

2024 UN ANNUAL RESULTS REPORT

Rwanda





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FOREWORD

As we reflect on 2024, Rwanda's journey of resilience, innovation, and inclusive development stands as a testament to its unwavering commitment to transformation. Despite global uncertainties and regional challenges, the country has continued to push forward, registering economic growth, strengthening governance structures, and enhancing social services to ensure that no one is left behind. The United Nations in Rwanda has remained steadfast in its partnership, aligning efforts with national priorities to advance sustainable development and human dignity.

This year, we witnessed significant milestones that define Rwanda's trajectory. One of the key highlights of 2024 was the smooth and peaceful Parliamentary and Presidential elections, demonstrating Rwanda's strong commitment to democracy, governance, and national stability.

Additionally, the launch of the 2nd National Strategy for Transformation (NST2, 2024-2029) set an ambitious path toward economic progress, human capital development, and efficient service delivery. The United Nations contributed to shaping NST2 through three catalytic papers focused on Resilience; Poverty Reduction; Private Sector Development and Youth Employment.

For the UN Country Team (UNCT), 2024 was a year of fruitful deliberations on the new Cooperation Framework (2025-2029), which aligns with NST2 and serves as a strategic blueprint to drive progress under the three pillars of Economic Transformation, Social Transformation, and Transformational Governance.

However, the year was not without challenges. In August, the country faced an mpox outbreak, followed by the Marburg Virus Disease (MVD) outbreak in September, which was successfully contained and declared over on December 20, 2024, after 42 consecutive days without new cases, in accordance with WHO guidelines.

UN Rwanda, in close collaboration with the Government and Development Partners, played a pivotal role in the rapid containment of these outbreaks, marking one of the key milestones of the year.

Challenges also ranged from public health emergencies to the impacts of climate change. The UN played a crucial role in mitigating these crises, supporting disaster preparedness, strengthening the healthcare system, and promoting climate-smart agriculture to enhance resilience among communities. Additionally, through multi-sectoral collaborations, we worked to improve economic inclusion for vulnerable populations, particularly women, refugees, and small-scale entrepreneurs.

One of the defining aspects of our partnership with Rwanda has been the ability to innovate and adapt. The adoption of digital solutions, expansion of sustainable financing models, and integration of data-driven decision-making have strengthened development outcomes.

This report is not just a reflection of past achievements but a reaffirmation of our shared aspirations. As we move forward, our focus remains on deepening partnerships, jointly mobilizing resources to finance development programs at scale and at an upstream level and accelerating the achievement of the Sustainable Development Goals (SDGs). Rwanda's progress is a powerful reminder that transformation is possible when vision, leadership, and collaboration converge.

I extend my deepest gratitude to the Government of Rwanda, Development Partners, Civil Society, the Private Sector, and the People of Rwanda for their unwavering commitment to sustainable development. Let us continue this journey together, ensuring that every effort we make today builds a prosperous, inclusive, and resilient future for all.

Enjoy the read!



Ozonnia Ojielo
The UN Resident Coordinator in Rwanda





KEY DEVELOPMENT PARTNERS OF THE UN DEVELOPMENT SYSTEM IN THE COUNTRY



KEY DEVELOPMENTS

IN THE COUNTRY AND REGIONAL CONTEXT



8.9%

GDP GROWTH

(up from 8.2% in 2023)¹



4.8%

AVERAGE INFLATION

(14% in 2023)²



17.4%

FOOD INSECURITY

(declined from 20.6% in 2021)

Rwanda sustained strong momentum in 2024, with solid GDP growth and improved food security reflecting broader economic resilience. Public health faced pressure from Mpox and Marburg outbreaks, revealing gaps in emergency preparedness. However, swift Government action, supported by the UN, underscored a firm commitment to crisis response. Rwanda held synchronized presidential and parliamentary elections on July 14-16, 2024, both in the country and among the diaspora. President Paul Kagame won by a landslide, securing 99.15% of the vote. The UN played a key role in ensuring peaceful, credible elections through observer support and journalist training. The 30th Kwibuka Commemoration marked continued national progress in unity and reconciliation efforts since the 1994 genocide against the Tutsi – with the UN Resident Coordinator fostering trust and deepening the UN's engagement in support of Rwanda's national development priorities.

The country made key strides in regional cooperation. Hosting the 56th Ministerial Meeting of the UN Standing Advisory Committee on Security Questions in Central Africa (UNSAC), Rwanda reaffirmed its leadership in peace and stability. Talks addressed migration, climate change, and counter-trafficking, with Rwanda advancing solutions aligned with national priorities. The launch of a visa-free policy for African citizens and support for the African Continental Free Trade Agreement (AfCFTA) reflected Rwanda's broader commitment to integration and economic empowerment. Collaboration with the Office of the Special Envoy for the Great Lakes and development partners further emphasized economic cooperation as a foundation for political stability.

The UN played a critical convening role, driving collaboration among government, civil society, and private sector actors. Initiatives like the Rusizi II One-Stop Border Post streamlined trade and supported women traders. Refugee integration into national education and health systems reflected the UN's commitment to inclusion. Investment in data systems like CRVS proved essential for SDG tracking. Youth empowerment and gender-sensitive programs showed high impact, especially when backed by mentorship and sustained funding.

Nonetheless, funding gaps limited the reach of social protection and refugee support programs. While refugee integration into national systems improved, limited livelihood options highlighted the need for greater investment in vocational training and economic inclusion. In agriculture, low productivity and high post-harvest losses remained pressing challenges, compounded by slow uptake of regenerative practices.

Key lessons from the year emphasized the value of innovation, inclusive approaches, and strong governance. In this regard, the UN Rwanda partnership evolved to meet shifting needs through the 2025–2029 UN Sustainable Development Cooperation Framework (UNSDCF 2025–2029), aligned with the NST2. The Cooperation Framework focuses on three strategic priorities: Economic Transformation, Social Transformation, and Transformational Governance. These priorities emphasize the need for a diversified and resilient economy, the empowerment of human capital through accessible and high-quality social services, and the strengthening of governance systems that are transparent, accountable, and inclusive. Looking ahead, the UNSDCF stands as a joint commitment to inclusive growth, resilient communities, and achieving the SDGs for all Rwandans.

¹ NISR, GDP National Accounts, 2024
² NISR, Consumer Price Index (CPI) - December 2024



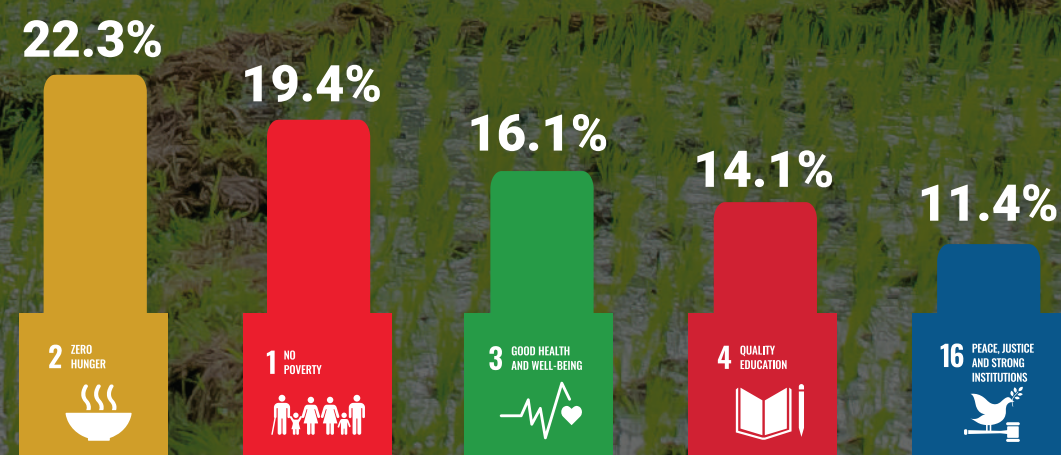
UN DEVELOPMENT SYSTEM SUPPORT

TO NATIONAL DEVELOPMENT PRIORITIES
THROUGH THE COOPERATION FRAMEWORK

TOP 5 SDGs BY THE SHARE OF JOINT
INITIATIVES IN THE AJWPs FROM 2018-2024³:



TOP 5 SDGs BY SHARE OF RESOURCES
MOBILIZED AND LEVERAGED FROM 2018-2024⁴ :












³ UN INFO, 2025
⁴ UN INFO, 2025



2.1 OVERVIEW OF COOPERATION FRAMEWORK RESULTS

Overview of Key Results of the United Nations Sustainable Development Cooperation Framework (2018-2024) and National Priorities

