



UNITED NATIONS
RWANDA



2025

ANNUAL RESULTS REPORT

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Design: Office of the UN Resident Coordinator

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TABLE OF CONTENTS

01

FOREWORD

02

UNCT AND KEY
DEVELOPMENT PARTNERS

03

CHAPTER I
KEY DEVELOPMENT
IN THE COUNTRY AND
REGIONAL CONTEXT

05

CHAPTER II
UN DEVELOPMENT SYSTEM SUPPORT
TO NATIONAL DEVELOPMENT PRIORITIES
THROUGH THE COOPERATION FRAMEWORK

30

CHAPTER III
UNCT KEY FOCUS
FOR 2026



FOREWORD OF THE UN RESIDENT COORDINATOR

2025 has been a year of ambition, innovation, and measurable impact. Across Rwanda, with the visionary leadership of the Government of Rwanda, the United Nations, our Cooperation Partners, and the Private Sector, bold plans were turned into tangible results—shaping systems, transforming lives, and setting a new benchmark for what partnership can achieve.

From pioneering NDC 3.0 and restoring thousands of hectares under climate-smart practices, to reaching over 140,000 farmers with modernised food systems and developing investment cases worth nearly a billion dollars, Rwanda's economic transformation in 2025 was nothing short of remarkable.

Digital inclusion surged, youth-led enterprises flourished, and communities became more resilient, demonstrating that sustainable progress is possible when innovation meets inclusion.

On the social front, we witnessed extraordinary strides in health, nutrition, education, protection, and social services. Rwanda became the first African country to roll out Maternal Multiple Micronutrient Supplements nationwide, advanced toward the triple elimination of HIV, syphilis, and HBV, and expanded child protection and GBV response systems.

At the same time, education and social protection interventions empowered children, women, and vulnerable populations—ensuring that no one is left behind.

Transformational governance strengthened the backbone of Rwanda's development. Justice digitalisation, rule of law, gender-responsive systems, and cross-border cooperation advanced transparency, accountability, and citizen participation.

The UN's modest support enabled Rwanda to rank first in Africa for the Rule of Law Index

and second on the Chandler Good Government Index, showcasing how inclusive governance drives national resilience and confidence.

Operationally, the UN system in Rwanda became more coherent, efficient, and effective. Through joint processes, shared platforms, and harmonised services, we were able to deliver more, faster, and smarter—unlocking the power of One UN for the country's priorities.

Yet, even as we celebrate these milestones, strategic challenges remain. Climate pressures, youth unemployment, health financing transitions, and humanitarian needs call for continued innovation, coordinated action, and investment-focused solutions.

In 2026, the UN Country Team will deepen efforts to translate flagship initiatives into large-scale, high-impact programmes, driving youth empowerment, inclusive rural and refugee economies, climate resilience, and sustainable health systems.

The results in this report are a testament to what can be achieved when visionary leadership, national commitment, and global partnership converge. Rwanda's development story in 2025 reminds us that, with ambition, collaboration, and determination, transformative change is possible—and sustainable.

I invite you to explore the 2025 Annual Results Report, not only as a record of what we accomplished together, but as a blueprint for the opportunities ahead. Let us continue to work, invest, and innovate—together—toward a resilient, inclusive, and prosperous Rwanda.

Enjoy the read!



Ozonnia Ojielo
UN Resident Coordinator



CHAPTER ONE

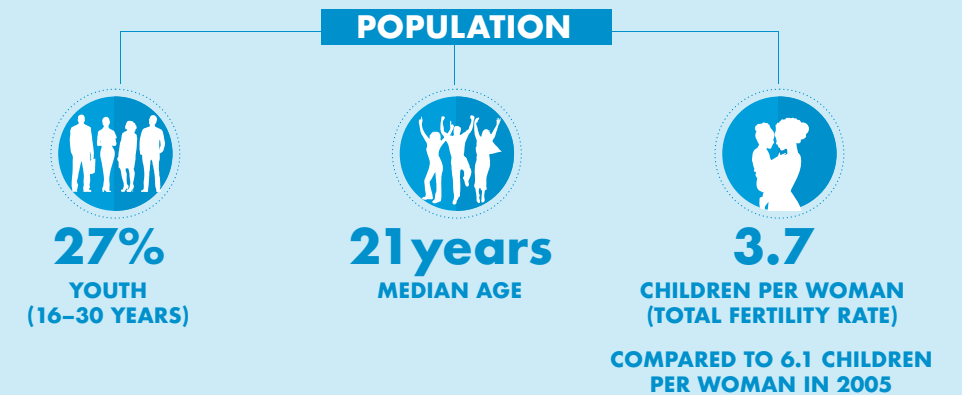
KEY DEVELOPMENTS IN THE COUNTRY AND REGIONAL CONTEXT

RWANDA AT A GLANCE 2025 KEY INDICATORS



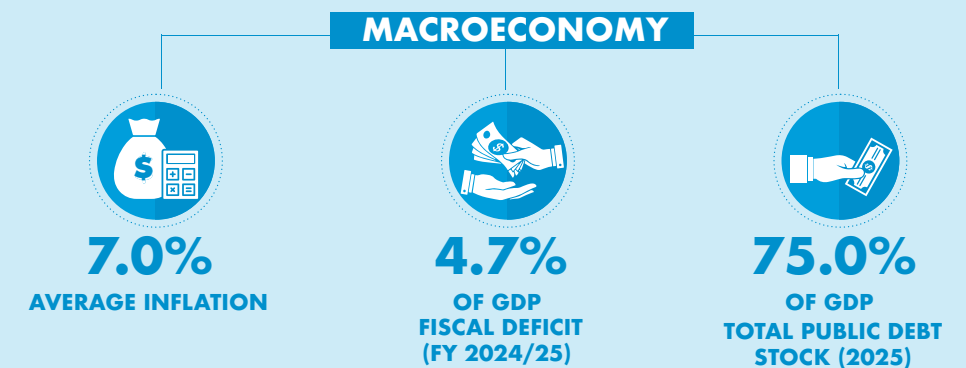
Total Population

14.1 million
(2025 projection)



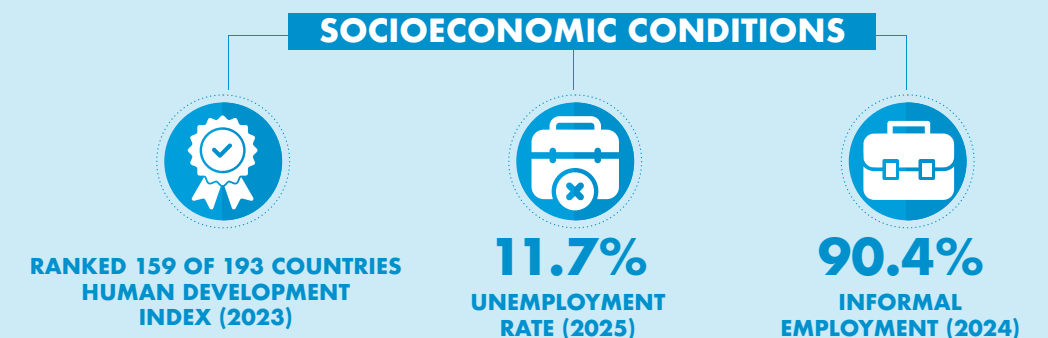
GDP Growth

9.4%
of GDP



**Multidimensional
Poverty**

30.5%
of Population



Over the past decade, Rwanda has maintained one of the strongest growth trajectories in Africa. Between 2016 and 2025, real GDP grew at an average annual rate of 6.8 percent, contributing to a significant decline in monetary poverty from 39.8 percent in 2017 to 27.4 percent in 2024 (EICV7).

Nonetheless, vulnerabilities remain: 30.5 percent of the population is still multidimensionally poor, with much higher deprivation in rural areas (36.7 percent) than in urban centres (14.8 percent), reflecting persistent spatial and structural inequalities.

Economic performance in 2025 remained robust, surpassing initial estimates, with real GDP growth of 9.4 percent, following the rebasing of national accounts (2024 new base year). Going forward economic growth is expected to keep momentum, supported by major infrastructure investments—including the New Kigali International Airport—alongside rising private investment and household consumption. These gains are expected to offset the effects of fiscal consolidation and declining external grants.

Labour market indicators improved, with unemployment falling to 11.7 percent in Q4 2025 from 14.7 percent a year earlier, driven

by expansion in agriculture, trade, construction, and transport. Inflation remained within the target range (7 percent average and 8 percent end-of-year). Fiscal performance strengthened considerably. Revenue collection in FY2024/25 exceeded expectations, supported by domestic consumption, trade taxes, and a comprehensive tax reform package introduced in February 2025 to broaden the tax base and improve equity.

The fiscal deficit is projected to narrow to 3.4 percent of GDP in FY2025/26 from 4.7 percent in FY2024/25, while public debt remains sustainable with a moderate risk of distress at a level of 75% of GDP. Reflecting strong fundamentals, S&P Global Ratings affirmed Rwanda's sovereign rating at B+/B with a stable outlook in November 2025.

The external sector reflected strong import demand linked to investment and consumption, alongside resilient export growth in both traditional (coffee, tea, minerals) and non-traditional products. These trends are expected to gradually improve the current account balance. Policy momentum remained strong with the adoption of key strategies, including the National Youth Strategy (2025), the Financial Sector Development Strategy (2025–2029), and

the Fifth Strategic Plan for the Transformation of Agriculture (PSTA5), which emphasize climate-smart agriculture, financial inclusion, digital innovation, and private sector engagement.

At the same time, regional instability linked to the conflict in eastern DRC and a shifting global ODA environment led several partners to pause new commitments. Grant financing declined to 8 percent of the budget in FY2025/26 from 11 percent in FY2024/25, and is projected to fall further, reinforcing the need for stronger domestic resource mobilization and private sector partnerships.

Rwanda's SDG progress in 2025 was also affected by climate variability, rising living costs, health financing shocks, and humanitarian pressures from returnees. These factors strained food security, health systems, and household welfare, while structural constraints in agrifood systems and limited access to finance for youth and women continued to limit inclusive economic transformation. In response, UN-supported programmes expanded climate-smart agriculture, early warning systems, conservation farming, blended finance solutions,

social protection measures, and strengthened data systems to support evidence-based policy, resilience, and inclusion.

