovation, technology, economic integration, entrepreneurship have taken centre stage with advent of the digital revolution, FinTech, eCommerce, AfCFTA, "Made in Rwanda" and many others. The UNDAP II has tried to be adaptive by reprogramming and repurposing financing to exploit opportunities presented and leverage its comparative advantage. However, this evolution has reemphasized the need for the UN in Rwanda to review its niche, define where it can best add value and then diversify, upgrade and upscale the UNCT's competencies to ensure the UNDAP II remains relevant, and the UN remains in a position to meet demands from its partners in an agile, relevant and results-focused way.

There has been a considerable improvement in engagement of UN agencies with no physical country office in Rwanda in implementation of the UNDAP II. There is evidence of more presence 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 UNDAP II management and coordination structures. There is room for improvement in proactive participation from agencies with no physical in-country offices. 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.

During this UNDAP II cycle the UN has increased and strengthened partnerships with government, civil society and to a lesser extent with private sector. 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. Therefore, there is need for a deeper analysis of the incentives implementing partners need, not only financial support, but also mechanisms to strengthen their implementing arrangements, technical capacities and any other that could help them better mover their operations and outcomes.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 CONCLUSION

The UNDAP MTR outlines the following as key conclusions:

Relevance: There is overwhelming consensus that the UNDAP II is relevant, and its relevance has been enhanced in the current country context shaped by the COVID-19 pandemic. The UNDAP II design is informed by the GoR development priorities outlined in the NST1, the strategic roadmap that contributes to the realization of Vision 2050 and the SDGs. The UN remains a trusted partner of the GOR. However, given the fundamental change in country context since 2018, outputs statements and performance indicators at both outcome and output levels need to be revised to reflect the change.

Effectiveness: The UNDAP II has three strategic priorities, economic transformation, social transformation, and transformational governance. These three strategic priorities have six outcomes through which 25 outputs are delivered by the UNCT. The six outcomes have contributed towards development of supportive policy, legal frameworks, and strategies and implementation of interventions in their respective sectors. The MTPR noted that the UNDAP II is On Track in accomplishment of most set outcomes and set targets for 2023 with only two outcomes not likely to be realized. 20 of the 25 outputs are on track. There is need to review the results framework to ensure that it provides a robust framework for monitoring realization of the UNDAP II. 24% of Outcome and 27% of output indicators could not be used to assess progress at mid- term mostly because of missing data. Other complementary sources were used to inform progress of the UNDAF at mid-term.

Table 6: Summary performance of UNDAP II at Mid term

		UNDAP II Outcomes and Outputs	Mid-term Performance
Economic Transformation	**Outcome 1**	**Inclusive Economy**	Yellow
	Output 1.1	Agricultural productivity	Green
	Output 1.2	Agriculture commercialization	Red
	Output 1.3	Trade and Industry	Red
	Output 1.4	Job creation & entrepreneurship	Green
	Output 1.5	Development financing	Green
	Output 1.6	Sustainable urbanization	Green
	Outcome 2	**ENR Management**	Yellow
	Output 2.1	ENR institutional capacity	Green
	Output 2.2	ENR management practices	Red
	Output 2.3	Disaster risk management	Green
Social Transformation	**Outcome 3**	**Human capital development**	Green
	Output 3.1	Reproductive health services	Green
	Output 3.2	Infectious diseases prevention	Green
	Output 3.3	Health system strengthening	Green
	Output 3.4	Nutrition & food security	Green
	Output 3.5	Education	Green
	Output 3.6	WASH	Green
	Outcome 4	**Resilience**	Green
	Output 4.1	Social Protection	Green
	Output 4.2	Violence prevention & protection	Green
	Output 4.3	Disaster preparedness & response	Green
Transformational Governance	**Outcome 5**	**GEWE, Justice Human rights**	Green
	Output 5.1	GEWE	Green
	Output 5.2	Justice & Human rights	Green
	Output 5.3	Unity, Peace & Security	Green
	Outcome 6	**Accountable Governance**	Green
	Output 6.1	Data for development	Green
	Output 6.2	Democratic processes	Red
	Output 6.3	Access to information	Red
	Output 6.4	Accountability & service delivery	Green

Alignment of the UNDAF to SDGs at mid-term: An analysis of extent to which the UNDAP II is aligned to the SDGs indicates that all strategic priorities are strongly aligned to all the SDG.

Strongest alignment is to SDG 17: Partnership for Goals because almost all the UN in Rwanda's work under the UNDAP II framework is almost entirely reliant on partnerships for resource mobilisation and implementation. The second most aligned goal is SDG 10: Reduced Inequalities to which 20 outputs' contributions are aligned to. This is mostly attributed to the profound application of the leave no one behind Programming principle applied through almost all outputs. SDG 1: No Poverty and SDG 3: Good Health and Wellbeing also show very strong alignment with the UNDAP II outputs. Least alignment by number of outputs that contribute to the global indicator's framework is observed in SDG 14: life below water, SDG 7: affordable and clean energy and SDG 4: quality education. This is mostly because fewer outputs make direct contributions to the respective global indicators, reflecting limited number and diversity of interventions in these areas. Moreover, latest SDG performance indicates only two SDGs are on track, six are moderately improving and six are stagnating. With the current challenges presented in the advent of COVID-19 more attention needs to be paid to stagnating SDGs

Efficiency: Efforts towards implementation of the BOS II are progressive. Initial results at the mid-term indicate monetary savings worth USD 2,268,331 have been realised and various efficiency enhancements made through common procurement, common HR services, ICT and finance services. Nevertheless, implementation of the BOS II remains a challenge for the OMT mostly because of limited secretariat support and inadequate financial resources to meet set targets. Efficiency at Programme level is attributed to the sound management and coordination structures that support DaO both among the UN agencies and GOR. Moreover, the increasing number of joint Programmes has leverage resources and reduced transaction costs. There is however needed to strengthen these structures even further to ensure that there is continuity, stability, ownership and sustainability. Though functional, most facilitation task teams need to be strengthened to fulfil their responsibilities. Also, the UNDAP II M&E has been strengthened by the introduction of UN INFO. However, UNCT capacities need to be strengthened in used of the system. Also, the results framework needs to be revised to ensure that it provides a robust framework to assess operational and Programmatic performance for the UNDAP II. It needs to be comprehensiveness, smarter and have stronger linkages to the NST M&E framework.

Sustainability: The 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. Support towards institutional strengthening responds not only to national needs but also supports the development process. Working closely with the government while maintaining high level leadership, the UNDAP II creates an unquestionable level of durability of effects. The strong leadership and ownership is a key barometer for reasonable handover to local partners. However, the COVID-19 pandemic could lead to risks to sustainability of many gains made so far. Also lack of clear exit strategies for joint Programme interventions is creating ambiguities for local ownership and limited private sector participation in key driving Programme interventions is limiting full achievement of sustainability.

Strategic Positioning: The goal to remain a key and strategic partner of the Government is a key priority of the UN in Rwanda while implementing the UNDAP II. A key is of focus is the realization of SDGs, where the UN has strategically positioned itself to play a key role in supporting the GoR to mainstream SDGs in planning and Programme delivery at both national and decentralized levels. Being strategically positioned as the co-chair of the DPCG is contributing to this agenda. However, demands of financing and the need to engage with the private sector and other non-traditional sources is a reality that the UN has recognized and is shaping strategies to address. The UN interventions currently cover the entire country with all agencies operating at national level. This has ensured the benefits of UN work are felt across, the country; however with limited resources this implies the UN has spread too thinly   affecting its levels of contributions to development in some areas. There is need to balance the depth and breadth of supported interventions, especially under economic transformation.

5.2 RECOMMENDATIONS

The MTPR has outlined specific recommendations that need to be considered under each of the outcome areas. General recommendations are outlined below.

Recommendation 1: Review of UNDAP II M&E Results Framework: Under the management of RGs with support of the RCO and M&E facilitation team, there is urgent need to jointly review the current UNDAP II results framework. This MTPR has identified initial gaps under each outcome and output which can be further elaborated during this joint review and completed as part of the development of the UNSDCF results framework. The review should focus on developing Specific, Measurable, Attainable, Realistic and Trackable (SMART) indicators and related baselines and targets MUST be provided for all KPIs. This process should as much as possible aim to address other gaps and emerging issues identified such as incorporation of the core Programming principles, attention to COVID-19 response and recovery among others.

Recommendations 2: COVID-19 Recovery: The pandemic recovery process provides an opportunity for the UN to integrate some of its core Programming principles in the design and implementation of interventions that aim to support the building back better of a more resilient society and economy. The UN should ensure recovery plans integrate all elements of the Programming principles especially GEWE, environment and climate change action, LNOB and human rights. Moreover, attention should be paid to the humanitarian-development nexus to ensure those in humanitarian settings benefit as much as ordinary citizens from the recovery process. Also, the recovery process should be used by the UN to leverage its comparative advantage to engage in key emerging areas such as the AfCFTA and the digital economy.

Recommendation 3: Resource mobilisation and partnerships: With finalization of the UN joint resource mobilisation strategy, led by the resource mobilization taskforce, a clear roadmap and performance measures for accountability need to be elaborated to increase clarity to the UNCT on how joint resource mobilisation will be done over the remaining cycle of the UNDAP II. This should also be done to provide more clarity on how individual UN agencies should continue engaging in bilateral partnerships with donors that could be affecting joint resource mobilisation. The design and implementation of the resource mobilisation roadmap should prioritize balancing demand driven and supply driven approaches; identification of donors priorities, capacity building for the UNCT in resource mobilisation; diversification of donors for financial stability; and showcasing of UN results to attract donor and investor interests.

Recommendation 4: Alignment to changing national priorities: The 2021 UNCT retreat has provided clear direction for the UN's priorities over the next one year and probably beyond. The MTPR recognized the astuteness of the process and reemphasizes the need to ensure full alignment with the government's priorities and country needs. In aligning with national priorities UN interventions need to pay critical attention to the six SDGs that are stagnating especially SDG 1: No Poverty, SDG 2: Zero Hunger and SDG 3: Education quality. Also, SDG 10: Reduced Inequalities needs to be reviewed to firstly establish why there is insufficient recent data to establish its performance given the criticality of the SDG to UN work. It is clear the UN is "doing the right things", but while implementing this recommendation the UNCT should go through a self-reflection process to examine in depth whether "things are being done right", mostly because SDG progress in Rwanda is not on the ideal path to realization by 2030.

Recommendation 5: Strategic Positioning adjustments: The UN has positioned itself strategically at national level and its reach at decentralized levels is extensive. However, with limited resources and a 48% funding gap for full implementation of the UNDAP II there is indication that the UN has spread itself too thinly. Therefore, going forward strategic decisions need to be made to identify critical areas both in terms of sub-sectors and geographical locations with an aim to focus on areas to which the UN's comparative advantage adds most value. Based on this analysis the UN will need to execute strategic choices to scale down in some areas and scale up in others taking into consideration key factors such as Programme criticality and reputation risk.

Recommendation 6: Management and Coordination efficiencies: While the MTPR observed good structures for coordination of UNDAP II there is need and room for improvement. Intra and inter outcome linkages to enhance synergy and strengthen convergence of results is urgently needed. Creating linkages within core elements of outcomes and across outcomes needs to be explored to strengthen the Programmatic approach to results. Once this has been achieved the ambition of enhancing synergy across RGs and leveraging inter-agency skills and expertise will be easier to realise. In addition, enhancing the roles and responsibilities of facilitation teams to increase their relevance and perceptions of value add should be fast-tracked. A key priority action is to integrate the roles of facilitation team members and leaders in the UN's performance appraisals to address gaps in participation, motivation, and results-based management.

