

UNITED NATIONS
RWANDA



United Nations Development Assistance Plan 2013-2018 (UNDAP I)

Final Report



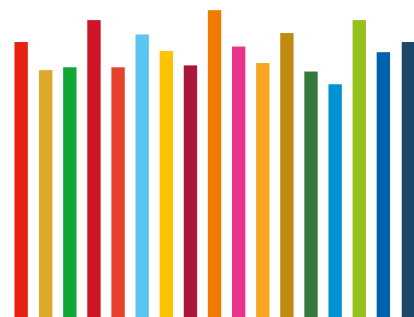


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THE ONE UN TEAM IN RWANDA

Resident Agencies

UNAIDS	●	Joint United Nations Programme on HIV/AIDS
UNDP	●	United Nations Development Programme
UNECA	●	United Nations Economic Commission for Africa
FAO	●	Food and Agriculture Organization
UNFPA	●	United Nations Population Fund
UNHCR	●	United Nations High Commissioner for Refugees
UNICEF	●	United Nations Children's Fund
IOM	●	International Organization for Migration
WFP	●	United Nations World Food Programme
WHO	●	World Health Organization
UN Women	●	United Nations Entity for Gender Equality and the Empowerment of Women

Non-Resident Agencies

UNCDF	●	United Nations Capital Development fund
UNCTAD	●	United Nations Conference on Trade and Development
UNEP	●	United Nations Environment Programme
UNESCO	●	United Nations Educational, Scientific and Cultural Organization
UN-Habitat	●	United Nations Human Settlements Programme
UNIDO	●	United Nations Industrial Development Organization
IAEA	●	International Atomic Energy Agency
IFAD	●	International Fund for Agricultural Development
ILO	●	International Labour Organization
ITC	●	International Trade Centre
OHCHR	●	Office of the High Commissioner for Human Rights
UNV	●	United Nations Volunteers Programme

FOREWORD

This UNDAP I report provides achievements and challenges from both development and humanitarian contexts. More importantly though, it shows how One UN has contributed to improving people's lives, chiefly the most vulnerable.

It is very clear that what we have achieved is a combination of partnership and support. Overall, the support given by One UN Rwanda includes: catalytic finance, technical expertise, experience and knowledge sharing, the facilitation of south-south cooperation, our work on norms and standards, and our advocacy. Of course, the One UN also contributed to policies and strategies that are people-centered, helping to generate and analyze data, and to develop research systems to inform priority policy and programme options. We also help to build resilient institutions that can deliver services to people.

All our joint efforts have made a clear difference in improving people's lives. Rwanda has achieved almost all the Millennium Development Goals (MDGs) and has set the pace for implementing the Sustainable Development Goals (SDGs) set in 2015 by the Agenda 2030. As demonstrated by our various reports - including this one - our positive action includes enhancing access to qualitative and quantitative service delivery in education, in health (including reproductive health and HIV AIDS) and in fighting against stunting and promoting early childhood development. It involves developing more economic opportunities and ensuring access to finance for wealth and job creation mainly for youth and women, in various areas both off-farm and in agriculture, while also preventing and managing disasters and the environmental change.

Our work has helped to enhance human rights, gender equality and women's and young people's empowerment. Our programmes contributed also to deepening democracy, accountable governance and access to justice, and to protecting the environment. Our operations served also to provide humanitarian support to refugees, returnees and host communities, as well as managing disaster risks.

Our partnership has been altogether useful in reducing poverty, tackling vulnerabilities and in building a more cohesive and inclusive society. One UN Rwanda extends its sincere thanks to the Government of Rwanda, for its clear vision, its strong leadership, and its trusted cooperation; to the other national stakeholders and development actors for their valuable partnership; and to all the donors for their financial support at country, regional and global level. Our sincere thanks go to my predecessor Mr. Lamin M. Manneh and to all our UN colleagues for their dedication and hard work.

We hope that further to numbers and evidence, our contribution to the human face of development will – moreover – be seen and felt, as captured in an overarching principle: Leaving No One Behind.

Fodé NDIAYE
UN Resident Coordinator



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1.

EXECUTIVE SUMMARY

The United Nations Development Assistance Plan 2013-2018 (UNDAP I) was designed to support the realization of Rwanda's medium-term national development priorities under the Economic Development Poverty Reduction Strategy 2 (EDPRS2) and Rwanda Vision 2020. In alignment with the challenges identified in the Common Country Analysis and consistent with the ongoing national priorities, the UNDAP addressed the following result areas: inclusive economic transformation; accountable governance; human development and humanitarian response and disaster management. The UNDAP I also supported the realization of the Millennium Development Goals, as well as the Sustainable Development Goals.

In line with the UN Quadrennial Comprehensive Policy Review (2012), the UNDAP I was strategic, results-oriented, and clearly reflected the UN's ambition to provide upstream support to the national planning and implementation processes, capacity development, high quality policy advice and technical expertise based on best practices. The UNDAP I was implemented by 21 resident and non-resident UN agencies, with an original budget of approximately USD 411 million. Joint programmes, with several agencies implementing common objectives in support of the UNDAP objectives, were chosen as the main vehicle to implement the UNDAP.

Through UNDAP I, USD 300 million was spent, implying a spending rate of 81% in relation to the revised¹ budget (USD 357,443,574). The main reason for the lower spending rate was a shift in the aid environment, with less centrally managed un-earmarked funds raised to support the work of One UN in Rwanda as well as less funding directly to UN Agencies.

By mid-2018 when the UNDAP I ended, One UN had contributed to Rwanda's national development across all result areas, and most UNDAP targets had been achieved. Examples of key achievements within each of the result areas are:

¹ In 2016, a mid-term review of the UNDAP was conducted, leading to revisions of both the result framework and budget.

INCLUSIVE ECONOMIC TRANSFORMATION

Focusing on pro-poor economic growth, social inclusion and pro-poor environmental sustainability, to make economic development more inclusive and reduce (or eliminate) poverty, the One UN in Rwanda contributed to strengthened national leadership and increased capacities within structural economic transformation, policy coordination and resource mobilization. One UN also strengthened agricultural innovation and value chains and supported the development of national regulatory frameworks for quality standards compliance. Through UN's work, farmers, especially women and youth increased their access to finance, providing opportunities to engage in income-generating activities, hence making it possible to meet other socio-economic needs, including child education and healthcare. The UN also worked with the authorities and the population to increase the production in agriculture, which contributed to increased food-security in the targeted areas (Rubavu, Nyabihu, Musanze, Burera, Kirehe, Gatsibo, Bugesera, Ruhango). In addition, One UN supported the country's capacity to mainstream green growth policies into policies, reports and high-level discussions to help advance national plans, and provided catalysts for the upscaling of green villages, leading to improved living conditions for the population.

ACCOUNTABLE GOVERNANCE

Within accountable governance, One UN encouraged participation and empowerment of citizens, with a large focus on women participation and human rights. The UN contributed to the Rwandan Government advancing, reinforcing and broadening good governance processes and peace building, with the aim of delivering an effective, accountable and transparent government that promotes a peaceful, just and equitable society at all levels. The support was provided through the electoral processes (including the National Election Committee), the Justice, Reconciliation and Rule of Law reform process, and the Universal Periodic Review processes.

Two examples of national achievements to which the UN contributed are the significant increase in Rwandan citizens' confidence in the operations of the NEC, and the increase in district budgets allocated to gender priorities. The UN also strengthened local capacities to implement

peace and reconciliation, rebuilding trust between genocide survivors, perpetrators and their families. With UN support, 250 facilitators acquired skills in conducting community dialogues and more than 10,000 prisoners benefited from dialogue on healing. Through the support, the country is preparing thousands of prisoners who will be released in the coming years to integrate into their communities.

One UN in Rwanda also played an important role in strengthening the capacity of Rwandan national and local institutions for research and data generation, to improve evidence-based policy formulation and planning across all result areas. These institutions supported include the National Institute of Statistics of Rwanda (NISR), the Ministry of Health (MoH), Districts and Sectors. The data generated from them, was essential for evidence-based policies and decision making and also for strengthening Rwanda's efforts towards SDGs prioritization, mainstreaming and localization. One UN contributed to a successful conduction of the 4th Population and Housing Census and 17 related thematic reports, the Demographic and Health survey 2014/2015 and the Integrated Household Living Conditions Surveys (EICV4&5), as well as to the production of gender statistics. Technical support was also provided to conduct an SDG policy gap analysis, and the analysis informed the Government in the process of incorporating the SDG goals and targets into national and local strategies, policies and development plans.

HUMAN DEVELOPMENT

One UN programmes and projects reinforced health delivery systems, promoted education, strengthened responses to the HIV/AIDS pandemic and enhanced efforts against gender-based violence. The UN also supported the Government to foster holistic child, youth and family development.

To strengthen the quality of pre-primary education, the UN supported the development of early childhood education standards, and through the Government's investments in public pre-primary schools, the enrolment rates have increased. One UN contributed to reducing maternal and infant mortality rates by strengthening the health system, building the capacity of health providers and availing expertise, equipment and commodities to health facilities. One UN was

instrumental in bringing about the policy change to institutionalize maternal death review, as a result all maternal deaths at community level are declared by local authorities within 24 hours.

Throughout the whole result area human development, the UN supported the Government in strengthening capacities and the programmes targeting the vulnerable groups, youth, women and refugees. Throughout the UNDP period, One UN contributed to an increase in recipients of social protection programmes, from 497,000 to approximately 863,000.² The recipients include vulnerable women and men. At the same time, the percentage of households covered by social protection increased from 6% (in 2011-12) to 9% (2018).³ The enhanced situation resulted in more holistic social protection services and more equal access social security services, reducing exposure to risk, inequalities and extreme poverty. Through support to increased capacity among national service providers, civil society and private sector the UN has also contributed to accelerating the development and implementation of evidence-oriented integrated HIV/AIDS prevention, care and support.

Furthermore, the UN supported the health sector to improve health practices and services for returnees. Through the support, approximately 10,000 returnees and other beneficiaries could enroll to health services.

HUMANITARIAN RESPONSE AND DISASTER MANAGEMENT

One UN continued its assistance in the areas of humanitarian response and disaster management, through support to developing national capacities for emergency preparedness, resilience building, contingency planning and response at all levels through research and assessment, comprehensive risk analysis and policy and strategy formulation.

One UN also supported the Government in providing improved conditions for refugees, and Over 50,000 Burundian refugees, especially in Mahama refugee camp, received assistance. In addition, the UN contributed to the emergency response in, and recovery of, the landslide affected areas in Northern Rwanda. A great



UNICEF and EasyJet visit Burundian students in Mahama Refugee Camp, Rwanda in May 2018; photo by UNICEF, 2018.

achievement during the UNDP was that by 2018, all refugees in Rwanda were successfully provided with assistance, most of them with cash-grants, benefitting also the host communities.

The UN also provided social and economic reintegration support for returning Rwandan refugees. The launch of the new national strategy on economic inclusion of refugees in Rwanda for 2016-2020 was an important step towards reducing negative impact of refugee influx, both for the refugees themselves and the host communities.

In addition, the One UN worked on disaster risk reduction and preparedness, reducing the negative impacts of crises and emergencies, and supported the recovery of affected populations and strengthened preparedness mechanisms. Support was provided to vulnerable communities to build their resilience to disasters, to raise public awareness on disaster risk reduction, and at system level, to the Government through strengthening the National Disaster Management coordination mechanisms and conducting two National Platforms for Disaster Management on mitigation strategies and plan for volcanic eruption, as well as on response to major floods. Technical and financial support was also provided to institutions at different levels.

² Social Protection Backward-looking Joint Sector Review, October 2018.

³ Estimate based on administrative data (Social Protection Backward-looking Joint Sector Review, October 2018).

BUSINESS OPERATIONS STRATEGY

In support of an effective and efficient implementation of the UNDAF, One UN in Rwanda developed a joint Business Operations Strategy (BOS 2013-2018). Through inter-agency coordination and cooperation on support service functions, the BOS led to significant savings in procurement, finance and ICT (mainly common internet services). By the time of the final evaluation (June 2017), approximately USD 7.3 million had been saved, and it is estimated that the BOS throughout the full period accumulatively saved approximately USD 9.5 million, mainly through reduced internal transaction costs and cost savings on externally sourced goods and services.

COMMUNICATING AS ONE

Communicating as One was another essential component to enhance the Delivering as One agenda in Rwanda. The United Nations Communications Group (UNCG) played an important role in supporting agencies to speak with one voice on vital development issues in Rwanda and in communicating development results. Communication of development results was done through for instance published reports, media coverage for field visits to UN project sites, and social media engagement. The UNCG also engaged with different partners, including the local media, for enhanced external and internal communication to promote a better understanding of the UN's work.

CHALLENGES AND WAY FORWARD

Though notable progress was realized under all the four results areas of the UNDAF, there were challenges hindering progress and realization of the goals, putting constraints to reporting. Some of these challenges were in the areas of resource mobilization, coordination and result based management. Less funding than expected was received through the One UN joint funding mechanism 'One Fund', and data availability, particularly for disaggregation, was limited – the latter affecting the results reporting, especially on outcome level. It is worth noting that for the outcome data, UN depend on external sources.

The lessons learned during UNDAF I were used in the formulation of the next generation of the UN business Plan, UNDAF II 2018-2023, through which One UN will continue to support Rwanda's long-term development in the context of the National Strategy for Transformation (NST1). Moving forward, Rwanda's robust interest in localizing the global Sustainable Development Goals will provide an excellent entry point for One UN to implement the UNDAF II.

2.

INTRODUCTION

In 2012, The UN General Assembly adopted a landmark resolution (67/226) on the Quadrennial Comprehensive Policy Review (QCPR) of UN operational activities for development. The QCPR is the mechanism through which the General Assembly assesses effectiveness, efficiency, coherence, and impact of UN operational activities for development, and establishes system-wide policy orientations for development cooperation and country-level modalities of the UN system in response to the evolving international development and cooperation environment. In line with the QCPR, the Delivering as One model (DaO) in Rwanda aims at increasing the effectiveness in relation to the development goals, whilst at the same time increasing efficiency by reduced transaction costs and decreased overhead costs for the UN system and its partners.

The development of the UNDAP 2013-2018 was a milestone in the DaO process in Rwanda. With its four result areas - economic transformation, accountable governance, human development and humanitarian response and disaster management - UNDAP I was aligned to the Rwandan second Economic Development and Poverty Reduction Strategy (EDPRS II) priorities. It was also aligned to the financial year of the Government. In addition, and in support of the UNDAP implementation, the UN developed a joint business operation strategy and joint communication.

The UNDAP I Final report outlines the results from the One UN programmes implemented during the last five years, focusing on the four UNDAP key result areas. The report also reflects on the results and efficiency gains made within business operations and communications. In addition, key lessons learned and a brief discussion on the way forward for One UN in Rwanda are presented. The analysis of the revised result framework and its indicators and financial reports are annexed at the end.

In preparation of the UNDAP I Final report, the UN has used primary and secondary sources. The main sources are: the annual UNDAP progress reports from 2013 to 2017; UN agencies' reports to the Resident Coordinators Office (RCO) for the fiscal year 2017/2018; UNDAP Midterm and Final Evaluation reports; and other One UN agencies'

reports and strategic documents. Data and analysis from different stakeholders have also been used, including primary data from agency staff and secondary data from the National

Institute of Statistics of Rwanda (NISR) statistics (specifically, the EICV5) and the Government Scorecard.

A young girl jumps rope with her friends at a UNICEF-supported early childhood development centre in Ruhango, Rwanda; photo by UNICEF, 2017.



3.

UNDAP I RESULTS

More than seven years of implementation through the Delivering as One model has changed the way the UN works in Rwanda. The UN has strengthened the spirit of collaboration and teamwork while building a strong sense of “One UN”. Through joint programming, the UN system has adopted a more inclusive and coherent approach, by drawing on the mandate, experience, and expertise, as well as capacities of different participating agencies. The collaboration has created a greater and more holistic responsiveness to national priorities.

The UNDAP 2013-2018 was developed jointly by UN agencies working in partnership with the Government of Rwanda, development partners and other national counterparts from civil society and the private sector. UNDAP I was based on a robust analysis that identified the key development challenges Rwanda was expected to face over the coming period, as well as on an understanding of the comparative advantages of the UN system in contributing to the achievement of national priorities. As later highlighted in the mid-term review and final evaluation of the UNDAP, the UNDAP had a high level of relevance to the EDPRS II. This was due to the high degree of alignment between the UNDAP I priorities and the EDPRS II, the broad alignment to the SDG goals and a coherent approach in responding to the humanitarian agenda as One UN.

The UNDAP I comprised of three focus areas, aligned with the Government’s Division of Labor directive: Inclusive Economic Transformation, Accountable Governance and Human Development. Within Human Development, there was also a component of Humanitarian Response and Disaster Management.

The management and accountability arrangements for the UNDAP aimed to ensure a coherent, efficient, and results-oriented management of the programme. The implementing UN agencies, through the United Nations Country Team (UNCT), provided oversight and leadership towards implementation of the UNDAP - guided by the One UN Steering Committee, with the decision-making role on strategic orientation and allocating funding from the One UN

Fund. The One UN Steering Committee was co-chaired by the Ministry of Finance and Economic Planning (MINECOFIN) and the UN Resident Coordinator. Agencies were held accountable both to the UNCT and to the One UN Steering Committee. The UNCT was responsible for ensuring achievement of results and adherence to the UNDAP, and as chair of the UNCT, the UN Resident Coordinator oversaw the implementation, monitoring, evaluation and reporting of the UNDAP. This was done through technical support from the Programme Planning and Oversight Committee and the Monitoring and Evaluation (M&E) Task force, and with the support of the Resident Coordinator's Office.

The UNCT consisted of the following agencies:

- 4. Resident Agencies:** FAO, IOM, UN WOMEN, UNAIDS, UNDP, UNECA, UNFPA, UNHCR, UNICEF, WFP and WHO.
- 5. Non-resident agencies:** IAEA, IFAD, ILO, ITC, UNCDF, UNEP, UNESCO, UN-Habitat, UNIDO, UNV and OHCHR.

As recommended in the final evaluation, improved coordination and strategic direction of the United Nations in Rwanda, through the Delivering as One approach and the UNDAP itself, had a positive impact on the organization's ability to support the Rwanda's poverty reduction and transformation agenda. This was further augmented by the mutually reinforcing partnership with the Government of Rwanda (GoR) and collaboration with key development partners. During the UNDAP I period (2013-2018), the government showed appreciation to the UN for its technical assistance, and especially for upstream-level work on policy development.⁴

In this section, an overview of the development results of the UN interventions under UNDAP I 2013-2018 are presented and discussed, in relation to the revised result framework and budget. It is important to highlight that while the One UN can, and should, be held accountable for output level targets, actual measurement of the UN contribution to the outcomes formulated in the UNDAP is limited. In relation to outcomes, only UN contribution should be assessed. Reporting

on outcome results have been a challenge during the UNDAP period, as discussed in the lessons learned chapter of this report. In this report, results in relation to outcomes will be presented and the UN contribution will be discussed to the extent possible. In addition, the revised results framework, with detailed information on achievements in relation to each of the outcome and output indicators, is to be found in annex 1.

RESULT AREA 1: INCLUSIVE ECONOMIC TRANSFORMATION

In support of Rwanda's economic transformation agenda, the UN focused on three pillars within Inclusive Economic Transformation: Pro-poor economic growth, social inclusion and pro-poor environmental sustainability.

Contributing UN Agencies: UNECA, UNWOMEN, UNCTAD, ILO, IOM, ITC, OHCHR, UNIDO, UNV, UNEP, UNESCO, WFP, UNDP, FAO, IFAD, UNHABITAT

Partners: MINAGRI, MINECOFIN, MIFOTRA, MINALOC, MINECOM, MINIRENA, MININFRA, NISR, PMO, RDB, RRA, NBR, PSF, COCAFEM, CEPGL, RECs

Revised Budget: USD 100,603,455

Available Funds: USD 50,768,310

Expenditure: USD 47,185,823

Spending Rate (vs Available Funds): 92.9%

One UN supported the Government of Rwanda in creating a more educated and better-skilled workforce: increasing productivity, introducing new technologies and innovation, expanding trade with national, regional and global markets, as well as exploring policy options for pro-poor green growth to promote sustainable development. The UN contributed to the development of tools, and to increasing the capacity of the Government in integrating poverty and environment-linked objectives in national, sector and district level policies and budgets. The UN also supported the implementation of frameworks, and provided catalysts, for the upscaling of green villages.

⁴ UNDAP Final Evaluation, 2017.

This section outlines the UN contributions and results to Rwanda's inclusive economic transformation, in relation to the expected outcomes and outputs. One UN's contribution to national achievements are outlined under each outcome, while output-level achievements are described separately. One UN's work with economic transformation going forward is also briefly presented.



OUTCOME 1: Pro-poor Growth & Economic Transformation Enhanced for Inclusive Economic Development & Poverty Reduction

Through the UNDP, and together with other development partners and stakeholders, the UN contributed to inclusive economic development and poverty reduction in Rwanda by strengthening the capacities of the national institutions and systems and the coordination mechanisms, within structural economic transformation, policy coordination and resource mobilization, as well as in industrial and trade competitiveness.

The drive of Rwanda towards middle-income country status brings with it a reduction in official development assistance and a subsequent need to identify different financing modalities. The UN is therefore contributing to ensuring that national institutions have increased capacity to identify, access and utilize different partnership modalities and sources of finance to achieve their development objectives. Rwanda is one of the front-line countries in the "new architecture of official development finance"⁵; it is considered to be among the top countries in using public finance management (PFM) systems, having surpassed the global target of 65%.⁶ One UN's most substantial contribution to the realisation of the PFM targets was through its technical and financial support to MINECOFIN to coordinate the Development Partners Forum, establish the Donor Assistance Database and publish ODA reports that have enhanced transparency and accountability in Rwanda's public finance management.

Furthermore, One UN contributed to moving the Rwandan agenda on inclusive economic transformation forward, through working with the Government to build capacity at both national and local levels around resource mobilization, monitoring and evaluation, budget management, strategic planning and other topics. The efforts contributed to better planning, to enabling public officers to re-strategize and reallocate resources to priority areas, as well as to mainstreaming sustainable environment and natural resources into the agriculture sector. There is also an increased convergence between different sectors, such as social protection, agriculture and environment – crucial for an inclusive growth and economic transformation in the country.

The UN also contributed to increased growth through support to the unemployment programme, to strengthening industrial competitiveness through supporting the preparations before implementing Special Economic Zones (SEZ), and through interventions that would facilitate the Small and Medium Size Enterprises (SMEs) to comply with national and international regulatory standards. The UN also supported the development of value-chain strategies that led to the upgrading of twelve commodities.

Extreme poverty in Rwanda decreased during the period, from 24.9% in 2013 to 16.0% in 2017, as did the poverty rates (from 44.9% to 38.2%). The urban-rural divide continues, with higher poverty rates in rural (43.1%) than in urban areas (15.8%). It is also higher in the provinces (37.4%-47.1%) than in Kigali (13.9%). The difference between men and women is small, whereby the poverty rate for adult females and girls (34.8% and 44.8%) is slightly higher than for adult males and boys (31.6% and 44.2%).⁷ The increase in poverty was lower than expected during the UNDP I period; a major contributing factor being the drought that hit the country between mid-2016 and mid-2017.⁸ The impact of the drought highlights both the vulnerability of Rwanda's rural population to climate change, and the country's dependency on agriculture. ●

5 Global Partnership for Effective Development Cooperation, 2016. Rwanda Monitoring Profile (October), 2016.

6 Making Development Co-operation More Effective: Progress Report, UNDP, 2016. Available [here](#).

7 UNDP I Baseline, EDPRS II, 2013 and EICV5, 2017.

8 Mid-2016 until mid-2017 was the period during which the survey data was collected.

OUTPUT 1.1.1: Strengthened Leadership and Capacities of National Institutions to Strategically Plan and Harness Opportunities for Structural Economic Transformation

The One UN contributed to the increased allocation of resources to the EDPRS II strategic priority areas of economic transformation, rural development and accountable governance by providing technical and capacity building support to central and local government officers. Specifically, One UN provided technical assistance to build the government's capacity to raise public and private investment, conduct monitoring and evaluation, coordinate public policies, mobilize resources, and improve financial management at district levels.⁹ This enabled public officials to re-strategize and reallocate resources to priority areas.

One UN further supported the organization of high-level fora, bringing together stakeholders to dialogue on the convergence of different sectors, such as social protection, agriculture and environment. The discussions were instrumental in enhancing synergies between sectors during the development of respective sector strategic plans. They also contributed to environment and natural resources issues being increasingly mainstreamed into economic transformation sectors, and to district development plans with a more concerted effort to create environmentally-sensitive approaches to agriculture development.

The UN also strengthened state capacity for strategic development planning in the agriculture and natural resources sectors, mainly through technical and financial support in the drafting of four key strategic plans for the 2018-2023 period.¹⁰ The documents set the direction for the Government and other stakeholders to continue the work on sustainable and responsible development of agriculture and natural resources in the country.

Efforts were also made into the development and implementation of an e-Regulations platform. The platform aims to enhance the effectiveness of Rwanda's institutional and legal frameworks,

while at the same time facilitating for Small and Medium Size Enterprises (SMEs) to develop their businesses by availing access to basic information and training content for SMEs. The online tools include applications for tax payments, land and property acquisition and intellectual property rights that provide policymakers with a global overview of the application of laws and guidelines for various operations related to SME development. Also, technical advice was provided to the Government's implementing agencies on how to address the importance of clarity and transparency of rules and procedures to small businesses, women entrepreneurs and young individual traders.

To enhance the Governments' initiative on environment, climate change awareness and green investments, One UN further supported the development and adoption of the National Green Growth and Climate Change Adaptation Strategy. The strategy strengthened the Government's efforts to ensure sustainability of interventions, through environment mainstreaming, ecosystem protection and rehabilitation. It also tapped into the growing international pool of green investments. In addition, One UN strengthened the capacity of Rwanda Development Board (RDB) to negotiate investments in the environment sector. The latest Climatescope findings show that Rwanda ranks fifth globally among countries creating opportunities for investments in clean energy.¹¹

.....

“The time is now for Africa to increase its green growth and circular economy investments, place young people in green jobs and promote continued and consistent improvements in resource use and efficiency.”

Winifred Ngangure, Head of Investment Promotion at Rwanda Development Board (RDB) during the Africa Green Growth Week, 2018.
Source: The New Times

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9 National Capacity Building Secretariat 3rd Quarterly Progress Report (NCBS), 2016.

10 Strategic Plan for Agriculture Transformation (PSTA4), 2018-2024; Livestock Master Plan, 2018-2023; Bamboo Strategy 2018-2024; Agroforestry Strategy 2018-2013.

11 Climatescope, 2018. Available [here](#)

OUTPUT 1.1.2: Strengthened National Capacity for Policy Coordination and Resource Mobilization

Throughout the UNDP period, the UN strengthened national capacity for policy coordination and resource mobilization. The most substantial contribution to the realization of the public finance targets was its technical and financial support to MINECOFIN. The jointly implemented (UN and MINECOFIN) project, *Support for Effective Development Cooperation for Results*, also enhanced effectiveness of development cooperation and promoted evidence-based results. Through the project, MINECOFIN improved its capacity to manage the Development Assistance Database for Rwanda (DAD Rwanda), an automated management information system designed to improve efficiency and coordination of donor activities. The system ensures improved decision-making and more efficient management of the international NGOs' operations, including capturing contributions to official development assistance. The DAD Rwanda is linked with the Smart Integrated Financial Management Information System (IFMIS), hence also contributing to enhancing transparency, accountability and efficiency in public management.