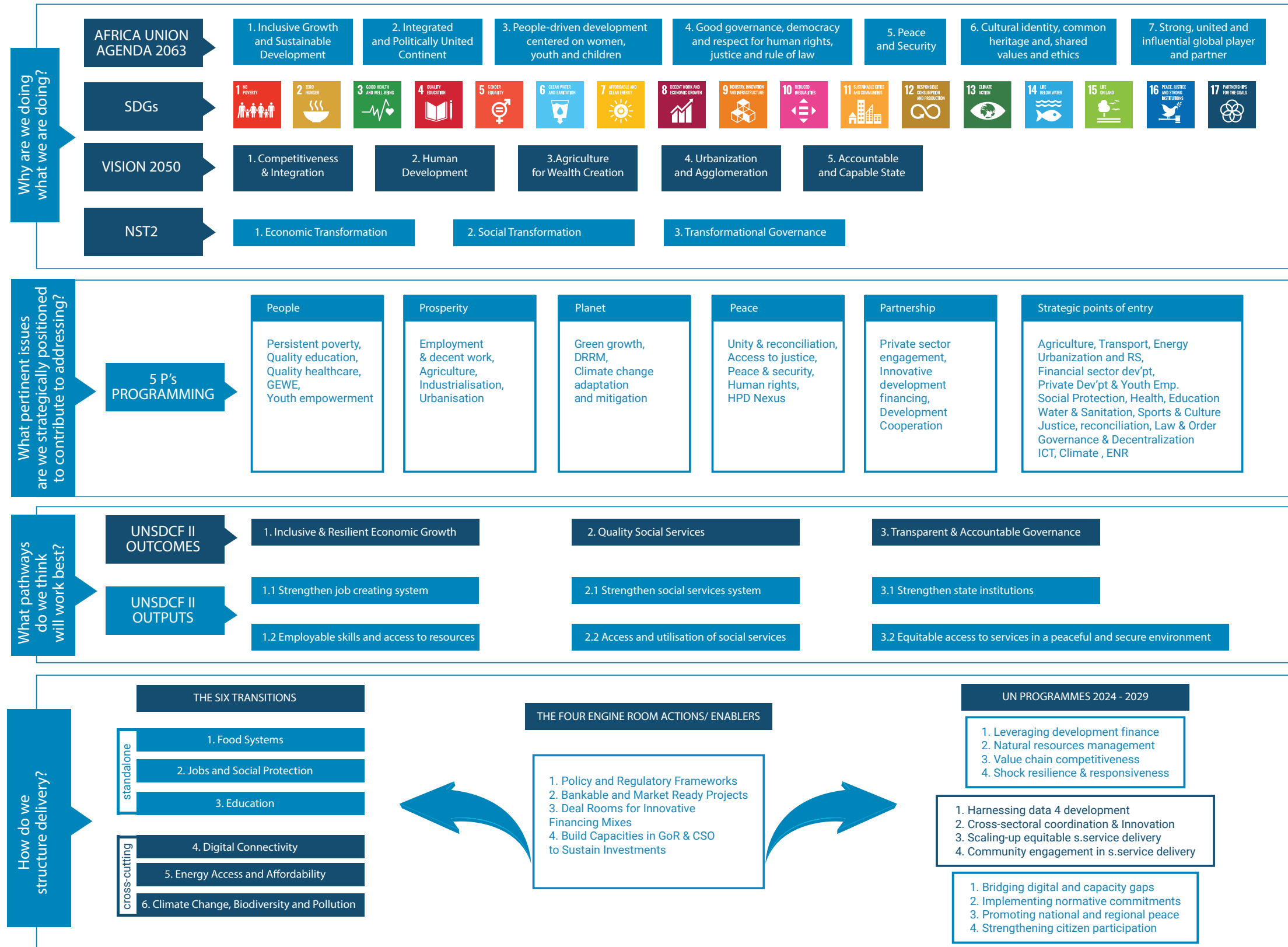
Taken together, these developments position Rwanda to consolidate its hard-won gains while advancing a more inclusive, sustainable, and resilient growth trajectory. Macroeconomic stability, structural reforms, and strategic public investment provide a solid foundation for expanding employment and reducing vulnerability. Sustained efforts in domestic revenue mobilization—alongside renewed development partnerships and increased private sector participation—will be essential to ensure that economic progress translates into broad-based improvements in well-being for all Rwandans.



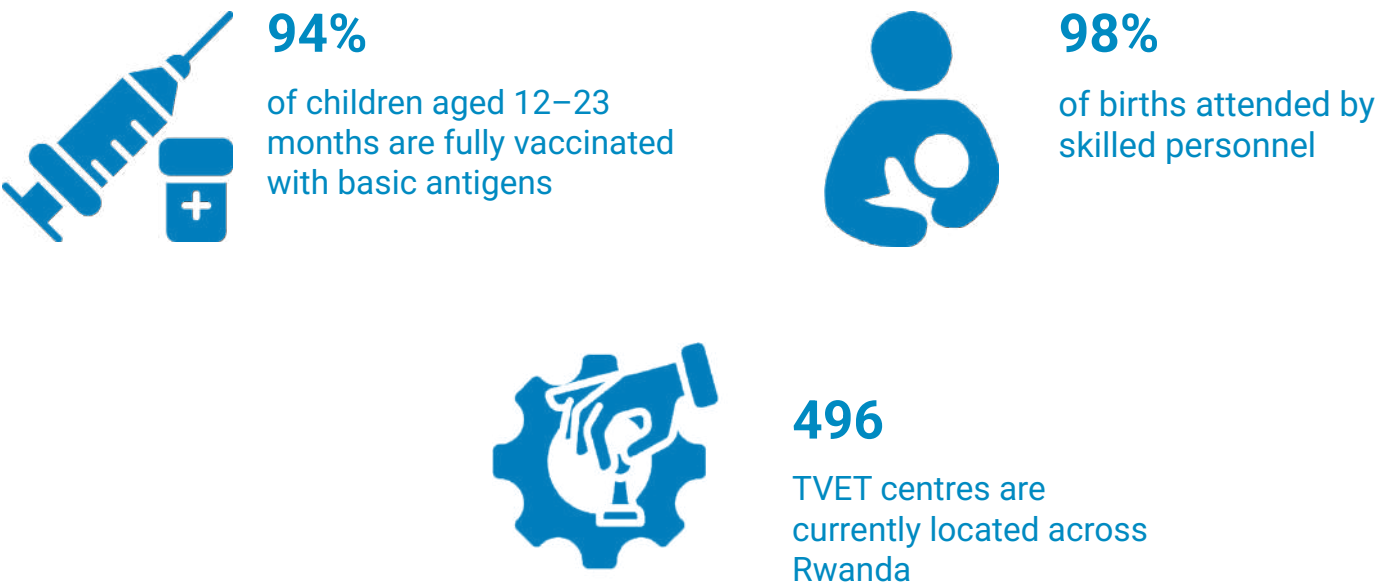
CHAPTER TWO

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

The UNSDCF 2025 - 2029 Conceptual Framework



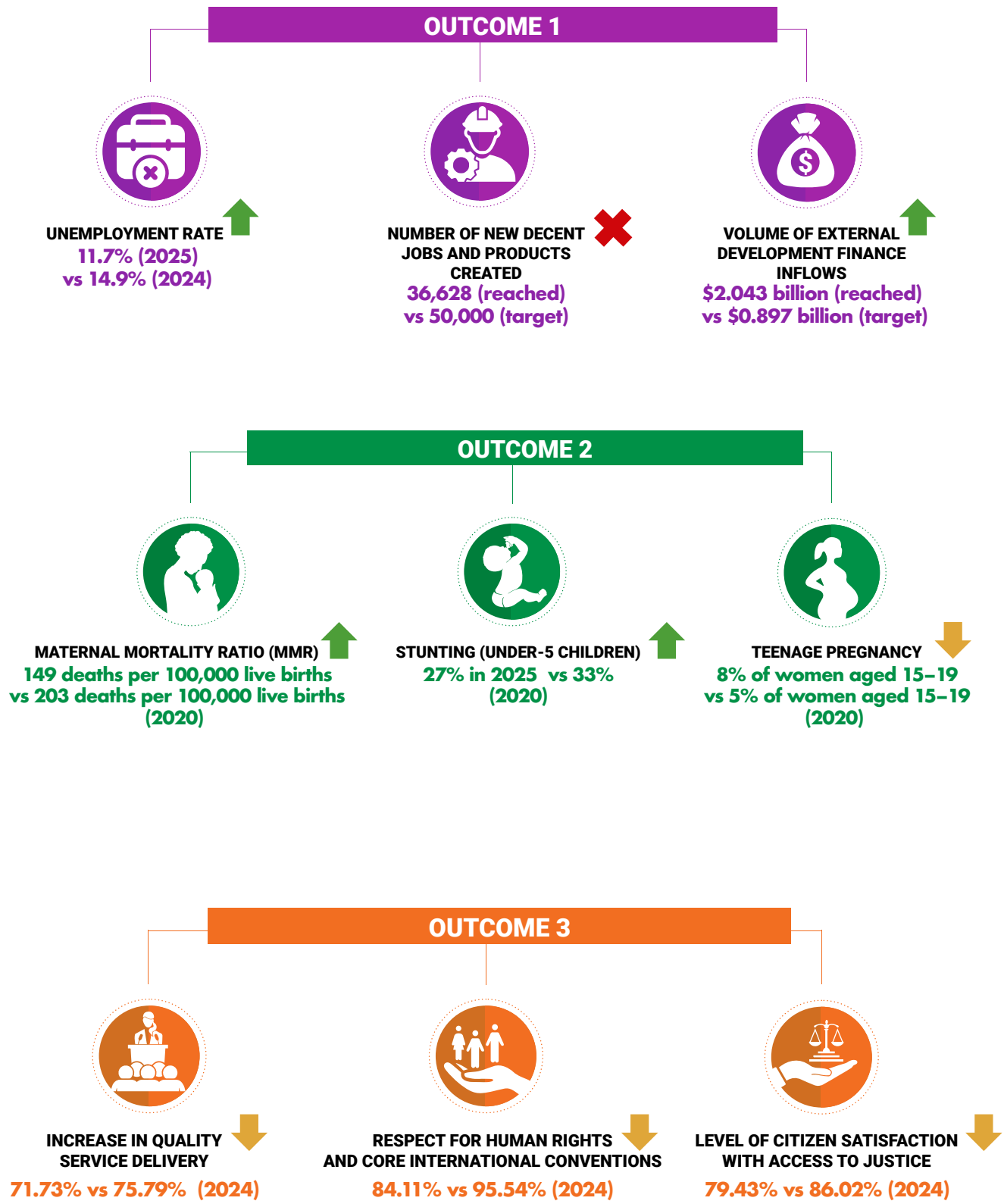
2.1. OVERVIEW OF COOPERATION FRAMEWORK RESULTS IN 2025





“The UNCT has worked intensively to translate the Cooperation Framework into a coherent set of flagship Joint Programmes designed as bankable investment cases aligned with Rwanda’s NST2—moving from fragmented projects toward integrated, scalable, and co-financed development solutions...repositioning the UN in Rwanda as a strategic facilitator of investment.”

Ozonnia Ojielo - UN Resident Coordinator



Aligned with Rwanda's SDG priorities under NST2 and sector strategies such as the Fifth Strategic Plan for Agriculture Transformation (PSTA5) and the Health Sector Strategic Plan V (HSSP V), the UNCT delivered strong, systems-focused results in the Cooperation Framework's foundation year (UNSDCF 2025–2029). Joint workplans were implemented through integrated policy support, scalable service delivery models and SDG financing pathways, while maintaining agility to respond to shocks and evolving priorities.

Cumulatively, results advanced “*leave no one behind*” by strengthening national institutions, targeting vulnerable groups (women, youth, persons with disabilities, refugees/returnees and informal workers) and expanding access to services, markets, and justice—thereby contributing to reduced risks, including climate vulnerability, human capital losses, gender inequality and protection risks.

Trends and cumulative results since the start of the cycle

A clear trend emerged toward institutionalization and scale: national strategies and laws were strengthened (e.g., youth employment in agri-food systems; HSSP V; health services law;

revised family law recognizing unpaid care); digital public systems were expanded (child protection case management; e-courts; digital trade facilitation; health intelligence and Electronic Medical Records); and evidence-generation improved targeting (Comprehensive Food Security and Vulnerability Analysis; Multidimensional Poverty Report using the Integrated Household Living Conditions Survey); tourism economic impact modelling; climate budget tagging with quarterly reporting). These cumulative outcomes reduced systemic risks by strengthening policy coherence, accountability, and resilience, while accelerating SDG-aligned service delivery and economic inclusion.