Recommendation 7: Joint Programming Improvement: There is evidence that joint Programmes have contributed substantially to increasing efficiencies, inter-agency synergy, novelty, and multi-pronged solutions to problems. Nonetheless, JPs can be made more efficient through streamlining their results-based management systems to create consistency across JPs and enhance accountability to the UNDAP II results framework. Additionally, there needs to be a clear plan for scaling up and/or replication of flagship Programmes initiated by joint Programmes both for sustainability and impact. There is also need to enhance clarity in the criteria of identification and selection of joint Programmes to not only enhance accountability and transparency but also create more room for innovation and synergy among agencies.

Recommendation 8: UNCT Delivering as one accountability: The strengthened RCO has enhanced the DaO and the government recognizes and appreciates this. To further the DaO across the entire UN, not only hinged on joint Programme, but certain areas also require more attention. These include joint communication and joint operationalization of the communication strategy at agency level. There are needs to strengthen the visibility of agency results as One UN results as there is still evidence of individualized results. Capacities in communication need to be built across the Programmes and communications functions well integrated in the RGs work. Also, resource flows to the UNDAP II need to be tracked better and transparency enhanced, which can be achieved through the UN-INFO.

Recommendation 9: Core Programming principles strengthening: Through tools such as the gender scorecard the UN has been able to establish the extent to which gender has been mainstreamed in its Programmes and operations and then develop remedial measures. Similar targeted analyses need to be adopted and applied to all the other aspects of the core Programming principles especially human rights and climate change adaptation that the MTPR has identified requiring more technical support to be fully mainstreamed. This also applies to other critical reform areas such as disability and inclusion. Following such analyses mainstreaming strategies should be reviewed and/or developed for each of these areas as has been done for GEWE.

Recommendation 10: Private sector strategic engagement: Clarity on partnership strategy for involvement of private sector in delivery of UNDAP II is needed. The deliberate partnership strategy with philanthropy and private sector within the framework of SDGs, NST1 needs to be more explicit as there is much reiteration of this need but no clear guidance to the UNCT on how to achieve private sector engagement strategically and to what end. The private sector partnership strategy should focus on establishing symbiotic relationships beyond the Private Sector Federation with critical focus on leveraging among others corporate social responsibility as a mechanism for resource mobilization and Programme delivery.

6. FINANCIAL REPORT AND ANALYSIS

Approximately US$ 631,091,127, for both humanitarian (43%) and development (57%) assistance is needed over 2018 – 2023 five-year period to achieve the six UNDAP II outcomes. This includes core financial resources available to the UN agencies and funds to be mobilized from external sources. The financial analysis done in this review is based on financial information gathered from the UNDAP II Annual Reports 2018/19 and 2019/20.

Analysis of delivery rates.

In the first half of the UNDAP II the committed budget for the three strategic priorities was US$ 319,547,450. Between July 2018 and June 2021, the UN availed US$ 368,488,446 from its core and non-core funding including joint resource mobilisation. Total expenditure for the two and a half year was US$ 304,281,979 indicating an absorption rate of 83% as at June 2021. The highest absorption rates are realised in economic transformation (88%), while the lowest rates are realised in transformational governance (72%). The absorption rates in social transformation are 83%. The deficit in absorption rates is mostly attributed to planned activities in the second year that were not implemented mostly because of the COVID-19 pandemic. This mostly relates to activities that required physical gatherings and cross-country travel. Many implementing partners were also not able to absorb their allocated funding as planned. However, the second year also realised a higher absorption rate than the first year mostly because many resources had to be repurposed for the COVID-19 response.

Comparing expenditure against budgets, there is indication that UNDAP II has performed well in joint work planning and forecasting. Absorption rate was 95% of the forecast budget for the first half of the UNDAP II as shown in the table below.
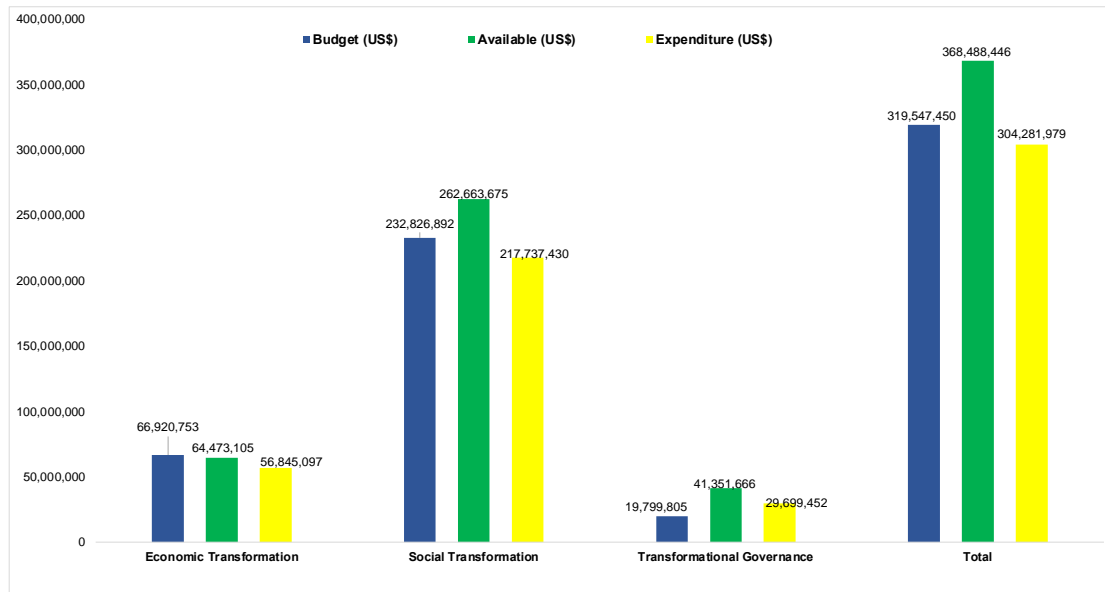
Figure 8: Funding and expenditure for the UNDAP II 2018 July – 2021 June

Analysis of expenditure by SDGs

UNDP II expenditure by SDGs is also reviewed and presented in figure 8 below. Highest expenditure has been in SDG 2: "no hunger", which is mostly because of Programmes in agriculture under economic transformation as well as food and nutrition security under social transformation. Food relief in humanitarian settings as well as development Programmes such as school feeding Programmes and other nutrition-sensitive support account for this high expenditure. SDG 3: good health and wellbeing as well as SDG 4: quality education has received the most financial support mostly because of the high expenditures incurred in strengthening health systems and establishment of school infrastructure, mostly as part of the COVID-19

response. These areas are both mostly under social transformation. Least expenditures is observed in SDG 7: Clean and affordable energy as well as SDG 13: climate action, most of whose work is in economic transformation. These expenditures are consistent with the low performance in these areas under the effectiveness analysis of this report.
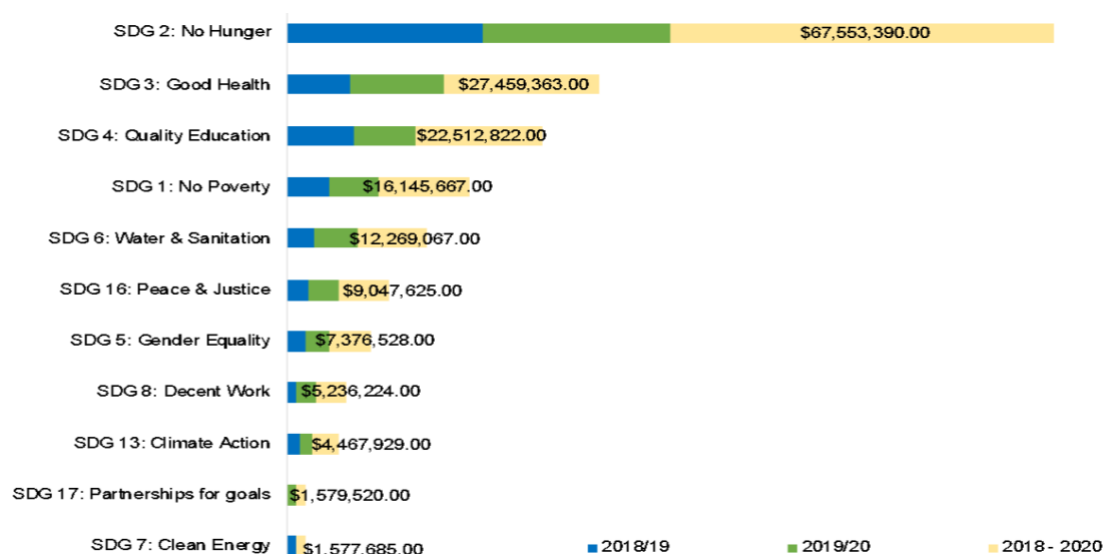
Figure 9: Expenditure of the UNDAP II by SDG, 2018 July – 2020 June[18]

Analysis of expenditure by geographical location

The highest expenditure is at national level as shown in figure eight below. This is mainly because most UNDAP II Programme have been implemented through national structures to ensure full alignment with national needs and priorities. Of the 9 districts with the highest expenditure five (Nyamagabe, Karongi, Gisagara, Nyaruguru and Rutsiro) are among the 10 poorest districts in Rwanda. This indicates the UN has focused its resources on ensuring the poorest are not left behind. The other two areas (Mahama and Mugombwa) among the areas with the highest expenditure are refugee camps where most humanitarian emergency response work was done.
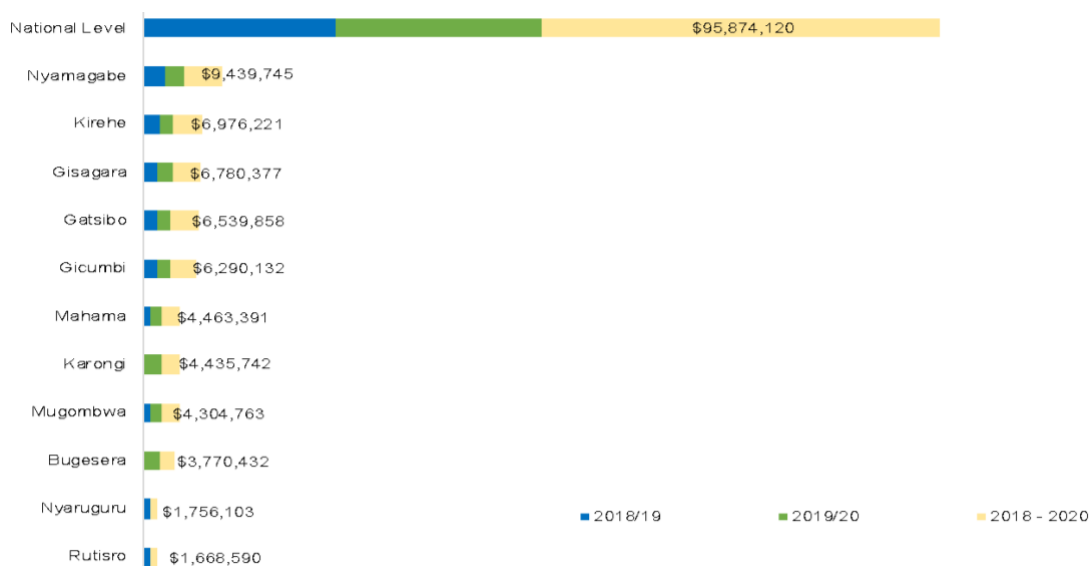
Figure 10: Expenditure of the UNDAP II by Geographical location, 2018 July – 2020 June[19]