The DAD Rwanda is being used to prepare the annual ODA and Donor Performance Assessment Reports. It also provides data for the Global Partnership for Effective Development Cooperation (GPEDC) survey. Through One UN support, MINECOFIN has also developed a module in the Development Assistance Database that allows real-time import of International Aid Transparency (IAT) data and allows access to information published by development partners, foundations and non-governmental organizations on activities in Rwanda.

Though the DAD is up and running, there is room for improvement. The DAD was subject to a detailed assessment in 2018, intending to improve the quality of data and adapt the system to a changing landscape. Currently, the system only captures ODA support to the public sector and the government does not have reliable information on new forms of finance, such as blended finance and funding from foundations. Further development is planned during the next phase of the project, to also enhance the process of inputting and

validating the data to make full use of the system, as well as training of the MINECOFIN staff. One UN will continue to support the Rwandan Government in its work on developing the DAD.

Through One UN support, the capacity of the Government in evidence-based policy research, monitoring and evaluation was strengthened. Twenty-two National Development Planning & Research Directorate (NDPR) staff were trained on Monitoring and Evaluation and went on to draft an M&E policy. The trainees have since trained staff in other institutions, and the draft national M&E policy was successfully integrated into the national Results-Based Management Policy.¹²

The capacity of budgeting processes of the central government planners was enhanced, and the UN contributed to the increased number of districts submitting budget proposals on a timely basis: from 80% in 2013 to 100% in 2014. The districts are now also able to identify and include all anticipated resources and expenditures in annual budgets.

Technical support and inputs were also provided to various sector working groups, and to the Ministry of Economic Planning and Finance (MINECOFIN), to ensure that key issues particularly relating to the domestication of the SDGs were incorporated into the NST1 and in the Sector Strategic Plans. At national level, an SDG policy gap analysis was conducted. The report of the analysis informed the Government in integrating the SDG goals and targets into national and local strategies, policies and development plans.

OUTPUT 1.1.3: Strengthened National Capacities for Industrial and Trade Competitiveness

One UN supported the development of an integrated national employment programme and reinforcement of national capacity to mainstream youth and women employment into national and sector policies. Support was also provided to develop tools for an e-Regulations online platform, including applications for tax payments, land and property acquisition, and intellectual property rights. To strengthen industrial competitiveness, the UN and partners also completed the documentation of all procedures related to the implementation of the Special Economic Zones (SEZ).

12 MINECOFIN, Result Based Performance Management (RBM) Policy for Rwanda Public Service, 2015. Available [here](#).

As a part of the SEZ implementation process, the One UN provided policy guidance on competitiveness through public and private dialogues with public institutions and private companies, discussing challenges and recommendations related to packaging, international and national standards and market linkages.

The establishment of Africa Improve Foods (AIF), a facility with the capacity to supply Rwanda and the region with highly fortified food, received support through the UN procuring from them. Through the Farm to Market Alliance, One UN was also facilitating AIF's procurement of quality commodities from local smallholder farmers.



OUTCOME 2: A Diversified Economic Base Allows Rwandans to Tap Into & Benefit from Expanded International, Regional & Local Markets, & Improved Agriculture Value-Chains

Within this outcome, One UN supported the sensitization and public awareness of regional integration issues and strengthened agricultural innovation and value chains, as well as national regulatory frameworks for quality standards compliance.

Through support to the Government, above all to the Ministry for Trade and Industry, One UN contributed to strengthening the national regulatory frameworks for quality standards compliance, and to improving compliance with international trade treaties. The UN also worked with the private sector and national institutions to create better conditions for the private sector to benefit from different markets, and to improve the agriculture value-chains. UN interventions were seen to have a positive impact; one example is increased productivity due to improved irrigation systems and methods for farming.

The UN also supported farmers, with a focus on women, to access loans through village saving and loan associations. The support enabled them to develop income-generating activities, making it possible to meet other socio-economic needs, including child education and healthcare. Increased production has led to better food security as well as an increase in income, and with

One UN support, many of the women moved from the Rwandan Ubudehe poverty category one to at least category two. Improved self-confidence and increased trust from others in the community, have also led to improved women participation in decision-making at household, cooperative, and community levels. The UN training on Gender Action Learning System (GALS) played a crucial role in this process. It significantly changed the understanding and behavior of both women and men in relation to decision-making and led to an increased - and more equal - participation in planning and agency towards household and community development.

At the national level, the export rates did not increase as much as expected over the 2013-2018 period. Exports to GDP remained steady between 2013 and the second half of the year 2017, at which point it peaked at 22%, only to return to 17-18% in 2018¹³ - far from the UNDP target 27%. An increased export drove the improvement in goods from agro-processing, and light textile manufactures¹⁴, whilst the value of traditional exports such as coffee, tea and minerals grew in absolute terms but remained stable as a percentage of total export. Together with minerals, tea and coffee generate approximately 26% of Rwanda's export revenue. Rwanda earned USD 84.27 million from tea exports in 2017, a 33% increase from 2016. Coffee exports also grew from USD 58.49 million to USD 64.12 million over the period 2016-2017. The increase was connected to both prices and quantities sold, although the increase in quantity was more marked for tea, suggesting a growing demand for Rwandan tea on international markets and a steady demand for coffee. Another explanation for the trend could, however, also be a higher capacity of tea producers to meet the demand, through improved quality levels.¹⁵ The contribution of services to the total export value remained stable since 2013.

These trends suggest that future noteworthy improvements in the level of exports are likely to come from manufacturing, but also that this is linked to achieving structural transformation and attracting foreign direct investment. The latter shows encouraging signs, with an average level of foreign direct investment over GDP of 4.3% during 2013-2017 - better than any country in

13 BNR, BoP Reports; NISR, National Accounts Reports.
14 World Bank, Rwanda Economic Updates.
15 BNR, FOB 2017, 2018.

the EAC¹⁶. Structural transformation is, however, not achieving similar positive results, partially explaining the missed target. Employment in manufacturing activities represents barely 6.6%. Together with employment in construction, mining and quarrying activities, it reaches 20% of the total of employed persons (as opposed to 36.3% of agriculture¹⁷). More worryingly, the contribution of manufacturing to GDP remained constant over the whole period 2013-2018, at 6% (NISR, National Accounts 2018). The low contribution of manufacturing to GDP is being linked to persistently low labour productivity, high input costs, low returns in manufacturing and low total factor productivity, or the output generated by the quantity of labour¹⁸. The Government and the UN need to factor this in when strategizing around future interventions in economic transformation. ●

OUTPUT 1.2.1: Strengthened Agricultural Innovation and Value Chains

Agriculture remains central to the Rwandan economy and the agriculture sector employs most Rwandan workers (68%), with women representing 79% of the agricultural labor force. Development of the agriculture sector is a priority in the government's long-term vision for transitioning to a middle-income country. The strategy is to move from low production, subsistence-based to a market-oriented, value-creating agriculture sector with the potential to increase rural incomes, and to improve the food security and the quality of life of the rural population.

Through the joint programme *Accelerating Progress Toward the Economic Empowerment of Rural Women (RWEE)*, One UN contributed to enhanced capacity of rural women to improve their livelihoods and increase access to food security and nutrition. One UN reached 17,363 farmers (9,625 women, 7,738 men) directly, many of them pertaining to women groups, and indirectly, many thousands of families were reached. Examples worth noting include 1,088 women and 240 men who increased their production capacity, and 125 women who strengthened their skills in kitchen gardening, resulting in improved food and nutrition security. In addition, almost 1,000 women and 240 men from rural areas enhanced

their entrepreneurship and value chain skills to access markets, diversifying their sources of income.

In partnership with the Imbuto Foundation, the One UN strengthened women cooperatives' production and transformation skills in horticulture. Imbuto Foundation and the National Agriculture and Export Development Board (NAEB) trained cooperative members on tomato production techniques and the principles of greenhouse farming. Thirteen cooperatives had 14 greenhouses installed and, in total, support was provided to more than 2,000 rural women farmers, benefiting thousands of families. Irrigation pond systems were introduced, decreasing women's expenditures on water bills used for irrigation, creating a positive effect on their income. Examples of results are an increase in the production of tomatoes by approximately 250% in greenhouses compared to on open land, and a doubling of potato production due to better irrigation.

Positive change was seen among supported households. Women farmers changed water management systems to promote irrigation. Through increased skills in fruit planting and maintenance, better water management and practice of composting and use of manure, productivity increased. The number of women farmers from the cooperatives outnumbered male farmers in accessing fertilizers, and all women had access to integrated village saving and loan associations, enabling them to start income generating activities and meet other socio-economic needs, including child education and healthcare. As a result, 91.8% of the women now have bank accounts and 35.4% have access to loans.

As a part of developing digital innovation, digital services were developed by the UN, providing smallholder farmers the opportunity to connect to climate resilient agricultural information, finance and markets, and nutrition education and food utilization. Training sessions on how to use the services were organized: 168 farmer field school facilitators and 56 agronomists from five districts were trained to train more than 5,000 farmers. Furthermore, One UN supported the establishment of a digital platform through which women farmers are connected to climate resilient

16 World Bank, Rwanda Economic Updates.

17 NISR, Labour Survey, 2018.

18 World Bank, Drivers of Growth, 2018.

agricultural extension information, finance and markets. The farmers created individual profiles on the digital platform. The One UN support enabled them to access information on the exact size of their farmland, forecast their production and determine their needs in terms of fertilizers, improved seeds and pesticides. The platform, scaled up in 2018 to include more functionalities and services and to reach more farmers, has so far registered 3,200 farmers.

One UN also built capacity of farmer cooperatives in issues related to organization structure, governance, financial literacy and capitalization, post-harvest handling and storage, as well as access to finance and markets. About 34,000 smallholder farmers (52% women) in 96 cooperatives were supported to participate in, and benefit from, agriculture markets. In addition, through collaboration between One

UN and the Government (Ministry of Agriculture, MINAGRI, specifically), partnerships were built between farmers from 35 of the afore mentioned cooperatives and schools under the school feeding programme. MINAGRI also procured maize and beans for the national strategic reserve from the smallholder farmers. In addition, 33,333 small-farm households benefited from climate smart storage technologies. This not only provided the farmers with enough food for their families, but also with a surplus to sell. Post-harvest food loss is a major contributor to hunger and under-nutrition, affecting farming families not only in Rwanda but across the whole of Africa, and reducing food waste-including post-harvest losses- is one of the key steps to achieve SDG 2, Zero Hunger.¹⁹ Going forward, the UN will continue to build on the achievements, working to sustain the impact and scaling up to include approximately 1,000 more women farmers.

IMPROVED STORAGE INCREASES INCOME AND HELPS ACCESS EDUCATION

"I stored 750 kg of maize in the silo after the harvest in June last year," Ruth explained. "I was able to keep the maize in good condition for us to eat right up to the next harvest season and lost nothing."

Ruth Mukamana, a 33-year-old mother from North-Eastern Rwanda, is among the smallholder farmers who have received support to boost food storage capacity. Ruth and her family used to lose food after the harvest due to poor storage, and the food would not be enough for feeding the family. The UN has distributed storage facilities to men and women in farming regions across Rwanda, with the overall goal to improve smallholder farmers' incomes and food and nutritional security.

The storage units provided by the UN are water resistant, rodent and pest proof, air tight and highly durable, guaranteeing long-term preservation of food without adding any chemicals. As a result, farmers have also saved money which would otherwise have been spent on fumigation. The facilities enabled farmers to retain over 98 percent of their harvest in good condition and contributed to an improved household income.

The UN support did not only help Ruth and other farmers to ensure that they had enough food for the families throughout the year, it also gave a surplus which they were able to sell. Ruth had enough grain to mill part of it and sell it at twice the usual price, which enabled her and her husband to pay for the medical insurance for their children and respond to other financial needs at home.



Ruth Mukamana shows the quality grain from her storage silo; photo by WFP, 2016/17.

19 WFP, Ensuring farmers have something to harvest in Rwanda.



OUTPUT 1.2.2: Strengthened National Regulatory Frameworks for Quality Standards Compliance

As a step towards strengthening national regulatory frameworks, One UN supported an analysis of Rwanda’s trade treaties and compliance. Through this analysis, a report on upgrading Rwanda’s multilateral trade legal framework was developed, and a National Food and Safety policy was designed and approved. In cooperation with the Ministry of Trade and Industry, national regulatory frameworks for quality standards compliance were strengthened. Also, a National Food Safety Management Committee was established under the National Agency for Food and Drug Administration and Control. In addition, 15 district profiles were put in place with support from One UN.

Furthermore, One UN supported the work to improve Rwanda’s compliance with international trade treaties, through working with the private sector and national institutions to enhance compliance with various regulatory requirements and supporting policy makers to put in place appropriate policies and strategies. Several market-oriented standards were considered, with a priority on organic standards based on market demands, using organic standards of the European Union, Japan and the United States. With UN support, three companies, working with about 1,200 farmers, elaborated organic standards based on market demands.



Farmers training in Farmer Field Life Skills (FFLS) in a cabbage garden in Nyabihu District under the FAO’s Social protection project; photo by FAO Rwanda, 2018.

OUTCOME 3: Rwanda has in Place Improved Systems for: Sustainable Management of the Environment, Natural Resources & Renewable Energy Resources, Energy Access & Energy Security, to Achieve Greater Environmental and Climate Change Resilience in line with Rio+20 Recommendations on Sustainable Development

Rwanda is heavily relying on rain-fed agriculture for rural livelihood and exportation, and the country remains vulnerable to the effects of climate change, including increasing temperatures and droughts. The country is progressing quickly in terms of environmental protection and in pursuing green economic growth, aiming to increase environmental protections and reduce Rwanda’s contribution to climate change.

Due to lack of funds, the UN could not provide all the support planned within the outcome, and fewer activities were implemented. Although this posed challenges for the achievement of the targets, good results can be seen and almost all output indicators were achieved. By the end of the UNDP period, the UN has contributed to Rwanda having a National Energy Policy in place, as well as to improved technologies and skills for resource efficiency. At national level, there is increased access to electricity, as well as a total of 2,400 hectares of ecosystems that have been rehabilitated nation-wide (the UN contributed to 432 of them)²⁰. Forest coverage also increased, by 0.3% of the total land size; reaching 29.8%, it generated 23,227 jobs.²¹

Moreover, there was a 30% increase in people with access to on- and off-grid electricity.²² Despite the low increase in relation to the target (50%), progress can be seen; in 2016/2017, 27% of the population had access to electricity for lighting (a significant increase from 20% in 2013/2014).²³ The electrification programme for EDPRSII promotes strategies facilitating 100% of the population to be connected through on- and off-grid solutions. While all households will require access to modern energy sources, off-grid options may offer the most economical and sustainable option for poor households, particularly given the settlement structures in Rwanda.

20 Ministry of Natural Resources Imihigo report 2015/2016; and Draft ROAR, 2017.

21 Forward Looking Joint Sector Review, June 2017.

22 Ministry of Natural Resources Imihigo report, 2015/2016.

23 EICV, UNDP baseline, 2017.



During the UNDAPI period, One UN significantly contributed to Rwanda having improved systems for sustainable management of the environment and natural resources for poverty reduction in place. By strengthening individual and institutional capacities for poverty-environment mainstreaming, both vertical and horizontal policy coherence for poverty and environment issues in Rwanda have been enhanced. These policy and budgetary changes led to a significant increase in Government expenditure on environment, natural resources and climate change: from 0.4% of Rwanda's total budget in 2009/10 to 6% in 2015/16. The UN also contributed to the work that led the Parliament to, in 2017, adopt a resolution calling for all sectors and districts to include an environment and climate change budget statement when submitting annual plans and budgets for approval. The NST economic transformation pillar aims to "Promote Sustainable Management of the Environment and Natural Resources to Transition Rwanda towards a Green Economy". In addition, the strategy recognizes environment and climate change as a cross-cutting issue. One UN will continue supporting the Government's work through UNDAPI II (2018-2023), one example being the support to the development of a results-based management system for the environment and natural resources sector.

One UN contributed to the above achievements by developing tools and building the capacity of the Government on integrating poverty and environment linked objectives in the national, sector and district level policies, budgets and implementation frameworks, also by catalyzing the upscaling of green villages – now 46. The One UN contributions also included providing technical and financial support to operationalize Rwanda's Fund for Environmental and Climate Change (FONERWA), created in 2014 and now the largest of its kind in Africa.²⁴ The fund aims to mobilize and channel domestic and international financing to public and private environmental and climate change projects. Since its establishment, FONERWA has mobilized approximately USD 130 million for strategic climate resilience investments in Rwanda.²⁵ The UN support continued through institutional capacity building, as well as facilitating south-south/triangular cooperation

exchanges, such as visits from other government delegations. In 2018, FONERWA received global recognition for its work to address climate change through receiving the 2018 UN Climate Action Award from UNFCCC.²⁶ The UN will continue to provide support, as a close partner, to establish FONERWA as a Green Bank that will potentially serve the East Africa region. ●

OUTPUT 1.3.1: Strengthened National Capacity to Scale Up Renewable Energy, Energy Efficiency, Access and Security

Through the joint programme Support to the Development and Implementation of a Green Growth and Economy approach to Rwanda's Economic Transformation, the One UN, in partnership with the East African Community (EAC), promoted energy efficiency in buildings in East Africa. In collaboration with Rwanda Institute of Architects and Rwanda Housing Authority (RHA), the process of establishing the Rwanda Green Building Organization (RWGBO) was supported and RWGBO was successfully launched in 2016. The institution provides a catalyst for change regarding the establishment of sustainable buildings and cities and aims to empower the local construction industry to transform the way buildings and cities are designed, built and operated as a contribution to Rwanda's green urbanization agenda.

As a part of the One UN support, 119 officials were also trained in awareness and response to environmental crimes. Furthermore, One UN supported the development of a policy framework for energy efficiency, universal access and security. Rwanda has the potential to promote a state of art green mining sector, and the One UN also supported the development of the geothermal policy, legislation and regulatory framework. Going forward, the UN will support the Government to conduct feasibility studies on the potential to develop a model mine, fully funded through green investment that incorporates renewable energy systems, water treatment systems, forestry out-grower schemes and training.

24 UNDAPI Annual report 2014.

25 FONERWA, Rwanda Green Fund, 2018. Available [here](#).

26 UNFCCC, Winners of 2018 UN Climate Action Award Announced. Available [here](#)

Output 1.3.2: Strengthened Capacity for Sustainable Environment, Natural Resource Management and Climate Change Mitigation and Adaptation

One UN provided support to the Ministry of Environment (MoE) in the implementation and monitoring of the Green Growth and Climate Resilience Strategy (GGCRS). The UN also supported the annual High-Level Policy Dialogue, an effective forum for advocacy and awareness raising among Ministers responsible for the GGCRS implementation. With technical and financial support from the UN, an evaluation of the execution of the GGCRS under EDPRS II was conducted in 2018, and it will feed into a review of the strategy itself during the coming year to ensure that the strategy maintains its relevance under the new seven-year government development strategy for Rwanda (National Strategy for Transformation, NST 1).

The One UN was also a headline sponsor of the first Africa Green Growth Forum (2018) that brought together over 1,000 investors and policymakers from across the continent to explore measures that need to be taken to build a Green and Climate Resilient Africa. The Green Growth Forum was a significant result of Rwanda gaining ground within the field of environment and climate change work. Concerted efforts by the UN contributed to the inclusion in the NST 1 of “Sustainable Management of Environment and Natural Resources” (ENR) as a priority area, and environment and natural resources were mainstreamed as a cross-cutting area. One UN, in collaboration with MINECOFIN, Rwanda Environment Management Authority, REMA, and MoE, successfully mainstreamed ENR into priority productive sectors (agriculture, urbanization, energy and industries). The number of sector policies reflecting environment, climate change, disaster risk reduction and gender increased from two to fifteen.

At the district level, in 2013, there were seven districts that have mainstreamed environment, climate change, disaster risk reduction and gender in the development plans and budgets. By the end of 2017, all the 30 districts had allocated funds for these areas of work in their development plans. The achievement was realized through both financial and technical support through One UN, whereby a technical advisor seconded to REMA. Furthermore, One UN and partners enabled about 70% of the communities in the

Rulindo district to incorporate agroforestry into their farming systems through providing 11,876 agroforestry seedlings planted on farms, terraces and alongside the roads. The UN also organized training of trainers for 37 farmer facilitators, who in their turn trained almost 300 farmers. Through participatory methods, about 80% of the farmers in Yanze increased their skills in practicing soil and water conservation. Overall, 13 farmer groups were established with a total of 171 female and 122 male farmers participating in the trainings. So far, there is evidence of a 40% increase in vegetable production, contributing to an increase of income among the farmers. There is also an increasing demand from other farmers to learn about productive agro-ecological technologies.

Output 1.3.4: Strengthened Appropriate Technologies and Skills for Resource Efficiency and Cleaner Production

One UN supported the Ministry of Infrastructure (MININFRA) in conducting the 2017 Global Analysis and Assessment of Sanitation and Drinking-Water (GLAAS 2017). The analysis is being used at country level as a tool for monitoring the inputs in terms of human resources and finance as well as the enabling environment, such as the laws, plans and policies, institutional and monitoring arrangements required to sustain and extend WASH systems and services to all, and especially to the most vulnerable. Technical assistance was provided to MININFRA on the development of a WASH Management Information System, and support was given to the undertaking of a study on low-cost WASH technologies. One UN also contributed to the development of a water and sanitation policy, as well as the development of the water and sanitation sector strategic plan.

Aiming at promoting a more resource efficient and cleaner production approach in Rwanda, the One UN in Rwanda supported the establishment of the Resource Efficient and Cleaner Production Centre. One UN also supported the Ministry of Health to develop and implement technical guidelines for household latrines and institutional sanitation facilities.

Several enterprises participated in demonstration programs to highlight the benefits of the preventive approach of applying resource efficiency. It is estimated that in 2018, 40% SMEs now use alternative technologies, a substantial increase compared to 2013 (baseline 15%).

All these efforts are beneficial for sustainable industrialization. The work will continue during UNDAF II, and the initiatives will be further augmented by UN supporting the Ministry of Trade and Industry in their work for cleaner production.

OUTPUT 1.3.5: Strengthened National Capacities for Planning and Management of Green Villages

Through the One UN joint programme *Support to the Development and Implementation of a Green Growth and Economy approach to Rwanda's Economic Transformation*, the One UN, in collaboration with REMA and Rwanda Housing Authority (RHA), supported the piloting and upscaling of Green Villages. The Green Village concept is compatible with protecting the environment, reducing carbon and other unwanted emissions, improving the rational use of natural resources, dealing with climate change, securing access to clean energy and water, while simultaneously targeting poverty reduction, job creation and social inclusion.

Forty-four green villages were successfully established throughout Rwanda during the UNDAF I period (2013-2018). A One UN-supported cost-benefit analysis of the first pilot Green Village in Rubaya (Gicumbi District) concluded that benefits surpass the costs by 15 to 35%. The analysis also revealed that scaling up to one green village in each of Rwanda's 30 districts would generate additional benefits equivalent to a net present value of 21-23 million USD; it would also

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“Interviewed beneficiaries described transformations in their lives since moving from the Mazane Island to the Rweru Green Village. They described improvements in their wellbeing, better housing and access to water and sanitation, easier access to education for children, as well as better access to health services”.

(UNDAF Final Evaluation, page 29)

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27 REMA, Green Village Toolkit. Available [here](#).
28 NISR, 2015-2020.

generate indirect economic effects, estimated at 0.8% of national GDP (63.3 million USD). This could lead to a 0.71% reduction in the extreme poverty rate of Rwanda.

One UN also supported the design and launch of the Green Village Toolkit, assisting district developers in incorporating appropriate green technologies, such as biogas or other renewable energies and measures for the sustainable management of natural resources.²⁷ Consequently, through the National Human Settlement Policy and Strategy (also supported by One UN) the Government of Rwanda proposed to support a roll-out of additional model Integrated Development Programme (IDP) villages, which will include most elements of the green village demonstrations.

In addition, a green village business livelihood plan was developed with One UN support, and training on the Green Village Toolkit for Rwanda were conducted for local government officials in charge of the settlement from seven districts. Following the training, local officials were able to draw green village layout plans for their districts.

OUTCOME 4: Sustainable Urbanization Process Transforms the Quality of Livelihoods and Promotes Skills Development and Decent Employment Opportunities in Both Urban and Rural Areas, Especially for Youth and Women

Within this outcome, One UN supported sustainable urbanization processes, through support to national and local institutions to build capacity to design and implement urban policies and to mainstreaming employment. Support for sustainable urbanization processes was also delivered via enhancing the entrepreneurship skills of women and youth, as well as increasing access to financial services.

In Rwanda, the total population of people living in urban settlements had increased to 30.7% of the total population in 2017, as compared to 16% (UNDAF baseline). Although there are no recent statistics available, it is calculated that the annual rate of urbanization is currently 5.59% per year²⁸. To support the work of the Government to ensure a sustainable urbanization process, One UN provided technical support to increase knowledge and capacities, to ensure local and national economic growth, while at the same



time creating decent employment opportunities, especially for women and youth.

The EICV5 states that 166,000 off-farm productive jobs are created annually. Low job creation outside agriculture is linked to several structural factors in the Rwandan economy, some of them raised above. The slow pace of the country's structural transformation that should see a greater role of manufacturing in absorbing the workforce flowing out from increasingly mechanized agriculture is not yet happening in the country. Most of the increased workforce, caused by the fast-growing population, still finds the bulk of the opportunities in agriculture, services (mostly tourism and transport) and construction, rather than in manufacturing. On the labor supply side, the World Bank highlights a problem of human capital adequacy to the job market's demand, also true for skilled laborers; relatively few graduates are specializing in key job creation fields, such as science and engineering.²⁹

During the UNDAF period, One UN, in partnership with the Rwanda Development Board, worked with increasing the population's knowledge of export management and international trade issues, but also in strengthening small-scale women entrepreneurs. Furthermore, the UN supported the Central Bank and MINECOFIN to increase community savings groups (SACCO) to over 450 in 2016; this contributed to increasing financial inclusion from 72% in 2015 to 89% in 2016.³⁰ Through One UN contributions, one million women in Rwanda also accessed financial services and 4,520 people (3,204 of whom were women) learned to make proposals to financing agencies to get loans to initiate new businesses.

The country's long-term development VISION 2020 envisages Rwanda as a knowledge-based economy and a middle-income country by 2020, with employment as one of the fundamental pillars. Through this long-term vision, the Government committed to fight against poverty and to practice a positive discrimination policy in favor of women – with a special focus on technical, vocational education and training, higher-learning education and employment opportunities. It further emphasizes that gender will be mainstreamed in all development policies and strategies³¹. For the first time in Rwanda, the

UN in collaboration with the Gender Monitoring Office launched a new accountability mechanism to promote gender equality and women's empowerment in the private and public sectors. Thirty-eight private companies and two public institutions have committed to join the gender seal in the private sector, while 20 companies were selected to pilot the certification process. Gender Equality Committees are now operating in at least 10 companies. The UN invested in establishing a pool of trained personnel from participating companies and coordinating agencies, including the Gender Monitoring Office and the Private Sector Federation, and the process was endorsed by MIGEPROF, MINICOM, BNR and RDB.

