UNITED NATIONS DEVELOPMENT ASSISTANCE PLAN (UNDAP)

July 2018 to June 2023 FOR RWANDA

United Nations
RWANDA
Unity *in* Diversity

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July 2018 to June 2023 **FOR RWANDA**

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Acronyms and abbreviations

ART	Antiretroviral Therapy
BOS	Business Operations Strategy (of the UN)
CRC	Citizen Report Card
CRRF	Comprehensive Refugee Response Framework
CSO	Civil Society Organization
DaO	Delivering as One
DRR	Disaster Risk Reduction
EAC	East African Community
ECD	Early Childhood Development
EICV	Integrated Household Living Conditions Survey (Enquête Intégrale sur les Conditions de Vie des ménages)
FARG	Fund for Neediest Survivors of Genocide Against the Tutsi in Rwanda
FONERWA	Fund for Environment and climate change in Rwanda
GDP	Gross Domestic Product
HACT	Harmonized Approach to Cash Transfers
HDI	Human Development Index
HIV	Human Immunodeficiency Virus
HSSP	Health Sector Strategic Plan
INGO	International Non-Governmental Organization
LODA	Local Administrative Entities Development Agency
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MeteoRwanda	Rwanda Meteorology Agency
MIDIMAR	Ministry of Disaster Management and Refugee Affairs
MIGEPROF	Ministry of Gender and Family Promotion
MINAGRI	Ministry of Agriculture
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MINEDUC	Ministry of Education
MINICOM	Ministry of Trade and Industry
MININFRA	Ministry of Infrastructure
MININJUST	Ministry of Justice
MoE	Ministry of Environment
MINISANTE	Ministry of Health
MINIYOUTH	Ministry of Youth
MITEC	Ministry of Information, Technology and Communication
NCC	National Commission for Children
NGM	National Gender Machinery
NGO	Non-Governmental Organization
NISR	National Institute for Statistics of Rwanda
NST	National Strategy for Transformation
NURC	National Unity and Reconciliation Commission
ODA	Official Development Assistance
OMT	Operations Management Team (of the UNCT)

PASP	Post-Harvest and Agribusiness Support Project
PPOC	Programme, Planning and Oversight Committee (of the UNCT)
PSF	Private Sector Federation
RAB	Rwanda Agriculture Board
RBC	Rwanda Biomedical Centre
RDB	Rwanda Development Board
RDDP	Rwanda Dairy Development Project
RDHS	Rwanda Demographic and Household Survey
RDRC	Rwanda Demobilization and Reintegration Commission
REB	Rwanda Education Board
REMA	Rwanda Environment Management Authority
RGB	Rwanda Governance Board
RNP	Rwanda National Police
SDG	Sustainable Development Goal
TVET	Technical and Vocational Education and Training
UNDAP	United Nations Development Assistance Plan
VUP	Vision 2020 Umurenge Programme
WASAC	Water and Sanitation Corporation
WASH	Water, Sanitation and Hygiene

United Nations Organisation and Agency Acronyms

FAO	Food and Agricultural Organisation
IAEA	International Atomic Energy Agency
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IOM	International Organization for Migration
ITC	International Trade Centre
ITU	International Telecommunication Union
OHCHR	Office of the High Commissioner for Human Rights
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCDF	United Nations Capital Development Fund
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNEP	UN Environment
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN Habitat	United Nations Settlements Programme
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNV	United Nations Volunteers Programme
UN Women	United Nations Women
WFP	World Food Programme
WHO	World Health Organization

Statement from the Government of the Republic of Rwanda

Currently, Rwanda's growth, while below historical standards, remains robust relative to the region, with 2017 growth of 6 per cent. 2017 was a highly political year for Rwanda, with Presidential elections in August. It was also a year where the seven-year Government Program (2017-2024) which coincides with the implementation of the remainder of the Economic Development and Poverty Reduction Strategy (EDPRS II) from 2013 to 2018, the Vision 2020 which will also cover the first four years of a new 30-year Rwanda Vision for the period up to 2050, otherwise known as Vision 2050.

The implementation instrument for all the above is the National Strategy for Transformation (NST1). The NST1 also embraces the UN Agenda 2030; the Africa Union Agenda 2063; and the East African Community (EAC) Vision 2050.

The NST1 was developed based on positive and potentially transformational factors that the country inherited from the previous development strategy (EDPRS2). Rwanda's visionary leadership, the culture of being results-focused and the favourable environment for doing business are some of those factors. Rwanda is a member of regional economic blocks like the East African Community (EAC), the Economic Community of Central African States (ECCAS) and Common Market for Eastern and Southern Africa (COMESA) among others. These markets could be tapped through increased intra Africa trade and removal of non-trade barriers; that will be supported by the signing in March 2018 in Kigali of the Africa Continental Free Trade Area (AfCFTA).

The Government worked very hard to address key challenges identified during the implementation of EDPRS II and used lessons to inform the NST1. Economic growth averaged 6.1 per cent (2013-2016) compared to 11.5 per cent targeted over the period 2013 to 2020. Growth in the sectors of agriculture, industry and services did not meet targets.

Exports have become more diversified, but performance has been weaker than projected in both traditional and non-traditional sectors. Weak domestic savings is a constraint on the domestic capacity to generate financing for private sector investment. Electricity generation increased by 72 per cent between 2012 and 2016 and access to electricity has improved but is still substantially lower than targeted. Rural households with access to electricity increased from 5 per cent to 27 per cent over the period but fell below the EDPRS II 2016 target of 50 per cent. Investments in increasing generation capacity have led to reduction in the electricity tariff for industry; however, challenges remain on ensuring reliability and consuming excess power generated. Rwanda is urbanizing at a high rate considering the last two decades where it has been among the highest urbanizing countries in Africa. However, urbanization needs to be accelerated for its transformational potential and its association with higher productivity, and higher income opportunities.

Access to primary education has reached near universal levels but there has been a mixed overall performance in education. Primary completion rate was at 65.2 per cent (2016) and low net enrolment rate at secondary level of 32.9 per cent (2016). Citizen satisfaction with public service delivery at 67.7 per cent demonstrates the efforts that are needed to improve the efficiency in delivery in line with the target of 80 per cent satisfaction.

The above successes and challenges have led to the ambitious development aspiration through the newly developed National Strategy for Transformation (NST1) based on three pillars: Economic Transformation, Social Transformation and Transformational Governance. They are the basis of the continuing drive towards Rwanda's transformation.

The Government of Rwanda acknowledges the sustained and on-going partnership with One UN Rwanda' - in implementing the programmes and activities identified in EDPRS II through the implementation of United Nations Development Assistance (UNDAP 2013-2018). The Government recognises too One UN Rwanda's contribution and support for the development of the National Strategy for Transformation (NST1) alongside that of all our other development partners. This United Development Assistance Programme (UNDP II) 2018-2023 is aligned to national priorities and NST1.

As Chair of the 'One UN' Steering Committee for Delivering as One in Rwanda, the Government acknowledges the UN systems' commitment to the domestication of Sustainable Development Goals and the ongoing UN reforms. Rwanda's

continued readiness to embrace effective, innovative and efficient ways of working with the UN, the private sector, the civil society to deliver development agenda that has impact on the people's lives mainly the most vulnerable ones, leaving on one behind.

Our partnership with the UN, and indeed with all our development partners, sets a dynamic example of a country inspired by the Busan Partnership, informed by the principles highlighted in the Rome and Paris Declarations and the Accra Agenda.