NATIONAL DEVELOPMENT PRIORITIES – NATIONAL STRATEGY FOR TRANSFORMATION 1 (NST1)	AGENDA 2030	STRATEGIC PILLAR – UNITED NATIONS SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK (2018-2024)	OUTCOMES – UNITED NATIONS SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK (2018-2024)	KEY RELATED SDGs	CONTRIBUTING AGENCIES
Economic Transformation: Accelerate inclusive economic growth and development founded on the Private Sector, knowledge and Rwanda's Natural Resource.		Economic Transformation Pillar: By 2024, people in Rwanda enjoy an improved quality of life sustained by a modern economy that is globally competitive, knowledge-based and environmentally sustainable	OUTCOME 1: By 2024, people in Rwanda benefit from more inclusive, competitive, and sustainable economic growth that generates decent work and promotes quality livelihoods for all		UNDP, FAO, UNHCR, UN-HABITAT, UNECA, WFP, IFAD, ITC, UN WOMEN, IOM, UNIDO, UNEP, UNCDF, UNESCO, UNFPA, ILO, UNHCR
			OUTCOME 2: By 2024, Rwandan institutions and communities are more equitably, productively, and sustainably managing natural resources and addressing climate change and natural disasters		
Social Transformation: Develop Rwandans into a capable and skilled people with quality standards of living and a stable and secure society		Social Transformation: By 2024 Rwanda's human capital development is enhanced to harness its demographic dividend and achieve a high standard of life	OUTCOME 3: By 2024, people in Rwanda, particularly the most vulnerable, enjoy increased and equitable access to quality education, health, nutrition and Water, Sanitation, and Hygiene (WASH) Services		UNICEF, UNESCO, UNHCR, UNFPA, WHO, WFP, IOM, UNAIDS, FAO
			OUTCOME 4: By 2024, people in Rwanda, particularly the most vulnerable, have increased resilience to both natural and man-made shocks and live a life free from all forms of violence and discrimination		
Transformation Governance: Consolidate good Governance and Justice as, building blocks for equitable and sustainable National Development.		Transformational Governance: By 2024, people in Rwanda live safe dignified lives in a country governed by rule of law, gender responsive accountable governance and inclusive participation	OUTCOME 5: By 2024, people in Rwanda benefit from enhanced gender equality, justice, human rights, peace, and security		UNDP, UN WOMEN, IOM, UNICEF, OHCHR, UNESCO, UNHCR
			OUTCOME 6: By 2024, 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		





We cannot achieve sustainable development and make the planet better for all if half of humanity is left behind

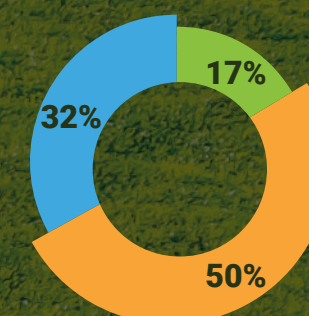
António Guterres
Secretary-General of the United Nations



THE UN'S CONTRIBUTION TOWARDS GENDER EQUALITY, WOMEN'S EMPOWERMENT AND HUMAN RIGHTS

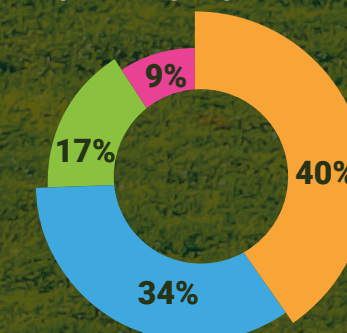
The charts below provide a comprehensive breakdown of the UN's strategic alignment with gender equality and human rights objectives. Among the 67 sub-outputs in the AJWP 2023/2024, 50% position gender equality/women's empowerment as a principal objective, while 32% regard it as a significant objective. In terms of human rights, 40% of sub-outputs prioritize human rights as their primary objective, 34% contribute significantly, and nearly 9% do not focus on advancing human rights. This analysis underscores the UN's substantial commitment to both gender equality and human rights. It also reveals a varied approach, with differing degrees of integration and emphasis across different agencies, funds, and programs, highlighting areas for further alignment and strategic enhancement in future initiatives.

GENDER EQUALITY MARKER⁵



- Marker 0:** Not expected to contribute to gender equality/women's empowerment
- Marker 1:** Contributes to gender equality/women's empowerment in a limited way
- Marker 2:** Gender equality/women's empowerment is a significant objective
- Marker 3:** Gender equality/women's empowerment is a principal objective

HUMAN RIGHTS MARKER⁶



- Marker 0:** Not expected to contribute to realization of human rights
- Marker 1:** Limited contribution to realization of human rights
- Marker 2:** Significant contribution to realization of human rights
- Marker 3:** Principal contribution to the realization of human rights





Contributing Agencies

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

KEY RELATED SDGs



Decent work is not just about having a job—it's about dignity, fairness, and equality.

Guy Ryder
Former ILO Director-General



ENHANCING ECONOMIC INCLUSION AND GENDER EQUALITY

The UN Development System in Rwanda played a pivotal role in advancing financial inclusion and economic resilience across Kirehe, Ngoma, Nyaruguru, Gisagara, and Nyamasheke, enabling communities to access financial services and generate sustainable income. UN backed programs supported 3,190 entrepreneurs with technical and financial assistance, while 250 vulnerable youth were placed in private sector apprenticeships, bridging employment gaps and strengthening workforce readiness.

To promote gender equality, the UN facilitated entrepreneurship training for 659 individuals (579 women, 80 men), equipping them with business skills, market linkages, and financial management expertise. Additionally, 100 women received specialized training on Rwanda's tax regulations, enhancing business compliance and economic participation. The UN also strengthened institutional gender mainstreaming by implementing the Women's Empowerment Principles (WEPs) and Gender Equality Seal (GES) Certification, fostering gender-responsive workplaces across 54 institutions. In collaboration with the Rwanda Standards Board (RSB), a national Gender Equality Standard was developed to institutionalize gender-inclusive practices and expand opportunities for women in the workforce.

2.2 COOPERATION FRAMEWORK PRIORITIES, OUTCOMES AND OUTPUTS

OUTCOME 1



98,031

SMALLHOLDER FARMERS

in target areas with access to improved agricultural inputs and technologies (in 2018: 10,648)



18

INSTITUTIONS

received Gold Seal Certification on Gender Equality Seal



44,330

JOBS

created (57% for Men, 43% for Women) through Youth Connekt since 2018

STRENGTHENING YOUTH EMPLOYMENT AND INNOVATION

Through strategic partnerships with the European Union and the Ministry of Youth and Arts, the UN reinforced Rwanda's Technical and Vocational Education and Training (TVET) sector by leveraging diaspora expertise to enhance education quality and align skills with global industry standards. Skilled diaspora professionals provided training to faculty at eight Integrated Polytechnic Regional Colleges (IPRCs), ensuring that youth are better equipped for emerging job markets.

The UN also bolstered youth leadership and civic engagement by supporting the African Youth and Adolescents Network (AfriYAN). Financial and technical support enabled 23 youth-led organizations to enhance their capacity, develop strategic plans, and advocate for key issues affecting young people. A major milestone in fostering youth innovation was the Young Innovators Competition, which awarded \$182,000 in grants to top student entrepreneurs, providing critical support for scaling businesses and driving job creation. These initiatives strengthened Rwanda's skills ecosystem, empowering youth to become active contributors to the economy.

ADVANCING SUSTAINABLE AGRICULTURE AND CLIMATE RESILIENCE

The UN contributed to the development of Rwanda's Fifth Strategic Plan for Agriculture Transformation (PSTA5) 2024–2029, a comprehensive roadmap for building resilient and sustainable agri-food systems. The plan prioritizes productivity growth, food security, climate-smart agriculture, and agricultural research and innovation, ensuring inclusive economic development.



UN supported programs enhanced agricultural productivity and market access across 28 districts, particularly benefiting women and youth. Under the Farm to Market Alliance (FtMA), 400 cooperatives received training in sustainable farming, financial management, and governance, resulting in the production of 90,000 MT of marketable surplus over six years. The establishment of 1,000 Farmer Service Centers (FSCs) introduced sustainable business models that positioned youth as micro-agripreneurs, connecting them with financial institutions, exporters, and crop insurance providers. Additionally, a \$1.5 million concessional loan facility reduced lending risks, fostering youth-led agribusiness ventures and creating employment opportunities along the value chain.

Through the UN Joint Program on Rural Women’s Economic Empowerment (JP-RWEE), targeted investments in irrigation infrastructure and agricultural inputs directly benefited 9,100 individuals—80% of whom are women—bolstering rural livelihoods and resilience. To combat climate challenges, the UN supported climate-smart agriculture, training 2,937 smallholder farmers (2,169 women, 768 men) in sustainable land management, pest control, and irrigation techniques via Farmer Field and Life Schools (FFLS). Additionally, 98,031 farmers (43,168 women, 54,863 men) accessed essential agricultural inputs, including fruit trees, improved seeds, fertilizers, and solar-powered irrigation systems, enhancing productivity and climate resilience.

CREATING JOBS, CHANGING LIVES:
THE POWER OF ENTREPRENEURSHIP



Iribagiza Nakabonye serving customers in her shop at Kiziba refugee camp. ©UNHCR/Eric Didier Karinganire



I’m really happy that I can now provide for my family and send my children to school thanks to my business.

Step into Kiziba refugee camp that hosts Congolese refugees in western Rwanda, and you will quickly hear about Iribagiza Nakabonye. Not because her restaurant is famous, but her real magic lies in being a role model for self-reliance — she is a living example of how displaced people can thrive even in the scarcity of humanitarian assistance.

“I’m really happy that I can now provide for my family and send my children to school thanks to my business,” she says.

The mother of eight works together with other four refugee women at the restaurant which is a subsidiary of ‘Best Future Women Company’, a business they established in 2019. The restaurant serves residents of the camp, provides outside food catering, and supplies meals for events taking place in the camp.

Iribagiza mentions that the company distributes dividends to its shareholders quarterly. In addition to covering her family’s needs, she also uses a portion of her profit to reinvest into other income-generating activities. For instance, this year, she was able to purchase a small house worth Rwf 13 million on the outskirts of Kigali.

“Even though the house is small, the fact that I was able to acquire a property near the city has boosted my confidence that if I keep working hard, I will achieve even much more,” she says.

Yet, Iribagiza’s success was not immediate. Her family had to go through harsh situations in the camp before deciding to take advantage of available opportunities so that she could stand on her own feet.

In 1996, after fleeing the DRC and seeking refuge in Rwanda, Iribagiza’s family started from scratch. Initially, they relied on humanitarian assistance but growing up as a teenager amidst the struggles, Iribagiza decided to forge her path with only one thousand Rwandan francs.