Results in response to unforeseen changes and repurposing

The UNCT demonstrated adaptive delivery in response to public health emergencies and regional pressures. Following the 2024 Marburg and Mpox outbreaks and the 2025 cholera outbreak, joint support strengthened preparedness and continuity of essential services through population mobility mapping in border districts, updated Standard Operating Procedures (SOPs) for Community Health Workers (CHWs) and facilities, Infection Prevention and Control training and supplies, emergency water provision, and WASH improvements in schools and border entry points. Anticipatory action frameworks and simulation exercises enhanced shock responsiveness and reduced humanitarian impacts from forecast hazards.

Global initiatives, Secretary-General priorities and partnerships

Health and pandemic preparedness (One Health): A USD 24.9 million programme strengthened surveillance, laboratory systems and workforce capacity, including initiation of a National Veterinary Reference Laboratory built to International Organization for Standardization (ISO standards).

Gender equality and ending violence against women and girls: Evidence on unpaid care informed legal reform; GBV reporting and case coordination were strengthened through the bilingual Humura app integrated with Gender-

Based Violence Information Management System (GBVIMS).

Jobs and social protection for just transitions (Global Accelerator): A national roadmap aligned with NST2 prioritized agribusiness, manufacturing, creative industries and the digital economy, with focus on youth, women, persons with disabilities and informal sector formalization.

Guiding Principles integrated across delivery

Across outcomes, UNCT programming reinforced national ownership, human rights and gender equality, sustainability, partnerships and accountability, and data-driven LNOB targeting—evident in expanded community-based nutrition and child protection platforms, inclusive youth skilling and financing pathways, strengthened rights mechanisms (Universal Periodic Review follow-up and National Mechanisms for Implementation, Reporting and Follow-up progress), and citizen feedback tools (Governance Scorecard and Citizen Report Cards) informing policy action.

“Into the future” and 2025 ‘big-ticket’ coordination and joint advocacy achievements

The UNCT positioned 2025 as the platform for scaled delivery by preparing five flagship Investment Cases (Climate Action & Clean Cooking; Digitalisation for Inclusive Development; Integrated Primary Health Care; Livestock Value Chain Development; Peace and Governance).

Joint advocacy and coordination strengthened SDG financing readiness through blended finance approaches (including guarantees), deeper engagement with private sector and development finance actors, and integration of climate-responsive public finance management via a fully operational climate budget tagging system. These foundations, combined with strengthened analytics and adaptive M&E, enhance the Cooperation Framework's responsiveness for 2026 amid fiscal constraints, climate shocks, and regional instability.





2.2. COOPERATION FRAMEWORK PRIORITIES, OUTCOMES AND OUTPUTS

OUTCOME 1: Inclusive & Resilient Economic Growth

"It takes the courage of entrepreneurs who refuse to accept the status quo. It takes the vision of government leaders who invest in innovation. It takes partners who believe in Africa's potential. And it takes platforms like Hanga Pitchfest that connect all these elements together."

Ahunna Eziakonwa - Assistant Secretary-General & UNDP Assistant Administrator and Director, Regional Bureau for Africa.



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Snapshot of key results with UN support under Strategic Priority 1

37,000

residents gained digital skills and smartphones for real-time access to services and markets



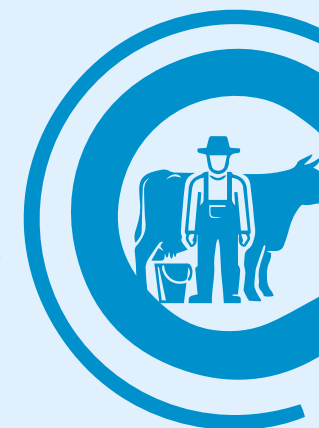
450+

youth-led enterprises have strengthened their capacity; rollout extended to 250 enterprises nationwide



19,712

youth farmers (48% women) trained in agronomy



92

loans (\$714,286) to cooperatives & SMEs, benefiting women and youth



59,000

MT of crops aggregated, generating \$17M in sales through mentorship



STITCHING OPPORTUNITY: LEAVING NO ONE BEHIND THROUGH SKILLS AND ENTREPRENEURSHIP

In Rulindo District, Ndayisenga Claude’s journey reflects how targeted support can unlock the potential of young people at risk of being left behind. After completing only Primary Six, Claude faced limited access to further education and formal employment; barriers that often restrict rural youth opportunities. Instead of viewing this as an endpoint, he pursued vocational skills in tailoring, encouraged by his parents, who gifted him his first sewing machine. In 2022, he began repairing clothes from home. What started as a small informal activity has since grown into a registered enterprise, Ambara Uberwe Base Company Ltd.

Through consistent saving and reinvestment, Claude expanded into producing school uniforms, fabric and semi-leather bags, and fashion designs, opening operations in both Rulindo and Gakenke districts. His customer base now includes students, schools, and local markets.

In January 2025, Claude joined the AGUKA/ YouthConnekt programme; a turning point in his growth trajectory. With a grant of approximately USD 685, combined with mentorship and exposure to successful entrepreneurs such as Sina Gérard, he strengthened both his technical capacity and business confidence. As a result, his monthly income increased from less than USD 68 to approximately USD 170. He expanded his workforce to four permanent employees and

built his own home, valued at around USD 3,420. Improved financial literacy enabled him to access and successfully repay a loan of approximately USD 340, enhancing both business sustainability and creditworthiness.

Despite challenges, including limited access to modern equipment and rising demand, Claude leveraged cooperative savings, credit facilities, and additional staffing to stabilize production. He now aims to increase his monthly income to USD 205 and expand to ten permanent employees with insurance coverage. The impact of his work is felt both personally and within the community. Claude’s improved income has brought stability and home ownership, while his business provides jobs, affordable school uniforms, and mentorship for other aspiring tailors. He envisions scaling his operations beyond Rulindo and Gakenke, introducing digitally inspired tailoring designs, and establishing a formal training centre for youth.

By investing in rural youth with limited formal education, the programme is helping ensure that opportunity reaches those most at risk of exclusion — turning potential into productivity, and ambition into sustainable livelihoods.

“Everything I have today, my business, my house, and the people I employ, is thanks to AGUKA. AGUKA is not just a program; it is a parent, a mentor, and a partner in my success.”



FOOD SYSTEMS

Young women and men across Rwanda’s agri-food system are gaining new opportunities to earn income, build businesses, and strengthen their livelihoods. With UN support, the Ministry of Agriculture (MINAGRI) developed and adopted the National Strategy for Youth Employment in the Agri-Food System, creating a policy framework that guides programmes and investments focused on youth. As a result, young people are better positioned to access agricultural value chains, entrepreneurship opportunities, and productive employment within a transforming food system.

Women, youth, and marginalized groups are also benefiting from more targeted support. Through the Comprehensive Food Security and Vulnerability Assessment, disaggregated evidence on food security, nutrition, and vulnerability drivers is informing the Strategic Plan for Agriculture Transformation (PSTA5) and the National Strategy for Transformation (NST2). This ensures that interventions directly address inequalities and reach the populations most in need.

At community level, youth farmers strengthened their technical and entrepreneurial capacities through coaching and mentorship in agronomy, post-harvest management, business planning, and financial literacy delivered through Young Farmer Service Centers. These farmers are improving their access to markets, finance, and productive assets, enabling them to increase productivity and income. Investments in post-harvest infrastructure are directly reducing losses and increasing value addition for farming households. Sixteen shellers supporting 58 cooperatives have enabled farmers to preserve more of their harvest and improve product quality, contributing to higher returns.

Market access has expanded significantly for rural producers. Through initiatives such as the Farm to Market Alliance and related programmes, farmers have been supported to strengthen their participation in structured markets. Improved aggregation systems, market linkages, and capacity building have enabled producers to collectively market their crops and increase their commercial engagement. Cooperatives have also strengthened their ability to secure longer-term buyer contracts, contributing to more stable and predictable incomes for farming families.

Small-scale mechanization is easing labour burdens and protecting harvests. Modern storage facilities and equipment — including tractors, mobile dryers, and shellers — directly benefited 400 maize producers and indirectly reached up to 15,000 farmers. These investments reduced post-harvest losses and labour intensity, improving efficiency and resilience for smallholder households. To strengthen climate resilience and productivity, 900 smallholder farmers participated in 30 Farmer Field Schools piloting integrated mechanization and conservation agriculture.



Farmers adopted climate-smart practices that lowered production costs, improved soil health, and enhanced resilience to climate variability.

Looking ahead, rural communities stand to benefit from scaled investment. Under the Hand-in-Hand Initiative, MINAGRI – with UN support – developed USD 981 million in investment cases presented at the 2025 Hand-in-Hand Investment Forum. These high-potential opportunities in the chili, rice, and coffee value chains are designed to generate jobs, expand market opportunities, and drive inclusive growth across the agricultural sector.

Across policy reform, capacity building, mechanization, market integration, and investment mobilization, the results translate into improved incomes, strengthened resilience, and expanded economic opportunities for hundreds of thousands of farmers and rural youth.

SKILLS DEVELOPMENT, ACCESS TO FINANCE AND JOB CREATION



Access to skills, finance, and markets is becoming more predictable and structured for entrepreneurs across Rwanda – particularly youth and women who previously faced fragmented support systems. Entrepreneurship support is now embedded within national systems. The Start and Improve Your Business and Digitalise Your Business programmes were institutionalized, with training packages adapted, digitized, and integrated into national e-learning platforms in partnership with Rwanda Polytechnic Innovation Hub, the Rwanda TVET Board, the National Cybersecurity Authority, and MINAGRI. This integration ensures sustained access to entrepreneurship and digital business training across the country.

District-level delivery expanded through partnerships with Hanga Hubs, Kina Rwanda, and Imanzi Business Institute. Youth entrepreneurs are improving business management, digital operations, and competitiveness in local markets. A Financial Education Application was developed, translated into Kinyarwanda, and is undergoing quality assurance to align with national digital and financial literacy standards. Once finalized, it will further strengthen entrepreneurs’ ability to manage savings, credit, and investment decisions within Rwanda’s evolving digital ecosystem.

Strategically, a Global Accelerator roadmap aligned with NST2 identified agribusiness, manufacturing, creative industries, and the digital economy as priority sectors for accelerating job creation, social protection, and decent work. By improving coherence across skills development, entrepreneurship systems, and poverty graduation pathways, the roadmap strengthens inclusion for youth, women, persons with disabilities, and workers transitioning from informality.

Financial inclusion outcomes demonstrate concrete shifts at household and community levels. A total of 104 Village Savings and Loan Associations (plus 275 under JP RWEE), comprising 6,913 members (72 % women) mobilized RWF 12 million in savings (plus RWF 98 million under JP RWEE). Approximately 4,500 members (78 % women) accessed RWF 97 million in financing through pooled savings, increasing their capacity to invest in livelihoods and manage economic shocks. Formal financing also expanded. A portfolio guarantee with I&M Bank is mobilizing additional private capital for rural health operators, strengthening service delivery and employment through 2026.

Evaluation findings from Ngororero confirm sustained behaviour and systems change: savings group membership increased from 22% at baseline to 100% at endline; access to loans rose from 60% to 96%; and participation in income-generating activities increased from 4% to 11%. These improvements reflect stronger financial resilience and greater household capacity to sustain nutritious diets.



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DIGITALIZATION

Young people, rural communities, and technical institutions across Rwanda

Young people, rural communities, and technical institutions across Rwanda are gaining the skills and systems needed to participate in an increasingly digital economy. To strengthen national capacity, the UN supported the Government of Rwanda to accelerate digital transformation across business, security, and agriculture. In partnership with the Rwanda TVET Board and the National Cyber Security Authority, a competency-based cybersecurity curriculum aligned with national accreditation standards (Levels 3–5) was developed. Training of Trainers further strengthened institutional readiness. The curriculum will be piloted in two TVET schools, with evidence guiding national scale-up by March 2026 – ensuring that students acquire nationally accredited, market-relevant cybersecurity skills.