The Government welcomes and expresses great confidence in the UN Rwanda UNDAP II (2018-2023), which has been designed through an inclusive consultative process and is fully aligned with our national strategy. Therefore, the Government of Rwanda is fully committed to working with UN Rwanda in the implementation of the UNDAP II for the benefits of the people of our country. I thank all our development partners for their on-going engagement and financial assistance and look forward to working with all partners in the same spirit.

Dr. Uzziel Ndagijimana
Minister of Finance and Economic Planning

United Nations in Rwanda Vision 2030

Achieving the SDGs in Rwanda will necessitate a precise understanding of the structural drivers of poverty and the trends that will pull the country in a positive direction. To facilitate a common understanding of such factors, in September 2017, the United Nations Country Team (UNCT) in Rwanda undertook a visioning exercise exploring the national development context and the role of the UN in the country. This exercise enabled the UNCT members to gain a common understating of the country's development challenges and aspirations as articulated in Rwanda Vision 2050 and the National Strategy for Transformation (NST1) 2017-2024. The process also generated a common definition of the UN system's contribution to supporting Rwanda attain the various global and regional agenda and frameworks, including UN 2030 Agenda and African Union Agenda 2063[1].

The culmination of the exercise was the development of an overarching 2030 Vision Statement for the United Nations system in Rwanda:

> "The One UN strategically and effectively supports Rwanda to achieve inclusive, equitable and sustainable development and a high quality and standard of life for everyone."

United Nations Rwanda Country Team
United Nations Development Assistance Plan 2018-2023
Kigali, September 2017

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1   These include Transforming Our World: The 2030 Agenda for Sustainable Development and related Sustainable Development Goals; b) Sendai Framework for Disaster Risk Reduction; c) Addis Ababa Action Agenda on Financing for Development; d) Paris Agreement on Climate Change; e) World Humanitarian Summit; f) Summit on Refugees and Migrants; g) Habitat III; h) African Union (AU) Agenda 2063: The Future we want for Africa – Unity, Prosperity and Peace; i) Common Africa Position on post 2015 development agenda (CAP).

Executive Summary

The UNDAP II 2018-2023 outlines the areas of collaboration with the national development agenda in Rwanda by the United Nations system, under the umbrella known as 'One UN'. The UNDAP is informed by and responds to global and regional normative frameworks, including the 2030 UN Agenda for Sustainable Development and the SDGs, the African Union Agenda 2063, and the East African Community (EAC) Vision 2050. It is also guided by thematic conventions and mandates of specific UN agencies.

Building on the strong relationship between UN agencies and stakeholders in Rwanda and in the spirit of Delivering as One (DaO), the UNDAP and the agency-specific strategic documents were developed through a joint and participatory process. This brought together Government line ministries and departments, bilateral and multilateral partners, civil society organisations, the private sector and the media to review progress, challenges and lessons learned and to identify key areas of strategic intervention for the UN system in Rwanda.

Through this interactive and iterative process, three Strategic Priority Areas for the UNDAP 2018-2023 were identified: (i) Economic Transformation; (ii) Social Transformation, and; (iii) Transformational Governance. These results areas are directly aligned to the Government of Rwanda's national development priorities as outlined in the Vision 2050, the National Strategy for Transformation (NST1) 2017-2024 and the subsequent Sector Strategic Plans and District Development Strategies, grounded on Agenda 2030, AU Agenda 2063 and EAC Vision 2050. Maximising the UN system's comparative advantage in Rwanda, the UNDAP II consists of six Outcomes and 25 Outputs, each with defined results and means of measurement and verification.

Informed by the recommendations of the final evaluation of the UNDAP 2013-2018, the UNDAP II seeks to further strengthen the humanitarian-development nexus and improve programmatic integration and coherence, including through appropriate integration between operational and programmatic action for more efficient implementation of interventions and more effective and impactful UN system support to national development. The overarching principle of the UNDAP II is to 'leave no one behind' underpinned, by other programming principles: human rights, gender equality and women's empowerment; sustainability and resilience; and accountability. Interventions focus on ensuring the targeting and prioritization of the most vulnerable populations, reaching first the furthest left behind.

The implementation modalities for the UNDAP II 2018-2023 have been defined based on lessons learned from the previous cycle. They are more efficient and cost effective and have a streamlined architecture; the apex of which is the One UN Steering Committee chaired by the Minister of Finance and Economic Planning and the UN Resident Coordinator. It meets twice a year to discuss the strategic aspects of the UNDAP II and provide oversight for delivery of results. In the context of the ongoing UN reforms, greater emphasis has been placed on improving the coordination of UN agencies and the collective leadership of the United Nations Country Team (UNCT) to better implement its commitment to Delivering as One.

The UNDAP II continues to build on well-established partnerships with stakeholders, including national line ministries, agencies, and departments, civil society, bilateral and multilateral partners, and academia. Meanwhile, it places greater attention on engaging further with the private sector and forging cooperation with new actors that may include new development partners and philanthropic organizations. All activities are grounded on good practices, knowledge and experience-sharing through South-South and triangular cooperation, and innovative solutions for national economic, social, and governance transformation to contribute to improving people's lives, especially the most vulnerable.

Over the five-year period, the UN agencies who form One UN Rwanda estimate the indicative contribution through the UNDAP will be US$ 630,691,127 of which US$ 252,655,776 (40 per cent) is projected to be currently available over the five-year period. The balance of US$ 378,035,351 (60 per cent) will be mobilized through various initiatives including a consolidated resource mobilization strategy based on identified joint programmes. The UNDAP budget contains amount that addresses both humanitarian response (US$ 272,790,908: 43 percent) and development programming (US$ 357,900,219: 56 percent). The plan is implemented through Joint Work Plans, Joint Programmes and agency-specific interventions all reported through the UN Information System managed by the UN Resident Coordination Office.

Signature Page

In Witness thereof the undersigned, being duly authorized, have signed this UNDAP II 2018-2023.

For the Government of the Republic of Rwanda

Dr. Uzziel Ndagijimana
Minister of Finance and Economic Planning

For the United Nations in Rwanda

Mr. Fodé Ndiaye
UN Resident Coordinator

Dr. Andrew Mold
ECA Director a.i

Mr. Gualbert Gbehounou
FAO Representative
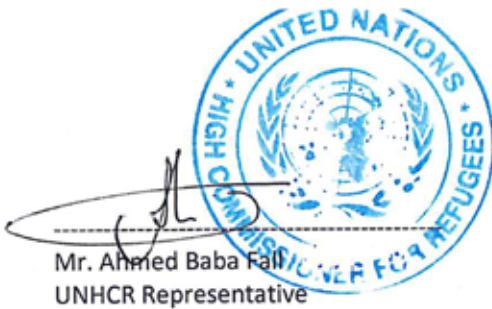
Mr. Ahmed Baba Fall
UNHCR Representative

Mr. Edward Maly
UNICEF Representative
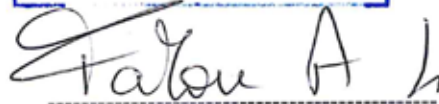
Ms. Fatou Aminata Lo
UN WOMEN Representative a.i.
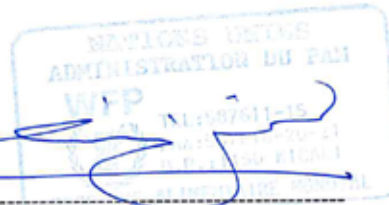
Mr. Abdurrahim Siddiqui
WFP Representative a.i.