Her first venture involved the trading of cassava flour, laying a foundation for what would grow into a larger economically independent enterprise in the camp. Iribagiza explains how at first, she used her meager profits to support her family to improve their diet.

As her small business gained momentum, Iribagiza shifted to a marketplace within the camp. She diversified her food commodities to add vegetables and tomatoes to her stall. The modest income earned not only sustained her family but also expanded the horizons of her aspirations.

The turning point arrived when a Community Centre was built in the camp. Recognizing an opportunity, Iribagiza seized the moment to mobilize other four refugee women so that they could join efforts to open a restaurant. They raised one million Rwandan francs as a starting capital, including a grant from Caritas. Since then, investments have increased to over Rwf 10 million.

“We often win tenders for supplying food and can cook for 500 people a day,” she says. “We have 6 permanent employees which means we are also contributing to the reduction of unemployment in Kiziba camp.”

Iribagiza also says that her company pays taxes which contribute to the development of the host country.



©UNDP Rwanda/Constantin Uwase



Contributing Agencies

UNDP, UN-HABITAT, UNEP, UNIDO, FAO, UNHCR, WFP, IOM

KEY RELATED SDGs



We do not inherit the Earth from our ancestors; we borrow it from our children.

Native American Proverb



BUILDING INSTITUTIONAL CAPACITY FOR ENVIRONMENTAL MANAGEMENT

The UN in partnership with the Government's relevant ministries and agencies, reinforced institutional capacity for environmental and natural resource management, ensuring long-term sustainability and resilience. Key achievements include the development of a biodiversity impact assessment checklist, which integrates environmental safeguards into Government and district-level projects, and the implementation of IremboPay, an electronic system that enhances transparency in managing environmental fees and fines.

⁷ Measuring UN contributions towards the SDGs

OUTCOME 2



1,236
PEOPLE

benefitted from clean, affordable and sustainable energy services⁷



2,135
INDIVIDUALS

empowered on managing hazardous waste



93%
REFUGEES

are accessing banking services through the IGNITE Food System Challenge

To align Rwanda's Rural Settlement Programme with climate resilience, the UN and the Government of Rwanda adopted a landscape and ecosystem-based approach, leading to the development of a climate-proofing model for resilient settlements. This resulted in:

- ▶ The renovation and climate-proofing of 72 houses for vulnerable households.
- ▶ The installation of 179 rainwater harvesting tanks, ensuring reliable water access amid erratic rainfall.
- ▶ Restoration of 2,405 hectares through terracing, reforestation, riverbank protection, and woodlot creation.
- ▶ Livestock distribution to 1,022 households, improving soil fertility and promoting organic farming practices.

PROMOTING CLIMATE-RESILIENT AGRICULTURE AND HAZARDOUS WASTE MANAGEMENT

To strengthen climate resilience and sustainable livelihoods, the UN and Rwanda's Ministry of Agriculture introduced hydroponic fodder production for households and 216 Milk Collection Center members, doubling milk production and enhancing biogas manure quality, supporting the government's zero-grazing policy. Additionally, the UN advanced hazardous waste management, engaging priority industries and waste-collecting companies to safely dispose of 1,210.35 metric tons of hazardous waste. This initiative has mitigated environmental risks, protected communities, and reinforced Rwanda's commitment to sustainable waste management and pollution control.

FOSTERING INCLUSIVE ECONOMIC GROWTH FOR REFUGEES

The UN continues to promote economic inclusion for refugee communities through initiatives such as the IGNITE Food Systems Challenge, which supports high-potential start-ups and agri-preneurs in creating sustainable food solutions. Recognizing that refugees account for 1% of cooperative memberships, the UN is prioritizing social inclusion, governance training, and capacity building to increase participation. By 2024, 9% of refugees reported increased family incomes, a significant rise from 5.36% in 2023, due to business skills training, employment opportunities, and improved financial access. Furthermore, \$10 million in investments from development partners have enhanced livelihood programs, with 43% of refugees and asylum seekers now accessing basic electricity for lighting, phone charging, and mobile money services. These interventions contribute to economic empowerment and self-reliance, ensuring that no one is left behind.



DRIVING GLOBAL CLIMATE ACTION AND YOUTH ENGAGEMENT

At COP28, Rwanda, with UN support, launched its first National Carbon Market Framework, positioning the country as a leader in carbon neutrality by 2050. This Framework establishes rules for carbon credit trading, incentivizing businesses to invest in clean technologies and sustainable practices. Rwanda’s participation in global carbon markets enhances transparency and trust, reinforcing climate action at both national and international levels.

Youth engagement remains a central pillar of Rwanda’s climate strategy. At COP29, young delegates represented one-third of the national delegation, with 23 youth leaders actively participating in negotiations on climate finance, agriculture, energy, and infrastructure. Their involvement ensures that the voices of future generations shape global climate discussions. The development of Rwanda’s NDC 3.0 reflects this commitment to youth-led climate action. Through inclusive consultations, young men and women have played a key role in shaping national climate targets for 2025–2030. Their innovations in emission reduction, such as transforming solid waste into construction materials like pavement blocks and tiles, are scaling practical climate solutions while contributing to economic development.

GREEN AMAYAGA RESTORING RWANDA’S LANDSCAPES AND EMPOWERING COMMUNITIES



Mwongereza Jean Bosco touring his fruit tree farm, planted under the Amayaga Joint Project.
©UNDP/Alice Kayibanda

“

The trees also revived the local agriculture sector. According to Mwongereza, "Before, I could harvest 15 tonnes of potatoes per hectare, but now, I can harvest 25 tonnes."

For Mwongereza Jean Bosco, a 59-year-old father of eight, the hills surrounding his home used to be a bare landscape. The natural vegetation was completely depleted due to excessive tree-cutting for charcoal and firewood.

The deforestation that occurred in his district, Nyanza, in the southern province of Rwanda, caused the soil to degrade and erode. It is a widespread problem – Rwanda’s protected areas have lost around 50 percent of their original surface area over the last 40 years.

But now once bare and eroded, the hillsides today thrive with new life, thanks to the Green Amayaga Joint Project. This initiative, led by Rwanda’s Environment Management Authority (REMA) and supported by the Global Environment Facility and UNDP, curbs deforestation and soil degradation.

The project has planted over a million trees, including forest, agroforestry, and fruit trees, across 3,470 hectares. For farmers such as Mwongereza Jean Bosco, the impact has been life-changing.

"I used to harvest 15 tonnes of potatoes per hectare, but now, I can harvest over 25 tonnes," Jean Bosco shares.

Cedrela serrata and Grevillea robusta trees were planted on terraces with deep root systems that help anchor to the soil and prevent erosion of the hillsides.

The trees help fortify the soil and land around the villages. Mwongereza attributes his increased yields to the progressive terraces and reduced erosion – thanks to the trees.

As part of a large-scale effort to prevent deforestation, eco-friendly stoves have been also provided to 17,900 households, of which almost 40 percent are headed by women. The stoves have dramatically reduced firewood consumption and cut cooking times in half.

For Scovia Muhawenimana and her family, having an eco-friendly wood stove has proven transformative. *"Gone are the days when 10,000 pieces of firewood dwindled weekly in our kitchen. Now, less than half that is needed, and the meals cook quicker and taste fresher,"* says Scovia.

In Rwanda, almost all (about 97 percent of households in rural areas and 83 percent in urban areas) rely on firewood and charcoal for cooking. The burden of finding firewood and cooking falls mainly on women – a task that can take more than four hours each day.

The implementation of eco-friendly stoves not only reduces the family's environmental footprint, but it also reduces labour, preserves the surrounding environment, and produces less smoke, which safeguards the health of the women and families.



Ms. Fatmata Lovetta Sesay, PhD
UNDP Resident Representative
and Chair of Result Group 1 – Economic Transformation



©Ministry of Health

Contributing Agencies

UNICEF, UNESCO, UNHCR, UNFPA, WHO, WFP, IOM, UNAIDS, FAO

KEY RELATED SDGs



Universal health coverage is not a privilege but a fundamental right of every human being.

Dr. Tedros Adhanom Ghebreyesus
Director-General of the World Health Organization



POLICY DEVELOPMENT AND STRATEGIC GUIDANCE

The UN provided technical expertise and policy support across key sectors to strengthen Rwanda's health, education, gender equality, and social protection frameworks. The UN collaborated with the Ministries of Health, Education, Gender and Family Promotion (MIGEPROF), and Emergency Management (MINEMA), alongside the Rwanda Biomedical Center (RBC), to reinforce leadership and institutional capacity.

- ▶ In the health sector, the UN supported the development of Health Sector Strategic Plan V (2024–2029) and the National Policy for Healthcare Quality and Safety, ensuring high standards of care. The Second National Action Plan on Antimicrobial Resistance (2025–2029) was implemented, while strategic plans for Malaria, HIV, and TB (2020–2027) were extended and evaluated, strengthening Rwanda's fight against infectious diseases.
- ▶ In environmental and Water, Sanitation and Hygiene (WASH) sectors, the UN facilitated sector financing strategies, climate-resilient guidelines, and a water quality monitoring plan, integrating climate resilience into water and sanitation services.

OUTCOME 3



43,000
COMMUNITY HEALTH WORKERS

were trained on Mpox and Marburg Virus Disease



16,594
STUDENTS

reached with tailored messages on ASRH (Adolescent Sexual Reproductive Health)



135,000
REFUGEES

received food and nutrition support with 99% receiving cash-based transfers

- ▶ In nutrition and gender equality, the UN played a critical role in developing the National Stunting Reduction Acceleration Action Plan, the Family and Nutrition Policy, and maternal and severe acute malnutrition guidelines. The Law Governing Family and Persons was revised to enhance gender equality, while the National Child Development Agency (NCDA) established the SUN Business Network, strengthening private-sector engagement in nutrition efforts.