At the same time, young people and rural residents are accessing practical digital skills that connect directly to employment pathways. Through the Innovate4DigiJobs and Digital Village initiatives, implemented with the ICT Chamber and national partners, over 300 youth – including women and persons with disabilities – gained market-relevant digital skills.

In rural areas, residents gained access to essential digital skills training and smartphones, enabling them to connect to services, markets, and information in real time. This support enabled greater digital inclusion and allowed individuals to connect more easily to services, markets, and information in real time. These interventions are opening pathways into digital freelancing, coding, digital agriculture, and other demand-driven ICT fields. By strengthening productivity and market connectivity, participants are better positioned to access income-generating opportunities within Rwanda's digital economy.

Digital inclusion was further expanded through zero-rated access to learning platforms, directly linking training to employment opportunities. Through partnerships with MTN and Airtel, 43,310 youth (36% female) completed more than 90,000 courses on the Ingazi Passport to Earning platform. Nationally integrated digital skilling and career guidance tools are reinforcing school-to-work transitions and supporting scalable employment outcomes.





TOURISM

With UN support, the Rwanda Development Board strengthened its ability to measure and understand tourism's full economic contribution. Through stakeholder consultations and technical analysis, the Total Economic Impact of Tourism was assessed. The integration of the Tourism Satellite Account into the Social Accounting Matrix now enables system-wide modelling of tourism's contribution to GDP, employment, and value chains. This strengthened evidence base allows policymakers to better understand how tourism generates jobs, supports local enterprises, and drives economic linkages across sectors.

A validated Tourism Economic Impact Report was submitted to the Government of Rwanda, providing a robust analytical foundation for policy reform, sector planning, and strategic investment decisions. With clearer data on tourism's contribution to growth and employment, the sector is better positioned to enhance sustainability, competitiveness, and long-term benefits for the people whose livelihoods depend on it.



ENVIRONMENT AND CLIMATE RESILIENCE



**Mr. Mohamed Aw-Dahir, FAO Representative
and Chair of Result Group 1,
Economic Transformation**



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

Rwanda adopted its updated Nationally Determined Contribution (NDC 3.0), aligned with the Paris Agreement, with technical and analytical support from the UN. This strengthened national climate ambition while ensuring that climate commitments are grounded in evidence and inclusive planning. Climate-responsive public finance management is now institutionalized through a national climate budget tagging system fully integrated into the national budget process. As a result, climate-related expenditures are tracked, analyzed, and publicly reported through quarterly climate expenditure reports comparing planned allocations with actual spending – strengthening transparency and evidence-based decision-making that ultimately benefits communities vulnerable to climate risks.

Transition to a green economy is also creating new opportunities. Through the Partnership for Action on Green Economy, the Green Jobs Assessment Model was finalized, providing evidence on climate-related employment risks, opportunities, and skills needs. This supports coordinated action to prepare workers and businesses for emerging green sectors. In parallel, 87 SME representatives from Northern, Southern, and Eastern Provinces were trained on greening enterprises within a circular economy framework, strengthening private sector capacity for sustainable production and competitiveness.

In rural areas, farmers are directly experiencing climate-resilient innovation. A cold chain foundation course reached over 800 farmers, vocational learners, and university students, building skills in environmentally friendly value chains. A Community Cooling Hub model integrating renewable energy and local value addition was designed to reduce food loss and increase rural incomes. Climate resilience interventions were scaled up across agriculture and livestock systems. Milk Collection Centres were equipped with hydroponic fodder systems, ensuring year-round feed supply and increasing milk productivity for livestock keepers.

In agriculture, climate-smart and green technology interventions expanded support to rural communities. These initiatives strengthened adaptive capacity and promoted sustainable practices, contributing to improved livelihoods and economic resilience, particularly among women. More than 60 Farmer Field Schools adopted climate-smart and conservation agriculture practices, supported by solar-powered irrigation systems that enable year-round production and reduce vulnerability to erratic rainfall. Productivity gains are translating into tangible benefits for farming households. Potato yields doubled to over 20 MT/ha, cassava yields exceeded 40 MT/ha, and rice yields reached 6.4 MT/ha, improving both income and food availability.

Ecosystem restoration efforts expanded areas under improved environmental management, reducing land degradation and enhancing soil fertility and biodiversity. An additional 80 hectares were equipped with smart irrigation systems, directly benefiting approximately 300 farmers and improving water-use efficiency and household food security. As a result, 85 percent of targeted farmers reported surplus production, contributing to increased household income and more reliable food availability.

Urban areas are also embracing climate-smart food systems. Vertical farming demonstration units were established at FAO Headquarters and the Ministry of Agriculture, while 39 young agri-entrepreneurs were trained in sustainable urban farming. These initiatives promote youth agripreneurship, urban nutrition, and climate-resilient city development.



OUTCOME 2: Quality Social Services



"Education is the foundation of social progress. It's the engine of decent work and prosperity. It forges lasting pathways to inclusion and equality..."

António Guterres- UN Secretary General

Snapshot of key results with UN support under Strategic Priority 2



450+
midwifery
scholarships
awarded

313,045
households have
gained improved
access through
the expansion of
electronic medical
records

6 million
insecticide nets
distributed (**71%
coverage**)

36,305
learners were
reached through
school-based
MHPSS programs

26,550
at-risk individuals
accessed integrated
services

34,137
people reached
through public health
awareness

Rwanda
became Africa's
first country
with nationwide
Maternal Multiple
Micronutrient
Supplements
(MMS)
implementation

417,995
at-risk learners
supported

15,000+
para-social
workers trained



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SAFE AND LOVING HOMES FOR EVERY CHILD

In Rwanda, protecting children is a shared responsibility. The National Child Development Agency (NCDA), working with district authorities, leads a nationwide child protection workforce dedicated to ensuring that every child grows up in a safe and loving family. At the heart of this effort are Child Protection and Welfare Officers (CPWOs) and community volunteers known as Inshuti z'Umuryango (IZU). CPWOs are trained social workers who manage child protection cases, while IZU volunteers operate at village level, identifying vulnerable children and reporting concerns such as abuse, neglect, or family distress. Together, they form a strong safety net that prioritizes family-based care over institutionalization.

Denise Murekatete, a Child Protection and Welfare Officer (CPWO) with more than a decade of experience, is among the professionals supporting Rwanda's transition toward family-based care. She was one of the first social workers to implement the Tubarerere Mu Muryango (TMM) programme, which facilitates the reintegration of children from institutional care into family environments. Over the years, she has supported numerous children to transition into stable, nurturing homes. One example is Kaze*, now 11 years old, who was placed in foster care shortly after birth. She has since grown up with her foster parents, Etienne and Vestine, in Kicukiro District. Through regular follow-up and guidance from Denise, the family has been able to provide a safe and supportive environment where Kaze can thrive.

Denise regularly visits foster families to ensure children are well cared for. She also reviews daily reports from IZU volunteers and responds quickly to urgent cases—conducting home visits, coordinating with community leaders, or arranging temporary safe care when needed. Beyond placement, she works to strengthen families facing poverty, health challenges, or trauma, linking them to counseling and social services. “Finding a home is just the beginning,” she says. “Ongoing support is crucial.”

Despite progress, challenges remain. Some children need specialized care, and misconceptions about foster care persist in certain communities. Yet awareness efforts and community engagement continue to shift attitudes. Rwanda's Child Protection Workforce includes 62 CPWOs supported by 29,674 IZU volunteers nationwide. This extensive network reflects the country's commitment to safeguarding children and promoting family-based care. For Denise, social work is more than a profession—it is a calling. Seeing children regain their smiles and grow stronger affirms her mission. With thousands of dedicated professionals and volunteers across Rwanda, the vision remains clear: every child deserves a safe, loving home.

“Every child I help reminds me why I chose this job,” she says. “Seeing a child grow happy and strong makes everything worth it.”

*Name changed for protection.

NUTRITION



With UN support, pregnant women and young children across Rwanda are seeing healthier starts to life as the country strengthens its fight against malnutrition under the National Child Development Agency's two-year multisectoral strategy. In January 2024, mothers in seven pilot districts became the first to receive Maternal Multiple Micronutrient Supplements (MMS). By mid-2025—ahead of schedule—pregnant women in all 30 districts were accessing these life-saving supplements at their local health centres. With financing from the Gates Foundation, 100% of Rwanda's health centres were equipped with adequate supplies and trained health workers, ensuring no expectant mother was left behind.

Rwanda achieved nationwide implementation of multiple micronutrient supplementation (MMS). For mothers, this meant fewer cases of anaemia during pregnancy. For babies, it meant stronger growth and healthier birth outcomes. Early evidence shows improved infant growth, reduced maternal anaemia, and more cost-effective results compared to previous iron-folic acid supplementation—giving families and the Government greater capacity to protect children's lives from the very beginning. Change has also been visible at the household level. 2,910 pregnant and lactating women received 9,240 chickens, enabling families to produce 19,880 eggs and increase the consumption of animal-source protein among children under five. For many mothers, this meant being able to feed their children eggs regularly—supporting stronger growth and development during the critical first years of life.

Building on the UN Joint Programme in Rutsiro and Ngororero (2021–2024), 3,650 households with children under two gained access to biofortified seeds, practical cooking demonstrations, improved nutrition education, and updated counselling tools on maternal, infant, and young child feeding. Parents reported more diverse diets for their children, contributing to measurable reductions in stunting and improved dietary diversity.

Communities themselves have become champions of nutrition. Through poultry farming initiatives, the “One Egg per Child per Day” campaign, egg provision to health facilities and early childhood development centres, and strengthened community monitoring, families are better equipped to nourish their children. National nutrition and health communication strategies were revised to ensure consistent, people-centred messaging that reaches caregivers where they are. At the same time, Rwanda's private sector stepped forward. In 2025, 11 new companies joined the Rwanda Scaling Up Nutrition (SUN) Business Network, expanding nutritious food value chains and creating jobs—strengthening the systems that families rely on to access healthy foods sustainably.



HEALTH

In 2025, people in Rwanda accessed stronger and more responsive health services, as UN support helped advance national efforts toward achieving Universal Health Coverage by 2030. Families seeking care now benefit from a clearer, results-based roadmap under the fifth Health Sector Strategic Plan (HSSP V, 2024–2029), developed and launched with UN support. For patients, this means more equitable and people-centred services. The enactment of Law No. 026/2025 regulating health care services modernized care delivery, strengthened patient rights, and expanded adolescents’ access to comprehensive services—including sexual and reproductive health—bringing national standards in line with international human rights commitments.

Children and adults are also better protected from non-communicable diseases. Revised alcohol and tobacco legislation, including higher excise taxes that established the highest cigarette tax rate in the region, is helping prevent illness before it starts. Despite fiscal constraints, uninterrupted access to essential medicines and family planning commodities ensured that women, children, and families continued receiving life-saving services without disruption.

Health workers—the backbone of Rwanda’s system—gained stronger skills and support. The launch of the national midwifery curriculum expanded opportunities for aspiring professionals. Complementary training in clinical care, data use, and financial management has further strengthened workforce capacity and improved the quality of health services nationwide. Communities at risk of malaria were protected through distribution of insecticide-treated nets, reaching 71% coverage, alongside the introduction of daily case reporting to strengthen surveillance and rapid response.