Dr. Olushayo Olu
WHO Representative

Mr. Francisco J. Pichon
Country Programme Manager

IFAD | FIDA

Investing in rural people
Investir dans les populations rurales
Invertir en la población rural
الاستثمار في السكان الريفيين

Mr. Wellington Chibebe
ILO Director

International
Labour
Organization

Ms. Helene Fors
IOM Chief of Mission

International Organization for Migration (IOM)
The UN Migration Agency

Dr. Betru Woldesemayat
UNAIDS Country Director

UNAIDS

Mr. Stephen Rodriques
UNDP Country Director

UN
DP

Empowered lives.
Resilient nations.
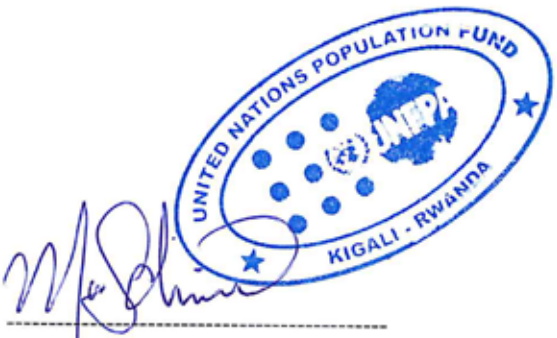
Mr. Mark Bryan Schreiner
UNFPA Representative

UNFPA

Mr. Shaukat Abdulrazak
IAEA Technical Cooperation Department
Director, Africa Division

Ms. Judith Karl
UNCDF Executive Secretary

Ms. Isabelle Durant
UNCTAD Deputy Secretary -General

Ms. Juliette Biao Koudenoukpo
Director and Regional Representative
UNEP Africa Office

Ms. Ann Therese Ndong-Jatta
UNESCO Regional Director

Ms. Naison D. Mutizwa-Mangiza
UN-HABITAT Director, Regional Office for Africa

Mr. André Habimana
UNIDO Country Representative

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for Mr. Njoya Tikum
UNV Regional Manager

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for Mr. Gerry Lynch
ITC Director, Division of Programme Support

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1. Introduction

1.1 The United Nations in Rwanda

The United Nations system in Rwanda consists of 22 UN agencies, programmes, and funds, both resident and non-resident. Since 2008, the Government of Rwanda and the UN Rwanda have been at the forefront of a global initiative known as "Delivering as One" (DaO) or "One UN". This aims to increase the UN system's impact through more coordinated and impactful actions, more coherent and effective programmes, reduced transaction costs for Governments, and lower overhead costs for the UN system. One UN Rwanda has firmly established the DaO philosophy and has ensured that UN programmes and funding are closely aligned to national priorities. It has strengthened Government leadership and ownership and has ensured access to the experience and expertise of a wider range of UN organizations.
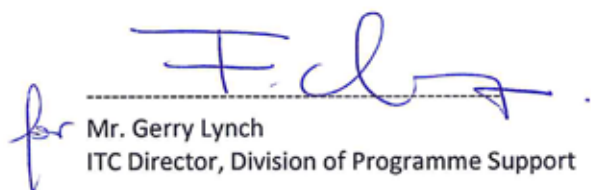
The UN in Rwanda was the first country team that fully adopted all 15 core elements of the Standard Operating Procedures (SOPs) for the second generation of Delivering as One, which were signed by 18 UN agency Executive Directors.

Guided by universally-recognised human rights standards and international norms, the One UN in Rwanda offers its cooperation and assistance for:

- Promoting innovative, home-grown solutions and leadership towards sustainable economic, social, cultural, and human development;
- Developing and implementing policies and normative frameworks in line with international conventions and treaties to which Rwanda is a state party;
- Innovation, through piloting new initiatives, and developing knowledge networks and sharing, including South-South learning and triangular cooperation.

These core strategic approaches are operationalized through the collective efforts of the One UN family in Rwanda to leverage its local and global technical expertise, capacities and resources to support Rwanda in achieving its medium goals and long-term vision.

The One UN in Rwanda is catalyzing the growth of small and medium enterprises in the country. © UN Rwanda

A review conducted in 2017 identified five areas that the UN in Rwanda has strong comparative advantage.

(i) **Strong convening power:** The UN is able to bring together a wide range of individuals, groups, and institutions around key issues. In addition to convening sectoral and multi-sectoral forums and groups across the diverse portfolio of the UN system cooperation in Rwanda, the organization of key events such as UN Day and others has generated significant attention and clearly demonstrated this unique attribute;

(ii) **Ability to influence and advocate on key national and regional issues** across a broad and diverse portfolio of areas and sectors, based on evidence, global presence, networks and normative mandates;

(iii) **Multifaceted functions capacities and mandates** of the UN system in Rwanda and globally, spanning development, humanitarian, peace, security, and human rights undertaken through different strategies including policy advice, capacity development, service delivery, technical assistance/expertise, and analytical and data generation capacities;

(iv) **Credibility,** trusted as a partner not only by the Government but also other stakeholders. This is attributed to the UN system's impartiality, strong relationships with the Government built over time, and the alignment to national frameworks and priorities;

(v) The **Delivering as One approach**, which has led to greater coherence, enhanced visibility and impact of the UN system's interventions, as well as reduced transaction costs for UN, Government, other national partners and, development partners.

1.2 Lessons learned from past UN cooperation (2013-2018)

The final evaluation of the UNDAP I 2013-2018 concluded that UN interventions in Rwanda were relevant and aligned and, to the extent possible, correlated with Government priorities included in EDPRS 2 and Vision 2020. Many UNDAP joint programmes showed strong alignment to Government flagship programmes including the Sustainable Growth Programme, the Vision 2020 Umurenge Programme on social protection, and the Governance Programmes.

In addition, a series of key lessons learned were highlighted as important to carry forward into the 2018-2023 programming cycle. These were:

(i) Government involvement in the design phase and its strong commitment and accountability positively contributed to and influenced the achievement of results.

(ii) Establishing strong partnerships with different stakeholders including the private sector, civil society, and bilateral organizations was an important contributing factor to the success of UN interventions in Rwanda.

(iii) The institutionalization of results ensured the greater potential for sustainability, since the Government was involved at all programme stages, including implementation.

In addition, a number of specific recommendations, from the final evaluation of the UNDAP I 2013-2018, were duly considered and incorporated in the development of the UNDAP II. These recommendations called for the UN in Rwanda to:

(i) Strengthen the nexus between humanitarian and development programming, ensuring the explicit integration of Disaster Risk Management principles in development planning and implementation;

(ii) Identify and address the needs of most vulnerable groups in programme planning, implementation and reporting using disaggregated data on vulnerable groups;

(iii) Reinforce capacity development, especially ownership of these efforts by stakeholders, to ensure the longer-term utilization and sustainability of new knowledge and abilities. In addition, strengthen the UNDAP II results framework by clearly articulating the metrics for measuring the quality and sustainability of capacity development efforts.

(iv) Strengthen the UNDAP II results framework to include clear indicators, baselines targets and means

of verification, a list of partners and a common budgetary framework and where relevant, links to other UN plans. In addition, strengthen mechanisms for monitoring and reporting and align UNDAP II planning documents to the results framework.

(v) Address funding in a more sustainable manner in the UNDAP II - including partnerships - by ensuring that the roles and responsibilities for resource mobilization are clearly outlined and understood by the different coordinating mechanisms under the One UN umbrella.

In addition, the experience of the 2013-2018 UNDAP management and coordination architecture was found to be relatively cumbersome, with overlapping roles and functions reducing efficiencies and effectiveness. An important lesson learnt was the need for rationalisation of the architecture, and clear definition of roles and responsibilities and systems for ensuring accountability of the various structures and their individual members.

1.3. The UNDAP II preparation process

The UNDAP II development process commenced with the preparation of a Roadmap which was drafted and approved by the One UN Steering Committee in September 2016. To guide the implementation of the roadmap, an UNDAP Task Force was constituted to provide overall quality assurance, with technical assistance from the existing Programme, Planning and Oversight Committee (PPOC) with overall coordination by the RC Office.