Furthermore, the UN supported the Government in the elaboration of a Youth and Women Employment Policy. This is in addition to a Labor Migration Policy, which especially aims to increase access to skilled workers. ●

OUTPUT 1.4.1: Enhance National and Local Institutions Capacity to Design and Implement Inclusive Urban Policies

Following the elaboration of the National Urbanization Policy (NUP) for Rwanda (2015), with technical support of One UN and in collaboration with RHA and the Global Green Growth Institute (GGGI), MININFRA conducted a countrywide awareness and information campaign under the theme "the future is urban", to disseminate the policy. The policy aims to be an instrument for addressing good urban development that enhances local and national economic growth and guarantees a good quality of life for all.

Furthermore, the Rwanda Spatial Development Framework (SDF) was developed through collaboration between the Government of Rwanda, the UN, the University of Twente/Netherlands and the University of Rwanda. The analytical report of the SDF, including the proposed spatial structure of Rwanda, was approved by MININFRA, who recommended the development of a Strategic Spatial National Action Plan (SNAP) that would enable its full operationalization. The Government of Rwanda, through the Ministry of Infrastructure, secured funding from the Ordinary budget for the elaboration of the SNAP, and the One UN will continue to provide technical assistance.

29 World Bank, Drivers of Growth, 2018.

30 Finscope survey, 2016.

31 Labor Market Policy and Strategies, 2017.

At local level, the Rubavu City Extension Master Plan for 2015-2045, as well as a detailed plan for the first phase (2015-2025), was developed with UN support and adopted by the district council in October 2016. The plan provides for a compact urban center accommodating 800,000 people by 2045, compared to the current situation with various disconnected nodes of approximately 150,000 people. Through the implementation of the plan, the district wants to: strengthen the local economy (trade, service, tourism) in a sustainable way; make it well connected to its surroundings (Goma, Virunga National Park, Lake Kivu); and ensure safe, integrated and sustainable homes for the population.

OUTPUT 1.4.2: Women and Youth with Enhanced Entrepreneurship Skills

Independent farming is still the most common income generating activity among Rwandan youth (45%), posing a challenge to sustainable urbanization. The EICV5 shows a decreasing number of men in wage farming, from 9.8% for 16-20 years old to only 16.9% for 26-30 years old. Most of the youth in wage work are employed in the private sector (97.6%) and only 2% work in the public sector. Further, an important proportion of young people work in agriculture, forestry and fishing (62.2%). The second source of jobs for both male and female youth is in wholesale and retail trade and repair of motor vehicles (10.2%).³²

Through various skills trainings, One UN, in partnership with Rwanda Development Board, increased beneficiaries' knowledge in export management and international trade. Six trainees were certified as lead trainers, 30 farmers increased their knowledge in organic agriculture and 59 people from fish farming cooperatives (23 women, 36 men) increased their knowledge in aquaculture and business development. In addition, 23 Business Development Fund (BDF) officers became trainers of trainers on starting and improving business; nine of the officers have since trained over 90 youth in the same topic.

Other examples of One UN contribution to the strengthening of entrepreneurial skills include practical skills training to staff of Burera Dairy Limited company and training of young women in entrepreneurship and business development for ICT-related projects. Also, the One UN

strengthened four women cooperatives based in Rusizi Districts, collectively comprising of 650 members who are specialized in small fishery and horticulture and active in cross-border trade between Rwanda and the Democratic Republic of Congo. The women now have enhanced cooperative management skills, increased knowledge of financial products and services to set long-term business goals; they have also committed to promotion of gender equality within their organizations. In addition, a strong partnership between One UN, the private sector and civil society organizations (CSOs) have led to the provision of monthly mentorship sessions, to support young women in Rwanda. The mentorship programme started in mid-2018. It provides the opportunity for selected women in the Government, private sector and civil society to avail their time for mentoring sessions with young women. The mentorship programme so far attracted 200 mentees and a monitoring system is being devised to track its impact on career advancement, increased income and self-confidence (among other expected results).

Furthermore, to increase access to productive resources for vulnerable women, 134 vulnerable women groups with more than 2,000 members were supported through capacity enhancement in cooperative management. Through this strategic support, the groups successfully formalized their organizations. This enabled them to access credit and support mechanisms available at sector and district level. Being provided with a start-up capital of RWF 76 million, group members were furthermore able to launch small-scale businesses activities. Findings from monitoring visits revealed several achievements related to income generating activities. In addition, the intervention resulted in: an increase of self-confidence among the supported women; improved access to health insurance and reduced vulnerabilities through improved working conditions and environments; and increased access to finance, especially through the community savings and credit cooperatives (SACCO) where the women opened bank accounts.

In collaboration with the organization Duterimbere and the Rwanda Cooperative Agency, One UN successfully conducted "access to finance and entrepreneurship campaigns" across

32 EICV5 Thematic Report – Youth, 2018.

the country. The campaign focused on promoting women's understanding of entrepreneurial concepts such as business planning, managing enterprises and accessing finance and group management. Challenges faced by small-scale women entrepreneurs were also discussed. As a result of the campaign, 600 women entrepreneurs enhanced their knowledge on entrepreneurship, increased self-confidence and committed to improve their businesses through strengthened financial and cooperative management concepts.

OUTPUT 1.4.3: Increased Access to and Utilization of Financial Services Especially for Women and Youth

The latest FinScope (2016) indicates that 89% of the adults, around 5.2 million individuals, in Rwanda are considered financially included (including both formal and informal financial products and services) – a positive development compared to 65% at the start of the UNDP period. However, levels of financial inclusion vary significantly by geographical location and gender.³³ In 2012, men benefited more from financial inclusion and had higher access to formal banking than women (men 51%, women 36%) meanwhile women had greater access to informal finance (men 27%, women 32%). This tendency had improved by 2016, when the access to formal banking increased to 74% (men) and 63% (women), and informal banking reduced to 17% for men and 24% for women, hence reducing the excluded population to 9% and 13%. A similar difference and improvement could be seen between urban and rural areas.

One UN support to the Central Bank and MINECOFIN enabled the country to increase community savings groups (SACCO) to over 450 in 2016, increasing access to financial services. The number of SACCO bank accounts increased from 2,117,800 on December 31st, 2015 to 2,349,700 on December 31st, 2016, and over 2,000 of them were created directly through UN support. One UN also provided significant resources to the automation of SACCOs to improve service delivery, risk management and reporting.³⁴ Overall, financial inclusion increased from 72% in 2012 to 89% in 2016.³⁵

One UN's work, much of it focused on women and youth in rural areas, contributed to the improvements mentioned above. Except for the results mentioned above, 700 women also went through vocational and entrepreneurship trainings and obtained a diploma as a proof of completion.³⁶ Digital financial services were expanded as a tool for women's empowerment, having the potential to effectively address barriers that are often experienced by women, such as mobility, time constraints, safety and low levels of financial literacy. Of the 38,402 newly registered subscribers to digital financial services, 25,224 were women. Also 70% of the village savings and loan associations members were women, enabling them to access finance and develop financial literacy.

In 2012, YouthConnekt was initiated in Rwanda as a platform enabling young women and men to connect with leaders, role models, skills and resources, as well as to promote employment and entrepreneurship opportunities. The YouthConnekt Africa initiative aims to coordinate and nurture collaboration between existing youth empowerment initiatives, hubs and a continental network of youth empowerment experts across Africa. Following the success of this initiative, a series of African countries and UNDP Country Offices have demonstrated an increasing interest in learning about YouthConnekt. Within this context, the One UN provided technical and financial support to the organization of the First YouthConnekt Africa Summit in Kigali in 2017. The summit was organized by the Government of Rwanda in partnership with the UN and had over 7,000 participants from 90 countries worldwide and several dignitaries, including the President of Rwanda. Key action points from the summit included the need to scale up the YouthConnekt Initiative to the regional level (going beyond the five East Africa Community member states), the establishment of a YouthConnekt Africa Hub in Kigali offering regional support to national youth programmes, and the setting up of a YouthConnekt Innovation and Empowerment Fund. Through the provision of technical support, the UN supported the creation of YouthConnekt in nine countries in Africa (Cape Verde, Congo DRC, Liberia, Republic of Congo, Rwanda, Uganda,

33 FinScope survey, 2016.

34 Rwanda Financial Inclusion Project 3rd quarter progress report.

35 Finscope survey, 2016.

36 UNDP, R-FIP / BIFSIR Final Project Report, 2017.

Sierra Leone, The Gambia and Zambia). The 2018 YouthConnekt Africa Summit marked the official launch the YouthConnekt Africa Hub, and in October 2018, YouthConnekt was endorsed by the African Union as a model initiative to be scaled-up across the continent.

One UN supported the Government of Rwanda to mobilize funds for the organization of the YouthConnekt Africa Summit and for the implementation of key recommendations. Through UN technical and financial support, 90 youth were trained in entrepreneurship and business development and provided with access to finance through the YouthConnekt Award. Thirty youth received financial awards equivalent to a total of RWF 24.5 million to support the development of their business projects. This resulted in the creation of 1,234 jobs (385 women, 849 men). In addition, an independent tracer study (2018) found out that the 540 young entrepreneurs supported by YouthConnekt through capacity building and seed funding support have created 8,309 further jobs (2,208 for women, 6,101 for men; 5,791 part-time jobs, 2,518 full-time).

Furthermore, One UN provided institutional, technical and financial support to the Rwandan Chapter of New Faces New Voices (NFNV) for the promotion of women's financial inclusion and entrepreneurship. A financial literacy booklet for girls and young women was launched, presenting financial concepts in a gender-responsive and illustrative manner by means of a female comic character. This rendered financial information easily-accessible to school-aged girls. It was distributed to more than 800 students, with positive response. Questions asked by the students afterwards have informed the development of further editions of the booklet.

In parallel, 500 young girls out of school, from Nyamata and Nyaruguru districts, enhanced their knowledge and entrepreneurship skills through focus group discussions and trainings on entrepreneurship organized in collaboration with Plan International. The empowered girls launched saving groups and started to meet on a weekly basis to group their savings and coordinate individual loans to strengthen existing small businesses or initiate new ones.

With the view of contributing to closing the gender gap in financial inclusion, the One UN supported the launch of the women investment fund "Rugori Fund". This equity-contribution based fund seeks to empower and stimulate Rwandan women's participation in the country's financial sector. Through One UN support, a high-level advisory committee for the fund was set up. The committee will help to ensure that the service providers selected to manage the investment fund comply with pre-defined transparency and quality criteria. In June 2018, the fund manager was accredited with the license to operate in Rwanda. The fund will contribute to securing affordable financing for Rwandan women.

In 2017, One UN and New Faces New Voices (NFNV) completed a study on gender responsive procurement in Rwanda. From an indicative sample of 161 public tenders awarded in 2016/2017 in the fields of agriculture, infrastructure, education and trade, the study found that the proportion of tenders won by women-owned businesses amounts to 11.8% only. The tenders won by women-owned businesses only represent 4.2% of the total value. This leads to the conclusion that the participation of women-owned businesses in the tendering processes is still very low and that these businesses were successful in bidding for comparatively lower-value tenders only. Building on the findings of the study, in 2018, thirty-seven (37) formally-established business women were trained on public procurement tenders. MINICOM and the Rwanda Public Procurement Authority (RPPA) were instrumental participants in these trainings, providing up-to-date information on procurement processes to participants. As a result of the training, women entrepreneurs felt more confident to apply for public procurement tenders.

NFNV was furthermore able to use the technical and financial programme support to draw-up a five-year institutional strategic plan. The plan is aligned to the UNDAP II duration and is leveraged by NFNV as a fundraising instrument for securing additional resources to promote the financial inclusion of Rwandan women and girls.

A new partnership with the Business Development Fund (BDF) was concluded to enhance the BDF's monitoring and reporting system on financial services. The online tracking system is expected

to improve data on women accessing finance through the BDF. By measuring which services women respond to and which may currently be underutilized, more national targeted campaigns to promote women's uptake of financial services can be launched. Overall, the new tracking system contributes to an increase to the gender-responsiveness of BDF services. Additionally, 87 women were trained on business planning and procurement. Participants were all active in the informal sector. The training gave new inputs to engage them in the process of obtaining a license, and to gain an opportunity to access credits and loans through the BDF.

OUTPUT 1.4.4: Strengthened national capacities for mainstreaming employment

The Government of Rwanda established a conducive and favorable legal and policy framework, for labor and employment in both public and private sectors; the 2015 revision of the 2003 Rwandan constitution, article 30, now provides for the right to free choice of employment and equal pay for equal work. It stipulates that *"All individuals, without any form of discrimination, have the right to equal pay for equal work"*. In addition, the Law N°13/2009 of 27/05/2009, as revised through Law N°003/2016 of 30/03/2016, regulating the labor in Rwanda, provides for equal opportunities and equal pay for women and men and prohibits gender-based violence, harassment, and discrimination on the grounds of gender, marital status or family responsibilities.

Through the *Joint Programme on Youth and Women Employment*, One UN strengthened the capacities of thousands of young people to pursue entrepreneurship and self-employment opportunities, whilst also creating more off-farm jobs. Through the support, young women innovators increased their skills and developed ICT projects; also, financial support was provided to women who created innovative ICT start-ups. The Ministry of Youth and ICT was supported in organizing monthly online debates and weekly TV shows, contributing to raising awareness and skills on entrepreneurship among 6,000 youth.

One UN further supported the development of a national youth policy, known as HAPPI (Happy, Aptitude and Attitude, Patriotism, Productive, Innovators), to generate and strengthen employment and livelihoods.

Together with MIFOTRA, One UN integrated youth entrepreneurship in the Rwanda e-regulations platform.

One UN also supported the Ministry of Youth and other partners to scale up the One Stop Youth Centre model in Kimisagara, Kigali. The center supported hundreds of youth, through courses such as six month long tailoring courses and a computer literacy programme. It also provided health services to more than 1,000 youth, and thousands of young people were involved in awareness-raising with the One Stop Youth Centre. The awareness-raising resulted in a significant increase in the number of youths visiting the center and benefitting from its services.

Millions of people in East Africa are on the move, in search of skilled and non-skilled jobs. One UN supported the Government of Rwanda in developing a migration policy that aims to: (i) facilitate and encourage tourists to come to Rwanda; (ii) allow the entry of foreign skilled workers in occupations lacking in Rwanda's labor market; (iii) allow and facilitate the entry of investors with substantial funds to invest in Rwanda; and (iv) enable the Rwandan Diaspora to contribute towards nation-building.

LESSONS LEARNED AND WAY FORWARD

Although economic transformation in Rwanda made great advancements during the last five years, there is still a need to continue the work on sustainable and inclusive growth throughout the country. Through UNDAF II (2018-2023), the UN will continue its work by: supporting the Government in creating decent and productive jobs; promoting industrialization and modernizing agriculture; accelerating sustainable urbanization; establishing Rwanda as a globally-competitive, knowledge-based economy; increasing domestic savings; and positioning Rwanda as a hub for financial services promoting investment.

Going forward, the UN will also continue to contribute to national efforts to increase agricultural production and productivity, using innovative methods and improving national and intra-regional value chains, particularly for women and youth. The UN will also continue to support the work to engage the private sector in the development and adoption of climate resilient agricultural technologies.

Another focus in UNDAF II will be the continued assistance to national and local institutions to fortify their technical capacity to implement knowledge-based, inclusive and sustainable policies and plans. This includes the promotion of safe labor mobility, such as rural-urban migration and the implementation of the labor migration policy.

RESULT AREA 2: ACCOUNTABLE GOVERNANCE

In its efforts to contribute to accountable governance in Rwanda, One UN emphasizes protection and promotion of human rights, peace, justice and strong institutions, as well as the elimination of discrimination and all forms of violence.

Contributing UN Agencies: OHCHR, UNFPA, IOM, UNDP, UNICEF, UNWOMEN, UNV, UNESCO, FAO, UNECA

Partners: MINALOC, MINICYOUTH, MINITEC, MIGEPROF, NWC, FFRP, GMO, RGB, MHC, National Parliament, NEC, ARJ, RNP, RDF, NFPR, MINIJUST, NURC, ORINFOR, CSO's

Revised Budget: USD 39,763,049

Available Funds: USD 33,911,038

Expenditure: USD 33,811,592

Spending Rate (vs Available Funds): 99.7%

Rwanda has been recognized for its strong transparency and anti-corruption measures, and, during the last years, Rwanda's performance in good governance continued to be outstanding; the country gained one position in the Mo Ibrahim Index of African Governance, ranking 8th in good governance in 2018. The same year, Rwanda was ranked the 3rd least corrupt country in Sub-Saharan Africa by Transparency International. The Gallup Global Law and Order report also ranked Rwanda the safest country in Africa and the fourth safest country globally. The World Economic Forum 2017 report on Gender Gap ranked Rwanda first on the continent and fourth globally, scoring narrowly behind Finland, Norway and Iceland.

The UN contributed to the Rwandan Government advancing, reinforcing and broadening good governance processes. This entailed support to peace building and strengthening democratic governance institutions with the aim of delivering an effective, accountable and transparent government that promotes a peaceful, just and equitable society. The electoral cycle, the Justice, Reconciliation and Rule of Law reform process, the Convention on the Elimination of Discrimination Against Women (CEDAW), as well as the Universal Periodic Review processes were used as key entry points for the UN to deepen democracy, strengthen the rule of law, promote and respect human rights, and increase gender equality in Rwanda. The UN also contributed to the development and implementation of the national strategy for the development of statistics, to produce data for evidence-based policies and decision making.

This section outlines the UN contributions and results to accountable governance in Rwanda, in relation to the expected outcomes and outputs. One UN's contribution to national achievements are outlined under each outcome, while output level achievements are described separately. Finally, lessons learned and One UN's work with accountable governance going forward is briefly discussed.

OUTCOME 1: Citizen Participation and Empowerment: Accountability and Citizen Participation in Sustainable Development and Decision-Making Processes at all Levels Improved

The UN contributed support to the two election processes taking place during the UNDAF period, by increasing the capacity of the institutions (National Election Committees, NEC, and others), as well as by capacity building and awareness raising of both political candidates and the public. Citizens' satisfaction, measured as citizens expressing confidence in the operations of the NEC, increased significantly from 69% (in 2013/2014) to 87% (in 2018)³⁷. Despite this, and despite Rwanda's impressive global rankings described above, Rwanda still has some challenges to address. One example is citizen participation, with an overall result of 65.63%, indicating that citizen participation is among the least improving aspects of the 37 indicators



37 Rwanda Governance Scorecard, 5th edition, RGS, 2018.

in the Rwandan Governance Scorecard. The participation of citizens in governance issues showed minimal improvement during the period. It is noteworthy that the most improving variable for citizen participation is found at district level, where citizens satisfaction with their participation in Imihigo planning moved from 27% to 48% - still to be improved. The Rwanda Governance Scorecard explains the improvement with the new approach of consulting citizens through community meetings at the grassroots level on district planning and Imihigo at the beginning of each fiscal year.³⁸

Another area showing significant improvement during the period is the high rating, 87.61%, of the adult population who claims to have confidence in the respect for human rights – a more than 10% increase since the start of the UNDAP.³⁹ The UN contributed to the country’s achievements around human rights and gender mainstreaming through strengthening national and local institutions, support to research generation and to the elaboration of publications on gender equality to document the progress, challenges and instill gender responsive decision making. Support given to several surveys, and the data generated from them, has been (and continues to be) essential for strengthening Rwanda’s efforts towards Sustainable Development Goal (SDG) prioritization, mainstreaming and localization.

The UN also worked for awareness raising among national and local institutions, political candidates, journalists and citizens in general. Significant progress was achieved in the UN’s work to strengthen the capacity of ministries and districts to mainstream gender in policies, strategies, development plans and budgets. Furthermore, through One UN support, sector and district authorities, technical staff of the MIGEPROF enhanced their knowledge in formulating, implementing, monitoring and evaluating policies from a gender perspective. By the end of the UNDAP I, 27.81% of the district budgets were allocated to gender priorities – a great achievement compared to only 15% in the UNDAP baseline.

Through UN support to the development of surveys, reports, district profiles and other studies, the UN contributed to NISR improving its capacities, and there is an increased trust in their work from other stakeholders.⁴⁰ ●

OUTPUT 2.1.1: Strengthened Capacity of National and Local Institutions for Research Generation and Utilization of Disaggregated Data for Participatory and Evidence-Based Policy Formulation and Planning at all Levels

One UN in Rwanda had an important role in strengthening the capacity of Rwandan national and local institutions for research and data generation, to improve evidence-based policy formulation and planning across all result areas. Learnings from the UNDAP implementation show that synergies among different stakeholders is key for successful data production, and that timely release of data is critical for it to be useful in policy formulation, planning and decision making.⁴¹

Through the *Joint Programme on Data*, One UN provided technical and financial support to national and local institutions, to produce surveys, reports and other tools for participatory and evidence-based policy formulation, decision-making and planning. One UN support to the National Institute of Statistics (NISR) contributed to a successful conduction of the 4th Population and Housing Census and 17 related thematic reports⁴² and the Integrated Household Living Conditions Surveys (EICV4&5), as well as to the development of gender statistics. All of these were critical in formulating the National Strategy for Transformation and sector strategic plans. The results of the work are now also being used by all stakeholders, from Government institutions and Parliament, to academia, civil society and development partners.

Furthermore, One UN supported the Rwandan government in producing the 2014-15 Rwanda Demographic and Health Survey (RDHS), a nationally representative survey of 12,699 households. The 2014-15 RDHS was the fifth standard DHS conducted in Rwanda, and part of the worldwide DHS Program. The primary

38 RGS, 2018.

39 RGS, 2018.

40 NISR exemplifies this through pointing to the time for planning of the national strategies for the development of statistics, which has gone down from 5 years (first strategy), to 2 years (second strategy) to 1.5 years (third strategy) (LPAC, NISR, 31st of January 2019).

41 Local Project Appraisal Committee Meeting, Joint programme on data 2018-2023, NISR, 31st of January 2019.

42 Full survey and thematic reports. Available [here](#).

purpose of the RDHS is to provide policymakers and planners with detailed information on: fertility and family planning; infant, child, adult, and maternal mortality; maternal and child health; nutrition; malaria; knowledge of HIV/AIDS and other sexually transmitted infections; and domestic violence, among others. Anthropometry measurements, anemia and malaria testing were carried out among women and children in 50% of the households. HIV testing was also carried out among adults in another 50% of the households, and among children under the age 15 in 15% of the households. The DHS was produced along with district profiles to allow planning at various levels. In addition, NISR, with UN support, prepared analytical thematic reports on gender as part of statistical surveys (EICV4, DHS5 and the 2014-released fourth Rwanda Population and Housing Census).

Moreover, One UN supported NISR in the publication of the National Gender Statistics Report (2014 and 2016). Stakeholders and development partners are using data generated by this report for planning, programming and evaluation. The data was used to measure progress towards the achievement of women's empowerment and gender equality targets stipulated in the EDPRS II as well as setting the baselines for the NST1.

In 2017, NISR and MINECOFIN received UN support to produce the Rwanda Demographic Dividend Profile⁴³ that is being used in the NST1 and Sector Strategic Plans, outlining the priorities for the next seven years. The profile report emphasizes the importance of investment in the four pillars: health/family planning, education, job creation and good governance, for Rwanda to harness maximum potential from its youthful population and achieve transformational aspirations. One UN also supported the strengthening of Civil Registration and Vital statistics (CRVS), using a web-based application to provide real time population data on vital life events such as birth and deaths.

Furthermore, the implementation of governance assessments, including the Rwanda Media Barometer, the Reconciliation Barometer, the CSO Barometer, the Rwanda Governance Score Card

and the Citizen Report Card received UN support. These tools were used to inform strategy, policy making, and legislation. In addition to the above, and in line with strengthening government capacity to analyze food and nutrition security and formulate relevant policies, strategies and actions at different levels, One UN jointly conducted two rounds of Comprehensive Food Security and Vulnerability Analysis (CFSVA) surveys (2015, 2018), providing information at district level. To monitor and scale up the food security and nutrition situation at province level, nine Food Security and Nutrition Monitoring province level surveys were conducted in cooperation with MINAGRI and NISR. The UN also supported the development of eight flagship research studies on children (nutrition, gender-based violence, etc.),⁴⁴ as well as two key evaluations of the Rwanda Community Health Worker System and on Rapid SMS. In 2017-2018, a Fill the Nutrient Gap (FNG) analysis was conducted jointly by One UN and the National Early Childhood Development Programme, to inform the ongoing National Food and Nutrition Policy review. Findings were disseminated to a wide stakeholder audience and the report will be available in 2019.

In addition, MINAGRI received UN support in drought risk mapping and national risk atlas, disaster communication system design, roll-out and upgrade, training of staff on emergency needs assessment and use of tablets in data collection. MINAGRI was also supported with tablets to improve existing means regarding data management.

In 2015, One UN provided technical and financial support to develop and put in place a national Results Based Management policy, compelling development actors and institutions to direct their efforts towards achieving common goals and results. This contributed to improved service delivery by the public service to citizens and enhanced efficiency and effectiveness of the government to meet timely policy commitments and targets in its national development strategy.

To enhance the process of domesticating the SDGs, a baseline analysis for SDG 1, No Poverty, was supported through the Multiple Overlapping

43 National Institute of Statistics Rwanda, Demographic Dividend. Available [here](#).

44 KAP (knowledge, attitude and practice) study on Early Nurturing of Children; ECD&F Programme Baseline Study, Violence Against Children and Youth Study; Violence Against Children Living in Institutions Study; Nutrition, Gender and Markets Study; Understanding Dropout and Repetition in Rwanda Study; and ECD&F end line evaluation Study.

Deprivation Analysis (MODA) and the Multi-Dimensional Poverty Index (MPI) studies, setting the national child multi-dimensional poverty at 39% (55.3% of children under 5 and 32% of children aged 5-17 years suffer from at least three simultaneous deprivations) and the general population MPI at 33%. NISR released the updated reports based on the results of EICV5 in September 2018. Additionally, One UN provided technical support to NISR for SDG target 6.1 and 6.2 estimates, as well as for measurement of indicators.

OUTPUT 2.1.2: Strengthened Capacity of Central, Decentralized Entities and Communities to Promote Community-Driven Development Processes

One UN enhanced inclusive local governance at district level in six districts, by bringing together citizens, local authorities, private sector and civil society to provide feedback on local development plans and projects.

.....

“It is now possible here in Gasharu to have direct conversations with the local authorities. We let them know where there is room for improvement, they listen and let us know where we could support as well,” /.../ “These debates really empowered us women to stand up for our rights and as a consequence, our lives have changed in a positive way. For example, many women here were thought to run cooperatives and businesses and we have also learned to freely express our opinions. All thanks to these community debates.”

Quote by a women participating in a community debate, (UNDP website, 21-01-2019)

.....

Strengthened dialogue mechanisms at local level and advocacy outreach campaigns also contributed to the mainstreaming of gender equality across all governance levels. Community dialogues that brought together more than 55,000 women, men and youth across Rwanda ensured a wide dissemination of gender equality and women

empowerment (GEWE) messages across all spheres of society. The advocacy efforts towards an equal participation of women in all spheres of society also received tremendous support from Rwanda’s men and boys, with more than 205,000 signatories for UN Women’s HeforShe campaign by the end of the UNDAF I. Within the HeForShe campaign, Rwanda committed to: bridging the gender digital divide in Information and Communication Technology access and usage; enhancing girls’ enrolment in technical and vocational education and training to boost their employability; and to eradicate GBV in all forms.