Analysis of resources mobilisation

---

[18] Figures to be updated once UNINFO 2.0 migration is completed and updated values as at June 2021 are accessible
[19] Ditto

UNDAP II Mid-term performance report

As shown in the figure 11 below UNDAP II started with a funding gap of US $ 378, 265,35, equivalent to 60% of the five-year budget. In the first two and half years of the cycle the UN has been able to mobilise 18% of this amount, narrowing the UNDAP II financing gap to 42%. Much of the resource mobilisation has been through the joint Programmes funded through the SDF and other joint resource mobilisation efforts. In addition, the UN has played an instrumental role in mobilising resources to support the GoR's health response to COVID-19 and the economic recovery plan. Much as this work has paid off, more concerted efforts and innovative strategies are required to mobilise resources from more non-traditional financers if the current financing gap is to be filled before the final year of the UNDAP II, otherwise various Programmes, planned and ongoing could be severely affected by this gap. Moreover, efforts to improve forecasting for more realistic budgeting as well as full implementation of the BOS II should be prioritized to save operation costs and increase resources available to Programming.
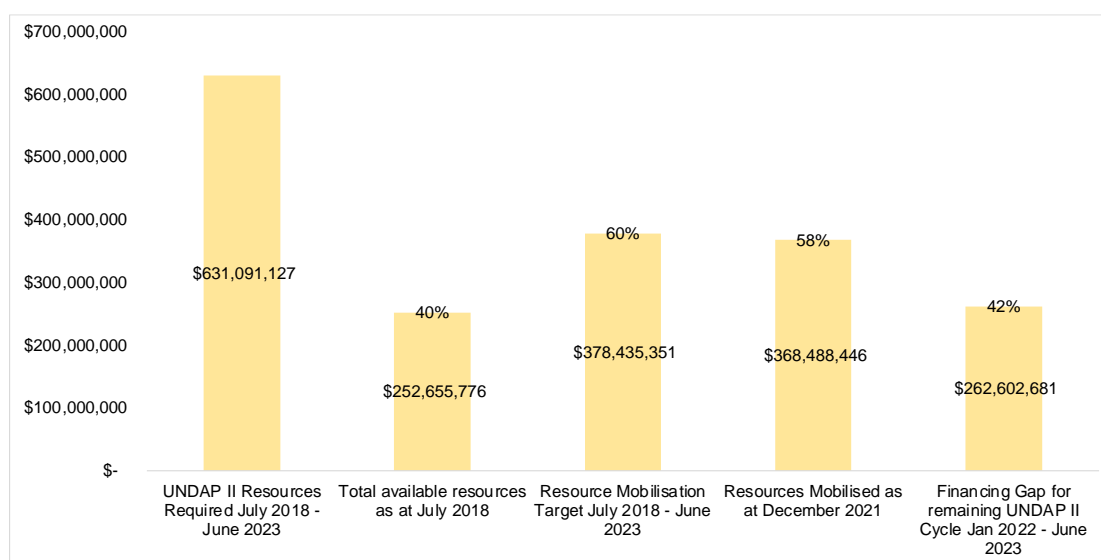
Figure 11: UNDAP II Resources Availability and Mobilisation as at December 2021

7. ANNEXES

Output Indicators Assessment					
Indicators		**Baseline**	**2021**	**2023**	**Rate**
Output 1.1: Institutions and communities, especially small- scale farmers, rural youth and women in target areas have the requisite technical capacities and inputs for innovative and sustainable agriculture production and productivity.					
1.1.1: No. of women and men farmers provided with training for effective uptake of small-scale agricultural technology in the targeted districts. (Disaggregated by type of technology-post harvest etc.)	Cooperatives	88	-	100	2
	Male	9,860	14,658	29,300	2
	Female	4,642	15,022	34,000	2
	Total	14,502	29,680	63,300	2
1.1.2: No. of agriculture officers in target area with skills to promote climate smart agricultural practices		2,500	-	3,000	-
1.1.3: No. of agriculture related policies and strategies that are responsive to sustainable agriculture.		12	1	17	0
1.1.4: No. of women and men farmers in target areas with access to improved agricultural inputs and technologies.	Men	5,031	5,536	28,500	1
	Women	5,617	4,490	31,600	1
	Total	10,648	10,026	60,100	1
Overall rating of Performance of Output 1.1					
Indicators		**Baseline**	**2021**	**2023**	**Rate**
Output 1.2: Farmers, especially youth and women in target districts have acquired increased skills and knowledge for agribusiness and food processing for selected value chains.					
1.2.1: No. of women and men farmers / cooperative members skills developed on quality assurance and standards in target areas.	Male	3	-	12	-
	Female	2	-	8	-
	Total	5	-	20	-
1.2.2: No. of targeted cooperatives with at least 50% either youth or women members that have capacity (management, organizational and entrepreneurial) to engage in value chain addition e.g., food processing.		536	18	908	0
1.2.3: % of targeted population who are using market information from E-soko and other market information systems e.g., Buy from Women (Disaggregated by sex and age).	Female	1,687	1,687	20,600	0
	Male	1,457	1,457	5,400	0
	Total	3,144	3,144	26,000	0
Indicator 1.2.4: No. of new financial products developed to support value chain finance.		-	-	10	-
Overall rating of Performance of Output 1.2					
Indicators		**Baseline**	**2020**	**2023**	**Rate**

Output 1.3: National institutions, private sector and communities are equipped with the technical capacity, skills and knowledge to develop and implement evidence based, inclusive policies and Programmes for increased sustainable industrialization and trade competitiveness.					
1.3.1: No. of MSMEs, companies equipped with business and e-commerce skills (Disaggregated by ownership-gender and age).	Total	-	351	250	2
	Male	-	-	125	-
	Female	-	-	125	-
1.3.2: No. of trade related policies and strategic plans developed/revised.		1	-	5	-
1.3.3: No. of MSMEs supported to meet the minimum standards and certification. (Disaggregated by gender and age of the owner).	Total	-	32	15	2
	Male	-	-	-	-
	Female	-	-	-	-
Overall rating of Performance of Output 1.3					
Indicators		**Baseline**	**2021**	**2023**	**Rate**
Output 1.4: Private and public institutions have the requisite technical and financial capacity to create decent employment, foster skills development, empower and promote entrepreneurship and financial inclusion for all, especially women and youth.					
1.4.1: No. of target population with entrepreneurship skills. (Disaggregated by sex, rural/urban, age range).	Total	-	8,168	64,400	1
	Female	-	5,635	42,300	1
	Male	-	2,533	22,100	1
1.4.2: No. of people reached through new financial products (e.g., new products, UN Supported Women's Investment Funds). (Disaggregated by sex, age and rural/urban).		-	-	85,000	0
1.4.3: % of accredited courses available through open and distance E - learning at the University of Rwanda. (Disaggregated by college). (CASS, CAVM, CBE, CMHS, CE, CST)		25	100	60	2
1.4.4: % of diaspora professionals identified that engaged/ signed agreements for skills development/ transfer to TVET institutions in Rwanda. (Disaggregated by sex and sector).	Total	-	30	30	2
	Male	-	-	-	-
	Female	-	-	-	-
1.4.5: Number of youth-led organizations and networks participating in national policy dialogue, advocacy, and Programming, including in humanitarian settings.		1	27	10	2
1.4.6: Number of former youth street vendors newly trained through TVET.		-	-	500	-
Overall rating of Performance of Output 1.4					
Indicators		**Baseline**	**2021**	**2023**	**Rate**
Output 1.5: National institutions have acquired increased technical capacity to identify, access and use different partnership modalities and sources of finance to achieve national development objectives.					

Indicators		Baseline	2021	2023	Rate
1.5.1: Comprehensive partnership for industrialization between private sector, government, DFIs, UN, civil society agreed on.		No	-	Yes	-
1.5.2: Extent to which governments' resource mobilization strategy for diversifying sources of finance is implemented.		No coherent strategy in place	Strategy developed	Resource mobilization strategy developed and effectively executed	2
1.5.3: Amount of resources leveraged for economic inclusion of refugees (USD)		3,423,183	3,600,000	20,000,000	1
Overall rating of Performance of Output 1.5					
Indicators		**Baseline**	**2021**	**2023**	**Rate**
Output 1.6: National and local institutions are equipped with the technical capacity to implement knowledge-based, inclusive and sustainable urbanization policies and plans.					
1.6.1: Rwanda's centre of excellence for smart and sustainable urban solutions operational (Y/N).		No	-	Yes	-
1.6.2: Number of Kigali City staff with capacity to implement the 'Citywide upgrade informal settlement sites in cities strategy'.	Total	-	33	33	2
	Sector level	-	19	19	2
	District level	-	9	9	2
	CoK level	-	5	5	2
1.6.3: National urbanization policy implemented through spatial development framework (SDF).		National urbanization policy approved and adopted by cabinet	National Strategic action plan for Rwanda SDF approved	To have the SDF approved by cabinet	1
1.6.4: Number of rules and regulations for effective and efficient labour mobility strengthened.		-	2	2	2
Overall rating of Performance of Output 1.5					
Overall rating of Performance of Outcome One:					

Output Indicators Assessment				
Indicators	**Baseline**	**2021**	**2023**	**Rating**
Output 2.1: National institutions have strengthened regulatory framework, technical and coordination capacity for gender sensitive and equitable management and mainstreaming of environment, natural resources and climate change, while promoting green growth.				
2.1.1: Extent (%) to which all 30 districts and priority sectors (agriculture, urbanization, industry, and energy) achieve their ENR & CC targets.	-	67	100	2
2.1.2: Extent (%) to which a comprehensive RBM system established and effectively used for the ENR sector	RBM&E system set up but not operationalized	66% of KPI and 95% of non-KPI indicators reported	RBM system fully operational (all indicators are reported)	2
2.1.3: No. of cities in Rwanda that have developed and approved their Urban Low Emission Development Strategies (Urban LEDS)	-	3	-	2
2.1.4: % of Center of Excellence on Biodiversity nodes with high level skills on biodiversity.	20		100	-

Overall rating of Performance of Output 2.1				
Output 2.2: Institutions and communities in target are better able to use their technical capacity, skills and knowledge for the sustainable use of natural resources and climate change adaptation methods including the use of renewable energy.				
2.2.1: Number of new Ha of forest restored with the support of UN.		0	254	1,250	1
2.2.2: No. of SMEs with the capacity to implement RECP.		1	-	149	-
2.2.3: No. of cooperatives and households involved in renewable energy.	Cooperatives	-	-	25	-
	Households	-	-		-
	Refugees	0.4	-	100%	-
Overall rating of Performance of Output 2.2				
Output2.3: National, decentralized institutions and communities have acquired technical capacity, skills and knowledge to reduce, manage, respond to and recover from climate change and natural disasters.				
2.3.1: Level of alignment of national DRR framework with Sendai Framework for DRR 2015- 2030 according to assessment indicators.		0		all met	-
2.3.2: % of funds raised to address needs for response and recovery in joint GoR/ UN emergency appeals.		10	12	15	2
Overall rating of Performance of Output 2.3				
Overall rating of Performance of Outcome Two				

Output Indicators Assessment					
Indicator		**Baseline**	**2021**	**2023**	**Rating**
Output 3.1: National and district level service providers have increased technical and institutional capacity to expand the coverage of quality integrated family planning, reproductive, maternal, child and adolescent health services for all, including in humanitarian settings.					
3.1.1: # of health facilities with capacity to provide essential newborn care services.		-	315	367	2
3.1.2: % of health centers with at least 2 providers who have capacity to provide IMCI.		15	69	100	2
3.1.3: Incidence of no stock out of contraceptives in service delivery point.		93	98.7	96	2
3.1.4: % of supported health facilities offering the minimum package of youth-friendly adolescent services, including in humanitarian settings.		50	60	75	2
Overall rating of Performance of Output 3.1:					
Output 3.2: Service providers have strengthened technical capacity to deliver comprehensive HIV/ TB/Malaria/ Hepatitis prevention, care and treatment services for all, with particular focus on children, adolescents, young people, women and key populations.					
3.2.1: % of health facilities in target areas providing PMTCT services.		91	-	95	-
3.2.2: # of targeted health facilities providing treatment for viral Hepatitis.	Total	60	-	200	-

3.2.3: Proportion of private health facilities submitting complete reports on malaria indicators.	Total	45	52	55	2
3.2.4: % of health facilities in target areas providing services for key populations (female sex workers etc.).	Total	77	96	90	2

Overall rating of Performance of Output 3.2:

3.3: National health systems are better able to effectively develop, coordinate, implement, monitor and finance key health policies and strategies in line with Universal Health Coverage principles.