The benefits of UN alignment with the national programme cycle were apparent as the UNDAP preparation significantly benefitted from the parallel development of the Vision 2050, the NST1 2017-2024, and various sector strategic plans under the leadership of the MINECOFIN and the National Institute for Statistics of Rwanda (NISR). The development of the UNDAP was further informed by the UN Common Country Analysis and the final evaluation of the UNDAP I 2013-2018 as well as key global frameworks including Transforming Our World: The 2030 Agenda for Sustainable Development and related SDGs; b) Sendai Framework for Disaster Risk Reduction; c) Addis Ababa Action Agenda on Financing for Development; d) Paris Agreement on Climate Change; e) World Humanitarian Summit; and AU agenda 2063.

A results-based management workshop for technical staff of the UN agencies was held in May 2017, at which the updated UNDG UNDAF programming principles in the context of the SDGs were shared. This led to a key milestone in the process, the Strategic Prioritization Retreat held in September 2017. At this workshop,

representatives from Government line ministries, civil society, private sector and other key stakeholders along with the UN agencies identified a set of strategic priority areas, potential outcomes, and possible strategies for UN cooperation in Rwanda.

Between September and November 2017, under the overall leadership of the RC and Heads of Agencies, with technical input of the PPOC and UN technical teams required guidance was provided on organising a series of meetings including with Government and other national stakeholders to further develop Outcome and Output results under each of the strategic results areas. Concurrently, four UN agencies (UNDP, UNFPA, UNICEF and WFP) worked on their agency-specific Country Programme Documents as required by their Executive Boards, to ensure full harmonization and consistency of results with the UNDAP II. The two processes of UNDAP and other UN strategic documents benefit from the same validating process. Other agencies are in the process of designing their country specific strategic documents and programmes also aligned to the UNDAP II.

The overall process was highly participatory and culminated in a technical validation of the UNDAP II and the UN agency strategic documents by national stakeholders in November 2017. Of course, UN agencies included other specific processes more tailored to their operations. The UNDAP Results Framework was endorsed by the One UN Steering Committee on 20th December 2017. During the meeting, the MINECOFIN Minister who was co-chairing it with the Resident Coordinator commended both the very good participatory process and the high quality of the UNDAP II articulated with national priorities. The endorsement of the UNDAP II Results Framework triggered the subsequent approval of the UN strategic documents, given the fact that the two processes were conducted simultaneously. Finally, the UNDAP II was finally approved by the Regional UNDG.

> "UNDAP preparation significantly benefitted from the parallel development of the Vision 2050, the NST1 2017-2024, and various sector strategic plans"

© Alice Kayibanda

2. Rwanda's Development Context

Economic growth and poverty reduction: Rwanda is among the fastest growing economies in Africa[2], sustaining strong economic growth averaging around 7.9 per cent per annum over the last 15 years. The growth generated has been broad based and largely inclusive. As a result of the robust growth, per capita income increased from US$225 in 2000 to US$774 in 2017[3]. In 2017, all sectors of the economy registered positive growth, led by services growing by 8 per cent; while agriculture and industry grew by 7 per cent and 4 per cent respectively, albeit from a low base[4]. The economy is showing signs of structural transformation skewed towards the service sector. The share of the agriculture sector contribution to the economy declined from 37 per cent in 2000 to 31 per cent in 2017; whereas the share of industry remained virtually unchanged, ranging between 13 per cent and 17 per cent annually between 2000 and 2017[5]. The contribution of the service sector increased marginally from 45 per cent to 46 per cent during the same period[6]. Access to finance has significantly increased in the country following the rapid expansion of financial services using mobile technology.

Poverty declined rapidly during the last decade from an estimated 56.7 per cent in 2005/06 to 39.1 per cent in the 2013/14 period[7]. Rural areas continue to have the highest poverty rate of 62 per cent, compared to an average of 16.3 per cent in urban areas[8]. In rural areas, poverty for the most part remains entrenched, with significant variations across regions. That category of population is income as well as multidimensional poor[9]. The Human Development Index (HDI) places Rwanda in

2   World Economic Forum, 2016. Available at https://www.weforum.org/agenda/2016/04/5-things-to-know-about-rwanda-s-economy/
3   National Institute of Statistics of Rwanda (NISR), Gross Domestic Product 2017, available at http://www.statistics.gov.rw/publication/gdp-national-accounts-2017
4   ibid
5   ibid
6   ibid
7   NISR, Rwanda Poverty Profile Report - Results of Integrated Household Living Conditions Survey (EICV 4) 2015
8   ibid
9   United Nations Rwanda, Common Country Analysis (2017).

the low human development category. However, the HDI improved to 0.498 in 2015 from a low of 0.233 in 1990, ranking the country 27th in Africa and 159 out of 188 countries globally[10]. Inequality in Rwanda is the highest in the East African region.

Financing for development: External development financing to Rwanda is comprised of inflows from official development assistance (ODA), emerging partners, foreign private investment, remittances, and foreign private foundations and international non-governmental organizations (INGOs). The ODA to the public sector continues to be the largest source of development finance with US$978.3 million in disbursements in 2016/17, but external private sector resources are increasingly an important part of the development finance landscape, totalling US$981 million in 2016/17. The total amount, including other sources, totalled US$2.01 billion in 2016/17. Excluding foreign private foundations and INGOs for which data is not available for 2014/15 and 2015/16 and which includes resources received from donors, the total flows were US$1.75 billion – an increase of 8.2 per cent from US$1.62 billion in 2015/16.

While public sources of development finance (ODA and emerging partner flows) still play a crucial role, private sources of development finance (foreign private investment, remittances, foundations/INGOs) are increasingly important in financing the country's development. While total ODA and emerging partner flows are increasing overall, this is due to increases in loan disbursements from international finance institutions. If these are excluded, ODA decreased by 5 per cent from US$685.8 million in 2014/15 to US$622.7 million in 2016/17. Flows from emerging donors also decreased by 8 per cent, from US$59.7 in 2014/15 to US$48.0 million in 2016/17. Combined, ODA and emerging partner flows increased by 4 per cent from US$965.5 million in 2014/15 to US$1.03 billion in 2016/17, due to increasing disbursements of mostly loans from international finance institutions. Currently, 45 per cent of Rwanda's development budget is externally financed.[11] The country's tax base (15.8 per cent of GDP in 2015/16) and domestic savings as a share of GDP (12.2 per cent in 2015) remain relatively low compared to the needed ratio (20-25 per cent of GDP).

Food security and nutrition: Despite strong agricultural productivity, Rwandan households are increasingly dependent on markets to source their food for consumption. Some 70 per cent of all food consumed in Rwanda is accessed through markets, rather than self-production[12]. With the absolute number of undernourished people in Rwanda having increased from 4.0 million in 2004-2006 to 4.8 million in 2014-2016[13], addressing food insecurity and malnutrition requires well-coordinated food and nutrition security-sensitive safety nets that align actions for short-term seasonal food assistance, and a long-term resilience strategy for vulnerable households. Shock-responsive safety nets are also required in situation of natural disasters and/or sudden economic shocks.

A small-holder farmer in Gisagara District preparing maize grains to sale to the market. WFP Rwanda supports small-holder farmers to improve food production by applying modern farming techniques, empower them with postharvest handling skill, and link them to the potential buyers.
© WFP/JohnPaul Sesonga

Although a majority of Rwandans are still employed in the agriculture sector, food security and nutrition are now fully recognized as being cross-sectoral, with "livelihoods" being a key determining food security driver. Livelihoods, as the means of earning income and food, is reflected in the strength of the private sector, innovation, education and resource base. The roles of the Ministry of Agriculture, as well as the Ministry of Trade and Industry and the Ministry of Local Government, providing social protection and being responsible for local economic development, are key to ensuring widespread household food security.