As a way of strengthening capacity at community level, the capacity of four community radio stations in three districts was supported to better engage the communities in dialogue, awareness raising and advocacy on issues of local interest, such as agriculture, health and ICT. In addition, more than 200 journalists, correspondents and other radio personnel were trained on enhancing the quality of programming, interviewing, broadcasting and sustaining radio stations, through using public data and other means. As a result, enhanced community engagement through radio programmes took place, for example in broadcasting of testimonies and more calling-in during radio interviews. There was also a notable increase in the programming that challenged or neutralized gender-based stereotypes.



A resident of a UNDP-supported Green Village washes his hands; photo by UNDP, 2018.

BUILDING BRIDGES BETWEEN VILLAGES, AND BETWEEN PEOPLE AND DECISION-MAKERS

Syldio is a farmer in Gicumbi District, who until recently had no way of selling his crops to neighboring districts, because of poor roads. The UN support for good governance in Gicumbi, have led to local leaders strengthening their work together to bring sustainable, community-led improvement to their citizens. The UN support included a combination of capital investment and capacity building to address specific needs, including food security, peace building, democratization, gender and evidence-based planning and budgeting and public expenditure management. Decentralization and local development are strengthened through the support to participative, transparent, equitable and efficient local administration, benefiting more than 700,000 people. To ensure sustainability, local leaders and trainers are trained in good governance.

The reforms help the population in addressing its most pressing needs. Gicumbi is an example of an area with improved infrastructure, with a new bridge that connects the village to nearby communities, so that farmers like Syldio can sell the crops and improve their quality of life.

“People with small businesses can actually transfer their business into a neighboring district, and improve commerce for both themselves, and their community. Moreover, government authorities like the policy can use the bridge”, Syldio says.

The UN works to strengthen local government institutions by training officials, as well as providing basic equipment for groups such as the police who use the bridge to improve law enforcement. The UN also supports the government understand the needs of its citizens, and through support to the National Institute of Statistics, official data is collected and analyzed. This facilitates for both national and local governments to enhance their evidence-based planning. This kind of planning focuses on the specific needs of the community, such as the bridge built in Gicumbi – not only improving the possibilities for farmers to earn their living, but also improving access to the police, as well as to health care and education.

“Before the bridge we also had huge difficulties because of the rain, and parents had to accompany their children to cross this river to make sure they could get to school. But now that has changed”.

OUTPUT 2.1.3: Strengthened Capacity of National Oversight Institutions to Promote and Demand for Accountability

With One UN support, the 5th edition of Rwanda Governance Score Card (RGS, 2018) and the Citizen Report Card (CRC, 2017) were produced to inform policy making and legislation. The CRC forms a basis of engagement and dialogue, bringing together government officials at national and decentralized levels, service providers and citizens. According to the RGS data, the control of corruption, transparency and accountability has steadily improved and scored 83.72% in 2018. This is an indication of strengthened institutional capacity and quality service delivery. The One UN will continue to further strengthen citizen engagement and dialogue between the central and local government, including service providers.

The National Electoral Commission received UN support during the presidential election process in 2017. Over 6.8 million were registered to vote in 2017, and 7.1 million in the 2018 parliamentary elections – a positive trend in comparison to 6.4 million registered voters in 2016.⁴⁵ One UN supported voter and civic education reaching over 4.7 million citizens, or 73% of the registered voters. This contributed to an impressive 98.15% voter turnout (46% men, 54% women) for the presidential elections and 93% for the 2018 parliamentary elections. The voter turnout indicates an increase in the capacity of citizens to make informed decisions, especially on issues related to governance. During the 2017 and 2018 elections, considerable progress was made in the field of gender equality in elections. Out of the total 521 positions, 322 women (61.8%) registered and confirmed their participation



“When people see you holding any those (elected) positions as women, the very first question asked by everyone is: Will she be able to perform her duties? Is she capable of holding such a position?”

Claudette Mukamana, district vice Mayor comments on the importance of support to women in leadership positions (UN Women report, 2018).



as candidates during the parliamentary elections. The UN, in collaboration with relevant implementing partners, strengthened the skills and awareness of the 322 parliamentary women candidates on effective campaign strategies, managing results of the elections and effective representation while in Parliament. One UN also supported parliament-citizen outreach activities on accountability and to inform legislation. As a result of these interactions, several laws were revised, including law N°71/2013, establishing the University of Rwanda. 93% of the Parliament’s recommendations to the Executive were implemented.

Furthermore, the UN strengthened the capacity of journalists to investigative reporting and gender mainstreaming. In addition, the self-regulatory body was enhanced to strengthen its role as monitor of services and content. The media sector gender mainstreaming strategy was implemented and, as a result, there are 18 media houses owned and managed by women in 2018.

One UN was instrumental in enhancing the working relationships between security organs and the media, contributing to an enabling environment for media freedom and safety of journalists. In partnership with the Rwanda Media Commission, trainings and dialogue sessions were provided to officers from Rwanda National Police (RNP) and the media fraternity. Dialogue sessions brought together a total of 460 persons, including media personnel, RNP officers and representatives from district administration support organs. Interactions between them led to closer collaboration between the RNP and the media fraternity on freedom of expression and safety of journalists. To sustain this trust, modules on freedom of expression, based on UNESCO’s Freedom of Expression and Public Order Training Manual, were developed to be incorporated in RNP’s training curriculum at all levels.

Since protecting freedom of expression and safety of journalists requires engagement of different actors at different levels, securing public trust in the media is fundamental. In this respect, the One UN contributed to increased public trust and understanding of the media by supporting the production and dissemination of five [videos](#) on

45 Parliamentary elections in 2018 had 7.2 million registered voters, a 4% increase since 2013 (NEC, 2018).



media self-regulation to build public awareness on media laws, basic rights of journalists, and media accountability mechanisms. Additionally, and to inculcate these values among young women and men, the Freedom of Expression Toolkit: A Guide for Students was localized and translated into Kinyarwanda. This localized toolkit targets teachers, as well as students at the secondary and tertiary level to increase their knowledge on media and information literacy, freedom of expression, press freedom and safety of journalists.

One UN also contributed to promotion of gender equality and women's empowerment and bridging the gap between poor people - especially women and girls - by encouraging public debate on issues of local public concern through community media. This was enabled by a series of trainings for media practitioners comprising editors, reporters, managers, producers and local correspondents, in for instance editorial, investigative journalism, use of internet to report on areas of local public concern, entrepreneurship, income generation and marketing strategies for radio stations. This, in combination with increased technical skills, will hopefully contribute to ensuring sustainability of the community radios throughout the country. A notable transformative outcome of this engagement is that Rwandan media houses signed an agreement with the Association of Women in Media Platform, with a commitment to mainstream gender-sensitive policies in the media houses.

OUTPUT 2.1.4: Strengthened Capacity of Citizens, Communities and CSOs to Demand Accountability and Transparency at all Levels

One UN continued to support civil society organizations (CSOs) in Rwanda, including direct support to more than 50 CSOs active in the fields of human rights, gender mainstreaming, civic education, citizen engagement, media, social protection, legal aid, environmental protection and public health. Focus of the support was to strengthen CSOs in results-based reporting, gender mainstreaming, the human rights-based approach and financial management.

The technical and financial support provided to CSOs contributed to improving the CSO environment in Rwanda. It created a unique framework to coordinate and support CSOs, which also increased the Government and

Development Partners' trust in CSOs. The micro-grant programme and capacity building activities improved CSOs organizational development, as well as their capacities in project and financial management and in gender mainstreaming. Increased advocacy of CSOs led to improved service delivery, accountability and improved citizen participation in planning and budgeting processes at different levels in Rwanda.

One UN also successfully supported CSOs to engage with Government, in policy dialogue and service delivery. One example is the Organizations of People with Disability, in particular the Rwanda Union of the Deaf and the Rwanda Union of the Blind, that was supported to advocate for the rights of people with these disabilities and the inclusion of people with disabilities in planning and decision making at local level. Another CSO, PAX Press, organized discussion fora between citizens and district authorities to improve local service delivery.

Various development issues at community level were addressed among CSOs receiving financial support as implementing partners to the UN. The supported CSO interventions resulted in tangible changes in people's lives by improving livelihoods of women, youth, people with disability, through community-based income generating projects, micro-saving schemes, unity and reconciliation activities. The projects contributed to enhanced inclusion of marginalized groups such as people with disabilities and women in development processes, with increased advocacy capacities and more access to opportunities including education, financial resources and legal aid. The supported CSOs showed a deepened understanding of their communities and the needs of the people they represent.

OUTPUT 2.1.5: Increased Participation Especially of Women and Youth in Decision Making and Democratic Processes at all Levels

One UN provided support to the establishment of the National Consultative Forum of Political Organizations (NFPO), a platform enhancing constructive dialogue among political parties, with the aim of promoting inclusive governance and sustainable development. Technical and financial support was provided to NFPO to develop a five-year strategic plan (2016-2021), adopted by the country's general assembly in 2016. One pillar

of this plan is to mainstream gender into political processes. To strengthen capacities of political party leaders at the district level, 1,744 party leaders (118 of whom are women) throughout the country were trained.

Though women in Rwanda have continued to hold the majority of seats in Parliament for several years, many women leaders still find that their leadership competency and capabilities are not compelling. One UN supported training sessions on leadership and public speaking to women vying for various leadership positions before the elections. In preparation to the 2018 parliamentary elections, trainings for women candidates were held in four provinces and in the City of Kigali, to empower more women leaders to aspire for higher positions in the political sphere.

The UN supported the processes leading up to the Parliamentary elections in 2018, in line with pre-election needs assessment mission recommendations. Due to improved online voter registration and increased awareness among the population, the voters' registration turnout for 2018 Parliamentary elections was at a remarkable 93% (46% men, 54% women; 45% youth).



OUTCOME 2: Human rights, Justice, and Gender Equality Promoted and Implemented at all Levels

As previously mentioned, despite Rwanda's remarkable progress, there are still weaknesses, especially in relation to governance, accountability and participation. Looking back, Rule of Law was the least performing governance indicator in Rwanda, rated at 70.4% in 2010, but having raised to 79.7% in 2016.⁴⁶ The level of citizen satisfaction with the access to justice decreased, from 90% and 76% (baseline data), to 78% and 88.5%.⁴⁷ At the same time, there is a growing confidence in the respect for human rights among the adult population (from 77.1% baseline, to 79% in 2018).⁴⁸

Within this outcome, One UN supported the justice sector to increase access to justice for all, and various institutions were supported to mainstream gender into policies, strategies and budgets. The UN contributed to enhancing the

capacity of the National Gender Machinery, as well as the national capacities for promotion and mainstreaming of human rights and implementing treaty body and UPR recommendations. One UN supported the Government's review of the country report to the CEDAW Committee for the combined seventh to ninth periodic reports of Rwanda (CEDAW/C/RWA/7-9). Additionally, the UNCT Rwanda produced and submitted a Confidential report to the CEDAW Committee which fed the discussions at its 1486th and 1487th meetings and concluding observations of the Committee to the Government of Rwanda. The UN also supported the work for enhanced mechanisms for sustainable peace consolidation, unity and reconciliation in the country.

Through its work, and through support to the establishment of an electronic case management system, the UN contributed to making the country's justice system more efficient and accessible. Gender mainstreaming improved in the justice, law and reconciliation sector at different levels and, at district level, capacities to respond to gender-based violence increased. The proportion of district budgets allocated to gender priorities also increased from 15% to 27.81% during the UNDP period.⁴⁹ The UN contributed to this through support at different levels.

One UN also supported the production of the second Reconciliation Barometer that measured the status of reconciliation in the country and issued recommendations for policy actions by relevant institutions. The report released (2016) revealed that, on average, the status of reconciliation improved from 82.3% in 2010 to 92.5% in 2015. The findings from the barometer were discussed within decision-making bodies, including the Parliament, Government Ministries and local government, as well as with the population at large. A road map for the implementation of the recommendations was designed by the National Unity and Reconciliation Commission to monitor how unity and reconciliation is being mainstreamed into the work of national institutions. The RGS 2018 stated the status of unity, reconciliation and social cohesion to be at 93.95%, showing a continued increase since the Reconciliation Barometer. ●

46 RGB, Rwanda Governance Scorecard, 2010; RGB, Rwanda Governance Scorecard, 2016.

47 RGS, 2018.

48 RGS, 2018.

49 MINECOFIN, LG GBS Execution 2015/16 - 2016/17.

OUTPUT 2.2.1: Strengthened Capacity of the Justice Sector to Increase Access to Justice, Including for Women, Children, and the Most Vulnerable

One UN supported the establishment of the innovation award winning Electronic Case Management System in all courts and prosecution offices. Citizens can now file their cases and track feedback easily and affordably as well as access courts, prosecution, lawyers and police services. The system, in combination with the judiciary reforms, led to a drastic decrease in the number of backlog cases, by more than 40% (from 18,400 in 2011 to 6,700 in 2018).⁵⁰ It also made Rwanda a good example among East African countries.

With One UN support, the Children Policy was developed and approved, and led to updating of the law on competence and functioning of *abunzi* mediators in order to expand their competence on most offences involving children. Work began on development of *abunzi* training materials on new policies, including the Justice for Children Policy, in partnership with MINIJUST and CSOs. To further enhance the mainstreaming of gender equality in all justice sector institutions, this was a part of the gender audit supported by the UN. The findings of the assessment informed the development of a gender strategy for the justice sector. The strategy is now a reference document for mainstreaming gender in the JRLO sector.

With One UN support, centers in nine districts were rehabilitated and equipped, and now the centers respond more effectively to gender-based violence (GBV) and child abuse cases. Twenty-two (22) JRLOS gender focal points' skills in gender budget statement were enhanced through training on gender budget statement. In addition, through One UN support and training, 15 JRLOS leaders at steering committee level increased their knowledge in gender mainstreaming, and budget managers prepared gender budget statements in their respective institutions.

OUTPUT 2.2.2: Strengthened Capacity of Institutions to Mainstream Gender Equality in Policies, Strategies and Budgets

One UN, through the joint programme *Advancing and Sustaining Gender Equality Gains in Rwanda*, significantly enhanced capacities of national and district authorities and staff in gender mainstreaming across policies, strategies and budgets, with more than 500 district councilors directly trained to analyze and assess the gender-sensitiveness of their respective district plans.

District and sector gender profiles (including the sectors ICT, agriculture and access to finance), policy briefs, gender assessments, and best practices completed under the programme were disseminated to key stakeholders and directly informed gender responsive planning. Findings from the EDPRS II assessment had revealed commendable achievements in promoting GEWE but also challenges that cut across most sectors, such as lack of gender related targets and indicators in the result framework of EDPRS II, and lack of common gender mainstreaming strategies to guide sector development plans. There are also still harmful cultural norms and beliefs in Rwanda that continue to hinder women from realizing their full potential, and many women have limited access to economic opportunities. These findings resulted in recommendations for the formulation of the NST1, and gender-sensitive targets outlined in this NST1 provide an important basis for the proposal of further gender-sensitive legislation and policies to advance women's economic empowerment.

All 30 districts in Rwanda benefitted from technical assistance to ensure adequate gender mainstreaming in the new districts' development strategies, and targeted advocacy GEWE considerations were included in national efforts to domesticate and localize the SDGs.⁵¹

With the aim of ensuring that commitments to advance gender equality and women's empowerment are matched with adequate funding for transforming the lives of women and girls, men and boys, the Government of Rwanda institutionalized gender responsive budgeting and gender budget statements through the Organic Law No 12/2013 of November 2013. The Gender Responsive Policy Management Initiative

50 The East African, Reforms see Rwanda reduce case backlog, 2018. Available [here](#).

51 Private Sector; Access to Finance; Justice; Governance and Security, Employment, Social Protection, Agriculture, Infrastructure, ICT.



Peer Learning Conference on Gender Equality in November 2017; photo by UN Women, 2017.

(GEPMI) was significantly strengthened by the UN, in collaboration with MINECOFIN and the University of Rwanda. More than 300 persons, including civil servants, district-level government representatives and Members of Parliament, were trained on gender responsive planning, budgeting and reporting through gender budget statements. As a result of the training, participants acquired skills in linking gender and economics in policy planning and implementation, and the Gender Monitoring Office (GMO) now monitors how participating institutions improve their planning, budgeting and reporting processes, in regard to gender, on a yearly basis.

Currently, all 17 Government Ministries produce gender budget statements (compared to only two in 2013) and 13 Ministries increased their budget for gender equality by at least 10% since 2013. The number of EDPRS II sectors with a gender strategy also increased, from two (2013) to nine (2018) and all 30 districts have benefitted from technical assistance to ensure gender mainstreaming in their Districts Development Strategies under the new Rwandan National Strategy for Transformation (NST1) and Vision 2050. This is a strategic entry point to fully mainstream gender across national and local governance structures.

Furthermore, One UN provided technical support to the Gender Machinery, the Ministry of Finance and Economic Planning and the Ministry of Agriculture and Animal Resources, in gender responsive policy environment. A policy dialogue on Rwanda agriculture policy and its nexus with gender equality was supported, enabling the Parliament to understand the gender gaps and formulate the most relevant recommendations.

The main recommendation from the dialogue, to revise the gender strategy in agriculture to align with PSTA4, was undertaken and the new gender mainstreaming strategy is in the final stage awaiting validation.

The National Commission for Human Rights was supported to carry out a nationwide campaign against sexual violence and gender-based violence. The campaign reached over 200,000 people in 30 districts, targeting primary and secondary school students, parents and teacher's associations and small business owners.

OUTPUT 2.2.3: Enhanced Capacity of National Gender Machinery for Oversight and Coordination of Gender Equality Commitment

One UN continued the capacity building and strengthening of the National Gender Machinery, focusing on human capacity development, improving communication, creating an enabling working environment and enhancing capacities in coordination and collaboration.

Working with the National Gender Machinery, laws with provisions that discriminated against women and girls were revised. Among them were the reinstatement of the law that allows 12 weeks paid maternity leave and guarantees full salaries for women on maternity leave, "Law No 27/2016 of 8/7/2016 governing matrimonial regimes, donation and succession, especially chapter III related to the family donation in 2016". The UN contributed to the advocacy with legislators and labor unions to repeal the old provisions that were granting a short period of fully paid maternity leave.

In 2015-2016, a gender audit for the justice sector was conducted and presented to the leadership group in the sector. The gender audit assesses to what extent institutions under the Justice, Reconciliation, Law and Order Sector have put in place policies, practices, systems, and resources that promote gender equality. The gender audit exercise served as the baseline to measure progress on gender mainstreaming efforts in the country's justice sector during its first strategy (2008-2012) and continued to guide the work of the sector during the implementation of its second sector strategy (2013-2018).

OUTPUT 2.2.4: Enhanced National Capacities for Promotion, Mainstreaming Human Rights and Implementing Treaty Body and UPR Recommendations

One UN supported the strengthening of national capacities of both government institutions and civil society organizations to promote and mainstream human rights, as well as to develop relevant reports to Treaty Bodies and to implement the UPR recommendations.

The last UPR was submitted in 2015, and the UN provided technical support to enhance the development and finalization of the UPR. With support from One UN, the Government, civil society and the National Commission for Human Rights were trained on the UPR process. As a result, a coalition of more than 25 Civil Society Organizations was formed. With support from the UN, the coalition developed a report for the upcoming second round of UPR in 2015. The CSO coalition elaborated a roadmap for the monitoring of the implementation of the 2015 UPR recommendations, conducted a comprehensive mid-term assessment to assess the progress made in implementing the UPR recommendations, and shared the findings with stakeholders – including recommendations made to relevant government ministries.

Technical and financial support was provided to the government through MIGEPROF to enhance reporting on child-related treaties. The 5th and 6th periodic reports on the implementation of the Convention on the Rights of the Child (CRC) and the fourth and fifth periodic report on implementation of the African Charter for the Rights and Welfare of the Child (ACRWC) were drafted and submitted to the treaty body committees in 2018.

Through the support of One UN, a review of implementation of the Universal Periodic Review (UPR) recommendations was organized by the Ministry of Justice (MINIJUST) in 2017, bringing together various stakeholders from Government, Civil Society and Development Partners. Among the 67 recommendations issued, Rwanda accepted 50. The review highlighted that the implementation of 34 out of the 50 recommendations was in progress, while the implementation of the 16 other recommendations had not yet begun. Eight out of these 50 recommendations are related to women's rights, such as women's emancipation and empowerment, and women's participation and leadership, and to a holistic approach to combat GBV and human trafficking as well as ensuring justice for victims of GBV. The work to follow up on the recommendations continued in 2018 with One UN support.

All the relevant treaties and UPR recommendations (CEDAW, CRC, African Charter) were implemented and reported on by Rwanda, through National Gender Machinery progress reports. As part of the process of reporting on Rwanda's implementation of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), a UNCT CEDAW Confidential Report was submitted in 2016. The report provided the basis for examination of Rwanda's record on women's rights by the UN CEDAW Committee in February 2017 in Geneva. The review process combined the State Party reports (7, 8 and 9), and following the review, the CEDAW Committee formulated further observations and recommendations to be implemented and reported on by Rwanda as a State Party by 2021.

Furthermore, with the support of One UN, the National Commission for Human Rights (NCHR) assessed the level of access to health insurance and provided recommendations for increased access to quality health services for citizens. The NCHR also completed monitoring of the right to health through a survey on the access to health insurance in 22 districts. The UN enhanced capacities of the Commissioners and staff of NCHR on investigation techniques as well as in human rights indicators and in economic, social and cultural rights.

In 2015, the UN conducted two human rights training workshops for 153 judges and registrars from Nyarugenge, Gasabo and Rubavu. The workshops focused on "Application of

International Human Rights Law in Domestic Courts” and was organized in collaboration with the Rwanda Supreme Court, the Institute of Legal Practice and Development and the National Commission for Human Rights. The workshops were the last sessions for judicial personnel on the subject that started in 2013, about strengthening the capacities on human rights among a total of 400 judges and registrars throughout the country.

OUTPUT 2.2.5: Enhanced Mechanisms for Sustainable Peace Consolidation, Unity and Reconciliation

During the UNDP period, documentation of 20 years of reconciliation to inform policy-making was accomplished. This highlighted a consistent increase in social cohesion as a result of community dialogues, reconciliation clubs and forums. In addition, socio-healing initiatives – targeting genocide-convicted prisoners, their families and genocide survivors – contributed to the peace consolidation and reconciliation process. The UN contributed to this by strengthening local capacities to implement peace and reconciliation, rebuilding trust between genocide survivors, perpetrators and their families. With UN support, 250 facilitators acquired skills in conducting community dialogues focusing on repentance, forgiveness, and social healing.

As a result of training and dialogues on social healing, families of the incarcerated and ex-perpetrators resolved to participate in the genocide commemoration period, comforting families of the victims and sharing the information they may know in line with the genocide, what they could not do before. In addition, 10,000 prisoners benefited from dialogue on healing and 595 of them became facilitators in seven prisons. Through the support, the country is preparing thousands of prisoners who will be released in the coming years to integrate into their communities.

LESSONS LEARNED AND WAY FORWARD

Although the capacity of the national statistical system improved to conduct census and surveys, support is still needed from the UN to comply with international standards and to respond to increasing demands for data in this era of SDGs. In-depth analysis and utilization of existing data for evidence-based policy-making and monitoring and evaluation remains a challenge, especially at decentralized levels.

Through UNDP II, One UN will therefore continue to support the Government in this field, thus contributing to strengthening accountability mechanisms at both central and local levels. Data collection as well as institutional capacity-building for data production in socio-demographic and economic census and surveys such as the Demographic and Health Survey (DHS) (the next 2019/2020), the integrated households living conditions survey (EICV), various more sector-specific surveys and frameworks will continue to receive support from the UN.

Although NISR come far in its role as the leader of the Rwandan National Statistics System, there is also a continued need for One UN support in relation to capacity development of local institutions in utilizing data for evidence-based policy and programme formulation, generation of gender-sensitive data, and in increasing the use of the most recent technologies in data collection.

Furthermore, through UNDP II, the UN will to continue to provide technical assistance to state and non-state institutions and the media to advance gender equality, women’s economic empowerment, political participation and decision-making at national and local levels as well as in the private sector. The UN will also provide technical and financial assistance to enhance their capacities to increase quality justice for all, whilst upholding the human rights commitments. Focus will be on vulnerable groups including women, children, people with disabilities, refugees and migrants. One UN will also reinforce its contribution to national partners for the implementation of laws and policies within gender, justice and human rights. The UN will also continue supporting the implementation of 2015 UPR recommendations and subsequent reviews, including one in 2019. The UN will further assist in the implementation of the National Human Rights Action plan. The One UN Rwanda will also strengthen its internal coordination, and strategies on gender and human rights strategy will guide the implementation of UNDP II.

In 2015 and 2016, Rwanda served as a pilot country for SDG 16: “Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels”. Experience from Rwanda’s SDG pilots was shared with other countries through the



Post-2015 and the SDGs implementation and monitoring frameworks. Through continued UN support, national, sub-national institutions and civil society organizations will be better equipped to develop and implement mechanisms that promote social cohesion, a culture of peace, freedom of expression and safety and security. Anti-trafficking in persons, policies, laws, tools or international agreements and the capacity for identification, treatment and referral of victims of trafficking will also be enhanced, and the UN will contribute to securing cross-border social, economic and commercial activities.

RESULT AREA 3A: HUMAN DEVELOPMENT

Within the result area Human Development, One UN supported the Government of Rwanda to improve health, nutritional status and learning outcomes for all Rwandans, with focus on the most vulnerable.

This section outlines the UN contributions and results to human development in Rwanda, in relation to the expected outcomes and outputs. One UN’s contribution to national achievements are outlined under each outcome, while output level achievements are described separately. One UNs work with human development going forward is also briefly presented.

Contributing UN Agencies: UNICEF, WFP, UNWOMEN, UNFPA, WHO, FAO, ILO, IOM, OHCHR, UNAIDS, UNHCR, UNV, UNDP, UNHABITAT

Partners: MINISANTE, NISR, MIGEPROF, MINALOC, MINEDUC, MINAGRI, RBC, MIFOTRA, MINEMA/MIDIMAR, CSOs

Revised Budget: USD 122,491,475

Available Funds: USD 145,363,033

Expenditure: USD 145,363,033

Spending Rate (vs Available Funds): 100%

OUTCOME 1: All Rwandan Children, Youth and Families, especially the Most Vulnerable, Access Quality Early Childhood Development, Nutrition, Education, Protection and HIV Prevention and Treatment Services

Technical and financial support from One UN continued to expand social protection, in recognition of the importance of human development, is a key pillar for development and a sustainable growth in Rwanda. The UN supported the Government to improve capacity of institutions and communities: to expand access to quality integrated child and family services; to strengthen the implementation of multi-sectoral strategies for the reduction of child and maternal malnutrition; to have integrated HIV prevention services; to strengthen the education sector to deliver inclusive basic education; and, lastly, to strengthen the national protection system for vulnerable, children and youth to work with prevention, alternative care and response to violence, exploitation and abuse.