ADVANCING EDUCATION AND SCHOOL NUTRITION

To reduce school dropout rates and promote gender equality, the UN supported the national education strategy, ensuring accountability and inclusivity in learning environments. The School Feeding Strategy (2023–2032) and its financing framework were developed in partnership with the Ministries of Education and Finance, enhancing the sustainability and efficiency of school meals. Additionally, the UN trained 1,443 school stakeholders in Food Safety and Quality (FSQ) standards, ensuring the safe preparation of nutritious meals. These efforts have strengthened school feeding programs, contributing to improved child health and learning outcomes.

ENHANCING HEALTH AND NUTRITION SERVICES

The UN has significantly strengthened maternal, child, and community health services across Rwanda. In neonatal and obstetric care, quality services were expanded in 86 health centers and 22 hospitals across 15 districts, benefiting 104,000 deliveries and 16,400 neonatal admissions.

- ▶ The UN trained Trainers of Trainers (TOTs) in Integrated Management of Childhood Illness (IMCI), integrating psychosocial stimulation, responsive caregiving, and child development into health services, improving care for children under five.
- ▶ 339 teachers in Burera and Nyabihu districts received health and nutrition training, while 400 nurses and nutritionists across 10 districts were trained in nutritional care for non-communicable diseases.
- ▶ Immunization services were strengthened through the introduction of vaccination services at 95 health posts, equipping them with cold chain systems, tablets, and digital tracking tools (e-tracker, e-VLMIS) for improved vaccine management.

Through a partnership with the Gates Foundation (GF), the UN scaled up maternal micronutrient supplementation (MMS) programs, training 400 healthcare providers to enhance maternal nutrition and service delivery. Additionally, initiatives such as the #OneEggperChildEveryDay campaign and the construction of 4,000 kitchen gardens improved access to protein-rich foods, benefiting vulnerable households. In Rutsiro and Ngororero, the UN provided 14,650 chicken layers and 61,400 fruit trees, strengthening household food security and nutrition.





**2.2 million
CHILDREN**

reached with interactive Learning
through Play Programme



**6.8 million
PEOPLE**

reached with the
#OneEggPerChildEveryDay Initiative



**8.7 million
PEOPLE**

reached with HIV awareness
campaigns

PROMOTING MENTAL HEALTH AND ADOLESCENT WELL-BEING

The UN supported Rwanda's first national adolescent mental health and well-being survey to inform policy and service delivery. The Rwanda Child and Adolescent Mental Health Strategy was validated and implemented, creating a framework for improved mental health services. In sexual and reproductive health (ASRH), the UN facilitated quarterly ASRH outreach events, targeting areas with high teenage pregnancy and school dropout rates. Additionally, 810 students (306 girls, 504 boys) accessed voluntary HIV testing, improving early detection and treatment linkage.

STRENGTHENING HEALTH AND NUTRITION FOR REFUGEES

The UN, in collaboration with the Government of Rwanda through Ministry in charge of Emergency Management (MINEMA), expanded comprehensive health services for refugees, maintaining under-five and crude mortality rates within global standards (0.01 and 0.02 per 1,000, respectively). Stunting rates among refugee children declined from 21% to 18.8%, while Community-Based Health Insurance (CBHI) was extended to urban refugees, enhancing access to healthcare. To support food security and economic empowerment, 127,000 camp-based refugees received cash-based transfers, ensuring reliable food access while stimulating local markets. Additionally, USD 15.4 million was invested in food and nutrition programs, reinforcing long-term resilience and economic inclusion for refugees.

IMPROVING FOUNDATIONAL LEARNING AND DIGITAL INCLUSION

The UN expanded inclusive education by scaling up the Learning through Play (LtP) initiative, training 50,019 teachers, supported by 832 Sector-based Mentor Trainers and 2,910 School-based Mentors. Additionally, 4,583 head teachers and 506 government officials were sensitized to LtP methodologies, engaging 1,784,283 parents and caregivers in child-centered learning approaches. In collaboration with Airtel and Giga, the UN enhanced digital access in education, connecting 63 schools to the internet, expanding e-learning opportunities for students.

ADVANCING DISABILITY-INCLUSIVE SERVICES

To promote inclusive healthcare, the UN integrated Ear and Hearing Care (EHC) services into primary healthcare across nine districts, training 901 healthcare staff, screening 1,838 children, and providing 349 with digital hearing aids.

STRENGTHENING HIV PREVENTION AND GENDER-SENSITIVE HEALTHCARE

The UN has advanced HIV prevention and care, particularly for young women, adolescent girls, and female sex workers. Healthcare providers were trained in community monitoring and evaluation tools, leading to the identification, referral, and care of 76 adolescent girls and 1,451 female sex workers in Ruhango and Nyagatare districts. These efforts strengthened HIV response and reinforced gender-sensitive healthcare services.

THE POWER OF INTERNET CONNECTIVITY ENHANCES LEARNING



A mother of three and her children checking homework on a smartphone. ©UNICEF/Kabandana

"I come from a poor household. My parents aren't always able to afford my school fees, but the school always finds a way to keep me here, so I always try to make the most of it."

Eric's inquisitiveness allows him to be always among the top five in all subjects, and he expects to perform even better now that his school has undergone an internet transformation.

Through UNICEF's inter-regional partnership with Airtel, "Reimagine Education", thousands of schools across 13 countries in Africa are being connected to the internet. More than half of primary and secondary schools in Rwanda are not connected to the internet, limiting, 21 schools are already using the internet provided by Airtel, with 200 more to be connected soon. In Nyarubuye Primary school, teachers and students could not be more ecstatic.

It is lunchtime at Nyarubuye Primary School and ecstatic screams fill the school yard as the children have fun. The grounds are alive with green-clad students engaging in different activities; some play football, some tag, and some swing on the low branches of small trees that spot the compound. Friendly and curious smiles from the active students add warmth to an already sunny day in Rwanda's Rwamagana District.

Eric, 13, is one of the students playing football. He deftly leaps and dribbles as his opponents on the field attempt to steal the ball. One succeeds, and Eric takes a break, panting and smiling. His joy and enthusiasm are palpable, and it so happens that he carries the same positive attitude to class.

"I love attending classes. I ask many questions during the classes, which makes my friends laugh and they tease me, but I don't mind," he says cheerfully.

"No one knows everything," says Eric, adding, *"Before our school was connected, sometimes I would ask questions for which the teacher did not have an immediate answer. In such a case, I would have to count on my teacher to remember to look for an answer after school, which they often forgot because they are busy people. But now, if the teacher doesn't know the answer, he can immediately look it up on his mobile phone and inform the whole class."*

The impact of the internet goes beyond the classroom too. The head teacher is responsible for frequently updating the School Data Management System (SDMS), which is online. The system records real-time data for 777 students and 20 teachers, including student grades and attendance, and is used to request money to run the school. Before, when an information request would come to him, to make an entry, he would have to travel to a location with an internet connection.



Dr. Brian Chirombo

WHO Representative and Chair of Result Group 2A – Social Transformation: Human Capital Development





Contributing Agencies

UNICEF, UNFPA, UN WOMEN, UNHCR, IOM, UNDP, WFP, WHO, FAO

KEY RELATED SDGs



We must break the cycle of inequality—no one should be left behind in our pursuit of progress.

Amina J. Mohammed
Deputy Secretary-General of the United Nations



CAPACITY DEVELOPMENT AND COMMUNITY-BASED SUPPORT

In 2024, Rwanda, with UN support, launched a transformative capacity-building curriculum for the social protection workforce, enhancing mentorship and service delivery at the community level. This initiative is equipping social workers with the skills and tools needed to provide effective, inclusive support to vulnerable populations, reinforcing Rwanda's commitment to LNOB. The UN also strengthened agricultural sustainability and food security, training 6,200 farmers in conservation agriculture (CA) and embedding CA principles into the Agricultural Strategy (PSTA5) to promote sustainable farming practices. In collaboration with Rwanda Agriculture Board (RAB) and district authorities, the UN supported 1,200 farmers in improving soil quality through livestock integration, increasing productivity and environmental sustainability.

OUTCOME 4



141,622
INDIVIDUALS

have improved knowledge and awareness on SGBV and trafficking in persons prevention and response.



77,000
PEOPLE

benefitted from rehabilitated water systems in flood affected districts



50,000
PERSONS

reached with anti-trafficking campaigns

ADVANCING ECONOMIC RESILIENCE AND SOCIAL INCLUSION

The UN bolstered economic resilience by supporting socio-economic reintegration programs for 207 teen mothers, equipping them with entrepreneurial skills and income-generating opportunities. Additionally, in refugee settings, 13,000 women gained life-skills training, leading to increased violence prevention and reporting. As a result, over 80% of refugees and asylum seekers reported improved knowledge of GBV prevention and available support services.

To promote child welfare and family reintegration, the UN supported a national childcare and family initiative, facilitating the safe reintegration of 212 children, including children with disabilities, from institutional care into family-based settings. Holistic support services benefited over 400,000 children and families, reinforcing family-based care systems. Child protection monitoring led to the identification of 617 children at risk of violence, who were referred for case management and specialized support. In high-risk border areas, financial empowerment programs for women traders reduced vulnerability to trafficking and gender-based violence by enhancing economic independence and resilience.