People living with or at risk of infectious diseases now benefit from nationally owned, evidence-based elimination strategies. Rwanda advanced a Last Mile Framework to achieve triple elimination of HIV, syphilis, and hepatitis B—positioning the country for Path to Elimination certification—and launched a national HIV prevention roadmap with five pillars and ten priority actions for a scalable, people-centred response. Efforts to eliminate

soil-transmitted helminthiasis and schistosomiasis progressed, while Maternal and Child Health Week services were integrated into routine care, ensuring sustained access for mothers and children.

Young people played a leading role in expanding access to priority services. Through youth-led health camps, adolescents accessed sexual and reproductive health services, mental health support, and screening for non-communicable diseases. The Youth for Change Male Engagement Module empowered boys and men to promote positive masculinity, HIV prevention, gender equality, prevention of gender-based violence, and stigma reduction. An age-appropriate Comprehensive Sexuality Education toolkit introduced in primary schools strengthened early prevention and life-skills education, equipping children with knowledge to make informed decisions.

Digital transformation strengthened the delivery of health services nationwide. The expansion of electronic medical records improved access to health data, enabling providers to make more informed decisions and deliver more responsive care to households. The operationalization of the National Health Intelligence Center strengthened real-time decision-making, while the “1,000 Health Posts” partnership advanced financial sustainability, standardized service delivery, and nationwide digitalization—bringing quality services closer to communities.

When Rwanda faced the 2024 Marburg Virus Disease and Mpox outbreaks, communities were protected through a rapid, coordinated response. With UN support, prevention, early detection, and continuity of essential services were reinforced. Population Mobility Mapping in six border districts identified seven high-risk Points of Entry, guiding targeted surveillance and preparedness. Specialized personnel and logistical support strengthened case management, contact tracing, and coordination. Women and girls continued to access sexual and reproductive health and gender-based violence services during the outbreaks. Standard Operating Procedures for Community Health Workers and health facilities safeguarded continuity of care, and 110 providers were trained in the Minimum Initial Service Package for sexual and reproductive health in emergencies.

Communities affected by outbreaks also received mental health and psychosocial support. A post-recovery counselling package was developed for affected populations, and 94 mental health professionals across 48 hospitals were trained in Psychological First Aid and MHPSS. School-based mental health and psychosocial support (MHPSS) services expanded access to care for learners. These efforts strengthened national surge capacity and helped ensure that children and adolescents received timely support during times of crisis.



EDUCATION

More than 840,000 primary school children received the extra support they needed to stay on track in their learning. Despite near-universal access to education, many young learners were still repeating early grades. In response, the UN and the Government scaled up remedial education nationwide, aligning with the Government's policy of integrating four hours of remedial instruction into the weekly timetable. For 220,975 students, this meant successfully transitioning to upper primary. Learners at risk of repeating received targeted support to help them stay on track academically. These efforts helped students catch up and continue learning alongside their peers. At the same time, the system saved nearly RWF 7 billion in public costs, improving both efficiency and learning outcomes at scale.

Adolescents also benefited from safer and more supportive school environments. To address teenage pregnancy and school violence, the UN supported evidence-based interventions that strengthened parenting support and improved knowledge of sexual and reproductive health. Teachers were trained to deliver comprehensive sexuality education (CSE), including in TVET institutions, where sexual and reproductive health services were piloted. TVET leaders, media professionals and community actors were engaged to reinforce prevention efforts. By integrating SRHR and school violence indicators into the national education monitoring system, schools and authorities are now better equipped to track progress and take data-driven action to protect learners.

At the same time, children attending school experienced improved nutrition. The UN supported the national school feeding programme through recruitment of specialized personnel and strengthened government-led direct procurement of food commodities. This reinforced sustainability and local ownership, while helping learners stay focused and ready to learn.



CHILD PROTECTION

In 2025, more than 60,000 children in 15 schools participated in violence-prevention and self-protection programmes, gaining skills and confidence to stay safe. Their protection was further strengthened through 400,066 home visits, where families received parenting guidance and psychosocial support. Strengthened systems improved access to integrated services for vulnerable children. Through better coordination across health, social welfare, and justice sectors, these efforts helped ensure that at-risk children receive the support and protection they need.

To make these gains sustainable, the UN supported the development of a national child protection strategy and the rollout of a digital Child Protection Case Management System, improving coordination and follow-up for vulnerable children. Capacity was strengthened through training of 2,262 professionals and volunteers, alongside orientation of 667 national and local leaders, building a stronger frontline workforce.

The Government committed to planning and costing a national child protection workforce across all 30 districts, including deployment of one government-funded social worker per district—bringing professional support closer to communities. In parallel, a diversion framework for children in conflict with the law was developed for pilot implementation in five districts in 2026, promoting restorative justice approaches that prioritize rehabilitation and reintegration.





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WOMEN EMPOWERMENT

Women began to see greater recognition of their unpaid care and domestic work following adoption of the revised Family Law in June 2024. With UN and partner advocacy sustaining momentum, communities engaged in dialogue to shift social norms around caregiving—helping reduce gender inequality and prevent gender-based violence (GBV).

In selected districts, women and persons with disabilities received energy-efficient cookstoves and rainwater harvesting tanks, easing the daily burden of collecting firewood and water. For many mothers, this meant less time spent on exhausting household labour and more time for income-generating activities, rest, or supporting their children's education. At the same time,

families benefited from cleaner energy solutions and improved environmental sustainability.

National momentum to end violence was reinforced through a UN co-convened forum supporting the African Union Convention on Ending Violence Against Women and Girls. Survivors of violence gained safer and more confidential ways to seek help. The bilingual Humura application, integrated into the national Gender-Based Violence Information Management System, enabled anonymous reporting, improved coordination of services, and strengthened centralized data management—bringing survivors closer to timely protection and support.

SOCIAL PROTECTION

While Rwanda has consolidated mandatory schemes—covering pensions, occupational hazards, maternity leave benefits and health insurance under the Rwanda Social Security Board (RSSB)—over 90% of workers in the informal economy remain outside contributory systems. To address this gap, the UN worked with the Government, RSSB and the Ministry of Public Service and Labour to design mechanisms tailored to informal workers. Simplified registration processes, flexible contribution options and targeted awareness campaigns made it easier for market vendors, smallholder farmers and other informal workers to participate—building trust in formal systems and expanding protection.

Rwanda's Global Accelerator on Jobs and Social Protection for Just Transitions roadmap was drafted in alignment with NST2, identifying agribusiness, manufacturing, the creative industry and the digital economy as priority sectors. With a focus on youth, women and persons with disabilities, the roadmap promotes skills development, entrepreneurship and

poverty graduation—laying the foundation for expanded social protection coverage, decent work and gradual formalization of the informal economy in line with Vision 2050.

Frontline delivery capacity was also strengthened. Nationwide training of para-social workers strengthened community-level support systems. Implemented in partnership with MINALOC/LODA, these efforts enhanced outreach and improved service delivery to vulnerable households.

Evidence-based policymaking was reinforced through production of the latest Multidimensional Poverty Report using the Integrated Household Living Conditions Survey 7 (EICV 7) data, improving targeting of those most in need. Support also reached vulnerable populations in humanitarian settings. In five refugee camps, over 1,000 people living with HIV and tuberculosis engaged in livelihood activities designed to improve nutrition and promote self-reliance—helping families meet essential needs with dignity.



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EMERGENCY PREPAREDNESS, HEALTH SECURITY
AND OUTBREAK RESPONSE

Rwanda strengthened its readiness for future pandemics through the USD 24.9 million Strengthening Pandemic Prevention and Response through One Health project. Surveillance systems, laboratory capacity and workforce preparedness were reinforced nationwide. Construction began on the National Veterinary Reference Laboratory in Rubirizi, built to ISO 17025 standards. Once completed, it will enhance detection of zoonotic and transboundary diseases and position Rwanda as a regional diagnostics and quality assurance hub.

Communities vulnerable to climate and health shocks also benefited from anticipatory action planning. With UN support, the Ministry in charge of Emergency Management (MINEMA) developed frameworks enabling proactive responses to forecast hazards. Health security improvements were reflected in progress across 19 technical areas in the second Joint External Evaluation. Nationwide Event-Based Surveillance strengthened early detection of public health threats, complemented by inter-ministerial contingency planning and a national simulation exercise in 2025.

When Mpox in 2024 and cholera in 2025 threatened communities, rapid action protected lives. 125 healthcare workers were trained in infection prevention and control, essential supplies were distributed to treatment centres, and emergency water was provided to more than 2,000 at-risk individuals. Handwashing facilities were improved in 22 schools, benefiting over 20,000 children, and at eight border entry points serving approximately 23,000 daily crossers—helping safeguard communities and maintain continuity of essential services.

COMMUNITY ENGAGEMENT AND PREPAREDNESS

Communities played an active role in strengthening public health awareness. Through 15 creative drama series, messages on prevention of Marburg Virus Disease (MVD), Mpox, sexually transmitted infections, family planning and GBV reached wide audiences in accessible ways.

Direct engagement and capacity-building activities strengthened community preparedness and prevention. These efforts supported individuals in both humanitarian and host communities to better anticipate and respond to risks and shocks. Healthcare workers in three border districts received personal protective equipment, reinforcing infection prevention and control in high-risk areas.

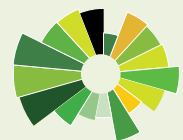


Ms. Lieke Van De Wiel, UNICEF Representative
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OUTCOME 3: Transparent & Accountable Governance



"Good and effective governance is the cornerstone of our national development... without good governance, we would not have jointly achieved what we have for the Rwandan people."

H.E. President Paul Kagame - President of the Republic of Rwanda

Snapshot of key results with UN support under Strategic Priority 3



21%

reduction in case backlog was achieved through e-court platforms

6,813

refugees voluntarily returned from DRC



Rwanda

ranked 1st in Africa
(2025 WJP Rule of Law Index)

232

inmates reintegrated through restorative justice and e-courts



©FAO Rwanda





A NEW LIGHT FOR BETTER SERVICES IN RWANDA'S RURAL COMMUNITIES

In some of Rwanda's most remote, off-grid areas, a quiet transformation is unfolding; powered by the sun. Through UN support, 29 cell offices, 5 health posts, and the Nyamagabe Correctional Facility have been equipped with reliable solar energy, improving essential services for thousands of citizens across Nyamagabe, Gakenke, Ngoma, Gicumbi, Nyaruguru, and Huye Districts. A new chapter in reliable service delivery has begun. At Buhoro Cell in Nyamagabe District, Cell Executive Secretary Eric remembers the challenges vividly.

"I used to travel long distances just to charge the office computer or access an internet connection at the sector office," he recalls. "Sometimes it took hours, and community members would wait three to five days to get services that should take minutes." Transport costs, time lost, and frustrated residents became part of everyday work.

Everything changed when solar power was installed. With reliable electricity, Eric can now work efficiently from his office, respond to citizens immediately, and provide services; from document processing to digital verification; on the spot. What once took days now takes a few minutes.

In Gakenke District, Mukandamage Bella shares a similar transformation at Busengo Health Post. Before electrification, she often walked long distances to health facilities offering basic laboratory tests or services requiring powered equipment. "When my child was sick, I had to travel far just for a simple test," she says. "It was costly, tiring, and sometimes dangerous at night."

With solar power now available, Busengo Health Post conducts essential tests locally, keeps vaccines reliably refrigerated, and offers timely care to mothers, children, and the elderly. Instead of traveling far, Bella and her neighbors receive quality services within their own community.