One UN continued strengthening community-based nutrition interventions, including counselling and improved referral systems from health facilities to community-based nutrition programs. This was done with the aim of improving the nutrition status of children identified as stunted or with acute malnutrition. During the UNDAP I period, nutritious supplementary feeding was provided to 19,000 young children (under two) and adults (77% female) per year through the UN. This contributed to preventing stunting and micronutrient deficiencies and significant progress was noted, including a reduction in prevalence of stunting amongst children aged under five from 44% to the targeted 35% (38.2% boys and 31.7% girls) and of wasting from 3% to 2% between 2010 and 2015.⁵² The differences between boys and girls are likely to be caused by biological and environmental factors – stunting rates are generally higher for boys than girls.⁵³

To ensure access to HIV prevention, the UN worked with direct support, advocacy and policy and system strengthening. For instance, One UN successfully advocated for the integration of Comprehensive Sexuality Education (CSE) into the

52 RDHS, 2014/15.
53 RDHS, 2014/15.

national curriculum for primary and secondary schools, and about 13.6% of the health facilities in Rwanda currently offer youth-friendly adolescent reproductive health services.⁵⁴

Through its work, the UN contributed to keeping the HIV prevalence among 15-49 years old in Rwanda stable at around 3%.- Broken down, it is estimated that prevalence is at 3.8% among women and 2.3% among men⁵⁵; there is a higher HIV prevalence in the City of Kigali (6.3%) and highest HIV prevalence among female sex workers (45.8%).⁵⁶ Although the overall HIV prevalence stabilized, deeper analysis of 2010 and 2015 data revealed that the epidemic in Rwanda is aging. As the highest prevalence shifts to older age groups, there are then increasing prevalence rates among young people aged 20-24. Between 2010 and 2015, prevalence rates in this age bracket went from 1.8% to 2.4% in women, and from 0.5% to 1% in men).⁵⁷

Furthermore, One UN successfully contributed to the implementation of Rwanda's new competency-based curriculum for the pre-primary, primary, and secondary levels to improve the quality of education. The most recent figures of 2016 show that in 2,450,705 children were enrolled in primary school (an increase of 205,117 children since 2011), and the net primary enrolment had increased from 95.9% to 97.7% (girls 98.3%, boys 97.3%). Access is relatively equitable across the country,⁵⁸ whereas primary school attendance is significantly lower for disabled children (57.4%).

To strengthen the quality of pre-primary education, the UN supported the development of early childhood education standards that will guide the development and implementation of pre-primary schools. Access to pre-primary education increased through the significant investments made in establishing public pre-primary schools: from two public pre-primary schools in 2011 to 1,474 in 2016. The gross enrolment ratio in pre-primary increased from 12.9% in 2012 to 23.7% in 2016, whilst the net enrolment ratio increased from 14.2% to 17.5% in the same period.⁵⁹



A young boy paints with his caregivers at a UNICEF-supported early childhood development centre; photo by UNICEF, 2017.

Through strengthening the health system, and through direct nutrition-specific interventions, the UN contributed to infant mortality decline in Rwanda, from 50 deaths per 1,000 live births in 2010, to 32 in 2015. Over the same period, under-5 mortality declined from 76 to 50 deaths per 1,000 live births. Child mortality remains higher in rural areas (44 deaths per 1,000 live births) than in urban areas (32 deaths per 1,000 live births). The UN contributed to the developments by supporting the development of new guidelines for post-natal care for mothers and newborns.

Rwanda was one of nine countries in the world to achieve the Millennium Development Goal to reduce maternal mortality rates by at least 75% by 2015. By 2015, 99% of women with live births received antenatal care at least once during their pregnancies, and 91% of live births were delivered in a health facility, assisted by a skilled health provider (an increase from 67% in the baseline, and well beyond the targeted 80%). These achievements were partly due to the Government's commitment to support maternal and neonatal programs through provision of new

54 Ministry of Health, HSSP II Mid Term Review, 2015.
55 Rwanda Demographic and Health Survey (RDHS), 2014/15.
56 Rwanda Demographic and Health Survey (RDHS), 2014/15.
57 Ministry of Health, Behavior and Biological Surveillance Survey (BSS), 2015.
58 Ministry of Education, Education Management Information System.
59 Ministry of Education, Education Statistical Yearbook, 2016.

infrastructure for delivery and neonatal services, namely: the use of mobile phones for monitoring of mothers and newborns by Community Health Workers (CHWs) through the Rapid SMS system and continuous capacity building for providers through the Human Resource for Health program.⁶⁰ One UN contributed to reducing maternal mortality rates by strengthening the health system, building capacity of health providers and availing expertise, equipment and commodities to health facilities. One UN was instrumental in bringing about the policy change to institutionalize maternal death review; as a result, all maternal deaths at community level are declared by local authorities within 24 hours. Another example of UN work was the training of 140 health providers to perform maternal death audits, including verbal autopsy in the Western Province, and the equipping of health facilities with guidance tools for maternal death audits. ●

OUTPUT 3.1.1: Improved Capacity of Government Institutions and Communities to Expand Access to Quality Integrated Child and Family Service

Working closely with the government, One UN made significant progress to address gaps in Early Childhood Development (ECD). One UN supported the Ministry of Gender and Family Promotion (MIGEPROF) to revise the National Early Childhood Development Policy and a costed five-year implementation plan. In May 2016, the Cabinet approved the revised policy and plan. The policy aims to accelerate the scale-up of integrated Early Childhood Development services across multiple sectors, including education, nutrition, health, water and sanitation, social protection and child protection. The UN supported policy implementation at decentralized levels through capacity development of local stakeholders on planning, implementation and monitoring, and also through advocacy with district authorities to include Early Childhood Education in their plans and budgets, and lastly by seconding an ECD specialist to MIGEPROF. By the end of the UNDAP period, 18 districts had incorporated ECD into their plans and budgets.

One UN provided financial and technical support for the development of the National Early Childhood Development Minimum Operational Standards for improved service delivery. The

standards set benchmarks for all service providers for creating enabling, stimulating and protective environments where children are cared for and raised.

After intense advocacy efforts, an Early Childhood Development module was included in the Demographic and Health Survey (2014-2015) for the first time. Through data on six key ECD indicators, there is now an increased understanding of the scope and scale of ECD in Rwanda at the macro level. To further strengthen ECD coordination mechanisms at the national level, One UN also supported the Government to elaborate ECD coordination structures and develop terms of reference as provided for in the revised ECD policy (2016). At the national level, the ECD technical working group, chaired by MIGEPROF, was constituted and is now functional. The committee oversees joint planning processes with other government sectors and CSOs and reviews progress made against the five-year ECD implementation plan, along with the ECD policy.

One UN provided further support towards enhancing the availability of the limited evidence-based data in ECD, resulting in the finalization of an end-line study on the impact of integrated ECD programming in 10 districts (2014) and the mapping of ECD services at national level (2017). With One UN support, MIGEPROF conducted a national mapping of all ECD services revealing that there are 4,109 ECD centers across the country, reaching approximately 256,700 children aged 0-6 (131,600 girls; 125,100 boys).

In relation to community-based ECD services, the priority was to increase access to all children aged 0-6 years. There was a focus on the most marginalized children in Rwanda, children affected by humanitarian situations and children with disabilities. One UN supported the construction of three additional district ECD model centers, bringing the total to 18 in 16 districts, including one in Mahama refugee camp. Fifteen (15) of these were handed over to the Government to manage. By 2018, more than 27,000 children were reached, and about 50,000 caregivers were capacitated through UN-supported ECD programmes that were either center-based, home-based or home visitation, at which time 679 new ECD&F centers/spaces were operational.

60 Government of Rwanda, Advancing Rwanda through women's empowerment and gender equality, 2015.

OUTPUT 3.1.2: Strengthened, Coordinated and Monitored Multi-Sectoral Strategies for Sustained Reduction of Child and Maternal Malnutrition

One of the key priorities of the Government of Rwanda is to eradicate pervasive chronic malnutrition and stunting among children under the age of two. One UN supported the Government in system-strengthening and implementation of interventions reducing child and maternal malnutrition. Support was provided to the dissemination of the results of operational research on food and nutrition conducted in 10 districts and aiming at strengthening the reduction of malnutrition in the country. Results of the operational research will be used to develop and implement national guidelines and programmes. One UN further provided technical assistance to the initial process of developing National Food Based Dietary Guidelines (FBDG) co-led by the UN and the Ministry of Agriculture. Support was also provided to the Ministry of Health/RBC in reviewing the Community Health Workers curriculum and training components.

The One UN *Joint Programme on Nutrition* supported the eradication of chronic malnutrition in two of the most affected districts of Rwanda (Nyamagabe and Rutsiro). An evaluation undertaken in 2016 concluded that despite a general context of food and economic insecurity prevailing in the districts, the programme objectives were achieved. Children enrolled in the project were 2-3 times more likely to achieve Minimum Meal Frequency (MMF) than non-enrolled children ($p < 0.001$). Between the baseline (2014) and the end line, children enrolled in the project were 3-4 times more likely to achieve Minimum Meal Diversity (MMD) than non-enrolled. As a result of MMF and MMD, children enrolled in the project reached 2-3 times higher Minimum Acceptable Diet than those non-enrolled, between the baseline and the end line. Anemia among children aged 6-23 months decreased sharply since the baseline, dropping from 44.4% to 22.3% in Nyamagabe, and from 25.2% to 14.1% in Rutsiro.

One UN supported the Ministry of Health in strengthening the capacity of health workers at health facilities (through training of trainers) and at the community level (through cascade training) to deliver appropriate counselling to mothers and caregivers on maternal, infant, child and youth



Umuganda with Imbutu Foundation and UNICEF in Kicukiro District. Activities focused on the rehabilitation of the Early Childhood Development (ECD) Centre; photo by UNICEF, September 2017.

nutrition. Vulnerable households also received a monthly ration of specialized nutritious food, reaching 5,000 children under age two and 3,000 pregnant and lactating women.

The Health Management Information System (HMIS) reveals that all health facilities provided care for children with severe acute malnutrition (SAM) as part of regular health and nutrition services. The proportion of malnourished children under five years receiving appropriate treatment increased from 23% in 2015 to 67 percent in 2018, including treatment for 1,372 Burundi refugee children since 2015. Community health workers and health staff increased their knowledge on maternal, infant and young child nutrition through One UN capacity building. All refugees in the country are now being served through government systems, thereby also ensuring the sustainability of the interventions.

To support the implementation of nutrition specific interventions, One UN strengthened monthly growth monitoring and promotion sessions with cooking demonstrations to train caregivers on good nutrition practices, including how to prepare a balanced diet. During the sessions, micronutrient powders to all (350,000) children aged 6-23 months were distributed in all

health facilities in 19 districts, to reduce anemia. Behavior change communication interventions, such as community theatre and events for school children, were continued as part of the 1,000 days campaign focusing on improving key nutrition practices during the critical first 1,000 days of a child's life.

Furthermore, to improve the nutritional status of children aged 6-59 months, Vitamin A capsules and deworming tablets were provided in all districts to approximately 95% of the target population, and the intervention reached more than 1.5 million children. One UN procured Ready-to-Use Therapeutic Food (RUTF) as well as therapeutic milk for the treatment of severe acute malnutrition to address an acute shortage of supplies.

At system level, One UN also supported the introduction of stunting screening at health

“We used to leave our children in the forest, since we could not bring them to the plantation. Now they are safe and well cared for, and they are well-nourished because they receive porridge every day. I have peace of mind, and I am more productive.”

- A woman with children in a UNICEF supported preschool.
(One UN July-September 2018 Newsletter).

facilities through distribution of equipment and training of 864 health service providers, ensuring that data on stunting will become available through the Ministry of Health information systems.

HAPPIER FAMILIES IN THE RWANDAN TEA INDUSTRY

“We used to leave our children in the forest, since we could not bring them to the plantation,” Sophie Banyangariki told us, a mother of two young children. “Now they are safe and well cared for, and they are well-nourished because they receive porridge every day. I have peace of mind, and I am more productive.”

In Rwanda, most tea plantation workers are young women. Some of these young women are pregnant, breastfeeding, or are imminent mothers. But since the plantations are not safe for children, mothers cannot bring them to work to breastfeed or ensure they receive well-balanced meals.

The UN saw these gaps and made a commitment to fill them. In 2016, we partnered with SORWATHE Tea Company. They built the preschools; we trained the teachers. SORWATHE provided space and materials for mobile crèches, where parents can leave their children while working. These crèches, overseen by UN-trained caregivers, ensure children receive the nutrition, care, and safety they need while their parents are at work on the plantation.

Tea is more than just leaves and hot water. It's about every child's right to protection, loving care, nutrition and early learning. The UN will continue this work, and through combining UN expertise with the Government's commitment, thousands of more children and families will be reached.



A woman with children in a UNICEF-supported mobile creche, for parents to bring their children while they work on the tea plantation; photo by UNICEF, 2018.

OUTPUT 3.1.3: Strengthened Capacities of the Education Sector to Deliver Inclusive Quality Basic Education

One UN successfully supported the implementation of Rwanda's new competency-based curriculum for the pre-primary, primary, and secondary levels to improve the quality and relevance of education. The work was realized through training and development of support materials. By the end of 2017, a total of 26,991 teachers (from pre-primary through to secondary) had been trained to improve their pedagogy and capacity to deliver against the competency-based curriculum. In addition, 41 Rwanda Education Board (REB) staff, 500 education officers and more than 2,500 teachers were trained in inclusive education.

As an effort to ensure a sustained approach to Government scale-up, One UN also supported school-level modeling. The REB received support to develop four training manuals to support continuous professional development for teachers by school-based mentors. The manuals were finalized in 2017/2018 and will continue to guide in-service teacher development activities.

Furthermore, pre-primary model facilities were constructed, consisting of three classrooms, WASH facilities, hand washing stations, and fences. The facilities include age-appropriate furniture, play-based learning materials, and outdoor equipment. Fifteen centers were constructed, while 12 more centers are under development. The model is being reviewed by the Ministry of Education (MINEDUC) as part of a comprehensive plan to scale-up pre-school access nationwide.

In partnership with Handicap International, One UN continued to support the REB to integrate inclusive education into the pre-service programme at the University of Rwanda-College of Education (in 2017-2018). Through this partnership, 18 inclusive model schools are now using inclusive pedagogical practices.

OUTPUT 3.1.4: Strengthened Capacities of the National Protection System Responsible for Prevention, Alternative Care, Response to Violence, Exploitation and Abuse of Vulnerable, Children and Youth

One UN contributed to strengthening child protection through supporting the Government to implement child care reforms and establish systems that prevent and respond to children affected by violence, abuse, exploitation, and neglect. As a result, 3,142 children were reintegrated from orphanages to family-based care, while more than 900 unaccompanied and separated children benefited from home visits. In collaboration with its implementing partners Save the Children International and Plan International, One UN also supported over almost 30,000 refugee children and their families in Mahama Camp, through child and youth friendly spaces. Furthermore, in partnership with Tulane University and the National Commission for Children (NCC), the UN developed a national child protection-training package, and the NCC reported that 29,742 skilled professional and para-professional workers from 30 districts were enrolled in the in-service training.

One UN continued to support the Isange One Stop Centers (IOSCs), and the centers increased from two in 2013 to 44 in 2018. Between 2016 and 2018, the IOSCs assisted 15,176 child victims of violence, of whom 13,223 were victims of sexual violence and 1,953 of physical violence. In 2016, a manual for standard operation procedures (SOP) for the centers was launched, to ensure uniformity of services and procedures throughout the country. The SOP for referrals of cases of child victims of violence is only operational within Isange One Stop Centers that offer holistic services to victims. Although most of the service providers know where to refer cases, and do so, there is no written operational SOP governing referrals outside the centers. The challenges continue in terms of ensuring adequate follow up for victims of violence upon leaving the center. The UN will continue to support the Government of Rwanda to ensure children are protected from any form of violence.

To eradicate the practice of human trafficking, One UN trained key local actors (159 teachers and 17 Government officials) on effective counter-trafficking measures. Furthermore, advocacy campaigns on justice for children were conducted,



directed towards justice implementers. One UN also supported the Ministry of Gender and Family Promotion, Directorate General of Immigration and Emigration, Rwanda National Police, Rwandan Embassies to repatriate victims of human trafficking. The victims were supported to resume their studies and enroll in vocational training courses that enabled them to acquire decent jobs, generate income and improve their living conditions.

In 2017, One UN in cooperation with the International Center for Disability and Rehabilitation, also supported the development of a national policy for persons with disabilities; national indicators for disability inclusion; and standards for children with disabilities.

OUTPUT 3.1.5: Quality Integrated Comprehensive HIV Prevention Knowledge and Services for Pregnant Women, Children and Young People

One UN successfully advocated for the integration of Comprehensive Sexuality Education (CSE) into the national curriculum for primary and secondary schools; by the end of 2015, CSE topics were integrated into five carrier subjects – two subjects for primary and three for secondary schools. As a response to capacity gaps for CSE, a total of 3,700 teachers were trained on CSE and sign language with a focus on reproductive health, including the availability of 26 CSE Master Trainers within REB. Additional groundwork included the availability of CSE baseline indicators from a KAP survey to inform the monitoring and evaluation of behavior change among the school population over time.

The capacity of planners, decision-makers and key stakeholders to ensure a protective legal and policy environment for Persons Living with HIV (PLHIV) and their families was strengthened. One UN supported training of 320 newly-elected women and board members of the Rwanda Network of People Living with HIV (RRP+) in advocacy skills for the inclusion of gender issues in district plans. As a result, partnership and networks were established and strengthened for easier fundraising.

In partnership with the Rwanda Biomedical Center, RRP+, the One UN conducted activities reducing the rate of HIV infections. One example is the pilot programme in Rubavu District that worked to strengthen peer education on adherence, referral and linkages related to cervical cancer prevention, with a focus on women living with HIV.

At policy level, One UN provided technical support in generating evidence and in developing programme strategies and operational plans. In prevention of mother-to-child transmission and pediatric HIV treatment, support to RBC included the development of a 2016-2020 Operational plan for Elimination of Mother to Child Transmission and reviewal of the HIV testing and treatment guidelines and protocols. Support was also provided to accelerate adolescent HIV and sexual and reproductive health programmes, for HIV prevention. Also, One UN in Rwanda supported the documentation of the Elimination of Mother to Child Transmission best practices, which were disseminated by the African Union for learning and possible application by other African countries.





OUTCOME 2: All People in Rwanda have Improved and Equitable Access to and Utilize High Quality Promotional, Preventive, Curative and Rehabilitative Health Services

The UN supported the Government to strengthen the capacities for health governance, and to provide quality integrated health services, at national and local levels, including to refugees. One UN also supported the work to increase capacity of national service providers, civil society and private sector to accelerate the development and implementation of evidence-oriented integrated HIV/AIDS prevention, care, and support. The contributions and results of the UN to this outcome are outlined in this section, as well as below each output.

Community-based provision of family planning methods was supported by the UN in five districts. All 5,472 community health workers were trained to offer family planning injections, pills and condoms at village level. Now, 80% of the community health workers provide family planning methods in the targeted districts. The use of contraceptive prevalence rate (CPR) in Rwanda increased over the past few decades, with the Government investing heavily in ensuring the availability of modern contraceptives in all health facilities. However, uptake in modern contraceptives stagnated over the last few years, and the rate of contraceptive use by women aged 15 to 49 was 31% in 2014/2015.⁶¹ The overall fertility rate reduced from 4.6 in 2010 to 4.2 in 2015.⁶² The adolescent fertility rate for girls aged 15-19 increased to 7.3% in 2014/2015 from 6% between 2005-2010;⁶³ and only 13.6% of health facilities currently offer youth-friendly adolescent reproductive health services.⁶⁴ In addition to the above described community work, One UN contributed to this area of work through continuous support to the Government of Rwanda to procure modern contraceptives and

support the national supply chain mechanism. One UN also supported the Ministry of Health in elaborating the first integrated Reproductive Maternal, Neonatal Adolescent and Child health policy. ●

OUTPUT 3.2.1: Strengthened National Capacities for Health Governance (Policies, Tools, Plans, Strategies and standards), Management, Financing and Human Resource and Management of Information Systems

An important aspect of strengthening capacity is ensuring that the Government and the health sector do not only have policies, strategies, tools, and standards to implement, but also that they have the resources. The health financing strategy developed with One UN support will contribute to creating the financial preconditions needed to develop an adequate health system for working towards the national and SDG targets.

Technical and financial support was provided to the Ministry of Health, with the aim of strengthening policies and building capacity. As described, One UN supported the development of the health policy and strategy in 2015 that is now guiding the establishment of Rwanda's e-health infrastructure. One UN also supported the process of the Family Planning Strategic Plan 2017-2023, the Health Sector Strategic Plan 2018-2024 (disseminated in January 2019). This is in addition to a review of community health workers guidelines, new guidelines for post-natal care for mothers and newborns, and evaluations of the community health program and RapidSMS projects. Findings from the evaluations guided programming for the country's community health program and the successful RapidSMS real-time monitoring system. In addition, One UN supported the development and updating of four public health normative documents regarding pregnant women, tuberculosis and HIV.⁶⁵

61 RDHS, 2014/15.

62 RDHS, 2014/15.

63 RDHS, 2014/15.

64 Ministry of Health, HSSP II Mid Term Review, 2015.

65 Other strategic documents that One UN contributed to, through technical and/or financial support: National Reproductive, Maternal, Newborn, Child and Adolescent Health (RMNCAH) Policy (2017-2030); Non-communicable diseases policy 2015; Pharmacy policy 2016; Medical laboratory equipment and medical laboratory equipment harmonization policy 2015; National laboratory services strategic plan 2015; Neglected tropical diseases master plan revised 2015; Operational plan of the elimination of mother to child HIV transmission 2016-2018; five-year global health security agenda roadmap 2016-2020; Third Health Sector Strategic Plan (HSPIII) mid-term review; review of tobacco taxation policy; National lists of essential medicines; Medical laboratory services strategic plan; District Pharmacy Supply Chain Operations Manual according to the WHO medicines strategy, aligned with WHO the Twelfth General Programme of Work 2014-2019; Human resource for health strategy; Third Health Sector Strategic Plan 2012-2018; Maternal, Neonatal and Child Health National Strategy 2013-2018; Strategic Plan for Insecticide Resistance Management in Malaria Vectors 2013-2015; HIV and AIDS National Strategic Plan 2013-2018; Tuberculosis Strategic Plan; International Health Regulation Action Plan; National Community Health Strategic Plan 2013-2018; Monitoring and Evaluation Plan for the Health Sector Strategic Plan 2014-2018; National Food and Nutrition Strategic Plan 2013-2018; National School Health Strategic Plan 2013-2018; Health Financing Strategic Plan, Health Financing and Sustainability Policy; Health Promotion Strategy; Immunization Comprehensive Multi-Year Plan 2013-2018.

DELIVERING ON THE PROMISE OF FAMILY PLANNING IN HARD TO REACH PLACES

“When you have a particular number of children and well-spaced, you plan for their needs responsibly. This leaves you with enough resources to plan for the future leading to the development of the household and the country in general.” – Jean de Dieu Nsengimana, a father of three who has undergone vasectomy as a method of family planning. ”

A woman with children in a UNICEF-supported preschool, 2018.

Voluntary Family planning is central to women's empowerment, reducing poverty and achieving sustainable development including helping countries to reap a demographic dividend. By investing in family planning, the UN is investing in the health and rights of women and couples in Rwanda by promoting related human rights standards of informed consent, non-discrimination, availability, accessibility of services.

In an effort to contribute improved family planning, the UN in partnership with the Government of Rwanda through the Ministry of Health engaged in accelerating community outreach campaigns in remote rural areas of Karongi District, which has one of the lowest contraceptive prevalence rates standing at 37.7%. The primary purpose of the campaign was to ensure increased access to family planning information and services. During the campaign in Karongi District, 3,495 people received family planning methods; 49.6 per cent of the clients chose long-term contraception and two men opted for vasectomies.

Jean de Dieu Nsengimana and his wife Mukabutera Seraphine, residents of Rwankuba Sector, have benefitted from the UN's work and they now see family planning as a key factor to their improved wellbeing. The couple didn't want more children and his wife had discontinued other family planning methods due to the negative side effects. Instead, Jean de Dieu decided to undergo a vasectomy.

In addition to limiting the number of children in the family, the couple have participated in income generating activities. They have the ability to care for the wellbeing for their family, including their three children's education.

“My children have never gone hungry or failed to attend school or failed to have appropriate clothing. With the little money we earn, I have managed to give my family a decent living,” he narrates. Nsengimana, is now a family planning activist who calls onto other parents to embrace family planning because its benefits stretch right back to society in general.



Jean de Dieu Nsengimana, a father of three children, who has undergone vasectomy as a method of family planning, and his wife Mukabutera Seraphine; photo by UNFPA, 2018.

With One UN support, the International Symposium for Malaria Control took place in Rwanda in 2016. The symposium resulted in the formulation of: a road map for malaria prevention, diagnosis and treatment; a five-year roadmap for Global Health Security Agenda; national maternal death surveillance and response guidelines and tools; guidelines on confidential enquiries on maternal deaths; as well as the finalization of a draft National Policies and Strategies for Water Supply and Sanitation Services.

OUTPUT 3.2.2: Strengthened National and Sub National Capacity to Provide Quality Integrated Health Services

Through One UN support, almost 28,900 community health workers were trained on integrated community case management. In addition, the capacity of 1,603 health providers in essential newborn care and intensive neonatal care, emergency obstetric and newborn care, new postnatal care guideline was enhanced. 28,904 (93%) of the targeted community health workers were trained to implement integrated community case management. One UN further supported training of tutors from nine nursing schools on using computerized tools for integrated management of child illness. One hundred thirty-two healthcare providers at district level were trained on the Reach Every Child strategy and 66 trainers; 21 health providers and 194 cell coordinators from districts were mentored in monitoring community health.

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“She talks about her work with a lot of enthusiasm. She remembers each pregnant mother, and the babies whose lives she has helped saved. She has been able to save 162 babies using Rapid SMS.”

The story of a health worker, 2016
(The New Times, 21-01-2019)

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A community mobilization framework and training manuals for trainers was finalized and validated. 58 community health workers were trained to pilot a community mobilization model, and 33 people were trained during a national workshop on tobacco control for CSOs. Additionally, 10 Ministry of Health officials and other stakeholders were trained on the National

Health Observatory. One UN also continued to strengthen the RapidSMS Initiative that uses mobile technology to track the first 1,000 days of the maternal and child care. By the end of September 2016, 583,823 pregnant women and 594,377 newborns had been tracked using RapidSMS. Furthermore, the UN contributed to the development of health facilities with essential newborn care equipment which went from 162 (baseline) to 318 (end line).

OUTPUT 3.2.3: Strengthened Community Capacity to Demand Quality Healthcare Services At all Levels

UN contributed to improving access to WASH services in communities and 32,480 beneficiaries gained access to improved sanitation in communities during the UNDP period. In addition, more than 300 children gained access to child-friendly and gender-sensitive sanitation facilities in schools. An estimated 972,000 people were reached with messages on safe hygiene practices through interpersonal communication. Also, more than three million people received sensitization messages on the importance of hand washing with soap through SMS.

In response to the Burundi refugee influx, sanitation and hand washing infrastructure and hygiene promotion were enhanced. The interventions by One UN, in partnership with Oxfam and GHDF, benefitted over 53,955 refugees, including 49% women and girls. To further improve access to WASH services in emergency situations, 22 water supply systems were also restored, in partnership with World Vision. This took place in early 2017, following loss of service due to natural disasters. Water supply services were re-established for over 25,000 people, 51% of whom are women and girls.