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10   United Nations Development Programme 2016, Human Development Report,
11   Ministry of Finance and Economic Planning Rwanda Official Development Assistance Report 2016
12   MINAGRI, NISR and WFP, Comprehensive Food Security and Vulnerability analysis (CFSVA) 2015
13   FAO, IFAD, UNICEF, WFP, WHO, The State of Food Security and Nutrition in the World 2017, Building resilience for peace and food security, 2017

Ensuring households' food security throughout the year also requires multi-sectoral policies and strategies, as well as the interventions of multiple ministries, national institutions and local governments. This is reflected clearly in the theory of change towards improved household food security and nutrition, where the critical contributions are made by individual sectors towards the final outcome. These sectors include agricultural production, health, economic growth and innovation, infrastructure, industry and trade, water, sanitation and hygiene, social protection, education, gender and women's empowerment, climate and environment, peace, justice and strong institutions.

Employment and job creation (decent work): Rwanda is facing high levels of unemployment and underemployment and other decent work deficits. Decent work sums up the aspirations of people in their working lives. It involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and the equality of opportunity and treatment for all women and men.

The latest labour force survey statistics show an unemployment rate of 16.7 per cent, whilst an extra three million people are outside the labour force, with over 1.76 million of them being engaged in subsistence farming. The unemployment rate among young people aged 16 to 30 years of age is high, at 21 per cent[14]. Low level of labour productivity across all sectors have continued to constrain the country from achieving its full potential.

Most people are working in the informal economy. Here low incomes and limited access to public institutions prevent the poor from investing in skills that could boost their employability and productivity and ensure their protection from income shocks and risks. Lack of education and limited recognition of skills garnered in the informal economy also prevent poor people from entering the formal economy, while the scarcity of livelihood opportunities in rural areas often drives migrants into informal work in urban areas and in developed countries. Labour market discrimination of vulnerable groups such as poor women, people with disabilities, or people living with HIV often pushes these families and communities into poverty and survival through informal work.

The UN's approach to promote decent work in the informal economy is to pursue a comprehensive and integrated strategy cutting across a range of policy areas that eliminates the negative aspects of informality, while preserving the significant job creation and income-generation potential. It must also promote the protection and incorporation of workers and economic units in the informal economy into the mainstream economy. However, understanding the context, nature and root causes of informality is key to promote decent work in Rwanda's informal economy and contribute to relative pro-poor growth.

In 2017, according to NISR and World Bank data, manufacturing share to GDP (6%) remains low compared to other countries in sub-Saharan Africa (9.9%). The emerging pattern of growth that is largely driven by the service sector needs to be rebalanced through rapid industrialization aimed at creating decent and productive jobs for the youthful population.

Private sector development: Rwanda has achieved tremendous growth of its private sector over the last 15 years, including a 103 per cent increase in large private establishments (100+ workers). The percentage increase of these establishments is higher in rural areas (38.1 per cent) compared to urban areas (7.3 per cent)[15]. The 2016 "Doing Business Report" attributes this progress mainly to new reforms including business registration, acquisition of construction permits, property registration, and cross-border trade, among others, which spur Rwanda's competitiveness, attract new investments into the country and support existing enterprises[16].

Despite this considerable growth of the private sector and substantial contribution of services to Rwanda's economic development, various factors continue to constrain potential growth of the private sector. Services skills in the Rwandan workforce need continuous upgrading to meet regional and international competitive standards. Improvements have been made to the average level of secondary and higher education, but enrolment and completion remain low, and repetition and dropout remain higher than the sub-Saharan Africa averages. To address these interlinked challenges, the Government has allowed the free flow of labour into Rwanda from other EAC countries, particularly, Kenya and Uganda, and made substantial adjustments to the national curriculum at all levels by introducing a competence-based education curriculum. However, its roll out is still nascent and the results not yet sufficiently evident. The Government is

14   NISR, Labour Force Survey Report, February 2017
15   NISR, Establishments Census 2011, 2014
16   World Bank Group. 2015. Doing Business Economy Profile 2016: Rwanda. World Bank, Washington, DC

putting a clear emphasis on human capital development and improved quality of education and TVET.

Stimulating private investment faces some challenges, such as the geographical position as a landlocked country, the relative size of the economy and the limited availability of raw materials. The Government is trying to address this through regional integration. EAC regional integration is an opportunity for Rwanda to reduce barriers to private sector investment by increasing the size of the markets, lowering the costs of imports and improving connectivity in terms of land transportation Its comparative advantage is the conducive environment. In the 2018 World Bank Doing Business Report Rwanda ranked 41 globally and 2nd on the continent behind Mauritius.

Regional integration and trade: Trade facilitation and regional integration have remained a key focus of the Government of Rwanda to enhance the country's ability to connect with regional and global markets. Despite the substantial growth in the private sector and public investment in policy and infrastructure aimed at increasing external connectivity and boosting Rwanda's regional and international trade, exports as a percentage of GDP reached 15.3 per cent in 2016[17], well short of the 21.1 per cent target. This shortage has been attributed to global commodity price shocks, especially coffee and minerals, and the regional instability that affected both Rwanda's exports and realization of key regional infrastructure projects intended to boost connectivity. Rwanda enjoyed well-appreciated security and stability. However, peace and security in Rwanda can also be influenced by regional developments. Rwanda hosted in 2014 UN regional development actors meeting following the adoption of the Peace, Security and Cooperation Framework in 2013. Subsequently the United Nations Great Lakes Regional Strategic Framework was developed – a regional One UN approach focusing on addressing conflict drivers between the Democratic Republic of the Congo, Uganda, Rwanda, Burundi and Tanzania in six pillars of action:

i.   Sustainable land and natural resources management;
ii. Economic integration, cross-border trade, food and nutrition security;
iii. Mobility;
iv. Youth and adolescents;
v.   Gender and sexual and gender-based violence;
vi. Justice and conflict prevention.

Environment, natural resources and climate change: Rwanda is committed to sustainable economic development and a transformation to a green economy. The Government has prioritised the protection and conservation of the environment along with optimal and rational utilization of natural resources for sustainable national development. This commitment is reflected by the increase in the Government's expenditure on environment and climate change from 0.4 per cent to 6.2% per cent of the national budgets between 2004 and 2016-2017[18].

However, Rwanda's high population density and significant reliance on land and natural resources for survival place extraordinary and increasing pressures on these resources. An estimated 96 per cent of rural households depend on subsistence agriculture. A projected increased growth in the rural population poses a challenge for the sustainable management of natural resources in Rwanda. Weak land-use planning and high levels of land degradation continue to take place, making Rwanda increasingly prone to natural disasters including landslides and floods, due to its hilly terrain. While national and district level land-use plans have been developed, the plans are not yet fully aligned.

The extensive reliance on wood for energy and construction has accelerated deforestation. An estimated 86 per cent of the population relies on firewood for cooking due to the absence of alternative sources of energy, while 40.7 per cent of houses are built using tree poles[19]. Deforestation has contributed to soil erosion, loss of biodiversity and unsustainable agriculture. In response, the country has prioritised increasing the forest cover, which reached 28 per cent of the landmass in 2017.

The high level of vulnerability of the economy to external shocks including climate change-induced drought or rains and the fall in commodity prices has significantly affected a large segment of the population. Such shocks often produce negative coping strategies among vulnerable populations, which not only constrain household welfare, but also further degrade the environment. In addition to hurting the economy, climate change poses a significant risk to food security in the country.