3.3.1: # of health related strategic/ policy documents developed or revised or disseminated	4	9	12	2
3.3.2: # of guidelines developed/ revised in line with global guidelines.	0	7	10	2
3.3.3: Comprehensive Civil Registration and Vital Statistics (CRVS) system in place. (0=No, 1= Yes)	0	1	1	2
3.3.4: # of health facilities in refugee hosting areas recognized as part of the national health system and able to service refugees and Rwandan nationals.	1	4	7	2
3.3.5 National M&E system that includes HSSP IV and health-related SDG indicators in place. (0=No, 1= Yes)	0	0	1	0

Overall rating of Performance of Output 3.3:

3.4: Service providers and communities have the required financial and technical capacity to increase coverage and uptake of nutrition interventions and improve food security, with specific emphasis on the poorest households, children U5, women and refugees

3.4.1: Proportion of health centers providing nutrition services (by type of service).	Screening	60	-	100	-
	Fortified food distribution	-	-	100	-
3.4.2: National and sub-national multisectoral coordination platform for planning, implementing, and tracking progress on stunting in place and functional. (0=No, 1= Yes)		0	1	1	2
3.4.3: Rwanda food-based dietary guidelines developed and disseminated. (0=No, 1= Yes)		0	0	1	-
3.4.4: Number of schools providing integrated school feeding Programmes combining education, nutrition and WASH components to girls and boys		104	104	104	2
3.4.5: Proportion of refugee households receiving food and nutrition assistance.		100	100	100	2

Overall rating of Performance of Output 3.4:

3.5: Service providers have increased technical capacity to deliver and increase the uptake of high quality and inclusive early childhood development, pre-primary, primary and secondary education for all children.

3.5.1: % of children 0-6years old in target areas who participate in organized ECD Programmes.		13	20	30	2
3.5.2: # of primary school teachers with improved pedagogical skills.		0	75,000	2,000	2
3.5.3: % of teachers (primary/ secondary) with ICT qualifications for teaching nationally.		2	20	60	1
3.5.4: # of education facilities in refugee hosting areas (attended by both refugees and Rwandan nationals) that are fully integrated in national education system and run by national authorities.	Total	11	10	20	1
	Primary	6	6	10	2
	Secondary	5	4	10	1

3.5.5: % of schools (public and private) in target areas equipped with capacity to implement CSE toolkit lesson plans.			30	-

Overall rating of Performance of Output 3.5:

3.6: National and sub-national institutions have strengthened technical and institutional capacity to plan, implement and monitor delivery of services inclusive of water, sanitation, and hygiene for all, including in humanitarian settings.

3.6.1: # of districts with functional district water boards.	15	30	30	2
3.6.2: Sanitation and hygiene policies are aligned with SDGs. (0=No, 1= Yes)	0	1	1	2
3.6.3: # of WASH infrastructures in refugee hosting areas/ settlements maintained and fully operated by national actors.	0	1	-	-

Overall rating of Performance of Output 3.6:

Overall rating of Performance of Outcome 3:

Output Indicators Assessment				
Indicator	**Baseline**	**2021**	**2023**	**Rating**
4.1: The national social protection system effectively delivers child, gender and nutrition-sensitive safety nets for vulnerable families in target areas and ensures socioeconomic inclusion and shelter for vulnerable groups.				
4.1.1: # of social protection interventions that are modelled to include nutrition, child gender and shock-sensitive measures and targeting criteria.	6	4	5	2
4.1.2: Community case management and referral system for child-gender-nutrition sensitive social protection developed.	No	Model piloted	Yes	1
4.1.3 # of households covered by selected social protection measures (by measure)	85,478	393,496	-	-

Overall rating of Performance of Output 4.1:

4.2: Violence Prevention and response: Service providers and communities have strengthened capacities and knowledge to prevent and respond to SGBV, violence against children, child abuse, exploitation and neglect.

4.2.1: # of children without adequate parental care who are reintegrated into family-based care.	Boys	-	2,074	2,872	2
	Girls	-	2,075	2,872	2
	Total	2,933	4,149	5,743	2
4.2.2: % community members who understand the importance of birth registration in targeted districts.	Total	0	100	100	2
4.2.3: # of individuals that have improved knowledge and awareness on SGBV prevention and response (by target group).	Male	-	14,190	46,250	1
	Female	-	22,380	46,250	1
	Total	23,956	36,570	92,500	1

Indicator	Baseline	2021	2023	Rating
4.2.4: # of service providers with the capacity to respond to cases of SGBV, child abuse, exploitation and neglect.	29,983	6,057	-	1

Overall rating of Performance of Output 4.2:

4.3: Resilience to shocks: National and sub-national institutions and communities have enhanced resilience and increased technical and institutional capacities to prepare and respond to manmade shocks and health emergencies

Indicator	Baseline	2021	2023	Rating
4.3.1: Annually updated contingency plan in place for potential refugee influx and returnee movement (to mirror contingency planning for a potential refugee influx and returnee movement).	-	-	-	-
4.3.2: National action plan for strengthening core capacities developed in line with the International Health Regulations (2005).	No	Yes	Yes	2
4.3.3. Health Disaster Risk Management plan is developed for Disaster Risk Reduction in health sector in line with the Sendai Framework for Disaster Risk Reduction 2015–2030.	No	Yes	Yes	2

Overall rating of Performance of Output 4.3:

Overall rating of Performance of Outcome 4

Output Indicators Assessment				
Indicator	Baseline	2021	2023	Rating
5.1: National gender machinery, state and non-state institutions have the requisite technical and financial capacity to advance gender equality, women's economic empowerment, political participation and decision making at national and local levels				
5.1.1: Gender budget tracking tool for use by state institutions developed. (Yes = 1, No = 0)	0	0	1	0
5.1.2: Number of government institution with at least 2 staff with skills to systematize gender budget planning and execution tracking and reporting.	7	40	47	2
5.1.3: Proportion of media houses with gender mainstreaming editorial policies in place.	5	10	30	1
5.1.4: No. of women candidates with skills and capacities to participate in electoral process.	430	195	1,060	0
5.1.5: Number of women and girls reached out to through mentorship Programme in leadership and entrepreneurship.	7,900	9,235	10,000	2
Overall rating of Performance of Output 5.1:				
5.2: Targeted public institutions and civil society organizations are technically and financially able to increase coverage of quality justice for all whilst upholding the application of human rights commitments with specific focus on vulnerable groups including women, children and refugees.				
5.2.1: No. of staff in justice institutions with skills to effectively use the upgraded IECMS (disaggregated by institution - police, prosecutors, correction services, Bar association, military courts and judiciary).	1,543	2478	3040	2

5.2.2: Proportion of legal aid cases received and duly assisted and represented by Rwanda Bar Association and other legal aid providers disaggregated by sex, age and population group (refugees, inmates, SGBV victims etc.).	57.2	100	85	2
5.2.3: % of juvenile justice actors/ institutions at all levels with skills and knowledge to effectively handle cases that pertain to minors, including children under 3 detained with their mothers.	10	30	30	2
5.2.4: Extent to which eligible asylum seekers have access to the individual Refugee Status Determination (RSD) procedure (in respect of national law) fully functional.	15	85	100	2
5.2.5: Level of implementation of 2015 UPR recommendations.	50	92	95	2
Overall rating of Performance of Output 5.2:				
5.3: National, sub-national institutions and civil society organizations (CSOs) are better equipped to develop and implement mechanisms that promote social cohesion, a culture of peace, safety and security, including effective counter trafficking policies and Programmes.				
5.3.1: Percentage increase in crime reporting by communities to the police.	5	51.12	15	2
5.3.2: Number of evidence-based products on unity and reconciliation produced and disseminated.	0	1	3	1
5.3.3: Regulatory and policy framework for alternative measures to imprisonment are in place. (Yes = 1, No = 0)	0	1	1	2
5.3.4: Number of anti-trafficking in persons policies, laws, tools or international agreements and capacity for identification, treatment, and referral of victims of trafficking strengthened.	0	3	3	2
5.3.5. Upgraded border processes fully operating in accordance with integrated management procedures in targeted borders. (NST1)	0	7 (on going)	1	2
Overall rating of Performance of Output 5.3:				
Overall rating of Performance of Outcome 5				

Output Indicators Assessment				
Indicator	**Baseline**	**2021**	**2023**	**Rating**
6.1: Government institutions and civil society organizations at the national and subnational level have increased technical and financial capacity to generate, disseminate and use quality disaggregated data aligned to the SDGs to inform policies and Programmes in development and humanitarian settings.				
6.1.1: Number of main national data collection exercises supported.	4	3	4	2
6.1.2: Sectoral MISs and administrative data systems fully functional, (CRVS, GMIS, HMIS, WASH-MIS and ID registration for refugees in place but not fully functional) (Yes = 1, No = 0)	0	1	1	2
6.1.3: % of SDG indicators for which data is available and monitored.	23	52	70	2

6.1.4: Number of national development strategies and frameworks that have integrated the Demographic Dividend (DD) study recommendations. (HSSP, ESS, NST and PSDYE)	0	3	4	2
6.1.5: Number of citizens report cards produced and disseminated.	4	6	9	2

Overall rating of Performance of Output 6.1:

6.2: Public and private institutions, civil society organizations and communities have acquired strengthened technical capacity, skills and knowledge to effectively facilitate and participate in democratic (electoral) processes.

6.2.1: Proportion of communities' members (disaggregated by sex) benefiting from civic and voter education.	84	-	90	-
6.2.2: No. of CSOs (disaggregated by type and location) whose staff have the skills and capacity to conduct quality civic and voter registration.	0	-	50	-

Overall rating of Performance of Output 6.2:

Public and private institutions and communities have strengthened technical capacity, skills and knowledge to increase coverage and access to information for citizens active participation in development planning and monitoring of service delivery.