One UN supported the Ministry of Health to Organize the African vaccination week (AVW), conducted in April 2018. The AVW was integrated with Mother and Child Health Week where 4.5 million children received different health interventions and sensitization on immunization was conducted using talk shows on public and private radio.

OUTPUT 3.2.4: Increased Capacity of National Service Providers, Civil Society and Private Sector to Accelerate Development and Implementation of Evidence-Oriented Integrated HIV/AIDS Prevention, Treatment Care and Support Programs for Key Populations

One UN supported the development of the five-year HIV strategic plan to fast track HIV response in Kigali. Forty-five leaders were trained on strategies to Fast Track HIV response and 1,062 people accessed HTC. Key milestones realized during the reporting period were: the approval of new HIV prevention and treatment guidelines; the RBC support to collect Health Facility Routine HIV data; and the civil society engagement in providing inputs to the national operational plan 2018-2023.

One UN provided technical and financial support to the Rwanda Biomedical Center, the Institute of HIV/AIDS and the Disease Control and Prevention Department to strengthen the capacity of healthcare providers working in health facilities offering services to key populations. District hospitals received updated data collection tools, including reporting templates with indicators for key population interventions, to be used by all implementing partners working with men who have sex with men (MSM), commercial sex workers and other populations at higher risk of HIV infection.

Rwanda's health services system was provided with technical support to conceptualize and operationalize the new HIV service delivery model based on differentiated care. The Differentiated Service Delivery Model (DSDM), includes three-month antiretroviral (ARV) pick-ups, and six-month clinical visits for clinically-stable patients. A joint team also supported the development of the community component of the DSDM, using peer education and peer support to ensure access to care, treatment and sustained adherence.

In addition, through One UN support, a total of 39 representatives of key populations, mainly female sex workers (FSW) and men who have sex with men (MSM), learned how to share information on the status of the AIDS epidemic and the availability of HIV testing, treatment and care services⁶⁶. A total of 628 beneficiaries from three different sites received HIV testing and counselling services (65% male; 35% female).⁶⁷

Access to HIV treatment for children was enhanced, targeting the most vulnerable, including children born to HIV positive female sex workers (FSW). Through UN support, 3,493 children aged 0-19 years who tested HIV positive as newborns and 132 who tested HIV positive later in life (70 girls; 62 boys) were linked to treatment. The work on HIV will continue at different levels within the framework of the UNDAF II.



Country Director of UNAIDS representing UNAIDS at workshop on AU study: "HIV, the Law and Human Rights in the African Human Rights System stigma and discrimination towards PLHIV must end!"; photo by UNAIDS, 2018.

66 Ministry of Health, Behavior and Biological Surveillance Survey (BSS), 2015.

67 Ministry of Health, Behavior and Biological Surveillance Survey (BSS), 2015.



OUTCOME 3: Social Protection: Vulnerable Groups Have Reduced Exposure to Livelihood Risk, Inequalities and Extreme Poverty

The UN supported the Government in strengthening their capacities for their work targeting vulnerable groups. Focusing on youth, women and refugees, this aimed to ensure equitable and holistic social protection services and access to social security services, as well as sustainable reintegration for refugees, reducing exposure to risk, inequalities and poverty.

During the UNDP period, One UN contributed to increasing the number of vulnerable women and men who benefitted from social protection programmes, from 497,000 to approximately 863,000.⁶⁸ At the same time, the percentage of households covered by social protection went up from 6% (in 2011-12) to 9% (in 2018).⁶⁹ The UN contributed with support to national and sub-national institutions, helping analysis of existing data to be better informed, and using the data to provide health services that meet the different needs of different groups of the population. Furthermore, the UN supported the health sector to improve their health practices and services for returnees. One UN also provided financial support to 10,000 returnees and other beneficiaries to enroll in health services. ●

OUTPUT 3.3.1: Strengthened Capacity of National and Sub-National Institutions in Targeting, Delivery, And M&E of Equitable and Holistic Social Protection Services to Vulnerable Groups Output

As previously mentioned, One UN supported the Ministry of Health to undertake an analysis of the first two Integrated Household Living Conditions Surveys (EICV 1 and 2) to inform progress made by the community-based health insurance system in reducing unmet needs and equitable access to health among different socio-economic categories of the population. As part of the analysis, a policy brief on child-sensitive options – outlining the need to mitigate the negative impacts of public works on households with small children and linking social protection and early childhood development – was elaborated. The National Social Protection Strategy (2013–2018) was developed in collaboration with One UN, and the strategy recognized the linkages

between social protection and early childhood development.⁷⁰

Through the joint programme *Implementing Innovations in Social Protection*, One UN provided support to MINALOC for improving social protection delivery. This was achieved through UBUDEHE reclassification, building of the monitoring system through the UBUDEHE Database and capacity building of social protection officials to implement and use the UBUDEHE management information system (MIS). It resulted in the upgrading of the UBUDEHE MIS, which is currently being used by over 3,000 government officials as the main tool to enable monitoring, coordination, and targeting overlap among social protection programmes. The MIS is now linked to both the health insurance system and the national identification system.

The UN contributed to setting up the Vision 2020 Umurenge Programme (VUP), which is now operational in all 416 sectors in 30 districts of Rwanda. The VUP, the Rwanda Demobilization and Reintegration Commission (RDRC) and the Fund for Neediest Survivors of Genocide in Rwanda (FARG) schemes collectively cover approximately 879,689 individuals. Health insurance coverage was relatively high nationally at 72.2%, with 79% of the VUP programme beneficiaries covered by the community-based health insurance.⁷¹

OUTPUT 3.3.2: Strengthened Capacity of National and Sub-National Institutions to Increase Access to Social Security Services – Especially for Youth and Women

In collaboration with the Rwanda Social Security Board, One UN supported the feasibility study on the introduction of a new maternity benefits scheme to cover formal and informal workers. The objective was to increase women's access to maternity benefits, in line with international labor standards and within a more efficient and coherent national social security system.

One UN supported Rwanda Social Security Board (RSSB) to strengthen the Community Based Health Insurance (CBHI) management systems towards universal health coverage (UHC). This support was given through: the provision of a technical assistant who advised on CBHI systems management;

68 Social Protection Backward-looking Joint Sector Review, October 2018.

69 Estimate based on administrative data (Social Protection Backward-looking Joint Sector Review, October 2018).

70 UNICEF, Child-sensitive social protection in Rwanda, 2014.

71 LODA, VUP Impact assessment, 2014.

FROM HIGH-RISK TO A SAFER BUSINESS ENVIRONMENT: THE STORY OF THE KIGALI SAFE MINI MARKET

Although street vending is illegal in the city of Kigali, the women that used to do this as their breadwinning activity often lacked alternative options. This is where the Safe Mini Market for women, built by the UN in collaboration with the City of Kigali, comes in. The market provides women with a safe environment to conduct business and sell their products be it food or clothing.

Clarisse Mukashabane is a 38-year old mother of 6 children who has moved away from street vending and is now growing her business at the Kigali Safe Mini Market.

“I started selling clothes in the streets when I was 18 years old after my husband at the time left me after I gave birth. I had no option but to wake up early and try to make ends meet. It was not easy. After getting re-married a few years later, I had 5 children and faced more pressure to provide for my family. When I joined the safe mini market, my life became much better. I can now sell fruits and vegetables in a stable way, without the fear of getting robbed and harassed. I will admit, I made a little more money in the streets, however, my security and well-being were at risk. In the long-run, the safe mini market and the opportunities it gives me, ensures food security for my family and money to pay school fees for my children. I am now looking forward to growing my business, making more money and building a house for my family. The Safe Mini Market made my life change for the better.”



“The safe mini market has made me feel more stable, mentally and financially”, Clarisse Mukashabane is a mother of six, she has moved away from street vending and is now growing her business in the Safe Mini Market; photo by UN Women, 2018.

guidance in the process of developing CBHI policy documents; documentation of CBHI performance best practice; and support to provide Ministry of Health staff with capacity building on health financing and universal health coverage.

OUTPUT 3.3.3: Strengthened Capacity of Institutions Responsible for Sustainable Reintegration of Rwandese Returnees

There was a joint programme supporting MINEMA (formerly MIDIMAR) to address disaster management related issues, through which One UN strengthened the resilience of communities in Ngororero to vulnerabilities related to sexual and reproductive health. The UN handed out ‘dignity kits’ and emergency reproductive health kits worth USD 107,000, resulting in increased preparedness in the Ngororero District to address the SRH issues arising during crisis.

Furthermore, through UN support, the health sector improved their health practices and quality of health services for returnees. The project provided financial support to Rwandan returnees for their enrolment in health insurance.⁷² The UN also supported the rehabilitation of family planning counseling and service provision rooms of the Sovu Health Facility, which increased access to family planning services. In addition, through training, 31 data managers increased their capacities in monitoring early signs of disasters and reporting of SRH related data during emergencies.

In partnership with the Ministry of Emergency Management, One UN further constructed and handed over 25 houses in Rusizi, Nyamasheke, Nyamagabe and Bugesera. 17,097 returnees were

72 LODA, VUP Impact assessment, 2014.

provided with cash grants and 21,803 Rwandan returnees were assisted with non-food items or cash grants to cover their key basic needs, including shelter, one year's health insurance, and livelihood activities in their area of return.

OUTPUT 3.3.4: Capacity of Planners, Decision-Makers and Key Stakeholders Strengthened to Ensure a Protective Legal and Policy Environment for PLHIV and their Families

One UN supported the development of a protocol for the Stigma Index, and more than 55 stakeholders and community leaders were sensitized on strategies to address stigma associated with HIV. To create an enabling environment to advance the agenda of fast-tracking HIV, 50 representatives of lawyers, judges, prosecutors, law enforcement officers, police, local authorities and healthcare providers were trained on the linkages between HIV and human rights. An action plan for greater engagement of the judiciary was also developed.

Over 352,830 pregnant women in Rwanda attended antenatal care, among them 9,219 (2.4%) were HIV infected. 84.9% of all pregnant women were tested (as were their male partners) and 85.9% of the HIV positive received antiretroviral therapy (ART) to reduce the risk of mother to child transmission. In addition, 96% of HIV exposed infants received Nevirapine at birth. A cohort of exposed infants born in 2016 was followed up for 24 months. The follow up results showed that 98.5% of them were free from HIV.⁷³

With UN support, the national HIV program organized campaigns targeting people living with HIV for vaccination and screening of viral Hepatitis. In 2017-2018, over 420,000 people including adults and children, were vaccinated against HBV. Several campaigns were organized across the country. 360,000 people were screened for HBV and HCV and followed-up for further confirmation and treatment; 6,573 patients received treatment for HCV, while 848 patients received treatment for HBV. Currently, of the estimated 227,896 people living with HIV in Rwanda,⁷⁴ 89% know their status⁷⁵ and 92.3% of them receive ART.

73 RBC, annual report, 2018.

74 UNAIDS EPP Spectrum, 2018.

75 DHS, 2015.

LESSONS LEARNED AND WAY FORWARD

Going forward, One UN will continue working within its overall vision that Rwanda's human capital development is enhanced to harness its demographic dividend and achieve a high standard of life. To contribute to this, the UN will continue working with the Government and other key duty bearers, as well as with the population, to ensure that there is improved quality basic social services and increased nutrition and food security throughout the country. The focus will be on the most vulnerable, leaving no one behind. Another key component is building the resilience of communities.

To do this, UN will support the Government in enhancing systems to more effectively develop, coordinate, finance, implement and monitor key policies and strategies, and in increasing technical and institutional capacity of national and district level service providers. The UN will also work with communities to promote positive social norms and encourage positive behavior, to increase usage of health services and school attendance among children while at the same time decreasing malnutrition, infant and maternal deaths, gender-based violence and HIV prevalence.

Despite joint efforts during UNDAF I, the sustainability of stunting reduction interventions in the districts is yet to be established. The work with reducing child and maternal malnutrition will continue, and the UN will continue to support the development of a new National Nutrition Policy that will provide evidence-based guidance to direct the implementation of nutrition interventions. The policy will be developed through a consultative process with the Government in 2019. In nutrition, One UN also continues to strengthen community-based interventions. The work includes counselling and improved referral systems from health facilities to community-based nutrition programs, to improve the nutritional status of children identified as stunted or with acute malnutrition.

Another area worth mentioning is pre-primary education, where the main factor preventing enrolment rates from increasing is lack of infrastructure and related budget constraints. The UN is therefore exploring alternative measures, such as working through religious organizations.

RESULT AREA 3B: HUMANITARIAN RESPONSE AND DISASTER MANAGEMENT

As of October 2018, Rwanda hosted more than 150,000 refugees, the majority of whom (79%) live in six camps across the country, while the rest live in urban areas. There are about 13,000 registered refugees in major urban centers, such as Kigali and Huye.⁷⁶ Women and children make up a total of 76% of the refugee population. Rwanda is receiving thousands of returnees, and in 2018, 58,121 persons had returned since the cessation clause was adopted in 2011.⁷⁷

Contributing UN Agencies: UNICEF, WFP, UNWOMEN, UNFPA, WHO, FAO, IOM, UNHCR, UNV, UNDP, UNEP, UNHABITAT, OHCHR

Partners: MINISANTE, NISR, MIGEPROF, MINALOC, MINEDUC, MINAGRI, RBC, MIFOTRA, MINEMA/MIDIMAR, CSO's

Revised Budget: USD 94,585,595

Available Funds: USD 80,686,622

Expenditure: USD 71,758,655

Spending Rate (vs Available Funds): 88.9%

Throughout the UNDP period, One UN worked with the Rwandan Government, host communities and other partners to improve protection and livelihoods for refugees in both urban and camp-based settings. At different levels, One UN also supported the development of capacities for: emergency preparedness; resilience building; contingency planning and response through research and assessment; comprehensive risk analysis; and policy and strategy formulation.

This section outlines the UN contributions and results on humanitarian response and disaster management in Rwanda, focusing on the expected outcomes and outputs. The One UN's contribution to national achievements is outlined under each outcome, while output level achievements are described separately. One UN's work with humanitarian response and disaster management going forward is also briefly presented.

⁷⁶ UNHCR, Livelihoods, 2019.

⁷⁷ UNDP II, 2018.

OUTCOME 1: Reduced Negative Impact and Improved Recovery of Affected Populations Due to Humanitarian Crises

One UN assisted the Government in reinforcing capacity development for the central and local bodies responsible for disaster management. It also did so through the development of an early warning system and monitoring, in the strengthening and operationalization of the current national and district disaster management committees, and awareness-raising at community level on associated risks to different forms of humanitarian crises. One UN also supported the Government in providing improved conditions for refugees. Another significant achievement during the UNDP was that by 2018 all refugees in Rwanda were successfully provided with assistance, most of them with cash grants also benefitting the host communities.

An important step towards reducing the negative impact of the refugee influx, both for the refugees themselves and the host communities, was the 2016 launch of the new national strategy on economic inclusion of refugees in Rwanda for 2016-2020. The strategy was developed jointly by the Ministry of Emergency Management and One UN. It envisions that by 2020 all refugees and neighboring communities will be able to fulfill their productive potential and contribute to the economic development of their host district. This will be reached through support and development of "refugee camps to become places of vibrant social and economic activities with active markets, shops, restaurants, and industries such as cottage factories that are run by refugees together with the host community".

Since early 2018, Rwanda is officially a Comprehensive Refugee Response Framework Country, requiring the Government to find durable solutions for challenges facing refugees and host communities. Refugees need to be integrated into national systems and structures – as opposed to parallel systems that have traditionally dominated humanitarian interventions. The UN supported the Government in its work to get here, and – going forward – the work will continue to support the Government in the strive to bridge the nexus between humanitarian interventions and development. ●



OUTPUT 3B.1.1: Strengthened National Capacities for Emergency/Humanitarian Preparedness and Response at all Levels

Through the joint programme *Strengthening Human Security by Enhancing Resilience to Natural Disasters and Climate-Related Threats in Ngororero District*, One UN in Rwanda pioneered and implemented a human security approach. In collaboration with MINEMA and partnership with the district authorities, 220 young people in Ngororero (a district prone to floods and landslides) were trained on natural disaster management; these same 220 people also received technical market-oriented training. Furthermore, the UN work, adopting a holistic approach to its support to vulnerable communities, resulted in 10 houses in relocation areas/sites and Green Villages equipped with water tanks, energy saving stoves and solar panels. It also strengthened health center capacities through the provision of lab and medical equipment, as well as capacities for emergency obstetric, neonatal care and SRH services during emergencies. The UN supported the creation of infrastructure for flood control measures through the building of the Musenyi bridge and deployed 8 district disaster management officers to districts' most disaster-prone areas. The capacities of the local authorities were strengthened in DRR mainstreaming into district plans, Disaster Preparedness and Post Disaster Need Assessment, and 328 local leaders (from District Disaster Management Committees and Sector Disaster Management Committees) from nine districts increased their knowledge on DRR, Disaster Preparedness as well as their roles and responsibilities during emergencies. One UN also contributed to strengthening the local disaster preparedness capacities, through training of 240 volunteers from different districts and the Red Cross in disaster emergency response. In addition, a simulation exercise was carried out in Musanze to test the capacity of government institutions and other partners to respond to emergency crisis related to the mass movement of population.

Furthermore, support was provided to vulnerable communities to build their resilience to disasters. A training handbook on Early Warning Systems was developed for communities, and 300 women increased their capacities on early warning systems. In addition, watchdog committees comprising of at least 15 members per committee were created in each district.

The UN also supported public awareness raising on Disaster Risk Reduction through weekly TV and radio, and public awareness materials were disseminated through websites and social media. In 2017-2018, Meteo Rwanda and the UN piloted the project "Internet of Things for Climate Early Warning," considering the pressing challenge of climate-related risks in Rwanda and the region. Key stakeholders provided expertise on the current challenge of weather data collection and need for effective disaster risk management and agricultural planning - including the Rwanda Agriculture Board, Rwanda Water and Forestry Authority, MINEMA, and Rwanda Environment Management Authority. Meanwhile, the local community, such as officers, sector agronomists, and smallholder farmers provided specific insights into the needs of the community at the district, sector, and cell levels.

At system level, One UN supported the Government in strengthening the National Disaster Management coordination mechanisms through conducting two National Platforms for Disaster Management on mitigation strategies, a plan for volcanic eruption, as well as on response to major floods. The UN also provided technical and financial support to the Single Project Implementation Unit of the MINEMA.

OUTPUT 3B.1.2: Improved Self-Reliance of Refugees

One UN worked with MINEMA towards implementing the strategy for the economic inclusion of refugees to further economic development in host communities through refugee self-reliance. The economic inclusion of refugees will be beneficial to local rural development. It requires a strong engagement not only of the refugees themselves but also of the private sector and financial institutions, as well as of the host communities themselves to build the economy to create additional jobs and greater opportunities for all. One UN work to leverage support for long-term, development-oriented initiatives that are in line with the commitments made by the Rwandan Government at the Leaders' Summit on Refugees in New York, most notably in relation to the expansion of refugee access to formal employment and self-employment.

During the UNDAPI period, at the community level, young people from affected communities were provided with technical market-oriented

tutions and support, to enhance capacities in, for instance: welding, food processing, tailoring, mechanics, and shoe making. Also, in cooperation with local stakeholders, an “empowerment, business model generation and employment readiness” course, including monitoring and coaching post-training, was provided. Specialized internships, job placements, and start-up kits were given to beneficiaries. In total, 220 young people from ten different sectors who benefitted from One UN’s work are now well-prepared and ready to compete in the regional market. One example is Inyenyeri, an NGO working to provide clean cooking solutions in the camp. Inyenyeri received a pledge from two donors of up to 4 million USD to scale up their successful pilot creating jobs for refugees in the clean cooking value chain. Another example is Indego Africa, focused on exporting refugee-made baskets, which successfully transitioned their project away from dependence on UN funding. In addition, One UN, in partnership with *Inkomoko* - a social enterprise focusing on support to refugees - trained approximately 4000 refugee entrepreneurs.

The UN support contributed to the creation of more than 2,600 jobs across the country.⁷⁸ Testimonies show that the financial independence obtained as a result of small business set up, and through learning how to out-compete their competitors in providing quality services to the customers, is giving the target groups an edge over others. Women state that the project created better living conditions, and most beneficiaries now have health insurance for themselves and their families.⁷⁹

Throughout the last years of the UNDP period, the percentage of refugees not receiving in-kind nor cash aid went from 19% (in April 2016), to successfully providing all refugees with assistance by 2018. In addition, all refugee households now have a bank account and either receive full general distribution food assistance through cash-based transfers (56.3% of the camp-based refugees) or a combination of in-kind support and in-cash (43.7% of camp-based refugees), which allows for food purchases from local markets.



UN Agencies, Government Institutions and Development Partners celebrate International Women’s Day 2017 by inaugurating the Women Opportunity Center in Mahama Refugee Camp; photo by UN Women, 2017.

Introduction of cash-based transfers in refugee assistance using smart bank cards contributed to increased access to (and utilization of) financial services for refugees living in the camps.⁸⁰ There is evidence of the positive impact of refugees on Rwanda’s economy: one additional camp-based refugee who receives cash assistance increases real annual income in the local economy within a 10 km radius around the camp by USD 85-124 – a significantly higher income than when assistance is given in-kind.⁸¹

One UN also continued to provide food, shelter, and other basic needs, including timely and effective health and nutrition services, at all refugee camps and reception centers in Rwanda. Safe water supplies were secured, and emergency sanitation facilities constructed.

78 UNHCR, Kigali sees economic sense in helping refugee entrepreneurs, 2018. Available [here](#).

79 IOM annual report to RCO, 2016/2017.

80 UNHCR, annual report, 2016/2017.

81 UNHCR, Contribution of Refugees on the Economy of Rwanda. Available [here](#).

OUTPUT 3B.1.3: Improved Protection for Refugees

The issuance of birth certificates for children under 12 years old underwent significant improvement: from 60% of children having birth certificates in 2015 to 80% in 2018. Among children born between July 2017 and June 2018, as many as 99% (4,742) received birth certificates⁸² showing that Rwanda now has a functioning system.

In Mahama camp, about 265 refugees benefited from legal assistance through UN support. Among them were 41 Sexual and Gender-Based Violence (SGBV) incidents reported by survivors of them (three boys, 33 girls, and five women). Only five perpetrators (four men and one woman) were prosecuted, and three were convicted of SGBV crimes.

One UN also provided monthly sensitization sessions on national laws, including child protection and SGBV, in the refugee camps. The work with MINEMA on the finalization of Conflict Resolution Guidelines continued, as did the work on the issuance of Machine-Readable Convention Travel Documents. 83% of the refugees requesting travel documents received them in 2017/2018 (174 persons, aged 12-60+ years) – well above the target (5% baseline, 30% target).

LESSONS LEARNED AND WAY FORWARD

Going forward, One UN will continue to strengthen national and local disaster risk management capacity, resilience. UN work will continue enhancing preparedness and early warning systems, with a focus on support to strengthen the national and local capacities to reduce, manage, response and recover from disasters. The UN will, for instance, support the annual updating of contingency plans for potential refugee influx and returnee movement and a national action plan for reinforcing core capacities in line with International Health Regulations.

One UN will also continue fulfilling its responsibilities in providing life-saving assistance and protection to refugees within Rwanda and assisting Rwandans returnees, including refugees with special needs, such as those with disabilities or serious medical conditions, legal and physical protection needs, or unaccompanied children. In observance of UN's leaving no-one behind principle, the future work under UNDAP II will also, to an even greater extent, target both refugees and the host communities.

During the UNDAP I implementation, awareness raising on refugees' right to work proved to be a lacking component in the country's work with creating livelihoods for refugees. The UN will support the work of the Rwandan Government in awareness raising, as one of the priorities in the larger context of supporting the implementation of the Rwandan Government's five-year Strategic Plan for Refugees' Inclusion (2019-2024).

82 Legal Aid Forum (LAF). UNHCR partner organization, which is conducting birth certificates registration ProGres – UNHCR database used in collection, sharing and using information of refugee and other persons of concern.

4.

OPERATING AS ONE RESULTS

This section will outline the developments and results of the business operations strategy 2013-2018 and the One UN work towards 'Communicating as One'.

THE BUSINESS OPERATIONS

STRATEGY 2013-2018

As a pilot country for the harmonization of business practice concepts put forward by the United Nations Development Group in 2012, the One UN in Rwanda prepared one of the global organization's first Business Operations Strategies (BOS). The objective was to harmonize agencies business processes, reduce transaction costs and enhance efficiencies in support of UNDAP implementation under Delivering as One in Rwanda. The Business Operations Strategy helps demonstrate, in a quantifiable manner, the tangible efficiency gains arising from United Nations agencies working together within the operations arena. Operating as one allows the United Nations not only to focus on delivering results as effectively as possible, but also as efficiently as possible. There is an Operations Management Team (OMT) appointed that periodically updates the United Nations Country Team on progress and challenges. The presence of a functional OMT increased synergies and coherence between programmes and operations at the country level.

The One UN Business Operations Strategy 2013-2018 outlined the UN in Rwanda's work to support effective and efficient implementation of the UNDAP, and it runs in parallel to the government's fiscal year. The BOS focuses on inter-agency coordination and cooperation on support service functions and it facilitates the prioritization and harmonization of common services and business operations harmonization.

The proposed cost-efficiency measures were projected to save close to USD 15 million over the five-year UNDAP period. The cost of the implementation was estimated to USD 1,398,614 in the original budget, however the funds were never allocated and therefore the budget was set to zero in the mid-term review. Costs for implementing the business operation strategy were instead covered through different kind of agency contributions.

By the time of the final evaluation (in June 2017), USD 7,268,023 had been saved. It is estimated that

the BOS throughout the full period accumulatively saved approximately USD 9.5 million, mainly through reduced internal transaction costs and cost savings on externally sourced goods and services. Examples of successful areas where the BOS led to significant savings are procurement, finance and ICT (mainly common internet services).

Savings on joint recruitment and joint consultancy roster were not fully accomplished. The joint processes for recruitment did not advance as far as planned, and the BOS mid-term review (2015) showed that recruitment needs and needs for consultancy services vary between agencies. The area of work was therefore re-designed, and the work to make recruitments more efficient continues through UNDAPII.

Due to factors beyond its control, the UN was unable to make any progress with the One UN House, some areas of human resources affected by varying HQ policies, and ICT areas whose implementation was dependent upon agencies being co-located within the One UN House. This led to less savings than anticipated.

The work to decrease transaction costs through Delivering as One continues through a new Business Operations Strategy for 2018-2023 (BOS II). The One UN House and joint recruitment and rosters will continue to be important parts of the Business Operations Strategy of One UN.

COMMUNICATING AS ONE

Communicating as One is an essential component of the Delivering as One agenda in Rwanda. Coordinated communication across UN agencies enhances external and internal communications and promotes a better understanding of the United Nation's work. During the UNDAPII period, United Nations Communication Group (UNCG) played an important role in supporting agencies to speak with one voice on vital development issues in Rwanda and to working effectively and efficiently with stakeholders to achieve national development goals.

From 2013-2018, the One UN in Rwanda strengthened the communication of development results through published reports, media coverage for field visits to UN project sites and social media engagements. The UN organized joint field visits with the Government of Rwanda,

development partners and other national stakeholders, including ambassadors and Heads of Cooperation.