STRENGTHENING DISASTER RESILIENCE AND EMERGENCY RESPONSE

The UN and its partners provided critical health and nutrition services to over 7,000 asylum-seekers at Nkamira transit center, ensuring disease prevention and emergency care. This intervention successfully prevented measles outbreaks and treated malnourished children, demonstrating effective crisis response and public health coordination.

Disaster preparedness and response efforts were further strengthened through:

- ▶ Rehabilitated water systems in flood-affected districts, ensuring access to clean water for vulnerable communities.
- ▶ Climate-smart energy solutions and reforestation in Gakenke, improving food security and climate adaptation.



The UN advanced Disaster Risk Reduction and Management (DRRM) by supporting MINEMA in policy dissemination, capacity-building, and anticipatory action planning. A Disaster Risk Finance Strategy was introduced to enhance crisis preparedness and response funding mechanisms. Additionally, AI and machine learning were integrated into early warning systems, improving disaster prediction and risk mitigation. To further enhance emergency preparedness, the UN facilitated a hazard hotspot assessment and organized a study tour for MINEMA officials to Malaysia, enabling the exchange of best practices in emergency response and disaster resilience.

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815,000

WORKERS

↑ (13% compared to 2023)
to join RSSB social security schemes



14,000

SMALLHOLDER FARMERS

trained in crop management and water efficiency



842

FAMILIES

with children with disabilities stabilized through UN's disability cash grant

GISELE UMUTONI BREAKING STEREOTYPES IN MECHANICAL ENGINEERING IN RWANDA



Umutoni Gisele at her workshop in Kigali.
©UN Women/Geno Ochieng



My current goal is to expand my expertise which will improve my wellbeing both socially and economically. I hope to eventually open my very own garage, equipped with quality equipment, to provide the very best of mechanic services.

Falling pregnant at the age of seventeen, Gisele found herself at a crossroads between having to solely raise her first child as a single teen mother and taking the time to explore multiple avenues to generate income to sustain herself and her now two children.

“When I got pregnant, I really did not know what to do with myself. I had no source of income or technical skills that I could use to find a job.” Gisele reflected. Fortunately for Gisele and many other vulnerable women in the country, The United Nations Entity for Gender Equality and the Empowerment of Women in Rwanda, fostered a partnership with the Young Women Christian Association (YWCA) to reach more vulnerable women in the country,

including teen mothers, sex workers, and women living with disabilities, with the intention of equipping them with actionable entrepreneurship skills to strengthen their potential to participate in safe and profitable income generating activities.

“When I was approached by YWCA and UN Women to receive the training, I immediately accepted knowing that this would be a valuable opportunity to shift my fortunes towards a better future for myself and my children.” She added.

Over the course of several months, Gisele, along with over 500 vulnerable women in Rwanda, determinedly took part in a comprehensive training curriculum entailing financial literacy, entrepreneurship, business management, and more, paving the way for them to transform their lives towards a more positive socio-economic trajectory.

Upon completion of the initial training courses, YWCA opened opportunities for some of the participants to take part in additional Technical and Vocational Education and Training (TVET) courses including mechanics, tailoring, and other fields. When Gisele heard about this, she immediately took the opportunity to pursue mechanics, despite it being a male-dominated field.

Three months after completing the mechanics course, Gisele delved into the sector in an effort to break the common stereotypes that have hindered women from effectively participating and thriving within it.

Now after all expenses, Gisele can make a saving of approximately fifteen thousand Rwandan francs (Rwf 15,000) per week. Her expertise is now recognized outside of her direct environment, enabling her to travel to different districts to provide expert mechanical services. For her, this is only the beginning towards fulfilling much larger ambitions to strengthen the socio-economic position of her family.



Mr. Carl Ashley
IOM Chief of Mission and Chair of Result Group 2B – Social Transformation: Building Resilience





©Office of the President

Contributing Agencies

UNDP, UN WOMEN, IOM, UNICEF, OHCHR, UNESCO, UNHCR

KEY RELATED SDGs



OUTCOME 5



3,260

IMPROVED SERVICE POINTS

in Rwanda's civil registration system



2,000

VIRTUAL HEARINGS

facilitated in e-courts



23%

REDUCED TRANSACTION COSTS

for correctional facilities in the justice system

Progress in justice and human rights was marked by the establishment of an Alternative Dispute Resolution (ADR) Center, which contributed to reducing case backlogs and enhancing access to justice. The expansion of e-court systems in correctional facilities lowered transaction costs and improved case management. Legal aid services, in partnership with the Rwanda Bar Association, extended support to vulnerable individuals, while reconciliation efforts brought together genocide survivors, perpetrators, and their families to foster healing and truth-telling. Governance improvements were also achieved through the development of an executive dashboard for the Office of the Prime Minister, enhancing the monitoring of strategic initiatives. The revision of the Sustainable Graduation out of Poverty Strategy was informed by policy dialogues, while service delivery in rural areas improved through solar energy installations in health posts and local government offices.

The UN also strengthened the media and civil society sector, supporting policy revisions, journalist capacity-building, and gender-sensitive reporting. With 44 media houses implementing anti-sexual harassment policies and 90 women journalists receiving specialized training, media representation of gender issues significantly improved. The Media Barometer 2024 and the Media Development Journalist Award further recognized impactful journalism. Civil society organizations benefited from targeted training sessions in partnership with the Rwanda Governance Board, focusing on legal compliance, partnership building, and grant-supported initiatives addressing youth empowerment, GBV prevention, and environmental protection.

Gender equality remained central to the UN's efforts, with the development of Rwanda's National Action Plan for UN Security Council Resolution 1325, promoting women's participation in decision-making and economic recovery. A national strategy to engage men and boys in gender equality was launched, while gender-responsive budgeting training enhanced policymakers' ability to integrate gender perspectives into legislation. Young female graduates also gained hands-on experience in local governance through an internship program developed in partnership with MIGEPROF and RALGA.

The UN further enhanced Rwanda's data systems to support evidence-based decision-making. Strengthening Medical Certification of Causes of Death (MCCOD) improved the accuracy of mortality data, with over 1,200 clinical directors and data managers trained. Civil Registration and Vital Statistics (CRVS) field visits addressed operational challenges, ensuring more reliable demographic data for governance. The sixth EICV survey integrated water quality testing and out-of-pocket expenditure tracking, improving SDG progress monitoring. University students received training in data visualization, while NISR's computer lab was equipped with assistive technologies to promote disability inclusion. In collaboration with organizations for persons with disabilities, 99% of individuals were registered in the Disability Management Information System (DMIS), enabling data-driven advocacy and policymaking.



A gender-equal world is within our reach if we choose it

Sima Bahous
UN WOMEN Executive Director



STRENGTHENING GOVERNANCE, JUSTICE, DATA SYSTEMS, AND GENDER EQUALITY

The UN has played a key role in enhancing civil registration, migration management, and border security in Rwanda. In collaboration with NIDA and NISR, efforts to streamline civil registration ensured consistent documentation of vital events, strengthening data management and national planning. The UN, with European Union support, facilitated the operationalization of the Rusizi II/Bukavu One Stop Border Post, improving regional trade efficiency and migration management, with a focus on vulnerable groups such as small-scale cross-border traders. Additionally, Government of Japan funding enabled critical upgrades in border security, introducing new policies, advanced training for border officers, and awareness campaigns on human trafficking in partnership with the Rwanda Investigation Bureau (RIB).



Health and social inclusion were strengthened through the integration of Universal Health Coverage (UHC) and sexual and reproductive health indicators into national surveys. The UN supported the development of the Citizen Report Card 2024 and the Rwanda Governance Scorecards, providing key insights for policymakers on development challenges.

In gender equality, collaboration with the Gender Monitoring Office (GMO) advanced workplace gender equity through the Gender Seal Program, addressing pay gaps, women’s leadership representation, and sexual harassment prevention. Additionally, 350 Rwanda Revenue Authority staff were trained in gender mainstreaming and workplace equity.

To combat human trafficking, the UN partnered with RIB to strengthen policy and judicial support. Mobile legal clinics expanded access to justice for trafficking survivors, while public awareness campaigns educated communities on prevention. Institutional frameworks were also reinforced to enhance protections for marginalized individuals.

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PEACE AND HOPE AWAY FROM HOME:
A FUNDAMENTAL HUMAN RIGHT – ABDALLAH’S STORY



Babeker sitting in front of her house at Gashora Emergency Transit Centre. ©UNHCR/Eric Didier Karinganire

“

Indeed, the journey was very difficult. It was not easy to flee with a seven-month-old on my back and two toddlers. But ever since I arrived in Rwanda, all that pain has faded away. Now, I can dream about the future.”

While running their shop in Sudan, Abdallah and his wife Babeker, together with their three children, never imagined that they would one day become asylum seekers.

“I was living a good life, planning for the future of my family, of my children” Abdallah recounts.

War erupted in their homeland in 2023, and Abdallah’s family was forced to flee Sudan leaving everything behind. In search of safety, they took a long and exhausting journey crossing the Sahara Desert on their way to Libya. But safety was nowhere to be found. They faced gunfire, bandits, and constant threats along the way, with no relief even as they made it into Libya.

After registering with UNHCR in Libya, the UN Refugee Agency, Abdallah and his family were eventually evacuated to Rwanda through the Emergency Transit Mechanism (ETM).

“Rwanda has welcomed us as asylum seekers and done so much for us. It opened its doors to us,” Abdallah points out. “When we arrived here in Rwanda, we felt the safety, security, and stability.”

While evacuees temporarily remain in Rwanda after being evacuated from Libya, UNHCR provides shelter along with access to healthcare, psychosocial support, and livelihood training. This support, made possible through Denmark’s steadfast assistance and a strong partnership with the European Union (EU), aids evacuees during the processing of their files and identification of long-term solutions, including potential resettlement to third countries.”