Despite efforts to strengthen the provision of accurate and timely weather and climate information through the 2010 Meteorology Policy and Climate Data policy, gaps exist in the technical capacity in terms of early warning. Further, national emergency preparedness and response capacity to natural disasters, in terms of contingency planning and support to affected populations, is limited.

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17   World Bank Data, https://data.worldbank.org/indicator/NE.EXP.GNFS.ZS?locations=RW
18   Environment and climate change assessment report
19   MINIRENA, ENR Sector progress report 2013-2017, 2017

In addition, there is limited coordination of initiatives and mainstreaming across sectors, limited environment and natural resources sector monitoring, as well as weak engagement of the private sector, civil society and communities. This is further compounded by the inadequate and unpredictable financing of the sector. However, some initiatives are ongoing to address innovative financing and green and climate finance.

Socio-economic inclusion of refugees: Stimulated by the Joint Strategy of the Government of Rwanda and UNHCR on Economic Inclusion of Refugees[20], a new paradigm has been established whereby refugees are not just seen as forcibly displaced people with rights, but also as consumers, employers, employees, and entrepreneurs who can contribute to the economic development of their host communities.

Improved refugees' self-reliance is key to assisting the Government of Rwanda to deliver on its pledge to graduate 18,000 refugees from humanitarian assistance by the end of 2018[21]. To further pursue self-reliance, another change was to shift the incentive structures created by the current humanitarian approach and promote living in 'alternatives to camp'[22] settings, such as integrated settlement areas. This should be driven by a Government-led shift to change the nature of the current refugee camps to encourage business activities in rural refugee-hosting areas as well as for humanitarian actors to undertake targeted assistance that does not incentivize camp dwelling. A cross-sectoral effort to align with and adopt Rwandan models for development will also drive sustainable change as well as an ambition to shift to cash-based assistance. This, in turn, drives multiplier effects and economic growth in refugee-hosting areas. Planning for refugee operations should increasingly be informed by central as well as local level development plans. With observed reductions in contributions from traditional humanitarian funders, leveraging complementary financing partnerships is an important strategy for economic and financial inclusion of refugees, where strategic seed funding can serve to attract non-traditional financing for inclusive programmes for both refugees and host communities.

Such an inclusive and cross-cutting strategic approach aims to ensure the safe, dignified and productive lives of refugees as well as host communities, thereby contributing

UNHCR supports Refugees, especially women, to produce local handcraft material, which they sell to earn a living.
© UNHCR Rwanda

to sustainable and whole-of-society development. The approach is being operationalized, amongst others, by means of yearly participatory assessments. In 2018, these are complemented by a comprehensive verification exercise and a socio-economic profiling exercise as well as other assessments to inform holistically how to achieve the strategic vision of the refugee operation.

People, health, dignity and equality: Rwanda has achieved remarkable social development progress over the last two decades; and was one of the few countries in Africa that achieved almost all the targets of the Millennium Development Goals (MDGs). Major gains have been made in access to education, gender parity in primary and secondary education, reductions in maternal and child mortality, HIV incidence and prevalence, malaria incidence, and the use of safe water and sanitation. Subsequently, over the past 20 years, Rwandans' life expectancy has increased from 51 years to 64.5 years (62.5 for males and 66.2 for females). Undernutrition, particularly amongst young children and women, continues to be a public health concern, with sanitation and hygiene standards a contributing factor, resulting in poor health status.

Reproductive, maternal, neonatal, child and adolescent health: Rwanda achieved the MDG targets for maternal and child mortality primarily because of concerted investment in a comprehensive health system.

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20 Economic Inclusion of Refugees in Rwanda, A Joint Strategy the Ministry of Disaster Management and Refugees and UNHCR for furthering Economic Development in Host Communities through Refugee Self-Reliance (2016-2020) http://www.unhcr.org/rw/wp-content/uploads/sites/4/2017/02/Economic-Inclusion-of-Refugees-in-Rwanda-Final-Version.pdf
21 Public Summary Document, US Leaders' Summit on Refugees 20 September 2016, Rwanda see page 8 https://refugeesmigrants.un.org/sites/default/files/public_summary_document_refugee_summit_final_11-11-2016.pdf
22 UNHCR Policy on Alternatives to Camps (2014) http://www.unhcr.org/protection/statelessness/5422b8f09/unhcr-policy-alternatives-camps.html

Despite reducing from 76 per 1,000 live births in 2010 to 50w/1,000 the child mortality level remains high[23]; so too does the maternal mortality rate which decreased in the same period from 476 to 210 deaths per 100,000 live births[24]. Less progress has been realised in the infant mortality rate that stands at 32 per 1,000 births, down from 50 /1,000 in 2010[25]. Mortality is significantly higher in rural areas and among the poorest families. Around 78 per cent of under-five deaths in health facilities occur from neonatal complications[26]. With over 90 per cent of births taking place in health facilities and most management of sick newborns undertaken in hospitals, strengthening the quality of services is key to reducing newborn mortality.

Ziada, a midwife and Francoise, a neonatal nurse in a hospital in Rubavu, Western Province of Rwanda. © UNFPA Rwanda

The use of contraceptive prevalence rate in Rwanda has 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 has stagnated over the last few years, and the rate of contraceptive use by women aged 15 to 49 is only 31 per cent[27]. The overall fertility rate reduced from 4.6 in 2010 to 4.2 in 2015[28]. The adolescent fertility rate for girls aged 15-19 in 2014/2015 increased to 7.3 per cent from 6 per cent between 2005-2010[29]; and

only 13.6 per cent of health facilities currently offer youth-friendly adolescent reproductive health services[30].

While the progress in this area is commendable, challenges related to this sector include the insufficient number of qualified midwives, and lack of emergency obstetric and quality of newborn care services. These gaps need to be filled to effectively implement the Reproductive, Maternal, Newborn, Child and Adolescent Health Policy (2017-2030). In addition, increasing the uptake of modern contraceptives by scaling up post-partum family planning information, ensuring the availability of commodities at all health facilities and expanding social marketing of modern contraceptives is required to close the gaps. Outreach interventions and increased youth friendly services are essential.

HIV and AIDS: Adult (15-49 years) HIV prevalence in Rwanda has remained stable at around 3 per cent over the last ten years with an estimated 3.8 per cent of women and 2.3 per cent of men HIV positive[31]. However higher HIV prevalence is recorded in the City of Kigali 6.3 per cent[32] and highest HIV prevalence at 45.8 per cent, amongst female sex workers[33].

Although the overall HIV prevalence has stabilised, deeper analysis of 2010 and 2015 data reveals that the epidemic in Rwanda is aging, as the highest prevalence shifts over time to older age groups as well as increasing prevalence rates among young people aged 20-24 between 2010 and 2015 (from 1.8 per cent to 2.4 per cent in women; from 0.5 per cent to 1 per cent in men)[34].