The One UN website (www.rw.one.un.org) was redesigned during the UNDAPII period, presenting more visual content to engage digital audiences and tell the One UN story. The website continues to be an active platform for reaching audiences with information on the UN in Rwanda, human-interest stories, and photos and videos on the United Nation's work in Rwanda. In addition, the website also acts as a liaison between the various UN agencies in Rwanda.

One UN in Rwanda uses its status, as a high-level voice, to advocate for human rights, gender equality, and economic transformation through various communication platforms. For example, in 2014, One UN generated over 9,000 conversations through different media and social platforms. As a result, 829 articles were published and almost 3,000 radio clips were recorded and broadcasted.

To support the Government of Rwanda and to strengthen communication on development issues, the One UN supported the Ministry of Finance and Economic Planning to translate literature on the Sustainable Development Goals (SDGs) into Kinyarwanda—the native language spoken by all Rwandans. This contributed to making information on the SDGs more relatable and accessible for many Rwandans.

While the One UN brand is strong in Rwanda, the evaluation of the UNDAPII showed that the UN agencies were not strong enough in communicating the joint results to donors and other targeted audiences. To improve the situation, and to support the work of the UNCG, UN agencies need to form a deeper collaboration for communications. A new communications strategy, clearly aligned to the UNDAPII and supporting the implementation of the same, will be developed. The UNCG will support the process, and from mid-2019 the Resident Coordinator's Office will have staff fully dedicated to supporting the One UN communications and advocacy work.

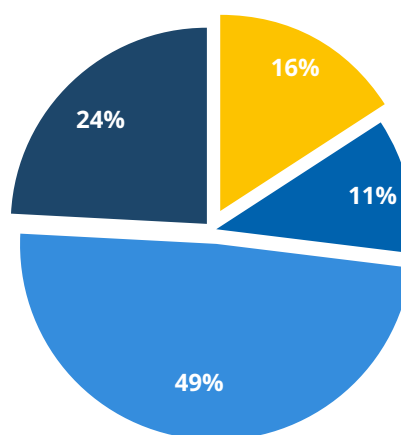
5.

OPERATING AS ONE RESULTS

The original budget for the UNDAP was USD 411,599,65,6 which included costs for business operations and communications (USD 44,915,414). During the course of the implementation, the UNCT revised the original budget from USD 411,599,656 to USD 357,443,574⁸³. Available funding throughout the period was however lower than this, USD 310,729,004, and spending reached USD 298,119,103.

The financial outcome per result area was the following:

SHARE OF EXPENDITURES PER RESULTS GROUP

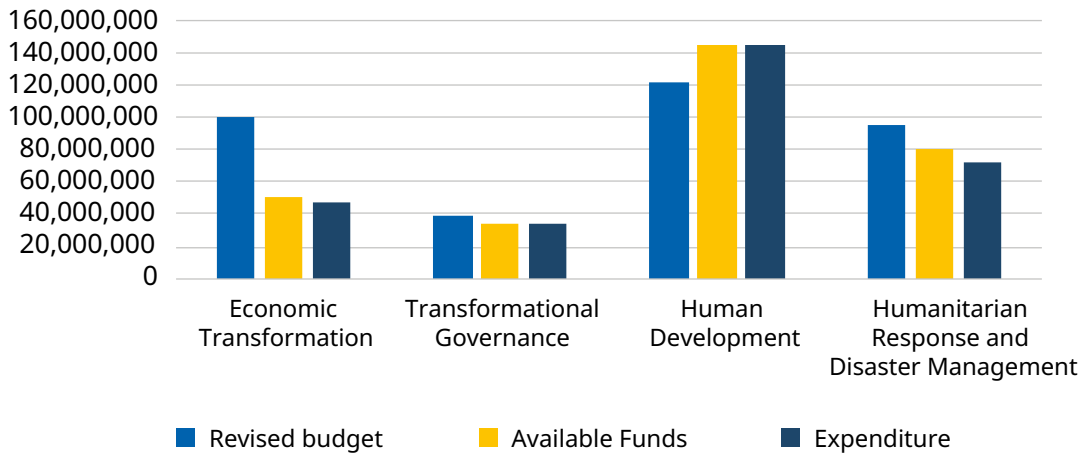


- Economic Transformation
USD 47,185,823 (16%)
- Transformational Governance
USD 33,811,592 (11%)
- Human Development
USD 145,363,033 (49%)
- Humanitarian Response and Disaster Management
USD 71,758,655 (24%)

When elaborating the UNDAP I, it was expected that the funds would originate from UN agencies' own core and non-core funds and from the joint One UN fund. Based on the funding trends for the UN the five years before the UNDAP 2013-2018, the UNCT had set a target of USD 120 million for resources to be mobilized through the One UN Fund, and the remaining USD 291,599,656 was to come from agency core and non-core funding.

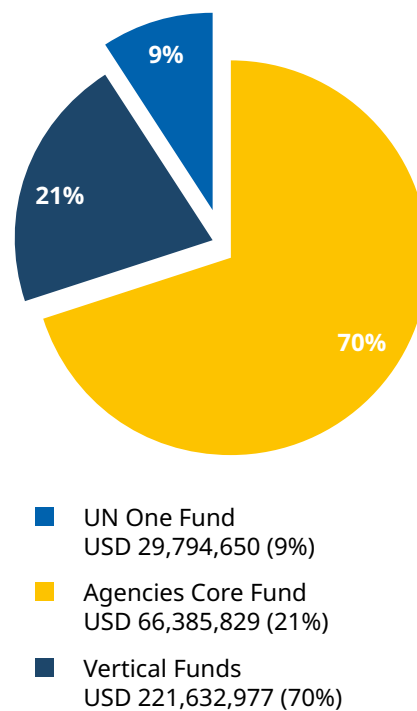
83 Budget for business operations and communication was set to zero.

BUDGET, AVAILABLE FUNDS AND EXPENDITURE (USD)



A donor mapping was completed during the planning stage, providing the interests of specific donors, to guide resource mobilization efforts of UN agencies. However, a major change during the current UNDAP cycle was the severe reduction of centrally managed un-earmarked funding to support the work of the UN, as well as an unexpected decrease in core-funding for UN agencies. There were few donors expressing support for such globally managed and centralized pooled funding, and less donors than expected were prepared to fund the economic transformation and transformational governance result areas. The major part of the funding for the UNDAP ended up coming from non-core, or vertical, funds⁸⁴ (71%), while 21% consisted of agency core funds and 10% of resources from the One Fund.

EXPENDITURES BY FUNDING MODALITY (USD)



⁸⁴ Vertical funds are development financing mechanisms confined to single development domains with mixed funding sources. They are often directed to high-visibility, single-issue advocacy campaigns and/or to tackle specific development issues. Vertical funds are agency non-core funding.

6.

LESSONS LEARNED AND WAY FORWARD

The alignment to the national annual planning cycle and fiscal calendar enhanced the relevance of One UN Rwanda to the country's development objectives. The One UN governance structures significantly promoted national leadership, as well as a shared ownership. This resulted in reduced competition and fragmentation between the different UN agencies, most likely contributing to better results.

Though notable progress to Rwanda's development was realized during the UNDP implementation period, various challenges effected the possibilities of successful implementation and actualization of the proposed outcomes.

Many of the lessons learned related to the result areas have been described in the previous chapters. The below sections aim to give a brief overview of the most important lessons learned in relation to programme implementation, coordination, partnership and resource mobilization as well as monitoring, evaluation and reporting that will be brought forward in the future work of One UN and in the implementation of UNDP II 2018-2023.

PROGRAMME IMPLEMENTATION

In relation to programme implementation, the lack of funding led to difficulties such as the prioritization among interventions during the mid-term review. Findings from the final evaluation showed that the fact that sufficient resources for implementation could not be mobilized also affected the engagement of UN and partners negatively.⁸⁵

Other external challenges effecting the outcome of results included the capacity gaps in the labor market which limited the progress in productive sectors, as well as outlining the need for prioritizing interventions aimed at improving formal and non-formal education. In addition, natural calamities such as heavy rains and preceded runoffs continued to be threats to sustainable management of the environment and opportunities to foster green economy.

85 UNDP Final Evaluation, 2017.

Moreover, there are many factors contributing to the successful implementation of UNDP. Worth highlighting is the private sector in Rwanda which provide logistic services, the UN agencies having a high level of expertise and operating in niche areas with an innovation approach (attracting the Government's interest), the Government's strong commitment to gender mainstreaming, education and social protection as well as the Government deregulation of the media sector.⁸⁶

Negative factors mentioned in the final evaluation are the lack of suppliers and vendors for certain goods and materials, the lack of expertise and consultants in some areas, the difficulties for UN agencies to balance between upstream policy and downstream service delivery intervention in a country still being dependent on support from development partners, as well as the political sensitivity related to certain issues (e.g. food security, unconditional emergency support). In addition, difficulties in coordinating the high number of UN agencies, the lack of resident representation in a number of UN agencies and the difficulties in renegotiating the downscaling of targets with the Government also put constraints to achieving the results.

Internally, knowledge creation and sharing are the most significant contribution and strength of the UN agencies in Rwanda, and evaluations have shown that when the UN and its partners had direct influence over the deliverables, the outputs were often more successful. It was concluded in the final evaluation that the work related to the formulation of strategies, analytical pieces, and policy development outputs were successfully completed, sometimes exceeding expectations and targets. One example (Output 1.1.3) is that six value chain studies for priority commodities were carried out (instead of two). Also, there were more legal instruments for food safety produced than originally planned for (Output 1.2.2), more district profiles and thematic reports were produced on the basis of survey data (Output 2.1.1), and better results in relation to health policies were developed in line with the health sector strategic plan (Output 3.2.1).⁸⁷

Another successful strategy used by One UN was direct training of professionals, such as legal personnel (Output 2.2.1), teachers of child-centered pedagogy (Output 3.1.3) and community health workers (Output 3.2.2), often resulting in positive achievements. The final evaluation showed that upgrading or providing new equipment to existing facilities often had better results than when the output target required the setup of a new facility.⁸⁸

COORDINATION, PARTNERSHIPS, RESOURCE MOBILIZATION AND BUSINESS OPERATIONS

The final evaluation highlighted that enhanced support from Development Partners will only be realized when the UNCT unambiguously demonstrates its firm belief in the UN reform—which enables the UN to deliver results more effectively and efficiently. As a part of the UN Reforms and the General Assembly resolution 72/279 about reinvigorating the Resident Coordinator System, the UN Resident Coordinator and the Resident Coordinator's Office will be delinking from UNDP in 2019. This will “provide full time leadership by the Resident Coordinator at the country level, empowered to lead UN coordination, strategic policy, innovative partnerships and investments around the SDGs. It will strengthen accountability for results; it provides greater incentives for integrated action and will enable UNCTs to deliver and report on in-country results at a scale that responds to national priorities and needs allowing national authorities to hold RCs and UNCTs accountable for their collective support to SDG achievement.”⁸⁹

The final report also recommended that there should be more regular interaction and discussion on the SDGs with the SDG Taskforce and the SDGs as a standalone agenda item of the Development Partners Group Meetings. The Government of Rwanda's robust interest in localizing and achieving the global Sustainable Development Goals provides an excellent entry point for strengthening One UN thematic programming areas as stipulated in the UNDP II (2018-2023).

86 UNDP Final Evaluation, 2017.

87 UNDP Final Evaluation, 2017.

88 UNDP Final Evaluation, 2017.

89 UN Secretary-General's implementation plan for the inception of the reinvigorated Resident Coordinator system. Available [here](#).

The shift in aid environment, with less funding than expected for the implementation of UNDAPI, was one of the larger challenges, as previously described. A more robust resource mobilization and partnership strategy is in place for UNDAPII. The SDG Fund (replacing the One UN Fund) allocations to Rwanda can play a catalytic role when it is able to incentivize partner agencies to put more emphasis on synergies with other actors.

UN agencies work best when there are well targeted resources towards initiatives involving the agencies' core competencies. With the joint programme modality, encouraging joint implementation as well as joint resource mobilization for it, a stronger emphasis needs to be put on the rules and sets of incentives for participants for high performance. The main incentive to participate in joint programmes was that through participation, additional resources were expected. When resources were not mobilized as planned, the implementing parties no longer put the required time and efforts into the coordination mechanisms and information sharing. Most joint programmes had a large number of implementing partners involved, causing coordination challenges and eventual weathering away of commitment by some actors. For UNDAPII, the criteria for the joint programmes are clearer and the number of programmes are less.

Finally, the importance of implementing the Business Operation Strategy II needs to be highlighted. The BOS II will allow improved harmonization of business practices and bring increasing returns through tangible reduction of transaction costs and efficiency gains.

MONITORING, EVALUATION AND REPORTING

As highlighted in the final evaluation, the structure of UNDAPI had coordinating entities both for the UN agencies and implementing partners and challenges related to information sharing and timely reporting occurred. In some cases, results were achieved but not adequately reported.

Another obstacle to the successful implementation was the design of UNDAPI results framework,

posing a challenge to assessing performance and progress towards outcomes. Prior to the mid-term review, the reporting on results and targets of the UNDAPI from UN agencies was scarce, and there was no UNDAPI-wide report on indicators and targets.⁹⁰ Also, a significant number of output targets were set and reported at a national level, despite the programme being more limited in scope. The national geographical coverage may have led to a lower degree of achievement, especially in relation to actual UN-attributed results measured against planned targets that cover a larger number or percentage of units (e.g. district, village, population). In addition, and as mentioned in the final evaluation, the use of national data rather than data from UN interventions implies a risk for over-reporting of attributable achievements against the target.

When it comes to outcome level indicators and data, in relation to which the UN can only be seen as contributing to the achievements, the final evaluation raised other challenges: "as outcome-level data were unavailable, the evaluation team was unable to examine the overall contribution to development results made by the UN in Rwanda." It can be concluded that throughout the UNDAPI period, results reporting was weak. Rather than looking at how One UN contributed to make real, sustainable change in people's lives, reporting was focused on outputs such as number of trainings, meetings, and policies. This, and the fact that the final evaluation did not contain outcome data and analysis put constraints and was one of the major learnings for the development of the UNDAPII and the joint programmes.⁹¹

Limited access to quality data in relation to the indicators in the original framework led to a revision of the UNDAPI results framework during the mid-term review. The new revised results framework was the guiding document used to analyze the achievements of UNDAPI for both the final evaluation and for this final report. Despite the revisions of the results framework, reporting on indicators and results continued to be a challenge throughout the full UNDAPI period. As raised in the final evaluation, there is also a risk that adjustments to targets and indicators during the mid-term review (completed in September 2016), may have led to a higher degree of achievement

90 UNDAPI Final evaluation, 2017.

91 Local Project Appraisal Committee meeting for the Joint Programme Accelerating Progress Toward the Economic Empowerment of Rural Women (RWEE), January 30th, 2019.

than there would have been if the progress had been measured against the original targets.

Effective monitoring, evaluation, learning and reporting are major contributing factors to a more results-oriented One UN. Improved results

frameworks and system support through the newly introduced and implemented UNINFO will result in better monitoring and reporting, in combination to improving general knowledge on results-based management and reporting to increase the level of analysis.

A family in Rutsiro District, Rwanda stand outside their home with their two children; both children have grown healthy and strong as a result of the "First 1,000 Days" campaign with the One UN and Government of Rwanda; photo by UNICEF, 2017.



ANNEX 1: UNDAF 1 (2013-2018) RESULTS FRAMEWORK

RESULT AREA 1: INCLUSIVE ECONOMIC TRANSFORMATION

OUTCOME 1.1: Pro-poor growth and economic transformation enhanced for inclusive economic development and poverty reduction

Outcome indicators	Baseline	Target	Achieved 2013- 2018	Source of verification
% population below the poverty line	44.9% Rwandans living below poverty line	<30% Rwandans living below poverty line	38%	EICV5, 2017 ⁹²
% exports to GDP) (value of exports goods and services)	14.6%	27.2%	17-18%	http://www.statistics.gov.rw/publication/rwanda-poverty-profile-report-results-eicv-4
Aid on budget; Aid as a % of GDP	28.46 % aid on budget; 9.2 % aid on GDP	21.24% aid on budget; 4.7 % aid on GDP	Data corresponding to indicator not available. 61% (35% of state revenue); 7.5% aid on GPD The total budget for 2018/19 is 2,443.5 billion of which domestic resources account for 67%.	MINECOFIN, Rwanda Official Development Assistance Report 2015/2016 Rwanda Budget 2018-2019

92 EICV5 was published in 2018, but the data is from the survey conducted in 2016/2017.

Output	Indicator	Baseline	Target	Achieved 2013-2018	Source of verification
1.1.1. Strengthened Leadership and National Capacities to Strategically Plan and Harness Opportunities for Structural Economic Transformation	1) Number of key sector strategies reflecting structural economic transformation	1 Sector strategy reflecting structural economic transformation	4 sectors reflecting structural economic transformation	4 sector strategies reflected structural economic transformation	UNDP Report. Strategies available online, see links in footnote. ⁹³
1.1.2. Strengthened National Capacity for Effective Resource Mobilization and Utilization	1) Aid management system integrated with public financial management system fully functional and utilized.	No	Yes	Yes	MINECOFIN Project Report (UNDP)
	2) Government Coordination mechanism in place	No	Yes	Yes	MINECOFIN Project Report (UNDP)
1.1.3. Strengthened National Capacities for Industrial and Trade Competitiveness	No of value chain studies for priority commodities conducted	2 value chain studies conducted	3 value chain studies conducted annually	Yes	Capacity Building for Industrial Research and Development in Rwanda (UNIDO) ⁹⁴
	Strategic recommendation report on Special Economic Zone policy and Industrial Parks in place	No	Yes	Yes, the policy is in place	UNDP report


93 MINECOFIN, Rwanda Financial Sector Strategy, 2013-2018. Available [here](#)
MINECOFIN, Energy Sector Strategic Plan, 2013-2018. Available [here](#)
MINECOFIN, Environment Natural Resource, 2013. Available [here](#)
MINECOFIN, Strategic Plan for the Transformation of Agriculture in Rwanda, 2013. Available [here](#)

94 UNIDO, Review of the SEZ Policy and Development of Industrial Parks in Rwanda. Available [here](#).

OUTCOME 1.2: Diversified economic base allows Rwandans to tap into and benefit from expanded international, regional and local markets, and improved agriculture value-chains

Outcome indicators	Baseline	Target	Achieved 2013- 2018	Source of verification
% increase in export growth rate of Rwanda products in international markets	24.90%	28%	Corresponding data not available. However, external sector, trade balance in merchandise goods improved substantially in 2017, driven by a strong growth in exports of 44.5% and a decline in imports of 5.6%.	Rwanda Budget 2018/19
% decrease of extreme poverty	24.90%	10%	16%	EICV5, 2018

Output	Indicator	Baseline	Target	Achieved 2013- 2018	Source of verification
1.2.1 Strengthened Agricultural Innovation and Value Chain	Number of commodity value-chain upgrading strategies developed	4	20	To be developed after technology audits.	UN agency report
	Number of functional Community Processing Centers for technology transfer owned by cooperatives	3	30	Data not available.	
	Number of smallholder farmers trained in post-harvest management and business skills	19800 women; 25200 men	80,000 women; 120,000 men	WFP: 18,525 women; 16,493 men. ITC: 80 SMEs and farmer cooperatives trained. Other UN agency data lacking.	UN Agencies



Output	Indicator	Baseline	Target	Achieved 2013- 2018	Source of verification
1.2.2. Strengthened National Regulatory Frameworks for Quality Standards Compliance	1) Additional number of industries certified on market access standards	16 (2015)	10	ITC: 3 enterprises have received organic certification. Other UN agency data lacking	UN Agencies
	2) National coordination committee established	No	Yes	Yes, a national, inter-ministerial, food safety coordinating committee established	UN Agencies
	3) Number of legal instruments for food safety put in place	1	2	1 Updated national food safety policy, 2 new food safety law, 1 revised law establishing Rwanda Inspection and Certification Authority	UN Agencies

OUTCOME 1.3: Rwanda has in place improved systems for: sustainable management of the environment, natural resources and renewable energy resources, energy access and security, for environmental and climate change resilience, in line with Rio+20 recommendations for sustainable development

Outcome indicators	Baseline	Target	Achieved 2013- 2018	Source of verification
1) Surface area rehabilitated in hectares	1136	1596	2400	Ministry of Natural Resources Imihigo report 2015/2016; and Draft ROAR, 2017
2) % of population who access to modern energy source	10%	50%	29.5 On grid and 11% off grid 40.5 Access	https://data.worldbank.org/indicator/EG.ELC.ACCS.ZS World bank and Rwanda Development Board reports 2018
3) Funds allocated to sectors for sustainable environment and natural resource (ENR) use as a % of government expenditure	3%		No data available	

Output	Indicator	Baseline	Target	Achieved 2013- 2018	Source of verification
1.3.1 Strengthened National Capacity to Scale-up Renewable Energy, Energy Efficiency, Access and Security	1) Policy framework for energy efficiency, access and security in place	No	Yes	Data not available.	
	2) % of experts skilled in renewable energy technologies	10%	30%	Data not available.	
	3) Clear and coherent geothermal policy, legislation and regulatory framework developed	No	Yes	Yes	

Output	Indicator	Baseline	Target	Achieved 2013- 2018	Source of verification
1.3.2. Strengthened Capacity for Sustainable Environment, Natural Resources Management, Climate Change Mitigation and Adaptation	1) Number of sector policies reflecting environment, climate change, disaster risk reduction and gender considerations	2	7	15	UNDP-UNEP Poverty Environment Initiative (PEI), Rwanda Final Joint Project Progress Report 2018
	2) Number of districts with environment, climate change, disaster risk reduction and gender mainstreamed in the development plan and budgets	7	30	30	UNDP-UNEP Poverty Environment Initiative (PEI), Rwanda Final Joint Project Progress Report 2018
1.3.4. Strengthened Appropriate Technologies and Skills for Resource Efficiency and Cleaner Production	1) Resource Efficiency and Cleaner Production Center managed by GoR	No	Yes	Yes. The Center is mainstreamed in NIRDA activities.	http://www.rrecpc.org/
	2) % SMEs using alternative technologies for resource efficiency and cleaner production	15%	40%	Data not available.	
	3) % reduction of pollution levels at source	30%	50%	Data not available.	
1.3.5. Strengthened National Capacities for Planning and Management of Green Villages	1) Green villages upscaling: Strategy in place	1) No	1) Yes	Yes	UNDP-UNEP Poverty Environment Initiative (PEI), Rwanda Final Joint Project Progress Report, 2018
	2) Number of districts establishing a Green Village	3 districts with green villages established	30 districts with green villages established	30 districts have at least one green village	UNDP-UNEP Poverty Environment Initiative (PEI), Rwanda Final Joint Project Progress Report, 2018

OUTCOME 1.4: Sustainable urbanization process transforms the quality of livelihoods and promotes skills development and decent employment opportunities in both urban and rural areas, especially for youth and women

Outcome indicators	Baseline	Target	Achieved 2013- 2018	Source of verification
1) % of the total population living in urban areas of proposed urban secondary cities	16% (2012)	32%	31%	EICV5, 2018
2) % urban households accessing water within 200 m	59,5%	100%	61% (within 0-14 min)	EICV5, 2018
3) % supported graduates from training institutes accessing jobs	0	80%	No data available	
4) No of off farm productive jobs created annually	91,000	200,000	166,058	EICV5, 2018

Output	Indicator	Baseline	Target	Achieved 2013- 2018	Source of verification
1.4.1. Enhanced National and Local Institutions Capacity to Design and Implement Inclusive Urban Policies for Sustainable Cities	1) Comprehensive National Urban Policy	No	Yes	Yes. Rwanda National Urbanization Policy adopted by the cabinet in December 2015	UNDP DRG1
	2) Sustainable Urban Plans and National Urban Observatory in place	No	Yes	Rubavu Planning City Extension Master Plan approved by the Rubavu District Council on 10th October 2016	UNDP DRG1, http://rubavu.gov.rw/index.php?id=122
	3) Innovation Fund mechanism for sustainable urban development in place	No	Yes	Yes	UN Agency Report

Output	Indicator	Baseline	Target	Achieved 2013- 2018	Source of verification
1.4.2. Women and Youth with Enhanced Entrepreneurship Skills	1) No of SMEs created and last over one year	17,000	40,000	40,000	UNDP DRG 1, National Employment Programme (NEP), Rwanda Annual Narrative Progress Report) FY 2015/16)
	2) No of women and youth with applied entrepreneurship skill	0	20,000 women, 20,000 youth	20,000 women, 20,000 youth	
1.4.3. Increased Access to And Utilization of Financial Services Especially for Women and Youth	1) % of population that is formally served with financial services (disaggregated by gender, youth and rural access)	68% (overall); 64% (Rural); 63% (Female); 70% [Youth (18-30 years)]	80% (overall); 76% (Rural); 75% (Female); 82% [Youth (18-30 years)]	89% of adults in Rwanda are financially included (including both formal and informal financial products/ services, around 5.2 million individuals). Levels of financial inclusion vary significantly by geographical location and gender	
	2) Value of electronic payments done (% of GDP)	26.72%	38%	44%	MINICOM fiscal annual report, 2015-2016
	3) Gross national savings as (% of GDP)	15.30%	20%	20%	UNDO, DRG 1. MINICOM fiscal annual report, 2015-2016
	4) Credit to SMEs as % of total credit	43% Targets	60%	60%	UNDO, DRG 1. MINICOM fiscal annual report, 2015-2016

Output	Indicator	Baseline	Target	Achieved 2013- 2018	Source of verification
1.4.4. Strengthened National Capacities for Mainstreaming Employment	1) Number of policies mainstreaming youth and women employment	0	6 Monitoring Reports, 6 Ministries, 20 Districts	1 revised youth policy in 2016	
	2) National employment policy framework revised and in place	No	Yes	Yes, a policy is in place	UN agency report
	3) Labor migration policy is in place	No	Yes	Yes	

RESULT AREA 2: ACCOUNTABLE GOVERNANCE

OUTCOME 2.1: Citizen Participation and empowerment: Accountability and citizen participation in sustainable development and decision-making processes at all levels improved

Outcome indicators	Baseline	Target	Achieved 2013- 2018	Source of verification
1) % citizens, including women expressing confidence in the operations of NEC (Gov. Score Card)	69% citizens including women expressed confidence in the operations of NEC (RGS)	80% citizens including women expressing confidence in the operations of NEC (Gov Score Card)	87%	RGS 5th edition, 2018
2) % of citizens satisfaction with their participation in decision making	80%	95%	No corresponding data available (RGS 45,5 %)	CRC 2017, RGS 5th edition, 2018.