6.3.1: % of media professionals that access training appropriate to their needs (media barometer).	61	61	85	1
6.3.2: No. of community radio stations with technical skills and knowledge to impart accurate messages.	4	4	20	-
6.3.3: A national mechanism for safety of journalists established and functional. (Yes = 1, No = 0)	1	0	1	-
6.3.4: % of complaints cases received per year that have been effectively resolved by media self-regulatory body.	78.16	87.3	85	2

Overall rating of Performance of Output 6.3:

6.4: Public and private institutions in all sectors, particularly at the local level, are technically able to plan, budget, implement and report on service delivery for increased transparency and accountability. .

6.4.1: National strategy for local government capacity developed. (Yes = 1, No = 0)	0	1	1	2
6.4.2: Level of citizen satisfaction with service delivery in local administration.	72.9	71.3	80	1
6.4.3: Number of district-level officials with increased knowledge on planning and budgeting in 14 districts.	0	170	60	2
6.4.4: Number of child-focused budget briefs and analysis on child-sensitiveness of national budgets developed.	4	5	7	2

Overall rating of Performance of Output 6.4:

Overall rating of Performance of Outcome 6

#	Results	Results	Programming Principles				
			LNOB	GEWE	HRBA	ENCC	HDPN
	Outcome 1	**Inclusive Economy**	92% (green)	75% (green)	67% (yellow)	75% (green)	42% (red)
1	Output 1.1	Agricultural productivity	green	green	green	green	green
2	Output 1.2	Agriculture commercialization	green	green	green	yellow	red
3	Output 1.3	Trade and Industry	yellow	yellow	red	red	red
4	Output 1.4	Job creation & entrepreneurship	green	green	green	green	green
5	Output 1.5	Development financing	green	yellow	yellow	green	yellow
6	Output 1.6	Sustainable urbanisation	green	yellow	yellow	green	red
	Outcome 2	**ENR Management**	83% (green)	67% (yellow)	67% (yellow)	100% (green)	83% (green)
7	Output 2.1	ENR institutional capacity	yellow	yellow	yellow	green	yellow
8	Output 2.2	ENR management practices	green	green	green	green	green
9	Output 2.3	Disaster risk management	green	yellow	yellow	green	green
	Outcome 3	**Human capital development**	100% (green)	100% (green)	100% (green)	20% (red)	90% (green)
10	Output 3.1	Reproductive health services	green	green	green	red	green
11	Output 3.2	Infectious diseases prevention	green	green	green	red	green
12	Output 3.3	Health system strengthening	green	green	green	red	yellow
13	Output 3.4	Nutrition & food security	green	green	green	yellow	green
14	Output 3.5	Education	green	green	green	red	green
15	Output 3.6	WASH	green	green	green	green	green
	Outcome 4	**Resilience**	100% (green)	83% (green)	100% (green)	33% (red)	100% (green)
16	Output 4.1	Social Protection	green	green	green	yellow	green
17	Output 4.2	Violence prevention & protection	green	green	green	red	green
18	Output 4.3	Disaster preparedness/response	green	yellow	green	yellow	green
	Outcome 5	**GEWE, Justice Human rights**	100% (green)	83% (green)	100% (green)	50% (yellow)	83% (green)
19	Output 5.1	GEWE	green	green	green	yellow	yellow
20	Output 5.2	Justice & Human rights	green	green	green	green	green
21	Output 5.3	Unity, Peace & Security	green	yellow	green	red	green
	Outcome 6	**Accountable Governance**	100% (green)	88% (green)	100% (green)	50% (yellow)	100% (green)
22	Output 6.1	Data for development	green	green	green	green	green
23	Output 6.2	Democratic processes	green	green	green	green	green
24	Output 6.3	Access to information	green	green	green	yellow	yellow
25	Output 6.4	Accountability & service delivery	green	yellow	green	yellow	green

2 (green)	Satisfactory	>70 %
1 (yellow)	Moderately Satisfactory	50 - 70%
0 (red)	Unsatisfactory	<49%

	Name	Function	Organisation
1	Gualbert Gbehounou	Country Representative	FAO
2	Ahadu Tekle	Monitoring & Evaluation Officer	FAO
3	Josepha Mukamana	National Programme Manager	FAO
4	Jean D'arc M Mukamwiza		FAO
5	Joel Murenzi	Youth Empowerment Coordinator	Imbuto
6	Felicien Ngiruwonsanga	Project Manager	Imbuto
7	Valens Nsengimana	Field officer Nyaruguru District	INADES
8	Marie Von Kirchman	PSU Intern	IOM
9	Ivyne A Mabaso	Programme Support Officer	IOM
10	Emma Masabo	Programme Assistant	IOM
11	Ukuru Nogami	Monitoring & Evaluation Specialist	ITC
12	Gerald Mugabe	External resources mobilisation expert	MINECOFIN
13	Patient Ndizeye	SPIU Programme Manager	MYCULTURE
14	David Maseruka	SPIU Coordinator	NISR
15	Komi Gnondoli	Senior human rights advisor	OHCHR
16	Jean M Gashirabake	Human rights Assistant	OHCHR
17	Francis Musoni	National Coordinator	RDRC
18	Fatou Lo	Country Representative	UN Women
19	Emma Carine Uwantege	EVAWG Programme Specialist	UN Women
20	Janviere Mukantwali	Programme officer	UN Women
21	Dominique Kanobana	Technical Advisor	UN Women
22	Annie Hedlund	Programme Analyst	UN Women
23	Schadrack Dusabe	National Programme officer	UN Women
24	Denise Umwali wa Ngoga	Programme Officer	UN Women
25	Andrew Gasozi Ntwari	Community Support advisor	UNAIDS
26	Betru Woldesemayat	Country Representative	UNAIDS
27	Rodrigue Nze Eyoo	Strategic Information Advisor	UNAIDS
28	Roselyne Uwamahoro	Programme Coordinator	UNCDF
29	Deborah Gribaudo	Joint initiatives & Efficiency specialist	UNCRO
30	Gertie Steukers	Programme Analyst	UNDP
31	Liliane Akadata	Disability Inclusion & M&E Assistant	UNDP
32	Nicolas Schmid	Programme analyst sustainable growth unit	UNDP
33	Jean de Dieu Kayiranga	Programme Analyst	UNDP
34	Osten Chulu	Senior economic advisor	UNDP
35	Alexis Ndayisaba	National Programme coordinator	UNDP
36	Bernardin Uzayisaba	Programme Analyst	UNDP
37	Nadine Rugwe	Programme Specialist	UNDP
38	Emmanuel M Murinda	National Coordinator	UNDP
39	Evard Havugimana	Research Associate	UNDP
40	Jean D Ndacyayisenga	Programme Officer	UNECA
41	Jackline Ingabire	Programme Manager	UNECA

42	Racheal Nsubuga	Senior Trade Facilitation Officer	UNECA
43	Mama Keita	Director	UNECA
44	Sarah Mukandutiye	Operations Manager	UNFPA
45	Mark Bryan Schreiner	Country Representative	UNFPA
46	Mercy Mungai	Deputy Country Representative	UNFPA
47	Kathy Kantengwa	Assistant Representative	UNFPA
48	Vestine Mutarabayire	HIV/AIDS Prevention and Humanitarian Response Officer	UNFPA
49	Janvier Mudahera	Programme Assistant	UNHABITAT
50	Joel Kubelabo	Finance Manager	UNHCR
51	Rosemary		UNHCR
52	Noel Dukunzumuremyi	External relations	UNHCR
53	Jeanne Mumporeze		UNHCR
54	Ahmed Baba Fall	Country Representative	UNHCR
55	Sidra Anwar	Associate Protection Officer	UNHCR
56	Denis Mupenzi	Procurement Manager	UNICEF
57	Nathalie Hamoudi	Deputy Country Representative	UNICEF
58	Maki Robinson	Monitoring and Evaluation Head	UNICEF
59	Julianna Lindsey	Country Representative	UNICEF
60	Pascal Karemera	PM&E Specialist	UNICEF
61	Charlotte Taylor	Chief of social policy	UNICEF
62	Patricia Lim Ah ken	Chief of child protection	UNICEF
63	Vincent Gahamanyi	Social Policy Specialist	UNICEF
64	Fodé Ndiaye	UN Resident Coordinator	UNRCO
65	Sibylle Kamikazi	Data Management, Results Reporting Officer	UNRCO
66	Aimee Muziranenge	Partnership & Development Finance Officer	UNRCO
67	Maureen Twahirwa	Communications & Advocacy Officer	UNRCO
68	Eugene Uwimana	Information Management Officer	UNRCO
69	Leah Schmid	Monitoring and Evaluation Focal Point	UNRCO
70	Angela Zeleza	Economist & Development Coordination	UNRCO
71	Josephine M Ulimwengu	RCO Team Leader	UNRCP
72	Ammar Kawash	Head, small holder agricultural markets	WFP
73	Tiina Honkanen	Head of Resilience	WFP
74	Ahmareen Karim	Deputy Country Representative	WFP
75	John Bosco Murangira	RWEE National Coordinator	WFP
76	Edith Heines	Country Representative	WFP
77	Patrice Nzeyimana	Programme Policy officer	WFP
78	Oscar Nduwayo	Programme Associate	WFP
79	SeongheeSeonghee Choi	Programme Policy officer	WFP
80	Inka Himanen	Head of Programme	WFP
81	Takeshi Nomaguchi	Practice and management specialist	WHO
82	André Rusanganwa	National Programme Officer	WHO

UNDAP II Mid-term performance report

#	UNDAP II Results		SDG1	SDG2	SDG3	SDG4	SDG5	SDG6	SDG7	SDG8	SDG9	SDG10	SDG11	SDG12	SDG13	SDG14	SDG15	SDG16	SDG17
		Total	16	12	16	5	14	9	6	11	9	20	7	10	12	5	7	8	25
	Economic Transformation		9	7	6	2	5	5	5	7	7	5	5	8	9	4	5	1	9
	Outcome 1	**Inclusive Economy**	6	4	3	2	5	2	2	6	4	5	2	5	6	1	2	1	6
1	Output 1.1	Agricultural productivity	1	1	1		1			1		1		1	1				1
2	Output 1.2	Agriculture commercialization	1	1	1		1			1	1	1		1	1				1
3	Output 1.3	Trade and Industry	1	1			1			1	1	1		1	1				1
4	Output 1.4	Job creation & entrepreneurship	1			1	1			1	1	1			1				1
5	Output 1.5	Development financing	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
6	Output 1.6	Sustainable urbanization	1					1	1	1			1	1	1		1		1
	Outcome 2	**ENR Management**	3	3	3	0	0	3	3	1	3	0	3	3	3	3	3	0	3
7	Output 2.1	ENR institutional capacity	1	1	1			1	1	1	1		1	1	1	1	1		1
8	Output 2.2	ENR management practices	1	1	1			1	1		1		1	1	1	1	1		1
9	Output 2.3	Disaster risk management	1	1	1			1	1		1		1	1	1	1	1		1
	Social Transformation		4	3	8	1	4	2	0	2	0	9	1	1	2	0	1	0	9
	Outcome 3	**Human capital development**	2	1	5	1	2	1	0	1	0	6	1	1	1	0	0	0	6
10	Output 3.1	Reproductive health services			1		1					1							1
11	Output 3.2	Infectious diseases prevention			1							1							1
12	Output 3.3	Health system strengthening			1							1							1
13	Output 3.4	Nutrition & food security	1	1	1							1							1
14	Output 3.5	Education	1			1	1			1		1							1
15	Output 3.6	WASH			1			1				1	1	1	1				1
	Outcome 4	**Resilience**	2	2	3	0	2	1	0	1	0	3	0	0	1	0	1	0	3
16	Output 4.1	Social Protection	1	1	1		1			1		1							1
17	Output 4.2	Violence prevention & protection			1		1					1							1
18	Output 4.3	Disaster preparedness &response	1	1	1			1				1			1		1		1
	Transformational Governance		3	2	2	2	5	2	1	2	2	6	1	1	1	1	1	7	7
	Outcome 5	**GEWE, Justice Human rights**	1	0	0	0	2	0	0	1	1	2	0	0	0	0	0	3	3
19	Output 5.1	GEWE	1				1			1	1	1						1	1
20	Output 5.2	Justice & Human rights					1					1						1	1
21	Output 5.3	Unity, Peace & Security																1	1
	Outcome 6	**Accountable Governance**	2	2	2	2	3	2	1	1	1	4	1	1	1	1	1	4	4
22	Output 6.1	Data for development	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
23	Output 6.2	Democratic processes					1					1						1	1
24	Output 6.3	Access to information										1						1	1
25	Output 6.4	Accountability & service delivery	1	1	1	1	1	1				1						1	1