The health sector has been active in reacting to the HIV epidemic, especially through timely adoption of recommended response actions. One of the key changes in the national HIV response over the past three years has been an evolution in national guidance on when to start anti-retroviral treatment (ART). Subsequently, the Ministry of Health revised its national guidelines in 2016 to align with the World Health Organization consolidated guidelines on the use of antiretroviral drugs for treating and preventing HIV infection; these guidelines

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23   Rwanda Demographic and Health Survey (RDHS) 2014/2015
24   ibid
25   ibid
26   Ministry of Health, 2015 Health Management Information System
27   RDHS 2014/2015
28   ibid
29   ibid
30   Ministry of Health, HSSP II Mid Term Review, 2015
31   ibid
32   ibid
33   ibid
34   Ministry of Health, Behaviour and Biological Surveillance Survey (BSS) 2015

recommend treating all individuals who are HIV positive as soon as possible following infection. This policy change to the "Treat All" approach (in July 2016) stipulated that all HIV-positive people should start ART as soon as they test positive, including those currently in pre-ART. Subsequently, Rwanda is on track to meet its 90-90-90 target by 2020. Treatment coverage of all people living with HIV was at 81 per cent in 2016, and an estimated 86 per cent of people living with HIV in Rwanda knew their HIV status. Approximately 85 per cent of people who knew their HIV-positive status were on antiretroviral therapy[35].

Despite Rwanda's impressive progress in responding to HIV, current challenges include increasing new infections among specific groups such as young females (15 to 24) and the high prevalence among female sex workers and men who have sex with men. Considering reduced fiscal support to HIV prevention programmes and the health sector, the national response anticipates major financial constraints in achieving sustained success in responding to the demands implied by new international targets.

Water, sanitation and hygiene (WASH): Rwanda has made steady progress towards achieving the universal access to "improved" water and sanitation targets set during the last five years. However, the Government's new 2017-2024 plans call for a more ambitious approach, in line with the Sustainable Development Goals, aiming to achieve 100 per cent coverage of "basic" water supply and sanitation during the 2017 to 2024 period, with an emphasis on quality of services. Therefore, while 83 per cent of households are using improved sanitation, only 64 per cent have their own improved latrine[36], or access to 'basic' sanitation. Although 84 per cent of rural households now have access to 'improved' water sources, only 57 per cent have access within 500 metres of the home, or access to a 'basic' level of water service[37]. Only 5 per cent of households have observed hand-washing facilities with soap and water[38].

To achieve these targets, substantial investments are required to fund infrastructure as well as in ensuring sustainability, innovation, technical capacity and community participation. Whilst the use of improved water sources is high, there are disparities in access,

especially in rural areas where more than half the population (53 per cent)[39] must travel more than half a kilometre to access safe water. In addition, hygiene practices, such as handwashing, remain extremely low for various reasons, including availability of water and knowledge and awareness of the importance of these behaviours.

Nutrition: Malnutrition continues to be a public health concern in Rwanda. Progress includes reduced prevalence of stunting and wasting among children under five (from 44 per cent to 38 per cent and from 3 per cent to 2 per cent between 2010 and 2015[40]). Despite this, chronic malnutrition levels remain among the highest in the world, with Rwanda ranked 110 out of 132 countries[41]. However, there has been recent renewed strong commitment from the Government and development partners to address the challenges. The Government is committed to establishing multisectoral initiatives and interventions, including strong national nutrition and food security coordination capacities. These structures provide technical support and coordinate the social cluster in central government, districts, development partners and civil society organizations, ensuring all are working together in implementing nutrition-specific and nutrition-sensitive programmes.

Education: Notable progress has been realised in early childhood development (ECD) in Rwanda with 63 per cent of children aged 3 to 6 years developmentally on track in the domains of learning, literacy numeracy, physical and social-emotional development. Access to pre-primary education has increased owing to 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 per cent in 2012 to 23.7 per cent in 2016 and the net enrolment ratio from 14.2 per cent in 17.5 per cent in the same period[42], which are below the education sector target of 28 per cent by 2018.

Despite progress, Rwanda continues to face challenges in accumulating quality human capital, with a high level of drop outs from the school system. Only 65.2 per cent of the pupils succeed in the first cycle[43]; and access to secondary, tertiary and vocational education is low.

35   UNAIDS, 2017. Available at (http://aidsinfo.unaids.org/)
36   Rwanda Integrated Household Living Conditions Survey 2013/2014
37   Rwanda Integrated Household Living Conditions Survey 2013/2014
38   RDHS 2014/2015
39   NISR, Integrated Household Living Conditions Survey (EICV4) 2013/2014
40   RDHS 2014/2015
41   International Food Policy Research Institute; From promise to impact: Ending malnutrition by 2030, 2016
42   MINEDUC, Education Statistical Yearbook, 2016
43   Ministry of Education (MINEDUC), Education Statistical Yearbook, 2016

The One UN in Rwanda is actively involved in Early Childhood Development in the country. © UNICEF Rwanda

Enrolment in primary education have increased steadily in Rwanda since universal free primary school education was introduced in 2003, and gender parity has been achieved. In 2016, 2,450,705 children were enrolled in primary school, 205,117 more children than in 2011, and that net primary enrolment increased from 95.9 per cent to 97.7 per cent (girls 98.3 per cent and boys 97.3 per cent). Attendance at primary school is much lower for disabled children (57.4 per cent). In terms of geographic and socio-economic determinants, access is relatively equitable across the country. However, there is an incremental decrease in access to primary school across the wealth quintiles. The number of students enrolled in lower and upper secondary schools increased from 486,437 to a total of 553,739 between 2011 and 2016. Of the total students enrolled in lower and upper secondary, 62.6 per cent were enrolled in lower secondary school; with overall secondary school enrolment in 2015 at 32.9 per cent, an increase from 25.7 per cent in 2011. Net secondary school enrolment continues to be higher for girls (34.6 per cent) compared to boys (31.2 per cent)[44].

The Government's commitment to Technical and Vocational Education and Training (TVET) has resulted in a significant increase in the number of Vocational Training Centres from 98 in 2011, to 179 in 2016. Over the same time, the number of Technical Secondary Schools also increased from 151 to 199 and the number of Technical Tertiary Institutions from two to 16. However, the unemployment rate amongst TVET graduates is only slightly lower at 19.5 per cent than the average youth unemployment of 21 per cent, indicating a low return on investment[45].

Some of the key challenges in education stem from the lack of sufficient skilled and qualified teachers at all levels of basic education, teachers having a poor command of the English language which is the compulsory language of instruction from primary four onwards, and the limited technical and financial capacity to disseminate and implement the new competency-based curriculum effectively. Students often have low attention spans due to inadequate food security and nutritional status, as well as inadequate WASH practices resulting in decreased attendance rates due to illness. Most schools lack basic infrastructure such as classroom blocks resulting in high pupil to teacher ratios. At around 60 pupils per teacher, the ratio is the highest in the region. In addition, while district authorities have been given greater levels of accountability and decision-making in the management of schools, most of these entities lack the required expertise and capacity to handle these new and evolving responsibilities to ensure the required quality education is delivered.

Social protection: The Government of Rwanda continues to place emphasis on social protection mechanisms as a means to contribute to the reduction of poverty in the country. As a result, several interventions have contributed to graduation from extreme poverty; social protection programmes targeting the extremely poor are identified as one of the most significant contributing factors. By 2017, the Vision 2020 Umurenge Programme (VUP) was operational in all 416 sectors in 30 districts of Rwanda. The VUP has benefitted 227,477 households (138,213 female heads and 89,264 male heads) with a total of 842,855 household members. The VUP, Rwanda Demobilization and Reintegration Commission (RDRC) and Fund for Neediest Survivors of Genocide against the Tutsi in Rwanda (FARG) schemes collectively cover approximately 879,689 individuals. Health insurance coverage is relatively high nationally at 72.2 per cent, with 79 per cent of VUP programme beneficiaries covered by the community-based health insurance[46] "Mutuelle". Despite the commendable progress and achievements realised through the various social protection programmes in Rwanda, various challenges still exist including concerns about the coverage, overall quality of the VUP targeting, inclusion of households from higher categories, shock-responsiveness, and inefficiencies in the timeliness of payments.