Output	Indicator	Baseline	Target	Achieved 2013- 2018	Source of verification
2.1.1. Strengthened Capacity of National and Local Institutions for Research Generation and Utilization of Disaggregated Data for Participatory and Evidence-Based Policy Formulation and Planning at all Levels	1) No of thematic analysis reports generated from census data	1) 0	17	17	NISR, UN Agency reports (UNICEF annual report 2017/2018)
	2) DHS 2015 and EICV 4 reports available	2) DHS (2010); EICV 3	DHS 2015; EICV 4	Yes	Rwanda DHS Report 2015.
	3) National RBM Policy adopted and in place	3) NO	YES	Yes	UN Agency reports (UNICEF annual report 2017/2018)
	4) Number of district profiles in place and regularly updated	4) 2 district profiles (Rubavu, Ngoma)	12 district profiles in place	18	UN Agency reports (UNICEF annual report 2017/2018)
2.1.2. Strengthened Capacity of Central, Decentralized Entities and Communities to Promote Community-Driven Development Processes	1) No of districts with 80% "Imihigo" score	1) 20 Districts	30 Districts	The One UN supported in 4 districts.	UN Agency reports
	2) No of district capacity development plans implemented	1) 0	30 Districts	The One UN supported dialogue in 6 districts (data for one or several years?). Further data needed.	UN Agency reports
	3) No of media articles using and quoting open data made public	2) 0	3) 15 news articles.	Data not available.	
2.1.3. Capacity of National Oversight Institutions to Promote and Demand for Accountability and Transparency Strengthened at all Levels	1) Media Self-regulatory mechanism developed (source Media Barometer)	1) No	1) Yes	The mechanism was developed and strengthened	
	2) % recommendations by oversight institutions (Parliament, Gender Monitoring Office) implemented by authorities	2) 30% oversight institution recommendations implemented	2) 60% oversight institution recommendations implemented	Data not available	

Output	Indicator	Baseline	Target	Achieved 2013- 2018	Source of verification
2.1.4. Strengthened Capacity of Citizens, Communities and CSOs To Demand Accountability and Transparency at All Levels.	1) Number of sector gender-sensitive budget tracking completed by CSOs	1 sector (agriculture) assessment completed by CSO	5 sector gender sensitive budget tracking assessments completed by CSOs	Data not available	
	2) Number of general policy dialogues between government and Civil Society organized	4	2	5	
	3) Number of civil society development barometers produced	1	2	2	
2.1.5. Increased Participation Especially of Women and Youth in Decision Making and Democratic Processes at All Levels.	1)% of CSOs participating in political and electoral processes	1) 54.3% CSO, media will be established	1) 75% CSO, 50% media	The nature of the indicator does not allow tracking	
	2)% of women and youth presented as candidates of political parties	2) 20%	2) 50% (14-35 years) and 50% men/women)	Women candidates: 61%. Data for youth not available.	Rwanda National Electoral Commission (NEC): Parliamentarian Elections Report 2018.
	3)% of women and youth in key decision-making positions (central government, parliament, district councils)	3) 56.4% women (parliament) 41.7% (Central government) 36.5% (district level)	3) 57% women in parliament and 50% men/women (central government and district level)	Parliament: 61% are women; Cabinet: 50% are women; Local Government: 45.2% are women	Rwanda National Parliament (Chamber of Deputies); Primer Minister's Office Website; and National Gender Statistics Report 2016

OUTCOME 2.2: Human Rights, Justice, and Gender Equality Promoted and Implemented at all Levels

Outcome indicators	Baseline	Target	Achieved 2013- 2018	Source of verification
1) % of public satisfied with the access to justice	90% (MAJ), 76% (Abunzi)	93%, 85%	MAJ: 78.06% Abunzi: 88.54% ⁹⁵	RGS, 5th edition, 2018.
2) % of district budgets allocated to gender priorities	2) 15%	2) 30%	27.81%	MINECOFIN, LG GBS Execution 2015/16 and 2016/17
3) % Adult population with confidence in the respect for human rights (political rights and civil liberties)	3) 77.1% confident with respect for human rights	3)79% confident with respect for human rights	87,61% respect for HR	RGS, 5th edition, 2018.

Output	Indicator	Baseline	Target	Achieved 2013- 2018	Source of verification
2.2.1. Strengthened Capacity of the Justice Sector to Increase Access to Justice, Including for Women, Children, and the Most Vulnerable	1) Functional automated case management system	1) No	Yes	Yes	UN agency reports
	2) Number of MAJ whose legal personnel have been trained in Legal Practice	1) 0	30	30	
2.2.2. Strengthened Capacity of Institutions to Mainstream Gender Equality in Policies, Strategies and Budgets	1) Number of EDPRS2 sectors with a gender strategy	1) 2	5	9 gender strategies were developed.	National Gender Machinery (NGM) Progress Reports
	2) Number of Ministries with gender budget statements	2) 4	16	All current 16 Ministries produce their own gender budget statements as it is a requirement by the law for any government institution to receive its next fiscal year budget. The target of 17 would also have been reached wouldn't have been a merger of Ministries to be reduced to 16.	National Gender Machinery (NGM) Progress Reports

95 Parameters used in the data collection has changed, hence the achieved is not fully comparable with the baseline and target data. (Source: UNDP).



Output	Indicator	Baseline	Target	Achieved 2013- 2018	Source of verification
2.2.3. Enhanced Capacity of National Gender Machinery for Oversight and Coordination of Gender Equality Commitments	1) Harmonized gender capacity building plan implemented	1) No	Yes	YES, all the 4 gender machinery institutions have strengthened capacity in oversight and coordination achieve all gender equality commitments.	National Gender Machinery (NGM) Progress Reports
	2) Proportion of CEDAW Committee recommendations implemented	2) 80% (2009 CEDAW Committee session)	100%	CEDAW recommendations were implemented and reported on by Rwanda	National Gender Machinery (NGM) Progress Reports
	3) Number of GMO audits conducted and shared with relevant institution	3) Public: 8 District:26 Private/CSOs: 0	3) Public: 28 Districts: 30 Private/CS So: 12	Public: 17 (16 Ministries and the Rwanda correctional services) District: 30 Private/CSOs: 8 (3 tea companies and 5 CSOs)	Gender Monitoring Office
2.2.4. Enhanced National Capacities for Promotion, Mainstreaming Human Rights and Implementing Treaty Body and UPR Recommendations	1) Number of CSOs participating in the parallel reporting (UPR)	1) 2 CSOs	5 CSOs	25 CSOs participated with UN support	UNDP
	2) % of reports submitted timely by national actors as required of HR obligations	2) 67% reports submitted timely by national actors as required of HR obligations	2) 90 % reports submitted timely by national actors as required of HR obligations	100%	UNDP
	3) % of 2011 UPR Recommendation is implemented by Government	3) 0%	95%	68% (2017)	UNDP



Output	Indicator	Baseline	Target	Achieved 2013- 2018	Source of verification
2.2.5. Enhanced Mechanisms for Sustainable Peace Consolidation, Unity and Reconciliation Enhanced	1) % of citizens satisfied with reconciliation, social cohesion and unity mechanisms	1) 83.57%	1) 92%	95.50%	UN agency reports
	2) No of Reconciliation Barometer conducted every two years	2) 1	2	2	
	3) % increase in crime reported by the community to police	3) 4% (2013-2014)	16.5% (2013-2018)	12%	


RESULT AREA 3: HUMAN DEVELOPMENT

OUTCOME 3.1: All Rwandan children, youth and families, especially the most vulnerable, access quality early childhood development, nutrition, education, protection and HIV prevention and treatment services

Outcome indicators	Baseline	Target	Achieved 2013- 2018	Source of verification
1) % of children under five stunted disaggregated by sex	1) 44.2% (DHS 2010)	1) 35% male, 31% female.	35%, of which 38.1% boys, 31.7% girls (CFSVA 2018)	Rwanda Demographic Health Survey (DHS) 2015 Comprehensive Food Security and Vulnerability Analysis (CFSVA) 2018
2) Prevalence of HIV in 15-24-year-old disaggregated by sex	2) 1.5% females; 0.5% males (DHS 2010)	0.75% female; 0.2% male	3.8% females, 3.2% males (2014/2015)	DHS, 2014/15
3) % children out of primary school	3) 3%	2%	Data not available. Primary school net attendance 87.6 in 2016 (2014, 87.9%)	EICV5
4) Pre-primary school net enrolment rate	3) 13%	30%	17.5% (2016)	MINEDUC, Education Statistical Yearbook 2016
5) Attitudes towards domestic violence and abuse (% of women age 15-49 who agree that a husband is justified in hitting or beating his wife for specific reasons)	3) 56.2%	25%	41%	NISR, RDHS 2014/15

Output	Indicator	Baseline	Target	Achieved 2013- 2018	Source of verification
3.1.1. Improved Capacity of GoR Institutions and Communities to Expand Equitable Access to Quality Integrated Child and Family Services	1) ECD minimum quality standards for service delivery development	(1) No	Yes	Yes	UNICEF Annual report to RCO 2017/2018
	2) Number of new ECD&F centers/ spaces operational	2) 6	470	679	UNICEF Annual report to RCO 2017/2018
	3) Number of caregivers trained to provide quality ECD&F services (disaggregated by gender & type of training)	3) 80	400	149	UNICEF Annual report to RCO 2017/2018
	4) Number of districts that incorporate ECD into their plans and budgets	4) 1	30	18	UNICEF Annual report to RCO 2017/2018
3.1.2. Strengthened, Coordinated and Monitored Multi-Sectorial Strategies for Sustained Reduction of Child and Maternal Malnutrition	1) Updated and implemented National Nutrition Protocol on prevention and management of malnutrition	1) No	Yes	Updated.	UNICEF Annual report to RCO 2017/2018
	2) Number of DDPs that have integrated elimination of malnutrition	2) 1	30	18	UNICEF Annual report to RCO 2017/2018
	3) Proportion of health facilities who are providing SAM management services	3) 0%	80%	100%	UNICEF Annual report to RCO 2017/2018
	4) Proportion of districts with adequate VAS supply [no stock-out] to provide two annual doses of Vitamin A to children under five	4) 100%	100%	100%	UNICEF Annual report to RCO 2017/2018

Output	Indicator	Baseline	Target	Achieved 2013- 2018	Source of verification
3.1.3. Strengthened Capacities of the Education Sector to Deliver Inclusive Quality Basic Education	1) National competency and skills-based curriculum in place and rolled out in all schools	1) No	1) Yes	Yes	UNICEF Annual report to RCO 2017/2018
	2) Number of preprimary model schools constructed	2) 0	2) 14	15	UNICEF Annual report to RCO 2017/2018
	3) Number of teachers trained on child-centered pedagogy	3) 0	3) 15000	26991	UNICEF Annual report to RCO 2017/2018
	4) Number of teachers trained in Inclusive Education	4) 0	2500	2500	UNICEF Annual report to RCO 2017/2018
3.1.4. Strengthened Capacities of The National Protection System Responsible for Prevention, Alternative Care and Response to Violence, Exploitation and Abuse of Vulnerable Women, Children and Youth	1) No of children in need who are integrated into family-based care	1) 0	3,323	3142	UNICEF Annual report to RCO 2017/2018
	2) Number of women, men, girls and boys affected by GBV and Child Abuse who receive treatment in Isange One Stop Centre	2) 8,549 (MOH GBV data)	85000	15176	UNICEF Annual report to RCO 2017/2018
	3) National guidelines for referral system of victims of human trafficking and minimum standards in place	3) No	Yes	Yes	UNICEF Annual report to RCO 2017/2018
	4) Number of government staff trained on human trafficking victim protection and assistance	4) 0	30	30	UNICEF Annual report to RCO 2017/2018
	5) Number of operational certified professional and para professional social workers	5) 28	10000	29674	UNICEF Annual report to RCO 2017/2018




Output	Indicator	Baseline	Target	Achieved 2013- 2018	Source of verification
3.1.5. Quality Integrated Comprehensive HIV Prevention Knowledge and Services for Pregnant Women, Children and Young People	1) % of 15-24-year old with comprehensive HIV knowledge (disaggregated by sex)	1) 53% females, 47% males (DHS 2015)	1) 90% females, 80% males	65% females, 64% males (DHS 2015)	UNICEF Annual report to RCO 2017/2018
	2) % of health facilities offering quality integrated adolescent and youth friendly sexual and reproductive health services in selected districts	2) 13.6%	2) 25%	Data not available	
	3) Comprehensive sexuality education (CSE) integrated and taught as part of formal curriculum in schools	3) 20%	3) 70%	Data not available	
	4) Percentage of antenatal care settings/facilities in targeted areas offering ART	4) 29	4) 2	As of June 2018, Rwanda data shows that PMTCT services were expanded in public health facilities up to 98% countrywide	RBC 2018, annual report.

OUTCOME 3.2: All People in Rwanda have Improved and Equitable Access to and Utilize High Quality Promotional, Preventive, Curative and Rehabilitative Health Services

Outcome indicators	Baseline	Target	Achieved 2013- 2018	Source of verification
1) Under 5 mortality rates	1) 4.6 per 1000 live births	3.2 per 1000 live births	3.2 per 1000	
2) Maternal mortality ratio	2) 476 per 100 000	300 per 100 000	320 per 100,000	
3) Percentage of pregnant women delivering at health facilities	3) 67%	80%	91%	DHS 2015
4) Contraceptive prevalence rate	4) 47.5% (2015 DHS data)	50%	No data available until the next DHS is published in 2020.	

Output	Indicator	Baseline	Target	Achieved 2013- 2018	Source of verification
3.2.1 Strengthened National Capacities for Health Governance (Policies, Tools, Plans, Strategies, And Standards), Management, Financing, Human Resources and Management of Information Systems	1) Number of policies developed during HSSP III implementation	0	3	3	UNICEF Annual report to RCO 2017/2018
	2) Number of policies developed during HSSP III implementation	0	15	15	UNICEF Annual report to RCO 2017/2018
	3) Number of health sector reviews conducted annually	2	2	2	UNICEF Annual report to RCO 2017/2018
	4) Health financing strategy available	0	1	Yes	UNICEF Annual report to RCO 2017/2018



Output	Indicator	Baseline	Target	Achieved 2013- 2018	Source of verification
3.2.2. Strengthened National and Sub National Capacity to Provide Quality Integrated Health Services	1) % of facilities with no stock out in the targeted Districts	55.9% (2015 data)	62%	Data not available	
	2) Number of health facilities with essential newborn care equipment	2) 162	324	318	UNICEF Annual report to RCO 2017/2018
	3) Percentage of community health workers (planned/ targeted for this year) trained/refreshed to implement integrated community case management	3) 0	30000	28904	UNICEF Annual report to RCO 2017/2018
3.2.3. Strengthened Community Capacity to Demand Quality Health Services at all levels	1) Percentage of health facilities offering youth-friendly services	1) 13.6%	25.00%	Data not available	
	2) Number of additional people reached with messages on safe hygiene practices	2) 0	1 million	971,789	UNICEF Annual report to RCO 2017/2018
	3) Number of additional schools provided with child-friendly WASH facilities	3) 0	150	Data not available	
	4) Updated National WASH Policy is developed and approved	4) No	Yes	Yes	UNICEF Annual report to RCO 2017/2018
	5) Number of additional people provided access to an improved drinking water source in selected districts	5) 0	200000	295000	UNICEF Annual report to RCO 2017/2018

Output	Indicator	Baseline	Target	Achieved 2013- 2018	Source of verification
3.2.4. Increased Capacity of National Service Providers, Civil Society and Private Sector to Accelerate Development and Implementation of Evidence Oriented Integrated HIV/ AIDS Prevention, Treatment Care and Support Programs, Including Increasing Demand for HIV Services, For Key Populations	1) % of female sex workers who have HIV comprehensive knowledge	1) 22%	60%	Data not available	
	2) % of female sex workers who reported having had VCT in the last 12 months	2) 89%	100%	Data not available	
	3) Baseline data available on key populations other than female sex workers	3) No	Yes	Data not available	

OUTCOME 3.3: Vulnerable Groups Have Reduced Exposure to Livelihood Risk, Inequalities and Extreme Poverty

Outcome indicators	Baseline	Target	Achieved 2013- 2018	Source of verification
1) Number of vulnerable individuals (women and men) benefitting from social protection programmes by core social protection package	1) 497,000	1,000,000	863,302	Social Protection Backward-looking Joint Sector Review, October 2018
2) % of households (headed by men and women) covered by social protection	2) 6% (year 2011-12)	9% (2018)	10.3%	Estimate based on administrative data (Social Protection Backward-looking Joint Sector Review, October 2018)

Output	Indicator	Baseline	Target	Achieved 2013- 2018	Source of verification
3.3.1. Strengthened Capacity of National and Sub-National Institutions in Targeting, Delivery, And M&E of Equitable and Holistic Social Protection Services to Vulnerable Groups	1) Updated social protection targeting guidelines in place	1) No	Yes	Yes. The social protection sector has developed targeting guidelines in support of revised and new cash transfer packages.	VUP Revised Programme Document and implementation guidelines, LODA, 2017
	2) National information management system established	2) No	Yes	Yes UBUDEHE database and MIS developed to support targeting of core and complementary social protection measures and linked to LODA MEIS to ensure administration of core social protection measures	LODA MEIS
	3) Disaggregated poverty and vulnerability data available	2) No	Yes	Yes. As a part of Ubudehe data collection, MINALOC/ LODA developed and implemented household profiling exercise for Ubudehe 1 and is rolling out the assessment for other Ubudehe categories.	LODA Household Profiling Report, 2018 EICV 5 Poverty Profile Report and VUP Thematic Reports
	4) Number of districts supported to link core and complementary social protection programmes	4) No	4) Yes	18 districts	UNICEF Project Reports FAO Project Reports WFP Project Reports
	5) Number of child sensitive social protection options rolled out by government	5) 0	5) 50%	1. Expanded Public Works	UNICEF Project Reports FAO Project Reports WFP Project Reports


Output	Indicator	Baseline	Target	Achieved 2013- 2018	Source of verification
3.3.2. Strengthened Capacity of National and Sub-National Institutions to Increase Access to Social Security Services - Especially for Youth and Women	1) Number of policy measures and programmes introduced to increase access to social security services for women and youth in the informal sector.	1) 2	1) 4	1 ("Ejo Heza" Long Term Saving Scheme (EJOHEZA), established by the Government of Rwanda through the Ministry of Finance under the Law No 29/2017 of 29th June 2017)	
	2) National guidelines for referral system of victims of human trafficking and minimum standards in place	2) No	2) Yes	Not yet in place, currently being designed.	
3.3.3. Strengthened Capacity of Institutions Responsible for Sustainable Reintegration of Rwandese Returnees	1)% returnees property restituted	1) 62% returnees property restituted	1) 90% of returnee's property restituted	Data not available	
	2) % returnees accessing social services	2) 28% of returnees access social services	2) 80% of returnees access social services	Data not available	

RESULTS AREA 3B: HUMANITARIAN RESPONSE AND DISASTER MANAGEMENT

OUTCOME 3B.1: Reduced Negative Impact and Improved Recovery of Affected Populations Due to Humanitarian Crises

Outcome indicators	Baseline	Target	Achieved 2013- 2018	Source of verification
1) % of affected HH above the national poverty line	1) 30%	1) 10%	Data not available	
2) % of national level disaster affected persons assisted	2) 70% (response); 40% (recovery)	90% (response); 60% (recovery)	Data not available	

Output	Indicator	Baseline	Target	Achieved 2013- 2018	Source of verification
3B.1.1: Strengthened National Capacities for Emergency/ Humanitarian Preparedness and Response at All Levels	1) National preparedness and response strategy and plan in place	1) No	Yes	Yes	
	2) Yearly updated disaster risk map in place	1) No	Yes	Yes	
	3) Refugee data integrated in National M&E System	1) No	Yes	Yes	
	4) National Disaster Observatory	1) No	Yes	Not yet established	
	5) No of districts in disaster-prone areas with DRR strategy	5) 7 Districts with DRR strategy	30 Districts with DRR strategy	All 30 Districts have DRR Strategies	
3b.1.2 Improved self-reliance of refugees	% of refugees not receiving in-kind nor cash aid	1) 19% [April 2016]	30%	0%, i.e. all refugees receive aid	UNHCR Annual report, WFP reports.
	2) Extent refugees have formal access to work opportunities	2) 60% [April 2016]	80%	Data not available	
	3) % of persons of concern using banking services (e.g. savings, loans, transfers)	3) 50%	90%	99%	UNHCR annual report, WFP report.



Output	Indicator	Baseline	Target	Achieved 2013- 2018	Source of verification
3b.1.3 Improved protection for refugees	1) % of children under 12 years old who have been issued birth certificates by the authorities	1) 60% [end of 2015]	90%	80% (among children born July 2017 and June 2018: 99%)	UNHCR annual report
	2) % of refugees and stateless persons requesting Convention Travel Documents (CTD) who receive CTD	2) 5% [end of 2015]	30%	83%	UNHCR annual report

ACRONYMS

ART	●	Anti-Retroviral Treatment
AVE	●	Advertising Value Estimate
AVW	●	African Vaccination Week
BDF	●	Business Development Fund
BDL	●	Burera Dairy Limited
BIFSIR	●	Building an Inclusive Financial Sector in Rwanda
BOS	●	Business Operation Strategy
CBA	●	Cost Benefit Analysis
CBHI	●	Community Based Health Insurance
CEDAW	●	Convention on the Elimination of All Forms of Discrimination against Women
CERD	●	Committee on the Elimination Ration Discrimination
CERF	●	Central Emergency Resource Fund
CFSVA	●	Comprehensive Food Security and Vulnerability Analysis
CHW	●	Community Health Workers
COD	●	Common Operational Document
CRC	●	Citizen Report Card
CSE	●	Comprehensive Sexuality Education
CSO	●	Civil Society Organization
DAD	●	Development Assistance Database
DaO	●	Delivering as One
DHS	●	Demographic and Health Survey
DRG	●	Development Results Group
DSDM	●	Difference Service Delivery Model
EAC	●	East Africa Community
ECD	●	Early Childhood Development
EDPRS	●	Economic Development and Poverty Reduction Strategy
EICV5	●	Integrated Household Living Conditions Survey
ENR	●	Sustainable Management of Environment and Natural Resources
ERH	●	Emergency Reproductive Health Kits
FARGF	●	Fund for Neediest Survivors of Genocide in Rwanda
FONERWA	●	Rwanda's Green Fund
FSNMS	●	Food Security and Monitoring System
GALS	●	Gender Action Learning System
GBV	●	Gender Based Violence
GDP	●	Gross Domestic Product
GEF	●	Global Environment Facility
GEWE	●	Gender Equality and Women Empowerment
GGCRS	●	Green Growth and Climate Resilience Strategy
GGGI	●	Global Green Growth Institute

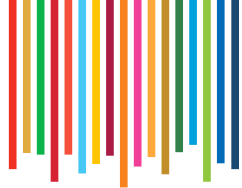
GLAAS	●	Global Analysis and Assessment of Sanitation
GoR	●	Government of Rwanda
GPEDC	●	Global Partnership for Effective Development Cooperation
HFSP	●	Health Financing Strategic Plan
HMIS	●	Health Management Information System
HSSP	●	Health Sector Strategic Plan
IATI	●	International Aid Transparency Initiative
ICCPR	●	International Convention on Civil and Political Rights
IDP	●	Integrated Development Programme
IFMIS	●	Integrated Financial Management Information System
IOSC	●	Isange One Stop Centers
ITES	●	Information Technology Enabled Services
IZU	●	Inshuti Z'Umuryango
JRLOS	●	Justice, Reconciliation, Law and Order Sector
JYEWE	●	Joint Youth and Women Employment Programme
MDGs	●	Millennium Development Goals
MDSR	●	Maternal Death Surveillance and Response
MIDIMAR	●	See MINEMA
MIFOTRA	●	Ministry of Labor and Public Service
MIGEPROF	●	Ministry of Gender and Family Promotion
MINAGRI	●	Ministry of Agriculture
MINALOC	●	Ministry of Local Government
MINECOFIN	●	Ministry of Economic Planning and Finance
MINEDUC	●	Ministry of Education
MINEMA	●	Ministry of Emergency Management (formerly Ministry of Disaster Management and Refugee Affairs)
MINICOM	●	Ministry of Trade
MINIJUST	●	Ministry of Justice
MININFRA	●	Ministry of Infrastructure
MINISANTE	●	Ministry of Health
MIS	●	Management Information System
MODA	●	Multiple Overlapping Deprivation Analysis
MoE	●	Ministry of Environment
MPI	●	Multi-Dimensional Poverty Index
NAEB	●	National Agriculture and Export Development Board
NCC	●	National Commission for Children
NCHR	●	National Commission for Human Rights
NEC	●	National Electoral Commission
NFNV	●	New Faces New Voices
NFPO	●	National Consultative Forum of Political Organizations

NGM	●	National Gender Machinery
NGO	●	Non-Government Organization
NHO	●	National Health Observatory
NAEB	●	National Agriculture and Export Development Board
NISR	●	National Institute of Statistics of Rwanda
NST	●	National Strategy for Transformation
NUP	●	National Urbanization Policy
ODA	●	Official Development Assistance
OMT	●	Operation Management Team
PEI	●	Poverty Environment Initiative
PMTCT	●	Prevention of Mother-to-Child Transmission of HIV
PPOC	●	Programme Planning and Oversight Committee
PSF	●	Private Sector Federation RBME
PSTA	●	The Strategic Plan for Agriculture Transformation
RCO	●	Resident Coordinator's Office
RDB	●	Rwanda Development Board
RDRC	●	Rwanda Demobilization and Reintegration Commission
REB	●	Rwanda Education Board
REMA	●	Rwanda Environment Management Authority
REWARD	●	Refugee Women in Agriculture for Rural Development
RHA	●	Rwanda Housing Authority
RMC	●	Rwanda Media Commission
RNP	●	Rwanda National Police
RPPA	●	Rwanda Public Procurement Authority
RRP+	●	Rwanda Network of People Living with HIV
RSSB	●	Rwanda Social Security Board
RUTF	●	Ready-to-Use Therapeutic Food
RWGBO	●	Rwanda Green Building Organization
SDF	●	Rwanda Spatial Development Framework
SDG	●	Sustainable Development Goal
SEDCR	●	Support for Effective Development Cooperation for Results
SEZ	●	Special Economic Zones
SMEs	●	Small and Medium Size Enterprises
SNAP	●	Spatial National Action Plan
SRH	●	Sexual and Reproductive Health
UASC	●	Unaccompanied and Separated Children
UHC	●	Universal Health Coverage
UNCT	●	United Nations Country Team
UNDAP	●	United Nations Development Assistance Plan
UPR	●	Universal Periodic Review

- UTFHS ● United Trust Fund for Human Security
- WASH ● Water, Sanitation and Hygiene
- VUP ● Vision 2020 Umurenge Programme

IMPLEMENTING UN AGENCIES:

- UN Aids ● The Joint United Nations Programme on HIV/Aids
- UNCDF ● United Nations Capital Development Fund
- UNDP ● United Nations Development Programme
- UNECA ● United Nations Economic Commission for Africa
- UNEP ● United Nations Environment Programme
- UNESCO ● United Nations Educational, Scientific and Cultural Organization
- FAO ● Food and Agriculture Organization
- UNFPA ● United Nations Population Fund
- UN Habitat ● United Nations Human Settlements Programme
- UNHCR ● United Nations High Commissioner for Refugees
- IAEA ● International Atomic Energy Agency
- UNICEF ● United Nations Children’s Fund
- UNIDO ● United Nations Industrial Development Organization
- IFAD ● International Fund for Agricultural Development
- ILO ● International Labour Organization
- IOM ● International Organization for Migration
- ITC ● International Trade Centre
- OHCHR ● Office of the United Nations High Commissioner for Human Rights
- UNV ● United Nations Volunteers Programme
- WFP ● World Food Programme
- UN Women ● United Nations Entity for Gender Equality and the Empowerment of Women



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United Nations Development Assistance Plan 2013-2018 (UNDAP I)

Final Report



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