Even in Nyamagabe Correctional Facility, with E-Court, solar energy has brought unexpected yet vital improvements. According to the facility director, "the shift to solar has cut electricity costs by half. More importantly, when grid electricity fails; a frequent occurrence; the solar system keeps lights on, strengthening security and reducing the risk of unnoticed inmate escapes."

Across all six districts, solar electrification has become more than an energy solution; it has restored dignity, reduced service delays, and strengthened trust between citizens and their local institutions. For officials like Eric and citizens like Bella, reliable power has turned challenges into opportunities and brought public services closer to the people who need them most.

Under the Transformational Governance Result Group, USD 10.2 million (85.7 % of the budget) was invested across justice, governance, gender, trade, migration, and human rights to strengthen inclusive and accountable institutions. Justice users are benefiting from faster and more accessible services. Rwanda continues to demonstrate strong performance in governance and the rule of law. International governance assessments highlight sustained progress in institutional effectiveness, accountability, and justice.

Justice sector reforms have strengthened access to efficient and responsive justice services. The expansion of e-courtrooms in correctional facilities, strengthened alternative dispute resolution mechanisms (ADR), operational provincial ADR centres, and digital platforms such as e-Huza and Mobile Amategeko have improved case management and service delivery. These innovations have also supported restorative justice approaches and facilitated the reintegration of inmates into society. Child-friendly justice systems were reinforced through updated child rights policies, safeguarding frameworks, regulation of social workers, and expanded diversion and probation mechanisms, strengthening protection for children in conflict with the law.

Citizens are participating more actively in governance processes. Evidence-based tools such as Citizen Report Cards and the Rwanda Governance Scorecard informed policy action and contributed to a 9% increase in transparency and a 5% increase in participation. Media engagement in good governance reached 93.4%, supported by improved self-regulation, accreditation, AI-enabled reporting, citizen engagement mechanisms, and strengthened gender accountability systems.

Human rights implementation advanced through support to Rwanda's fourth Universal Periodic Review, enhanced treaty body engagement, civil society alternative reporting, and progress toward establishing a permanent National Mechanism for Implementation, Reporting and Follow-up (NMIRF). Implementation of CEDAW and Economic, Social and Cultural Rights roadmaps progressed, while evidence on unpaid care work informed family law reforms protecting women's marital property rights.

Small-scale cross-border traders and migrant workers are benefiting from improved governance systems. Harmonized East African Community policies, operational One Stop Border Posts, and enhanced digital trade facilitation through the Rwanda National Trade Portal strengthened cross-border trade efficiency. Targeted support to small-scale cross-border traders improved protection, dispute resolution, and access to social protection through a pilot one-stop digital platform. Migration

governance advanced through diaspora policy implementation, Skills Mobility Partnerships, development of the Global Compact for Migration operational plan, and strengthened anti-trafficking and victim repatriation mechanisms.

Gender-transformative governance reforms are expanding workplace equity and leadership opportunities for women. Implementation of the Rwanda Gender Equality Standard (RS 560:2023) resulted in certification of 25 private companies and one public institution, with measurable gains in pay equity, work-life balance, and workplace harassment prevention.

Capacity-building included training of 50 senior officials on gender-responsive budgeting and strengthened reporting on Women, Peace and Security (1325 NAP), CEDAW, and Beijing Platform for Action commitments. Complementary reforms included development of a simplified revised National Gender Policy, advancement of Affirmative Finance Action for Women in Africa (AFAWA), training of 1,200 Gender Action Learning System (GALS) champions across five districts, and strengthened parliamentary capacity to mainstream gender equality in legislation and oversight.

Communities affected by displacement and climate risks also saw strengthened resilience. Protection efforts supported the voluntary return of Rwandan refugees from the Democratic Republic of Congo. Through UN-facilitated tripartite engagements and an agreed roadmap, coordinated actions helped ensure safe and dignified return and reintegration processes. Disaster risk reduction systems were enhanced through AI-supported early warning systems. Nutrition systems were reinforced through procurement of anthropometric equipment for community-level stunting monitoring.

Although service delivery performance declined slightly (75.8% in 2024 to 71.7% in 2025), this reflected adoption of a more rigorous NST2-aligned measurement framework with expanded indicators and stricter benchmarks, strengthening the evidence base for targeted improvements.

Collectively, these results strengthened access to justice, expanded citizen participation, reinforced human rights systems, empowered women, supported small traders and migrants, and enhanced social cohesion — advancing inclusive governance and the commitment to leave no one behind.



Ms. Fatmata Lovetta Sesay, PhD, UNDP Resident Representative and Chair of Result Group 3, Transformational Governance



Mr. Ash Carl, IOM Chief of Mission and Co-Chair of Result Group 3, Transformational Governance

2.3. SUPPORT TO PARTNERSHIPS AND FINANCING THE 2030 AGENDA



During the reporting period, the UN in Rwanda leveraged innovative, multi-stakeholder, and South-South partnerships to accelerate SDG achievement and strengthen sustainable financing for the 2030 Agenda. A strategic shift toward investment-ready programmes, blended finance, and system-level reforms enabled the realignment of public and private financial flows, reduced long-term fiscal pressures, and strengthened national ownership of development outcomes.

The UN advanced transformative partnerships that linked policy, finance, and service delivery. In the health sector, UNFPA scaled the Public-Private-Community Partnership (PPCP) model through the A Thousand Health Posts initiative, expanding access to primary health care in remote areas. Through a blended finance mechanism with UNCDF and I&M Bank, investments were de-risked and affordable loans enabled for nurse-entrepreneurs, reducing donor dependency and advancing sustainable health financing and Universal Health Coverage (SDG 3). Complementing this, WHO supported the national scale-up of Electronic Medical Records, strengthening digital health infrastructure, improving data quality and use, and enhancing efficiency and equity across the health system.

The UN also mobilised private and domestic finance to support livelihoods and inclusive growth. Through the Rwanda Bridge Project, WFP and UNCDF deployed a USD 500,000 portfolio guarantee, unlocking USD 714,000 in loans for MSMEs and youth in food value chains, advancing SDGs 1, 2 and 8. Revised procurement modalities for the National School Feeding Programme generated measurable efficiency gains, reduced costs, strengthened national supply chains, and increased sourcing from Rwandan smallholder farmers—demonstrating how improved public procurement can deliver both fiscal savings and local economic multipliers.

Climate action and resilience featured prominently in UN-supported partnerships. Clean cooking initiatives transitioned from pilots to national scale, supported by strengthened institutional capacity and cross-sectoral coordination, including the establishment of a School Feeding Clean Cooking Task Force. The development of the Disaster Risk Financing Diagnostic and Strategy unlocked access to climate finance and risk-transfer instruments, reduced fiscal vulnerability, and is projected to save significant public resources annually by shifting from reactive to anticipatory financing. These efforts safeguarded budgetary space for essential services while advancing SDGs 2, 7 and 13.

Gender equality and women's economic empowerment were advanced through integrated financing partnerships. The Joint Programme on Rural Women's Economic Empowerment supported over 8,000 rural women to access productive resources, markets, and decision-making spaces, while generating evidence for gender-transformative agrifood policies. In parallel, UN Women and Equity Bank Rwanda established a high-impact strategic partnership that embeds gender-responsive finance and inclusive digital solutions within the financial sector. By aligning UN normative leadership with private-sector scale and innovation, the partnership targets over 10,000 women across MSMEs, cooperatives, and informal economies, positioning private capital as a catalyst for SDG 5 and Rwanda's Vision 2050.

South-South and triangular cooperation further strengthened national systems and policy reform. The AIM for Change! initiative enabled sustained knowledge exchange between Rwanda, India and Ghana on midwifery education, regulation, digital health and maternal health innovation, directly informing national reforms in SRHR. FAO facilitated regional leadership and knowledge exchange on food systems, digital agriculture and climate-resilient livestock, while supporting evidence-based policymaking and continental dialogue on sustainable agriculture and job creation.

Collectively, UN support contributed to measurable public finance and financing-for-development results. Public expenditures were increasingly aligned with SDGs through climate-sensitive and gender-responsive budgeting. Future expenditures were avoided through anticipatory action and disaster risk reduction, reducing reliance on costly emergency responses. Public financial management systems improved through more efficient procurement and strengthened health commodity financing. At the same time, domestic, private and international financing flows were mobilised and realigned through blended finance, guarantees, match-fund mechanisms and risk-sharing instruments, reinforcing Rwanda's transition toward resilient, inclusive and sustainable development financing.

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

In 2025, the UN Country Team Rwanda continued to strengthen operational coherence and efficiency under the Business Operations Strategy (BOS II), in alignment with the UN reform agenda. The year focused on consolidating earlier gains while adapting to fiscal constraints, evolving operational requirements, and the transition towards more integrated service delivery. These efforts resulted in improved service quality, stronger inter-agency collaboration, and measurable cost optimisation, benefiting the Government of Rwanda, partners, and the UN system.

BOS II remained a key enabler of efficiency across procurement, ICT, human resources, finance, logistics, and administration. Overall cost reductions were largely driven by the phase-out of selected legacy services, while common Long-Term Agreements (LTAs), pooled procurement, harmonised rates, and joint operational platforms continued to deliver value and operational impact.

Procurement efficiencies were achieved through multiple joint LTAs, including fuel, cleaning services, consumables, stationery, printing, Heating, Ventilation, and Air Conditioning (HVAC), courier services, and outsourced vehicle maintenance, generating both cost savings and service quality improvements. Finance services sustained zero bank charges for participating agencies and strengthened collaboration on financial spot checks, Harmonized Approach to Cash Transfers (HACT) audits, and micro-assessments. In human resources, harmonised national consultancy rates supported fair and consistent contracting, while joint onboarding and collective training enhanced efficiency and staff experience. ICT collaboration advanced through the shared knowledge-management platform, improving interoperability and information-sharing across agencies.

Progress towards the One UN House continued, though at a slower pace due to required Government approvals and procedural dependencies. The initiative remains a strategic priority, underpinning long-term efficiency gains, service consolidation, and deeper inter-agency collaboration.

Good practices and lessons learned

Active and consistent participation across agencies has remained central to achieving economies of scale and improving service delivery. Inter-agency resource pooling and mutual recognition arrangements have strengthened collective bargaining power while reducing transaction costs. Increased standardisation of processes—particularly in procurement, human resources, and ICT—has improved consistency, minimised duplication, and accelerated decision-making. Reinforced working groups and enhanced knowledge-sharing practices have further supported continuity, peer learning, and the sustainability of results.

Challenges and mitigation measures

Funding constraints continue to limit the scale-up of joint services; in response, the Operations Management Team is exploring innovative cost-sharing modalities and pooled funding options. Variability in agency participation has affected efficiency gains, prompting plans to strengthen accountability frameworks and clarify participation commitments. Delays in BOS-related processes, including LTA renewals and decision-making on the One UN House, require closer coordination and more targeted engagement with national counterparts. Capacity pressures on larger agencies are being mitigated through shared responsibility arrangements, rotation of leadership roles, and continued capacity-building for OMT members.

Emerging issues and way forward

Key opportunities include deeper digital integration across ICT services, expansion of joint procurement categories, and strengthened inter-agency collaboration on cybersecurity. The OMT will prioritise the identification of additional services for inclusion under BOS to increase cost avoidance in the next implementation phase. Enhanced engagement of programme teams will ensure that operational efficiencies directly support UNSDCF delivery. Continued advocacy with Government counterparts on the One UN House remains critical to unlocking long-term efficiency gains. The UNCT Rwanda remains committed to deepening collaboration, sustaining operational efficiencies, and aligning business operations with Rwanda's evolving national development priorities.