For instance, Abdallah says he started learning and practicing English, while others are involved in various activities such as computer courses, driving lessons, weaving, and knitting. They also offer beauty salons and hairdressing training, among others.

“My dreams and hopes are to see my family – my children and my wife – living a happy and prosperous life. I want my children to learn and study so they can contribute to the society they live in. I wish for each of them to pursue their dreams, whether it be becoming an engineer, a doctor, or anything else.” he smilingly shares.

The transit centre in Gashora, with the capacity to accommodate 700 evacuees at a time, was established in September 2019 by UNHCR, the Government of Rwanda, and the African Union, with the support of the European Union. Since its establishment, over 2,400 refugees and asylum seekers from Eritrea, Sudan, South Sudan, Somalia, Ethiopia, Nigeria, Chad, Cameroon, Guinea, Cote d’Ivoire, and Mali have been evacuated from Libya.





Contributing Agencies

UNDP, UNFPA, WFP, UN WOMEN, IOM, WHO, UNESCO, UNICEF

KEY RELATED SDGs



Data powers progress across the SDGs by helping us see who is being left behind, where they are, why they are vulnerable and how to respond.

Dr. Natalia Kanem
Executive Director of UNFPA



ENHANCING PLANNING, BUDGETING, AND STATISTICAL CAPACITY FOR INCLUSIVE DEVELOPMENT

The UN has played a critical role in strengthening planning, budgeting, and data systems to support evidence-based policymaking in Rwanda. In collaboration with the government, the UN provided detailed analyses of the 2024/25 national budget, ensuring key sectors such as health, education, social protection, and WASH align with development priorities. Findings were shared with stakeholders to enhance advocacy and resource allocation, supporting more efficient and equitable investment in essential services.

A key milestone was tracking domestic resources allocated to nutrition and early childhood development (ECD), in partnership with the National Child Development Agency (NCDA). Analysis revealed 6% of the national budget was directed to nutrition, while 25% was allocated to social sectors, demonstrating Rwanda's strong commitment to human capital development.

OUTCOME 6



90%
DISTRICT-LEVEL OFFICIALS
with increased knowledge on planning and budgeting in 14 districts (in 2018: 0%)



1,200⁺
PROFESSIONALS
were trained on death data collection



5,418
CHILDREN AND YOUTH
from 16 schools were reached with data dissemination from the 2022 population and housing census

To promote disability inclusion, the UN developed a comprehensive guideline for integrating disability considerations into national budgets and planning processes. This tool informed the National Strategy for Transformation 2 (NST2) and sector strategies, ensuring inclusive policymaking. A child rights mainstreaming toolkit was also introduced, emphasizing the prioritization of vulnerable groups in strategic planning.

In advancing Rwanda's statistical capacity, the UN actively engaged in the National Strategy for the Development of Statistics (NSDS) steering committee, contributing to the evaluation of the previous NSDS and shaping its next iteration. The 2022 Population and Housing Census findings were disseminated, with specialized reports on urbanization and refugee demographics, enhancing transparency and informing targeted interventions. Public engagement was strengthened through collaborations with journalists, increasing awareness of key census insights.

The UN provided significant technical support for the sixth Integrated Household Living Conditions Survey (EICV 6), integrating new indicators on out-of-pocket health expenses and WASH to improve SDG monitoring. Additionally, the UN facilitated the development of a data quality control system for national surveys, enabling real-time monitoring, error detection, and higher-quality outputs across key surveys, including EICV7 and DHS-7.

Further contributions to the DHS 2025 survey included technical and financial support for finalizing the questionnaire and preparing fieldwork logistics, reinforcing Rwanda's capacity for comprehensive and accurate demographic data collection.





DATA DRIVEN MONITORING FOR IMPROVED MATERNAL AND CHILD HEALTH OUTCOMES IN RWANDA



A new mother practicing the kangaroo method.
©UNFPA Rwanda

The latest data from Rwanda's Civil Registration and Vital Statistics (CRVS) system reveal significant improvements and ongoing challenges in the registration of births and deaths.

The birth registration completeness rate rose from 84.2% in 2021 to 92.9% in 2022, reflecting the positive impact of enhanced awareness, familiarization of staff with the new digital system, and improved monitoring.

Additionally, timely registered births increased from 93.7% in 2021 to 95.9% in 2022, likely due to the decentralization of registration services to health facilities and local administrative units.

However, the completeness rate of death registration remains low despite an increase from 26.2% in 2021 to 31.1% in 2022. Notably, timely registered deaths saw an impressive rise from 68% in 2021 to 94.8% in 2022, though community death registration remains a critical area for improvement.

In line with the United Nations Joint Programme on Data, led by UNFPA, which supports NISR in gathering quality disaggregated data to monitor the progress of SDGs, including health programs and policies, a team from UNFPA Rwanda joined NISR staff in a field visit to Karongi District, Western Province.

This visit aimed to assess the quality of civil registration services and gauge public awareness of registration practices, as part of a broader initiative to enhance Rwanda's statistical infrastructure.

During the visit, the team conducted face-to-face interviews with registration staff and service users, observed operations at health facilities and cells, and assessed the challenges in the system. One notable interaction was with Sara, a mother of four, who shared her experience with the new digital registration system.

"Before, registering my children was complicated and time-consuming. Now, with the system in place at the hospital, it's much easier and faster. I can ensure my children are registered right after birth. We were also taught about the importance of preparing our children's names before birth," she said.



Dr. Olugbemiga Adelakin
UNFPA Country Representative and Chair of
Result Group 3 – Transformational Governance

2.3. SUPPORT TO PARTNERSHIPS AND FINANCING THE AGENDA 2030



Alone, we can do so little;
together, we can do so much.

Helen Keller
American Author & Disability Rights Advocate



The collaboration between the UN system, the Government of Rwanda, and key stakeholders has catalyzed transformative change across multiple sectors, reinforcing Rwanda's development agenda and SDG commitments. This partnership exemplifies a multi-sectoral approach that leverages expertise, innovation, and financing to drive sustainable impact.



STRENGTHENING RWANDA'S CREATIVE INDUSTRY & YOUTH EMPOWERMENT

The Joint Programme dubbed 'Unleashing the Potential of Youth through Creative Industry in Rwanda', developed by UN Rwanda, Imbuto Foundation, and key ministries, underscores the government's dedication to nurturing the creative sector. This initiative aligns national priorities by fostering innovation, professionalization, and inclusivity, creating sustainable livelihoods for young creatives.

Similarly, the Passport to Earning (P2E) Rwanda (Ingazi) initiative, co-led by UN, the Ministry of Youth and Arts, and the Ministry of Public Service and Labour, provides youth with market-driven skills, career growth, and job opportunities. By integrating academia, the private sector, and development partners, this program enhances employability and economic resilience.

ADVANCING AGRICULTURE, FOOD SECURITY & DISASTER RESILIENCE

Through collaborative efforts with UN agencies, the Government is advancing PSTA5 to promote sustainable agriculture and food systems, utilizing platforms such as the Africa Food System Forum. Additionally, partnerships with MINEMA and MINECOFIN are enabling anticipatory disaster risk management through AI-driven climate event prediction and financing strategies.

The Dusangire Lunch campaign, launched with UN's support, exemplifies an innovative public-private funding model for school feeding, securing corporate and individual contributions to enhance food security among schoolchildren.

HUMAN CAPITAL DEVELOPMENT & SKILLS MOBILITY

The Skills Mobility Partnership framework, led by UN MINAFFET, and MIFOTRA, enhances diaspora engagement in Rwanda's workforce. By creating structured mobility pathways—including traineeships and placements abroad—this initiative strengthens skills transfer in priority sectors, supporting SDGs 4 and 8.

UN's Early Childhood Development (ECD) South-South exchange with Tanzania demonstrates how Rwanda's best practices in community-based child development can inform scalable policy interventions across the region.

LEVERAGING DIGITALIZATION FOR ECONOMIC EMPOWERMENT

The Digital High-Impact Track of the Joint SDG Fund, launched in partnership with MINICOM and MINICT, supports small-scale cross-border traders through digitalization. By aligning with AfCFTA and leveraging frameworks such as the Digital Ambassadors initiative, this intervention fosters formalization and decent job creation, particularly for women, youth, and persons with disabilities.

OPTIMIZING PUBLIC FINANCE & STRATEGIC INVESTMENTS

The government's efforts to optimize SDG-aligned expenditures—such as eliminating fossil-fuel subsidies and implementing climate-sensitive budget reforms—demonstrate a strong commitment to financial sustainability. The alignment of international and domestic financial flows with Rwanda's development priorities enhances resource efficiency and impact.

2.4. RESULTS OF THE UN WORKING MORE AND BETTER TOGETHER: UN COHERENCE, EFFECTIVENESS AND EFFICIENCY

The implementation of the Business Operation Strategy (BOS II) has been instrumental in enhancing operational efficiency, effectiveness, and coherence within the UN Country Team (UNCT) in Rwanda. By strengthening joint operations in Procurement, ICT, Human Resources, and Finance, BOS II has significantly contributed to Rwanda's broader development agenda, reinforcing the principles of Delivering as One while fostering increased collaboration among UN entities, the government, and development partners.



POSITIVE RESULTS AND BENEFITS FOR THE UNCT, GOVERNMENT, AND PARTNERS

BOS II has yielded concrete cost savings, improved service delivery, and operational harmonization across UN agencies. The establishment of 18 joint Long-Term Agreements (LTAs) in procurement has streamlined sourcing mechanisms, with the UN-wide LTA for conferences and hotel accommodations optimizing expenditures across 65 facilities. Likewise, consolidated ICT LTAs have reduced internet costs, ensuring affordable, high-quality connectivity for all UN agencies. These efficiencies free up resources that are now reinvested into priority programs, amplifying impact at the national level.