ANNEX 5: BOS II COMMON SERVICES SAVINGS

	Common Services	Cost Avoidance July (USD)	Total Cumulative Savings (USD)	Performance at Mid-term
		July 2018 - June 2023	July 2018 - June 2021	July 2018 - June 2021
1	**Common Administration Services**	313,303	-	-
1.1	Printing Services			
1.2	Insurance Services	26,684	-	-
1.3	Consumables Procurement	42,788	-	-
1.4	Heating, Ventilation and Cooling (HVAC) services	73,266	-	-
1.5	Stationary Procurement	56,934	-	-
1.6	Cleaning Services	40,603	-	-
1.7	Fire Equipment Maintenance Services	437,861	-	-
1.8	Transport Services (outsourced)	48,090	-	-
1.9	Vehicle maintenance	321,929	-	-
1.10	Conference and event management	67,337	-	-
1.11	Interpretation and translation services	1,446,909	-	-
1.12	Travel services	-	-	-
1.13	Courier Services (Excluding Diplomatic Pouch)	*2,875,704*	*-*	*-*
	Sub-total			
2	**Common Finance Services**	-	-	-
2.1	Financial Spot checks	21,156	-	-
2.2	HACT Audits	15,571	-	-
2.3	Micro-Assessment	4,747,519	1,956,385	41%
2.4	Foreign Exchange Platform	475,703	311,946	66%
2.5	Banking services and bank charges	*5,259,949*	*2,268,331*	43%
	Sub-total			-
3	**Common HR Services**	152,169	-	0%
3.1	Integrated web-based roster for consultants	-	-	-
3.2	Rate Harmonization	44,140	-	0%
3.3	Staff training services	*196,309*	*-*	-
	Sub-total			-
4	**Common IT services**	-	-	-
4.1	Common Knowledge platform	67,035	-	-
4.2	Mobile phone services including scratch cards	*67,035*	*-*	-
	Sub-total			-
5	**Common Logistics services**	41,589	-	-
5.1	Harmonized customs clearance (outsourced)	*41,589*	*-*	-
	Sub-total			-
6	**Common Procurement Services**	41,589	-	-
6.1	Central Database for Vendors	-	-	-
6.2	LTA for Fuel	-	-	-
6.3	Fiber Internet Services- LTA	*41,589*	*-*	-
	Sub-total	313,303	-	-
	Total	**8,482,175**	**2,268,331**	**27%**

ANNEX 6: UNDAP II FINANCIAL RESOURCES AND EXPENDITURES

July 2018 - June 2019			
Strategic Priorities	Budget (US$)	Available (US$)	Expenditure (US$)
Economic Transformation	39,166,940	28,930,885	16,041,451
Social Transformation	105,270,121	72,853,743	67,109,213
Transformational Governance	10,418,347	5,202,570	3,852,139
Total	154,855,408	106,987,198	87,002,803
July 2019 - June 2020			
Strategic Priorities	Budget (US$)	Available (US$)	Expenditure (US$)
Economic Transformation	27,753,813	17,989,129	14,040,702
Social Transformation	127,556,771	80,898,023	76,817,110
Transformational Governance	9,381,458	6,924,936	6,423,300
Total	164,692,042	105,812,088	97,281,112
July 2018 - June 2020			
Strategic Priorities	Budget (US$)	Available (US$)	Expenditure (US$)
Economic Transformation	66,920,753	46,920,014	30,082,153
Social Transformation	232,826,892	153,751,766	143,926,323
Transformational Governance	19,799,805	12,127,506	10,275,439
Total	319,547,450	212,799,286	184,283,915

UNDAP II Mid Term Performance Review and Production of United Nations Sustainable Development Cooperation Framework

A.   General Information

Application type:	Individual Consultant
Job Title:	UNDAP II Mid Term Performance Review (MTPR) and Facilitate the Elaboration of United Nations Sustainable Development Cooperation Framework (UNSDCF)
Duty station	Kigali, Rwanda
Type of contract:	Individual Consultant
Recruiting Office	UN Resident Coordinator's Office (UN RCO)
Expected starting date:	April 2021. Exact date to be agreed, following the selection process and signing of contract.
Duration	66 working days as agreed between the consultant and the UN RCO/UNDP - within the period of April to 30 September 2021

B. Background

General Assembly resolution 72/279 of the 31st May 2018, elevates the United Nations Development Assistance Framework now renamed the United Nations Sustainable Development Cooperation Framework (UNSDCF) as "the most important instrument for planning and implementation of the UN development activities at country level in support of implementation of the 2030 Agenda for Sustainable Development (2030 Agenda)". Given the ambition of the 2030 Agenda and the urgency of its timeline, the resolution represents a significant shift. The Cooperation Framework (CF) now guides the entire Programme cycle, driving planning, implementation, monitoring, reporting and evaluation of collective UN support for achieving the 2030 Agenda.

The CF is nationally owned, and anchored in national development priorities, the 2030 Agenda and the principles of the UN Charter. It outlines the UN development system's contributions sought by national stakeholders to reach the SDGs in an integrated manner, with a commitment to leave no one behind (LNOB), human rights and other international standards and obligations. Through the CF, the UN development system articulates the highest priority and most sustainable development choices for a country. It advises on pathways to maximize synergies across the goals and minimize the opportunity costs of leaving people behind. It goes beyond the previous notion of "implementing partners" to embrace all entities and individuals identified as critical to forging sustainable development solutions in line with UN values.

Based on the UN development system's policy expertise and its comparative advantages, its normative agenda, and its ability to leverage, influence and unlock a broad range of resources for development, the Cooperation Framework reflects: (a) the expectations national stakeholders have of the UN development system's contribution to national development; (b) a shared vision and strategic priorities of the UN, framed within the broader landscape of partners; (c) the strategic partners with whom the UN system will work in pursuit of development solutions; (d) how the UN system and its partners will contribute to accelerating progress towards the 2030 Agenda; and (e) the financial and non-financial commitments of the UN system and partners in the wider context of the financing required to reach the SDGs in the country. [20]

The CF is first and foremost a partnership with the Government. In this regard, the development, implementation, monitoring, evaluation and reporting are co-led by the Government and anchored in national development priorities and cycles. The CF is informed by Government prioritization, planning, implementation and reporting vis-à-vis the 2030 Agenda, including the preparation of evidence-based Voluntary National Reviews (VNRs) 2020, based on SDG indicators, the Common Country Analysis (CCA) 2021, the Universal Periodic Review (UPR), as well as the MTPR of the on-going United Nations Development Assistance Plan (UNDAP II) 2018-2023.

The ongoing UNDAP II was signed on 31st July 2018 with a budget of US$630 million with US$252 million available. the UNDAP II outlines how the UN support to the national development agenda is anchored to the National Strategy for Transformation (NST1 2017-2024), grounded on Rwanda vision 2020 and vision 2050, Agenda 2030 and the African Union Agenda 2063, and the East African Community Vision 2050. The UNDAP II is also informed by and responds to global and regional normative frameworks, such as

---

[20] Cooperation Framework Companion Package May 2020

gender and human rights. In fact, the UNDAP II is grounded on a 2017 Common Country Analysis (CCA), the UNDAP I achievements and three strategies: (1) gender; (2) human rights and (3) the humanitarian-development nexus. The integration of gender, human rights, leaving no one behind, conflict, environment and development/humanitarian/peace and security nexus is important throughout the UN activities, and should be reflected in plans and reports.

UN Rwanda has just completed a rigorous process of producing a CCA, which is an independent, impartial, integrated, forward looking, and evidence-based collective analysis of the country's situation. The process incorporated a wide stakeholder engagement through interviews aligned to the stakeholders´ mandate and collaboration with the UN. Six broad areas were interrogated: (i) Progress on SDGs, (ii) Gender Equality and Empowerment of Women, Leaving No One Behind and Human Rights, (iii) Impact of COVID-19, (iv) Environment and Climate Change, (v) Triple Nexus: peace, humanitarian and development, and (vi) Proposed areas of future collaboration and focus for the UN going forward. The CCA consultations involved 36 stakeholders/groups, 6 cooperatives, 6 individual interviews, 14 stakeholders from 2 refugee camps with a total of 148 stakeholders consulted in person or virtually. The CCA is produced at the time when the UNDAP II is at mid- point of implementation and needs to be aligned with the UN reforms.

Against this backdrop, the Rwanda UN Country Team (UNCT) is seeking the services of a consultant to conduct a MTPR of the UNDAP II, which, together with the findings and recommendations from the 2021 CCA, will serve to revise the UNDAP II to align it with the Cooperation Framework guideline, including by considering lessons learnt and emerging issues, including the unprecedented COVID-19 health and socio-economic crisis.

C. Objective of the consultancy

The objectives of this consultancy are twofold:

i.   An independent MTPR of the UNDAP II as per four of the five UN Evaluation Group - UNEG/Development Assistance Committee - DAC's evaluation criteria of relevance (to the national development agenda), effectiveness, efficiency and sustainability[21].
ii. Using the 2021 CCA and the UNDAP II MTPR (objective I above) findings and recommendations; support the revision of the UNDAP II to align with the new Cooperation Framework guidelines.

D. Institutional Arrangement

These various bodies will play the following roles in the MTPR and CF processes:

UN Steering Committee

The UN Steering Committee (SC) is responsible for providing strategic guidance and orientation on the Cooperation Framework and its implementation ensuring alignment to the national priorities. The UN Steering Committee is chaired by the Minister of MINECOFIN and co-chaired by the UN Resident Coordinator. The High-Level Steering Committee includes Sector Ministers, Development Partners, Private sector, Civil Society Organizations (CSOs), and UN agencies. The Resident Coordinator's Office (RCO) provides operational assistance for the functioning of the UN Steering Committee, in collaboration with MINECOFIN. The UN SC will review and approve the CF formulation, inception report and the full CF.

United Nations Country Team

The UNCT, under the leadership of the UN Resident Coordinator, provides the overall strategic oversight and guidance for the entire process of the MTPR and CF processes. The UNCT will guide the RCO and the Programme Management Team (PMT) with the conceptualization of the UNDAP II MTPR and the formulation of a revised CF, it will review/endorse the independent MTPR produced by the consultant with the overall day to day coordination of the RCO. UNCT members will oversee the quality of the revised CF process and outcome. In its role, the UNCT will be supported by the RCO, the Results Groups (RGs), the PMT, and the M&E technical Facilitation Team.