2.5. KEY LESSONS LEARNED AND RECOMMENDATIONS

Key Lessons Learned

- Early stakeholder engagement and strong partnerships between the UN and government were critical to fostering national ownership, policy alignment, and momentum for scale-up.
- Intentional inclusion of youth and gender considerations enhanced equity, practical learning, and the social relevance of technical innovations, underscoring the importance of embedding inclusion throughout programme design and delivery.
- Diverse partnerships across public institutions, the private sector, and UN agencies maximized resource use and programme impact.
- Co-creation with Social Sector Cluster Building Teams (SSCBTs) and whole-of-society task forces, alongside localized coaching and training, strengthened uptake and ownership at subnational levels.
- Establishing the National Mechanism for Implementation, Reporting and Follow-up and the National Reporting and Tracking Database (NMIRF/NRTD) proved to be a best practice for treaty-body reporting and accountability.
- Despite high access to health services, persistent maternal and neonatal mortality highlighted the need to shift focus toward Quality of Care, particularly during and immediately after childbirth.
- Collaboration with the EAC and strengthening Alternative Dispute Resolution (ADR) systems demonstrated value in reducing duplication, easing judicial backlogs, and promoting social cohesion.



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Recommendations



Livestock Development for Economic Transformation:

Support the modernization of pig and poultry value chains to drive inclusive growth, improve nutrition, create decent jobs for youth and women, and contribute to export diversification in line with Vision 2050, NST2, and Fifth Strategic Plan for Agriculture Transformation.



Food Systems Transformation:

Scale innovative, climate-smart technologies—such as solar-powered facilities, hydroponics, and agrivoltaics—paired with improved access to affordable finance to enhance productivity, food security, incomes, and resilience.



Resource Mobilization Strategy:

Apply a blended finance approach to mobilize public, private, and catalytic capital, leveraging partnerships with development banks, donors, and private actors to scale high-impact interventions in agri-food and livestock systems.

Health Systems and Digital Transformation: Strengthen health system resilience and accelerate digital health solutions (e-Buzima) to improve real-time, data-driven Quality of Care.



Governance, Regional Cooperation, and Social Cohesion:

Continue strengthening National Mechanism for Implementation, Reporting, and Follow-up/ National Reporting and Tracking Database systems, deepen collaboration with the EAC to harmonize policies, and expand Alternative Dispute Resolution mechanisms to enhance access to justice, dialogue, and community cohesion.



2.6. Financial Overview and Resource Mobilization

2.6.1. Financial Overview

Economic Transformation	Social Transformation	Transformational Governance	Overall
			
Outcome 1	Outcome 2	Outcome 3	
Available Resources (USD) 15 Million	Available Resources (USD) 47.3 Million	Available Resources (USD) 10.9 Million	Available Resources (USD) 73.2 Million
Expenditure (USD) 11.6 Million	Expenditure (USD) 39 Million	Expenditure (USD) 10.2 Million	Expenditure (USD) 60.8 Million
Delivery Rate 77%	Delivery Rate 82%	Delivery Rate 94%	Delivery Rate 83%

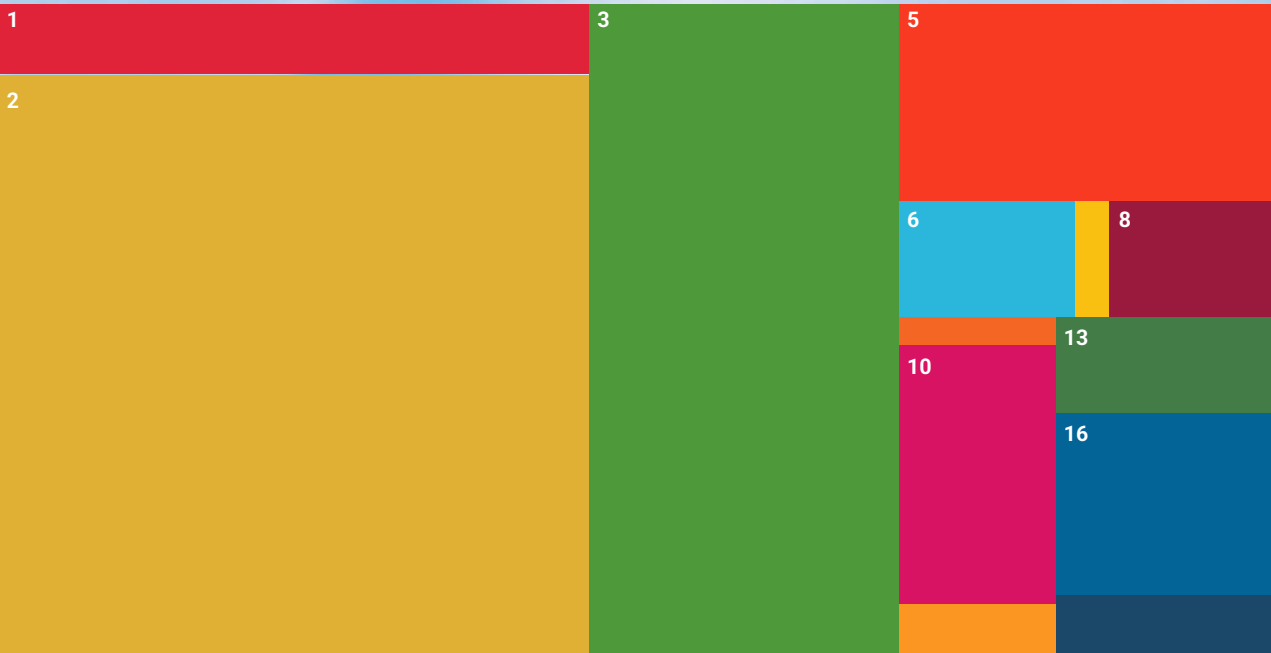


73.2 million
Available Resources



83%
Overall delivery rate

UN contribution to the SDGs in Rwanda, 2025



Available Resources \$73.2 million

- 

1. No Poverty
5.1% of total
- 

2. Zero Hunger
41.1% of total
- 

3. Good Health and Well-being
24.5% of total
- 

4. Quality Education
0% of total
- 

5. Gender Equality
8.9% of total
- 

6. Clean Water and Sanitation
2.5% of total
- 

7. Affordable and Clean Energy
0.5% of total
- 

8. Decent Jobs and Economic Growth
2.3% of total
- 

9. Industry, Innovation and Infrastructure
0.5% of total
- 

10. Reduced Inequalities
5% of total
- 

11. Sustainable Cities and Communities
0.8% of total
- 

13. Climate Action
2.5% of total
- 

15. Life on Land
0% of total
- 

16. Peace and Justice - Strong Institutions
4.8% of total
- 

17. Partnerships for the Goals
1.4% of total

source: UNINFO

2.6.2. Resource mobilization overview

	Economic Transformation	Social Transformation	Transformational Governance	Overall
	 Outcome 1	 Outcome 2	 Outcome 3	
Required Resources (USD)	12.8 Million	61.1 Million	19.1 Million	102 Million
Available Resources (USD)	15 Million	47.3 Million	10.9 Million	73.2 Million
% Coverage of required resources	68.8%	77.5%	57.1%	71%