In Human Resources and Finance, integrated systems and procedures have minimized duplication, fostering a more cohesive and effective work environment for the UNCT. These operational improvements translate into enhanced alignment with government priorities, ensuring that public resources and development investments are better leveraged for sustainable progress.

IMPACT OF INCREASED UN COLLABORATION AND COHERENCE IN RWANDA

The BOS II framework has reinforced inter-agency synergies, knowledge-sharing, and joint programming, enhancing the UN's collective impact. Working groups in Procurement, ICT, Human Resources, and Finance have played a pivotal role in fostering integration, enabling UN agencies to operate as a single, coordinated entity. This has strengthened partnerships with the government and other stakeholders, streamlining service delivery and accelerating progress toward national development goals and SDGs.

GOOD PRACTICES AND LESSONS LEARNED FOR SCALING UP

Active Working Groups: The establishment of structured working groups in all BOS areas has been a key driver of success, promoting continuous learning and best practices exchange. This model is highly scalable and can be replicated in other UN Country Teams (UNCTs) aiming for enhanced operational coherence.

Cost Avoidance and Efficiency Gains: The BOS has generated USD 1.6 million in cost avoidance in 2023 alone, with cumulative savings exceeding USD 4 million.

These figures highlight the financial sustainability of the strategy and provide a benchmark for replication in other UN contexts.

Optimized Shared Services: The joint LTAs and integrated operations have not only reduced costs but also improved service quality and responsiveness, underscoring the value of harmonized procurement, HR, and finance mechanisms.

CHALLENGES AND MITIGATION MEASURES

Absence of a One UN House: The lack of a dedicated facility limits full integration of operations under the Delivering as One model. To address this, the government and UNCT are actively exploring infrastructure investments to establish a One UN House, enhancing inter-agency coordination and operational efficiency.

Need for Further Digital Integration: While BOS II has enhanced ICT collaboration, continued investment in digital platforms and data-sharing mechanisms is crucial to further improve inter-agency communication and operational efficiency.

EMERGING OPPORTUNITIES AND STRATEGIC WAY FORWARD

- ▶ Leveraging AI and digital tools in procurement and finance will further optimize operations and increase transparency and efficiency.
- ▶ Strengthening UN-government collaboration on a dedicated operational facility will provide a long-term solution to unify service delivery.
- ▶ Collaborations with private sector entities could expand BOS II benefits, particularly in digital finance, procurement, and HR innovation.
- ▶ Future BOS initiatives should incorporate capacity-building components to empower national institutions, fostering local ownership and sustainability.

BOS II has revolutionized UNCT operations in Rwanda, delivering tangible benefits for UN agencies, the Government, and development partners. Through increased collaboration, cost efficiencies, and streamlined processes, the reform is strengthening service delivery, maximizing resource allocation, and reinforcing Rwanda's national development priorities. By sustaining and scaling these gains, Rwanda stands as a model for operational coherence and efficiency in the UN system.



2.5. EVALUATION AND KEY LESSONS LEARNED

The final evaluation of the UNSDCF (2018-2024) has reaffirmed the UN's relevance in supporting Rwanda's National Strategy for Transformation (NST1) and the SDGs. The evaluation highlights strong progress in UN agency coherence, gender equality, economic growth, environmental resilience, and social service delivery. However, challenges remain in fully integrating cross-cutting issues, particularly gender, human rights, and climate adaptation, while resource constraints, limited stakeholder engagement, and gaps in M&E systems have hindered the full realization of the Cooperation Framework's potential.

Strategic learning from the evaluation has played a crucial role in shaping UNCT decision-making and program adjustments. One key takeaway has been the importance of aligning UN interventions with Rwanda's evolving national priorities. This has led to stronger stakeholder engagement, particularly with the private sector and civil society, to foster innovation, sustainability, and transparency. The UNCT has also prioritized a more systematic approach to mainstreaming gender, climate adaptation, and human rights, ensuring that these cross-cutting issues are embedded from program design through implementation.

In response to evaluation findings, M&E systems have been strengthened to enhance data collection, real-time progress tracking, and accountability. The UNCT has worked to refine baselines and impact assessments, ensuring that data-driven insights inform programmatic shifts and keep interventions relevant amid emerging challenges. Enhanced coordination across UN agencies has also reduced inefficiencies, enabling better program delivery and avoiding duplication of efforts.

The results from integrated programming have demonstrated the impact of holistic approaches, particularly in livelihoods for refugees, sustainable farming, and social protection. The adoption of multi-sectoral solutions, such as tackling antimicrobial resistance through health, agriculture, and environmental synergies, has reinforced the necessity of cross-sector collaboration. Increased focus on social safety nets for vulnerable populations, including persons with disabilities, has strengthened advocacy for policy alignment and increased funding.

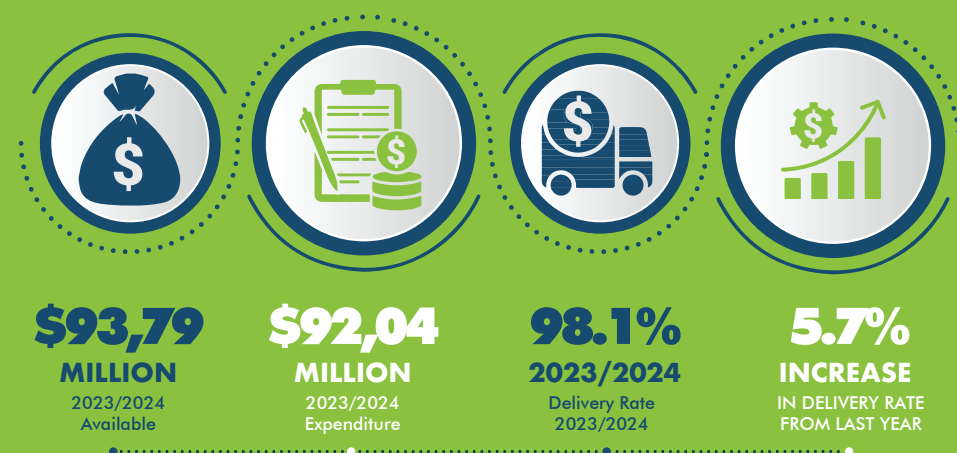
Operational challenges, particularly insufficient funding and limited livelihood opportunities have required strategic shifts. Funding constraints necessitated more targeted interventions, prioritizing the most vulnerable populations while transitioning towards cash-based transfers (CBT) for efficiency. Similarly, limited livelihood opportunities for refugees prompted an expansion of private-sector engagement and vocational training, reinforcing Rwanda's self-reliance strategy for displaced populations.

The integration of refugees into national education and health systems has been a success story, with 96% of refugee students now enrolled in national schools and urban refugees accessing healthcare services. However, deeper socio-economic integration remains a priority, requiring continued partnerships with local governments, the private sector, and civil society to expand workforce access and enhance community inclusion.

The way forward focuses on leveraging these insights to refine UN programming, enhance financing strategies, and ensure sustainability. Strengthened resource mobilization, scaling up of effective interventions, and deepening public-private partnerships will be essential to maintaining momentum and achieving Rwanda's development ambitions. Through continued learning, adaptation, and collaboration, the UNCT remains well-positioned to support impactful, inclusive, and sustainable change in Rwanda.



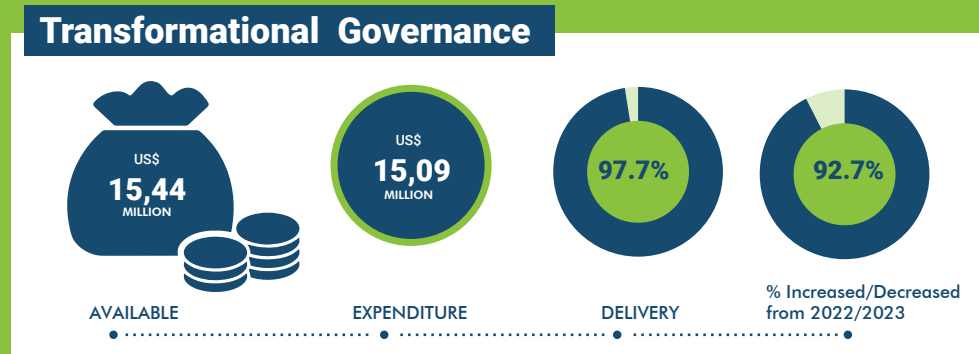
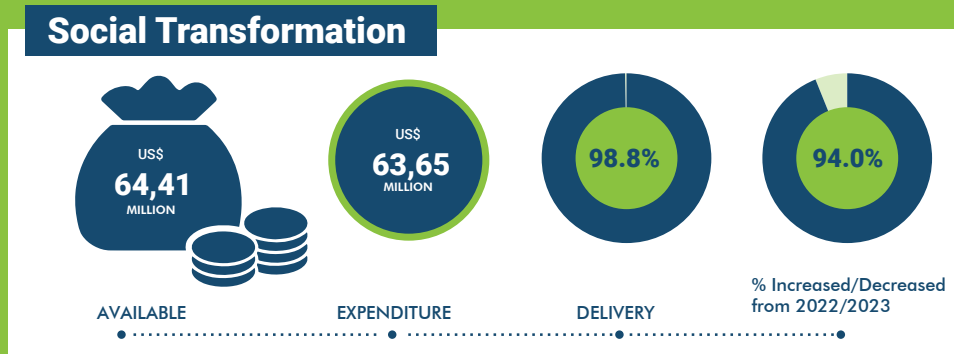
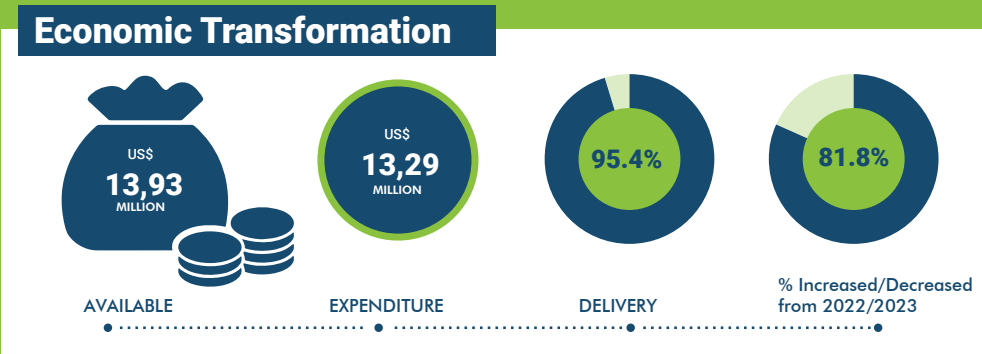
2.6. FINANCIAL OVERVIEW AND RESOURCE MOBILIZATION