Programme Management Team (PMT)

The PMT, an inter-agency technical team composed of deputies of UN agencies/senior Programme officers and RCO, under the leadership of UNICEF Deputy Representative, will be responsible for the following MTPR and CF activities: participate at the kick-off meeting with the consultant to provide guidance on MTPR and CF revision processes; provide technical and analytical support in MTPR and CF processes and outcomes; provide quality assurance in terms of reviews, analytical support and recommendation on the draft products.

---

21 http://www.uneval.org/document/detail/1484

Result Groups (Leads) are responsible to coordinate the RG reporting process and provide support to agencies in the process. The RG leads/secretariats are supported by the Resident Coordinator's Office. For this assignment, the RGs will participate in strategic focus group discussions with the consultant to assess UNDAP II as per the UNEG/DAC criteria, validation of the MTPR report, review of the UNDAP II Theory of Change (ToC) to inform a revised ToC and Results Matrix for the revised CF and participate in the validation of the CF. Members of the following UNCT groups will also participate in RGs strategic discussions with the consultant: Gender technical Reference Group and Prevention of Sexual Exploitation and Abuse (PSEA), Resource Mobilization Task Team, Human Rights Task Team, Crisis Management Team, UN Communication Group, and Disability and Inclusion Task Team.

Monitoring and Evaluation Facilitation Task Team

The M & E Facilitation Task Team (M & E FTT) is an interagency policy advisory team comprising M & E experts of various agencies and RCO. It is led by the UNFPA Representative and supported by the FAO Representative. The M & E FTT will participate in the MTPR Focus Group Discussion; and are expected to validate the MTPR report, based on the UNDAP II Theory of Change and Results Matrix and formulate a revised ToC and results matrix as per the CF guideline and participate in the validation of the draft CF.

Operations Management Team

Under the supervision of the United Nations Country Team (UNCT), the Operations Management Team (OMT) brings together UN Agencies, Funds, Programmes and Specialised Agencies in Rwanda22. The OMT provides leadership on the implementation of a coordinated, efficient and effective common operational support agenda at the country level. The aim of the common operations agenda at country level is to ensure Programme delivery is supported in an effective and efficient possible way, ensuring high quality, timely operational support to participating UN Organizations. The means to achieve this is through a joint, common approach for a select range of operational support service where there is a clear business case to provide services as a group of UN Organizations, rather than providing these services as individual UN Organizations. OMT will participate in MTPR focus group discussions, validation of the MTPR report, formulation of the CF ToC, results matrix and validation of the CF.

The Office of the UN Resident Coordinator

The RCO will be responsible for the overall coordination and daily management of the UNDAP II MTPR and the CF process. The RCO will provide guidance, data and analytical support as well as quality assurance in consultation, coordination with, and overall strategic guidance of the UNCT. In addition, the RCO will provide support to ensure the consultation of all the aforementioned UNCT groups to the process. The responsibility of the RCO includes but is not limited to:

- Providing relevant background documentation required for comprehensive desk reviews.

- Providing lists of contacts in advance and additional ones upon request.

- Organizing focus group consultative meetings, briefing and debriefing sessions with the UNCT, UNCT groups, the RC, the Government counterparts and other national stakeholders; Development Partners, CSOs, the private sector, if/when needed.

- Providing of office/working space to the CF consultant during the assignment, if required. The consultant will however have to use his/her own computer/laptop.

- Coordinating the inclusive and comprehensive drafting of the MTPR and the CF.

- Facilitating provision of UNCT and other quality assurance bodies necessary inputs (reference document and written inputs, as required) to the process.

- Ensuring that all milestones along the MTPR Inception Report and CF Inception Report are met on time and securing effective engagement and participation of in-house UN experts and other relevant stakeholders throughout the MTPR and CF processes.

- Providing feedback and recommendations to the UNCT on progress, completion, and approval of the final MTPR and CF documents, for strategic guidance.

Within this framework, the consultant will implement the deliverables described in these Terms of Reference (ToRs), by reporting to the RCO on a regular basis and to the RC/UNCT when needed. The consultant will also work in close collaboration with relevant UN Agencies through the UNCT, and the Ministry of Finance (MINECOFIN) and other relevant ministries. S/he will also liaise with relevant Development Partners, Civil Society and the Private Sector, if necessary.

---

22 Hereafter, the term "UN Organizations" will be used in this document to refer to the UN Agencies, Funds, Programmes and Specialized Agencies

E. The Scope of Work

Under the overall leadership of the RC/UNCT and under the day-to-day guidance and direct supervision of the Strategic Planning and RCO Team Leader and the Economist in the Resident Coordinator´s Office, and upon contract effectiveness, the consultant will undertake the following Scope of Works (SOW), and as summarized in Table 1. The consultant may propose adjustments to the timing and schedule of deliverables outlined below, provided that this remains within the **66 working days** commencing April 2021 (date TBD) to 30th September 2021.

1. MTPR

i. **Kick off meeting** between the consultant and the RC, RCO, and PMT team a day after signing the contract. The purpose of the meeting is to review the detailed workplan, activities and clarification on the SOW. The meeting will take place in-country physically or in a virtual setting. The consultant is expected to make all necessary logistical arrangements.

ii. **Deliverable 1: Inception Report (IR) for the MTPR; 2 days after the kick-off meeting.** The IR will outline the consultant's detailed calendar of work, including schedule of activities and detailed tasks with starting and end dates, and a detailed methodology. The report should not exceed 20 pages without the annexes. The IR will be submitted to UNCT for review within 5 working days from receipt of the report.

iii. **MTPR Methodology**:

   a. **Desk review**[23]**:** Given the just completed rigorous CCA consultation process which produced a repository of data/reports, and the availability of results reports – UNDAP II and Joint Programmes annual results reports, the MTPR will undertake a comprehensive desk assessment of the UNDAP II strategic pillars. The period under review will cover the timeline June 2018 – December 2020. The following critical documents will be reviewed to assess the four evaluation criteria:

      ▪ **UN Rwanda documents** such as 2017 and 2021 CCA; UNDAP II (2018-2023), UNDAP II joint workplans and Annual reports 2018-2019 and 2019-2020; Joint Programmes Proposals and annual reports, UNCT 2021 planned results, the 2020 Universal Periodic Review (UPR), the 2019 Voluntary National Review (VNR) Report, UN Socio-economic Impact Assessment of COVID-19 in Rwanda (2020) and UN Joint Programme on Socio-economic response plan; UN Resource mobilization strategy; UN SDG local fund: UN-Info and IMS reports; Business Operations Strategy surveys and reports; Multi Partner Trust Funds Allocation Criteria; UN Steering Committee Meetings Minutes; UN agencies Strategic documents and annual reports; Development partner retreat (DPR) Report; The Great Lake Strategy; the Regional refugee response plans and other international reports including benchmarking Rwanda

      ▪ **UN Global Frameworks** - Transforming Our World: The 2030 Agenda for Sustainable Development and related SDGs; b) Sendai Framework for Disaster Risk Reduction; c) Addis Ababa Action Agenda on Financing for Development; d) Paris Agreement on Climate Change; e) World Humanitarian Summit; f) AU agenda 2063 g) Roadmap for accelerated implementation of the Vienna Plan of Action for Landlocked Developing Countries (LLDCs); h) New Urban Agenda; i) Youth Strategy; j) The Global Compact on Refugees; k) The global compact for migration; l) The Decade of Action; m) Beijing +25; and n) the UN Framework for the COVID-19 Global Response and reports.

      ▪ **Government documents** such as the NST1, the Rwanda Voluntary National Review (VNR), Universal Periodic Review (UPR), the Integrated National Financing Framework, National Economic Recovery Plan and Budgets; Various data produced, BNR reports; Outcome documents and recommendations from the 2021 Development Partners Retreat, Economic Recovery Plan (ERP); the Social Protection Response and Recovery Plan (SPRRP); Economic Recovery Fund (ERF) to financially support recovery efforts in key sectors; Rwanda FINSCOPE 2020, DHS 2020; Future drivers of growth; sector strategic documents; NDCs; Green growth and climate resilience strategy; Parliament public reports; Rwanda Governance Board reports.

      ▪ **Existing analytical reports** policies and strategies by development partners, NGOs, the private sector and research and academic institutions, among others.

   b. **Consultative Process for the MTPR:** facilitate Focus Group Discussions with (i) Results Groups members (including a sample of strategic partners and PMT members), (ii) Monitoring and Evaluation Facilitation Task Team, (iii) Joint Programme Participating UN Organizations (PUNOs) - a sample of 4 JPs. (iv) Operations Management Team (OMT) and (v) Members of the following UNCT groups: Gender Technical Reference Group and Prevention of Sexual Exploitation and Abuse (PSEA), Resource Mobilization Task Team, Human Rights Task Team, Crisis Management Team, UN Communication Group, and Disability and Inclusion Task Team; and the (vi) UNCT – (during the UNCT Retreat).

   c. **Analysis** and production of the draft MTPR report which should respond to the following:

---

[23] NB: The 2021 CCA is informed by an analysis of the listed documents in the ToR as per the CCA guideline, the second review will be guided by four out of the five evaluation criteria described above

- UNEG/DAC evaluation criteria:
  1. **Relevance**: Are the UNDAP II Objective/ rationale / logical framework: relevant to the achievement of NST1 and SDGs? is the UNDAP II results framework appropriate and of sufficient quality to assess performance? are the Joint Programmes (JPs) well designed and do they fit the UNDAP II framework and NST1? Are the Programme principles- Human Rights, Leave No One Behind, Gender Equality and Empowerment of Women mainstreamed in UNDAP II and JPs? Are the UNDAP II strategic pillars and outcomes still valid and relevant for the next 3-5 years?
  2. **Effectiveness**: How effective have the UNDAP II interventions and Joint Programmes been in terms of achieving the targeted results? To what extent have the UNDAP II and JP outcomes been achieved? What have been the (quantitative and qualitative) effects of the joint intervention? To what extent do the observed effects correspond to the UNDAP II outcomes? To what extent can these changes/effects be credited to the intervention? What factors influenced the achievements observed? To what extent did different factors influence the achievements observed?
  3. **Efficiency:** Were the UNDAP II outputs and outcomes achieved at the least cost? were the joint interventions implemented in the most efficient way compared to alternative ways? What are the efficiency gains from Business Operations Strategy (BOS) pillars and interventions?
  4. **Sustainability** - How sustainable are the UNDAP II results at the time of the MTPR?
- Identify factors that have affected UNCT's contribution, answering the question of why the performance is as it is and explaining the enabling factors and bottlenecks (learning).
- To the extent possible, assess how the outcomes of different joint interventions and JPs funded under UNDAP II can reasonably be attributed to or be associated with the UNDAP II. Capture both intended and unintended outcomes.
- Assess what works, what does not work and what can be improved in the revised UNDAP II/CF, including the cooperation within the UN and with all key stakeholders.

iv. **Deliverable 2 by 14th May 2021**: A draft MTPR report with preliminary findings to support UNCT retreat discussion:
- An assessment of UNDAP II performance along the 4 evaluation criteria (Relevance, Efficiency, Effectiveness, Sustainability)
- Implications of CCA findings and recommendations to UNDAP II MTPR findings – proposal for moving forward.
- What to keep, what to drop, what to add/gaps to be filled by the revised/updated Cooperation Framework as per MTPR, CCA findings and recommendations and the CF new guidelines. What are the 3-5 top priorities for the UNCT Rwanda for 2022 and beyond, in terms of substantial support to the implementation of the SDGs and the response and recovery to COVID-19?

v. **Deliverable 3:** Present Deliverable 2 at the UNCT Retreat scheduled to take place from 19th to 21st May 2021 to guide discussion and decision making and the UN Steering Committee by 31st May 2021.

vi. **Deliverable 4 by 4th June 2021**: Based on feedback received from the UNCT retreat, finalize the MTPR and submit to RCO.