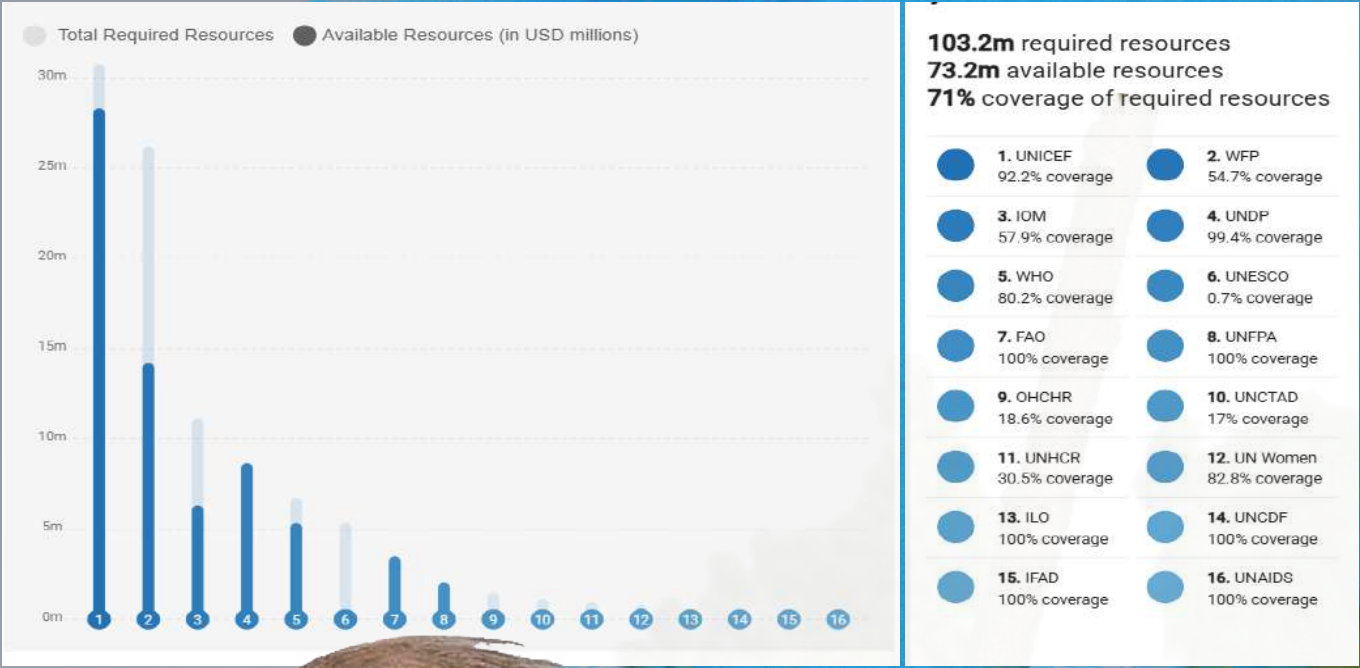


102 million
Required Resources

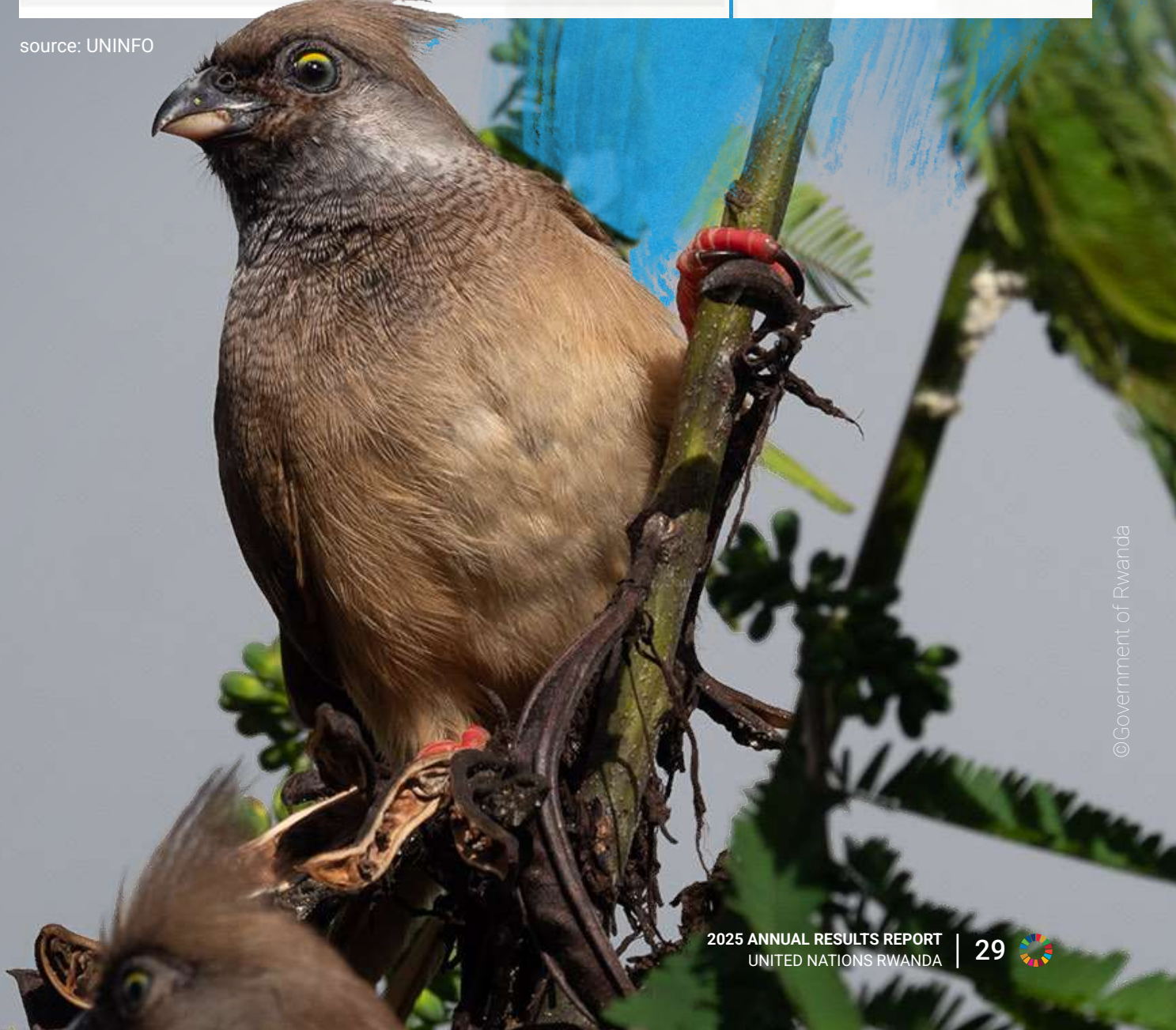


71%
% Coverage of
required resources

How much we need, how much we have: The UN Entity in Rwanda



source: UNINFO



CHAPTER THREE

UNCT KEY FOCUS FOR 2026

The UNSDCF 2025–2029 positioned 2025 as a foundation year, during which the UN Country Team (UNCT) strengthened national systems, partnerships, and integrated SDG financing pathways. Five flagship Investment Cases—Climate Action & Clean Cooking; Digitalisation for Inclusive Development; Integrated Primary Health Care; Livestock Value Chain Development; and Peace and Governance—were prepared and will anchor scaled implementation from 2026 across all three Cooperation Framework pillars.

Priority Results Areas:



Agriculture, Food Systems, and Rural Economies:

The UNCT will accelerate climate-smart agriculture, livestock value-chain development, and clean energy solutions, aligned with PSTA5 and national adaptation priorities. Private-sector partnerships will be expanded across all districts to strengthen cooperatives, increase productivity, and integrate vulnerable groups—particularly women, youth, refugees, and returnees—into resilient food systems and rural value chains.



Youth Employment and Skills Development:

Implementation will prioritize youth empowerment and decent work by scaling agripreneurship, digital agriculture platforms, vocational and green skills, and youth-led enterprises, in alignment with the National Youth Strategy. Emphasis will be placed on linking skills development to market demand and private-sector job creation.



Industry, Production, and Digital Transformation:

The UNCT will support inclusive industrialization and productivity growth through digitalization, MSME support, and value-chain integration. Digital public infrastructure and innovation ecosystems will be leveraged to improve competitiveness, enable trade facilitation, and expand access to markets and finance.



Health and Human Capital:

Given donor transitions and fiscal pressures, the UNCT will support health system sustainability, focusing on integrated primary health care, sexual and reproductive health, health financing innovation, and strengthened health data systems. Education and social protection systems will be reinforced to prevent socio-economic backsliding and protect vulnerable populations.



Infrastructure and Service Delivery:

Area-based programming will be scaled in districts facing overlapping development, climate, and displacement pressures. Integrated approaches will strengthen local service delivery, infrastructure resilience, and institutional capacity, particularly where returnee inflows and climate vulnerability converge.



Cross-Cutting Enablers

Sustainability and SDG Financing:

In a context of significant global and domestic funding constraints, the UNCT will prioritize resource optimization, proof of concept, and scalable solutions. Resource mobilization will focus on:

- Expanding Joint Programmes into fully financed Investment Cases using blended finance, guarantees, and match-funding;
- Converting Partnership Round Table commitments into catalytic and long-term financing;
- Leveraging regional and global platforms to attract investment in climate-smart agriculture, digital transformation, and primary health care;
- Strengthening partnerships with development banks, philanthropy, and domestic private actors, including through South-South Cooperation.



Governance, Justice, and Accountability:

Support will focus on institutionalizing Alternative Dispute Resolution, scaling e-courts, expanding child-friendly justice, and following up on UPR and Treaty Body recommendations. Migration governance and regional integration will be strengthened through digital systems, harmonized training, and trade facilitation initiatives. Media and civil society engagement will be reinforced to enhance accountability and public oversight.



Gender Equality and Inclusion:

Gender equality will be positioned as a systemic accelerator across all interventions. Equanomics, including gender-responsive taxation, will be embedded within fiscal, economic, climate, and digital programmes to deliver measurable inclusion and empowerment outcomes.



Data, Anticipatory Action, and Adaptive Delivery:

The UNCT will invest in shared analytics, digital systems, and adaptive M&E, embedding LNOB analysis within national review cycles and strengthening early warning and anticipatory action to improve shock responsiveness.



Risk Outlook (2026):

Key risks include climate shocks and inflationary pressures, health financing gaps, regional instability and returnee flows, institutional capacity constraints, and digital skills gaps. These will be mitigated through diversified financing, joint delivery mechanisms, capacity-building, regional coordination, and flexible, risk-informed programme design.



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ACRONYMS AND ABBREVIATIONS

ADR	Alternative Dispute Resolution	ILO	International Labor Organization
AFAWA	Affirmative Finance Action for Women in Africa	ILPD	Institute of Legal Practice and Development
AU	African Union	IOM	International Organization for Migration
BOS II	Business Operations Strategy 2	ISO	International Organization for Standardization
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women	ITC	International Trade Centre
CHW	Community Health Workers	ITU	International Telecommunication Union
CPWOs	Child Protection and Welfare Officers	IZU	Inshuti z'Umuryango
CSE	Comprehensive Sexuality Education	LNOB	Leave No One Behind
DGIE	Rwanda Directorate General of Immigration and Emigration	LODA	Local Administrative Entities Development Agency
DRC	The Democratic Republic of Congo	LTAs	Long Term Agreements
EAC	East African Community	M&E	Monitoring and Evaluation
EICV 7	Integrated Household Living Conditions Survey 7	MHPSS	Mental Health and Psychosocial Support
FAO	Food and Agriculture Organization	MIFOTRA	Ministry of Public Service and Labour
FY	Fiscal Year	MIGEPROF	Ministry of Gender and Family Promotion
GALS	Gender Action Learning System	MINACOM	Ministry of Trade and Industry
GBV	Gender-Based Violence	MINAFFET	Ministry of Foreign Affairs and International Cooperation
GBVIMS	Gender-Based Violence Information Management System	MINAGRI	Ministry of Agriculture and Animal Resources,
GDP	Gross Domestic Product	MINALOC	Ministry of Local Government
GMO	Rwanda Gender Monitoring Office	MINECOFIN	Ministry of Finance and Economic Planning
HACT	Harmonized Approach to Cash Transfers	MINEMA	Ministry in charge of Emergency Management
HBV	Hepatitis B Virus	MINICT	Ministry of ICT and Innovation
HIV	Human Immunodeficiency Virus	MINIJUST	Ministry of Justice
HSSP V	Health Sector Strategic Plan V	MININFRA	Ministry of Infrastructure
HVAC	Heating, Ventilation, and Air Conditioning	MMR	Maternal Mortality Ratio
ICT	Information and Communication Technology	MMS	Maternal Micro-nutrient Supplements
IFAD	International Fund for Agricultural Development	MSMEs	Micro, Small, Medium Enterprises

MT	Metric Tons	RCA	Rwanda Cooperative Agency	UNAIDS	Joint United Nations Programme on HIV/AIDS
MVD	Marburg Virus Disease	RDHS	Rwanda Demographic and Health Survey	UNCDF	United Nations Capital Development Fund
MoE	Ministry of Environment	REMA	Rwanda Environment Management Authority	UNCT	United Nations Country Team
MoYA	Ministry of Youth and Arts	RGB	Rwanda Governance Board	UNCTAD	United Nations Conference on Trade and Development
Mpox	Formerly known as Monkeypox disease	RIB	Rwanda Investigation Bureau	UNDP	United Nations Development Programme
NAP	National Action Plan	RNP	Rwanda National Police	UNDSS	United Nations Department of Safety and Security
NCDA	National Child Development Agency	RP	Rwanda Polytechnic	UNEP	United Nations Environment Programme
NCSA	National Cybersecurity Authority	RRA	Rwanda Revenue Authority	UNESCO	United Nations Educational, Scientific, and Cultural Organization
NDC	Nationally Determined Contribution	RS 560:2023	Rwanda Gender Standard 560:2023	UNFPA	United Nations Population Fund
NIDA	National Identification Agency	RSB	Rwanda Standards Board	UNHCR	United Nations High Commissioner for Refugees
NISR	National Institute of Statistics of Rwanda,	RSSB	Rwanda Social Security Board	UNICEF	United Nations Children's Fund
NMIRF	National Mechanism for Implementation, Reporting, and Follow-up	RTB	Rwanda TVET Board	UNIDO	United Nations Industrial Development Organization
NPPA	National Public Prosecution Authority	RWEE	Rural Women's Economic Empowerment	UNODC	United Nations Office on Drugs and Crime
NRTD	National Reporting and Tracking Database	S&P	Standard & Poor's	UNOPS	United Nations Office for Project Services
NST2	National Strategy for Transformation 2	SDG	Sustainable Development Goal	UNSDCF	United Nations Sustainable Development Cooperation Framework
NWC	National Women's Council	SME	Small and Medium Enterprise	UNV	United Nations Volunteers
ODA	Official Development Assistance	SOPs	Standard Operating Procedures	UNWOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
OHCHR	Office of the United Nations High Commissioner for Human Rights	SRHR	Sexual and Reproductive Health and Rights	USD	United States Dollars
OMT	Operations Management Team	SSCBTs	Social Sector Cluster Building Teams	WASH	Water, Sanitation, and Hygiene
PPCP	Public - Private - Community Partnership	SUN	Scaling Up Nutrition	WFP	World Food Programme
PSTA5	Fifth Strategic Plan for Agriculture transformation	TMM	Tubarerere Mu Muryango	WHO	World Health Organization
RAB	Rwanda Animal Resource Board	TVET	Technical and Vocational Education and Training		
RALGA	Rwanda Association of Local Government Authorities	UN	United Nations		
RBC	Rwanda Biomedical Center	UN ECA	United Nations Economic Commission for Africa		
		UN-HABITAT	United Nations Human Settlements Programme		



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