Outcome code	2023/2024 Available	2023/2024 Expenditure	Delivery Rate 2023/2024	% Increased/Decreased from 2022/2023
Outcome 1	10,275,571.00	9,797,408.00	95.3%	73.1%
Outcome 2	3,662,916.00	3,495,832.00	95.4%	92.2%
Overall Economic Transformation	13,938,487.00	13,293,240.00	95.4%	81.8%
Outcome 3	47,163,561.00	46,408,126.00	98.4%	95.8%
Outcome 4	17,248,989.00	17,247,232.00	100.0%	84.0%
Overall Social Transformation	64,412,550.00	63,655,358.00	98.8%	94.0%
Outcome 5	10,772,866.00	10,469,694.00	97.2%	98.3%
Outcome 6	4,674,396.00	4,629,074.00	99.0%	97.3%
Overall Transformational Governance	15,447,262.00	15,092,914.00	97.7%	92.7%
Overall	93,798,299.00	92,041,512.00	98.1%	92.5%

UNSDCF Strategic Results Area	Total Budget (US\$)	Mobilized (US\$)	% Resource Mobilized
Economic Transformation	131,492,669	109,512,394	83%
Social Transformation	443,973,884	448,898,717	101%
Transformational Governance	55,661,074	76,745,972	138%
Total	631,091,127	635,157,083	101%

5.7% Increase in delivery rate as compared to the last report 2022/2023.



UNCT KEY FOCUS FOR NEXT YEAR



Now that our direction is clear and shared, let us think without the box, walk the talk, and work together to deliver programs that create real, lasting impact for the people we serve.

Ozonnia Ojielo
UN Resident Coordinator, Rwanda



DECENT JOB CREATION AND ECONOMIC INCLUSION

To foster inclusive economic growth, the UNCT will implement strategies to create decent jobs for women, youth, persons with disabilities, and small-scale traders. The UN will also focus on labor mobility and skills development, ensuring alignment with regional integration goals. Additionally, social protection measures will be reinforced to enhance resilience against economic shocks, reducing vulnerabilities for marginalized groups.

SUSTAINABLE GROWTH AND CLIMATE RESILIENCE

To enhance agricultural sustainability and food security, the UNCT will mainstream disaster risk reduction strategies in agriculture. These efforts will improve resilience against climate-related shocks and ensure stable food production. Additionally, digital inclusion initiatives will support smart agriculture solutions, optimizing productivity and resource efficiency.

The UNCT will prioritize climate adaptation by supporting Rwanda's Nationally Determined Contributions (NDC) 3.0 and National Adaptation Plan. A key focus will be implementing the Kampala Ministerial Declaration to advance gender-responsive climate actions.

These efforts will be complemented by institutional support for disaster risk reduction in health, education, and agriculture to mitigate the adverse effects of climate change.

To address climate risks and global uncertainties, the UNCT will strengthen hazard analysis, institutional planning, and risk reduction mechanisms. Additionally, governance frameworks will be enhanced to ensure transparent and evidence-based decision-making, supporting long-term resilience against environmental and economic uncertainties.

DIGITAL CONNECTIVITY

Recognizing the role of digital technologies in economic and social transformation, the UNCT will promote equitable access to digitalized social services to bridge the digital divide. These efforts will empower vulnerable populations, enabling their participation in the digital economy. Additionally, the UNCT will support digital trade frameworks under the AfCFTA, ensuring Rwanda's alignment with evolving global and regional markets.

QUALITY EDUCATION, ENERGY AND REFUGEE INCLUSION

Education will be a key focus, particularly for marginalized groups. The UNCT will expand access to Technical and Vocational Education and Training (TVET), aiming to enroll 30% of eligible refugees and host community youth. In parallel, national education systems will be strengthened to enhance access to quality and inclusive education, ensuring long-term social and economic mobility.

To promote energy security and self-reliance, the UNCT will expand access to clean energy solutions in refugee-hosting areas, ensuring sustainable and affordable power for both refugees and local communities. Infrastructure upgrades will also facilitate the efficient use of energy in essential services such as healthcare and education, improving overall living conditions.

IMPLEMENTATION STRATEGY

UNCT Rwanda will adopt an integrated and innovative approach to program implementation. Digital tools will be leveraged for real-time monitoring and evaluation, while Multilateral Environmental Agreements (MEAs) will be embedded in programs to advance biodiversity protection and pollution management.

Data-driven planning will remain a cornerstone of decision-making, with strengthened national capacities for data collection and analysis. Refugees will be integrated into national surveys to highlight the economic benefits of inclusion and inform policy formulation.

Inovative financing initiatives and resource mobilization efforts will involve collaboration with international financial institutions, regional bodies, and private sector partners to address funding gaps and scale successful joint programs. Efforts will focus on fostering partnerships to support economic growth, climate action, and inclusive service delivery.

Gender equality will be mainstreamed across all programs, ensuring accountability mechanisms drive inclusive development outcomes. Additionally, South-South cooperation will be leveraged to facilitate knowledge-sharing, resource pooling, and the exchange of best practices, maximizing regional and global impact.

The 2025–2029 UNSDCF positions the UNCT in Rwanda to deliver transformative results. It is a call to action for all key players — UN agencies, the Government of Rwanda, and all development partners—to renew our commitment and responsibility towards a resilient, inclusive, and prosperous Rwanda. Let us unite in the collective effort to build a better future for the people of Rwanda, leaving no one behind.



ACRONYMS

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ADR	Alternative Dispute Resolution	MCCOD	Medical Certification of Causes of Death
AfCFTA	African Continental Free Trade Agreement	MEAs	Multilateral Environmental Agreements
AfriYAN	African Youth and Adolescents Network	MIFOTRA	Ministry of Public Service and Labour
AJWP	Annual Joint Workplan	MIGEPROF	Ministry of Education, Gender and Family Promotion
ASRH	Adolescent Sexual and Reproductive Health	MINECOFIN	Ministry of Finance and Economic Planning
BOS	Business Operation Strategy	MINEMA	Ministry in Charge of Emergency Management
CA	Conservation Agriculture	MINICOM	Ministry of Trade and Industry
CBHI	Community Based Health Insurance	MINICT	Ministry of ICT & Innovation
CBT	Cash based transfers	MMS	Maternal micronutrient supplementation
COP 28	Conference of the Parties to the United Nations Framework Convention on Climate Change	Mpox	Monkeypox
		MVD	Marburg Virus Disease
CRVS	Civil Registration and Vital Statistics	NCDA	National Child Development Agency
DHS	Demographic and Health Survey	NDC	Nationally Determined Contribution
DMIS	Disability Management Information System	NIDA	National ID Agency
DRRM	Disaster Risk Reduction and Management	NISR	National Institute of Statistics Rwanda
ECD	Early Childhood Development	NSDS	National Strategy for the Development of Statistics
EHC	Ear and Hearing Care	NST2	National Strategy for Transformation 2
EICV 6	Sixth Integrated Household Living Conditions Survey	PSTA5	Rwanda's Fifth Strategic Plan for Agriculture Transformation
ETM	Emergency Transit Mechanism		
EU	European Union	RAB	Rwanda Agriculture Board
FFLs	Farmer Field and Life Schools	REMA	Rwanda's Environment Management Authority
FSCs	Farmer Service Centres	RIB	Rwanda Investigation Bureau
FSQ	Food Safety and Quality	RSB	Rwanda Standards Board
GBV	Gender based violence	SDGs	Sustainable Development Goals
GDP	Gross Domestic Product	TB	Tuberculosis
GES	Gender Equality Seal	ToTs	Trainers of Trainers
GF	Gates Foundation	TVET	Technical and Vocational Education Training
GMO	Gender Monitoring Office	UHC	Universal Health Coverage
HIV	Human Immunodeficiency Virus	UN	United Nations
IMCI	Integrated Management of Childhood Illness	UNCT	UN Country Team
IPRC	Integrated Polytechnic Regional College	UNSAC	UN Standing Advisory Committee on Security Questions in Central Africa
JP RWEE	UN Joint Programme on Rural Women's Economic Empowerment		
LTA	Long term agreement	UNSDCF	UN Sustainable Development Cooperation Framework
LtP	Learning through Play	WASH	Wash, Sanitation and Hygiene
		WEPs	Women's Empowerment Principles
		YWCA	Young Women Christian Association







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