2. Cooperation Framework

The priorities of the Cooperation Framework are directly derived from the national medium-term strategic priorities (NST1), which are aligned with the SDGs as well as regional and subregional development commitments; the CCA; the UNDAP II MTPR and other analytical products. In this context, since the current NST1 and UNDAP II are still valid - June 2024 and June 2023 respectively, the UNCT is envisaging to update the UNDAP II with findings and recommendations from the 2021 CCA and the MTPR and align it to the UN reform strategic framework – the Cooperation Framework and maintain the current timeline of UNDAP II or extend the timeline to that of the NST1.

The consultant is required to familiarize and follow through the Cooperation Framework companion package in carrying out this assignment. The first and background task required for this assignment is the visioning exercise. This will be consultative, collaborative and inclusive to ensure ownership of the process by the UN development system, the Government and all relevant stakeholders. This requires measures to ensure stakeholders are informed, consulted and can provide inputs, including through geographic outreach where necessary. A mix between "in person meetings" and online virtual consultations, should be considered to get a larger outreach and to ensure that the CF will not be disrupted by changes in the COVID-19 situation.

i. CF Methodology
(i) **Deliverable 5 CF Inception Report:** In consultation with the RCO and PMT, the consultant will draft the CF Inception Report which will be reviewed by the RC/UNCT and approved by the UN Steering Committee.

(ii) Building from the CCA and MTPR findings and recommendations, facilitate a participatory and inclusive look at the key elements needed to align the ongoing UNDAP II with the CF new guidelines through a prioritization process to inform the revision of the Cooperation Framework's Theory of Change and the results matrix. The prioritization process consists of three iterative steps: (1) Review challenges and opportunities identified in the CCA, MTPR and the UNCT Retreat. (2) Identify key catalytic development solutions to achieve the SDGs in Rwanda. (3) Narrow down to those development solutions that the UN is best placed to support, both through direct action and through leveraging other stakeholders.

(iii) **Deliverable 6 A revised CF Theory of Change and Results Framework:**
   a. Building from the UNDAP II Theory of Change, facilitate focus group discussions with UNCT groups, select Government Ministries and development partners, including the private sector and CSOs to translate the identified catalytic development solutions into pathways of change and maps the UN's contribution in each area. Outlining how the interaction and layout of events is expected to lead to desired SDG results and the role of different actors in the process.
   b. **Facilitate** translation of the Theory of Change into the Results Framework that addresses results and assumptions; and issues of setting and measuring performance and progress.

(iv) **Deliverable 7** Draft the full CF articulating strategic choices and commitments as per the CF companion guidance.

(v) **Deliverable 8 CF validation workshops**:
   a. Present the draft CF to the RGs, PMT, OMT and UNCT for review; and revise the document based on feedback.
   b. Facilitate CF validation discussion within the UN Steering Committee, Development Coordination Office (DCO) and key stakeholders as required.

(vi) **Deliverable 9 The Final Revised Cooperation Framework by 30 September 2021.** Based on feedback received from the validation workshops finalize and submit the final Cooperation Framework.

Specific deliverables by the consultant are summarized in the table below:

No.	Summary of Deliverables	# Working Days
	A. MTPR Review	
1.	**Deliverable 1**: Inception Report (IR) for the MTPR.	2
2.	**Deliverable 2 by 18 May 2021**: A draft MTPR report	18
3.	**Deliverable 3:** Present Deliverable 2 at the UNCT Retreat scheduled to take place from 19th to 21st May 2021 to guide discussion and decision making and the UN Steering Committee by 31st May 2021.	3
4.	**Deliverable 4 by 4th June 2021**: Based on feedback received from the UNCT retreat, finalize the MTPR and submit to RCO.	5
	B. Cooperation Framework	
5	**Deliverable 5 CF Inception Report:** In consultation with the RCO and PMT draft the CF Inception Report which will be approved by the UN Steering Committee.	2
6.	**Deliverable 6 A revised CF Theory of Change and Results Framework:** Informed by the CF companion package.	10
7.	**Deliverable 7** Draft the full CF articulating strategic choices and commitments as per the CF companion guidance.	15
8.	**Deliverable 8 CF validation workshops**: Facilitate validation workshops to validate the draft CF.	5
9.	**Deliverable 9 The Final Cooperation Framework** by 30 September 2021.	6

F. Management of Consultancy Service

This Consultancy will be administrated by the United Nations Development Programme (UNDP) Rwanda Country Office and all relevant UNDP rules, policies and procedures apply. Under the overall supervision of the Head of the RCO, the consultant selected will be responsible for preparation, implementation and administration of the assignment.

G. Competencies and Qualifications

Education:

- Master's degree in economics, evaluation, social sciences, public and/or business administration, management and other related fields.

Experience:

- At least 10 years of proven experience in writing analytical, evaluation reports and strategic planning documents.
- Knowledge of the global development agenda, including the Sustainable Development Goals, as well as of the national development priorities and the context of Rwanda.
- Knowledge of Human rights-based approach to Programming, LNOB principle, Gender, and Result-Based Management;
- Understanding of the principles of the UNDAP and UN activities in Rwanda or elsewhere;
- The knowledge of the UN reforms and the CF new guidelines.
- Previous experience in UN related analytical works and reporting including gender responsive reporting is an added advantage.

Language:

- Excellent written and oral English

Corporate competencies

- Demonstrates integrity by modeling the UN's values and ethical standards
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly

Functional competencies

- Leadership: Capacity to engage with a wide audience of diverse background.
- Technical Skills: Extensive experience in analytical work and production of analytical papers/reports.
- Communication: Excellent skills written and oral fluency in English.
- Teamwork: Ability to establish and maintain good working relations with colleagues in multi-cultural environment and to respond positively to critical feedback and differing points of view.
- Client-oriented: Focuses on result for the client and has the ability to handle a large volume of work possibly under time constraints.

H. Selection Criteria

Upon the advertisement of the Procurement Notice, qualified individual consultants are expected to submit both the Technical and Financial Proposals. Accordingly, individual consultants will be evaluated based on Cumulative Analysis as per the following scenario:

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

In this regard, the respective weights of the proposals are:

a. Technical criteria weight is 70%

b. Financial criteria weight is 30%

Below is the breakdown of scores for the technical proposal on 100% basis, which will be brought to 70%:

Criteria	Weight	Max. Point
Master's degree in economics, evaluation, social sciences, public and/or business administration, management and other related fields.	10 %	10
At least 10 years of proven experience in writing analytical, evaluation reports and strategic planning documents.	30%	30
Knowledge on the global development agenda, including the Sustainable Development Goals, as well as on the national development priorities and the context of Rwanda.	20%	20
Knowledge of Human rights-based approach to Programming, LNOB principle, Gender, and Result-Based Management	20%	20

Understanding of the principles of the UNDAP and UN activities in Rwanda or elsewhere; Previous experience in UN related reporting including gender responsive reporting is an advantage.	20%	20
TOTAL	100%	100

I. Payment Milestones and Authority

Each applicant will indicate the cost of services for each deliverable in US dollars in the proposal. The Consultant will be paid based on the effective UN exchange rate (where applicable), and only after the head of the RCO or the designated officers approve over the completion of each deliverable. The Consultant will be paid in accordance with UNDP rules, the amount paid should be considered inclusive of all associated costs including travel, communications, social security, pension and income tax.

Each applicant will indicate the cost of services for each deliverable in US dollars in the proposal. The Consultant will be paid only after approval by the RCO of the completion of each deliverable. The Consultant will be paid in accordance with UNDP rules, the amount paid should be considered inclusive of all associated costs including travel communications, social security, pension and income tax.

The consultant shall be paid the consultancy fee upon completion of the following milestones.

- o 5% after the submission and acceptance of Deliverable 1 (the MTPR Inception Report.)
- o 20% after the completion of Deliverable 3 (presentation of the draft MTPR to UNCT and UN Steering Committee.
- o 25% after the submission and acceptance of the final deliverable 4 (the final MTPR report).
- o 10% after the submission and acceptance of Deliverable 5 (CF Inception Report.)
- o 15% after the completion of Deliverable 6 (Theory of change).
- o 25% after the submission and acceptance of the final deliverable 9 (The final Cooperation framework).

J. Recommended Presentation of Proposal

For purposes of generating proposals whose contents are uniformly presented, the proposal document must have at least the following content and it shall follow its sequencing:

- ▪ Personal CV or P11, indicating all experience from similar consultancies/projects
- ▪ Letter of Motivation
- ▪ Implementation Timelines
- ▪ At least three (3) professional references
- ▪ A financial proposal that indicates all-inclusive costs including travel, communications, social security, pension and income tax.
- ▪ Duly Signed Offer Letter to UNDP Confirming Interest and Availability (use the template hereto)

K. DISCLAIMER

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process. Any Proposal submitted will be regarded as an offer by the Proposer and does not constitute or imply the acceptance of any Proposal by UNDP. UNDP is under no obligation to award a contract to any Proposer as a result of this Terms of Reference.

APPROVAL

This TOR is approved by:

Signature

Name and Designation: **Fodé Ndiaye**

UN Resident Coordinator

Date of Signing……………………………

ANNEX 8: DOCUMENTS REVIEWED

[1] UN Rwanda Resource Mobilisation Strategy 2020 – 2023, UN Rwanda 2021

[1] Annual Report 2020, Documenting Rwanda's Resilience to COVID-19, Rwanda Development Board, 2021

[1] Gross National Accounts (First Quarter 2021), National Institute of Statistics, June 2021

[1] Labour Force Survey, Annual Report 2020, National Institute of Statistics, March 2021

[1] Results Oriented Annual Report – RWA 2020, UNDP, 2021

[1] UNW, Understanding the extent of sexual harassment and other forms of VAWG in Unilever Tea Rwanda's catchment area, 2020

[1] Global Gender Gap Report 2021, World Economic Forum, March 2021

[1] Rwanda Governance Scorecard 7th Edition, Rwanda Governance Board, 2020

[1] COVID-19 Rapid Gender Assessment, Ministry of Gender and Family Promotion, 2020

[1] UN Women, WFP, FAO, IFAD. "RWEE Programme Document." Multi-Partner Trust Fund: Online

[1] National Strategy for Transformation (NST 1) 2017 – 2024, Government of Rwanda, 2018

[1] United Nations Rwanda. Financing-Partnership Strategy and Investment Plan for UNDAP II

[13] UNDAP II Annual Report July 2018 -June 2019, UN Rwanda, 2019

[14] UNDAP II Annual Report July 2019 -June 2020, UN Rwanda, 2020

[15] 2019 Rwanda Voluntary National Review (VNR) Report, Government of Rwanda, June 2019

[16] Revised National Gender Policy, MIGERPOF, February 2021

[17] United Nations Development Assistance Plan (UNDAP) July 2018 – June 2023, July 2018

[18] Rwanda Common Country Analysis, UN Rwanda, March 2021

[19] Business Operation Strategy, UN Rwanda, 2019

UNDAP II Mid-term performance report

UNITED NATIONS
RWANDA

CONTACTS www.rwanda.un.org

@UNRwanda