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44   All data from Ministry of Education, Education Management Information System
45   ILO, Future of work; Rwanda issues paper, 2016
46   LODA, VUP Impact assessment, 2014

The most significant challenge of the ongoing social protection programme is the ability of the social protection system to support target beneficiaries to graduate from extreme poverty and sustain their new income level to resist poverty, shocks, and disasters. Efforts are underway to address this challenge through the introduction of the Minimum Package for Graduation, providing a holistic package of services combining cash transfers with asset grants, financial literacy and other services in building sustainable resilience and graduation. These services, as well as other new long-term measures, are outlined under the new Social Protection strategy.

Refugees: As of June 2018, the total population of concern in Rwanda was 151,250 individuals. The Burundians make up 47 per cent of the total refugee population in Rwanda. Children make up 50 per cent of the registered population while women and children are 76 per cent of the population. Rwanda is also receiving thousands of returnees motivated by the cessation clause adopted in 2011 to close the Rwandan refugee chapter. In 2018, 1,738 people returned to Rwanda bringing the total to 58,121 since the cessation clause.

As a signatory to the 1951 Refugee Convention, its 1967 Protocol and the 1969 Organization of African Unity Refugee Convention, the Government maintains a policy to protect and advance the rights of refugees as is enshrined in the Rwandan Refugee Law[47]. The Law also outlines the procedure to access asylum, apply for refugee status, and provides refugees with essential rights including the right to work, freedom of movement and to access documentation such as refugee identity cards, birth and death certificates, and marriage and education certificates. Rwanda provides a uniquely enabling environment for refugees to access wage-earning employment and self-employment, supported by the cultural and linguistic kinship and affinity with the host population, which contributed to peaceful coexistence enabling socio-economic inclusion.

In addition, Rwanda is officially a Comprehensive Refugee Response Framework (CRRF) Country since February 2018. The CRRF builds on the New York Declaration on Refugees and Migrants – informing the Global Compact on Refugees. It requires host governments to be in the driving seat in search for durable solutions for challenges facing refugees and host communities. As such, the Government and its partners apply a development approach throughout the refugee cycle (contingency planning through assisting refugees in protracted situations to identify durable solutions). This means that refugees will be integrated in national systems and

structures as opposed to parallel systems that have traditionally dominated humanitarian interventions.

Disaster risk management (DRM): Operationalisation of a robust DRM institutional and legal framework has led to the realisation of some key outputs, including elaboration of a National Disaster Risk Management plan in 2013, Contingency Plans for heavy rains, floods and landslides, droughts, earthquakes, storms and acts of terrorism (2015) and District Disaster Management plans. Also, guidelines and checklists have been developed for mainstreaming Disaster Risk Reduction (DRR) and DRM into the strategies of key sectors, and the National Risk Atlas of Rwanda was published in 2015. Together, these outputs have improved the capacity for risk reduction and disaster management, especially in the public sector, and enhanced the coordination mechanism for DRR and DRM in Rwanda. Subsequently, between 2013 and 2016, 177,112 people affected by natural disasters were supported with roofing materials, 23,939 households were assisted with food and non-food items and 1,529 households were supported to rehabilitate their homes. Also, the two MIDIMAR strategic response stores were fully equipped and now have the capacity to store up to 15,000 household items for approximately 75,000 persons.

Despite the progress in enhancing national DRM capacity and elevation of disaster risk reduction to a national priority level, various challenges still exist in the sector which continue to hinder progress and expose Rwanda's populations and assets to natural disasters. Limited availability of historical, accurate, reliable and disaggregated data on different risks and hazards hinders detailed disaster risk assessment and planning; lack of necessary technical infrastructure, such as hydrometric stations and tools and methods for disaster risk assessment are not yet standardized. The sector also still has some critical capacity gaps such as seismologists, hence limited capacity to assess and plan for all risks associated with the hazards. The country also has no National Risk Observatory system (information system) in place to address dynamic risk mapping against the developed risk atlas. Also, the current risk atlas only presents Rwanda's risk profile up to the district level, hence a gap in profiles to the lowest administrative levels and does not cover all present risks such as volcanic activity, fires, mass movement of population, industrial and technological hazards and epidemics that would enable development of more comprehensive disaster risk management plans. Also, even though disaster preparedness is a cross-cutting issue in Rwanda, not all sector strategic plans and policies fully mainstream DRM in their policy actions.

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47   See Law No. 13 ter/2014 of 21/05/2014 relating to refugees, http://minispoc.gov.rw/fileadmin/templates/Documents/doc/RALSA_LAW.pdf

Gender equality and women's empowerment: Rwanda has made significant gains in improving women's participation at the political and decision-making levels, as well as reducing gender disparities across several sectors. In the 2017 World Economic Forum Gender Parity Report, Rwanda ranked 4th out of 144 countries[48]. However, the country is still facing challenges in economically empowering women, constraining its desire to bring about inclusive socio-economic transformation. This is largely due to deeply entrenched negative social norms and cultural mind-sets, but also the lack of consistent implementation of the set of progressive laws and policies on gender equality and demonstrated accountability to commitments made by the country. In addition, gender-based violence remains a key challenge facing women and girls. Despite the different efforts and mechanisms put in place to legally assist victims of gender-based violence and child abuse, there is still limited legal assistance to victims and weaknesses in evidence keeping and use. Like many other countries, Rwanda also experiences delayed reporting of violations, often due to the high economic dependence of women and girls who are fearful of the consequences of pursuing justice when the perpetrator is a partner or family member[49]. One of the consequences of this situation has been significant increase in teenage pregnancies, forcing some of the adolescent girls to drop out of school.

Youth: The Government of Rwanda recognizes that the rapid rate at which its population is growing and the

consequent high child dependency burden are among the main challenges curtailing the country's socioeconomic progress and attainment of Vision 2020. Rwanda's population is very youthful with 40.1 percent being under age 15; 20 percent between 15 and 24, and 68.7 below age 30 in 2015. The high dependency burden poses a challenge to economic growth, due to the high costs to the nation and households of essential needs for children, including education and health services. It also impedes the ability of the nation and households to save – an important factor that would increase investments and provide an impetus to accelerated economic growth.

If Rwanda enhances investments to accelerate voluntary decline in birth rates of the magnitude experienced between 2005 and 2010 (when birth rates declined from 6.1 to 4.6 births per woman), the age structure will change from the current one that is dominated by dependent children to one dominated initially by youth and then later by working age adults. This transformation in the age structure could enable accelerated economic growth through the demographic dividend, whose magnitude can be enhanced through concurrent investments in education, health, and job creation.

Good governance: In 2017, Rwanda continued to make solid progress in improving governance. Illustratively, the Mo Ibrahim Index of African Governance placed Rwanda in 9th position in good governance achievement, and Transparency International ranked Rwanda as the 3rd least corrupt country in Sub-Saharan Africa[50]. The Gallup Global Law and Order report also ranked Rwanda the 2nd safest country in Africa, and 11th globally. Despite substantial progress that the country has made over the last two decades in the areas of Citizen Participation and Accountability, there are persisting challenges related to quality participation and insufficient capacity of institutions of accountability. Studies revealed that citizen participation stands at 63.4% in 2017 and the level of citizen satisfaction in their participation in decision making is at 45.5%. The Rwanda Governance Scorecard (RGS) indicates that the quality of service delivery is one of the least performing governance indicator in Rwanda rated at 66.21% in 2010, 70.44% in 2012 and 72% in 2014 and 72.9% in 2016[51]. Looking back, Rule of Law was the second least performing indicator of the 2010 Rwanda Governance Scorecard (Rule of Law scored only 67.71%[52]), the score increased to 79.68%[53] in 2016 and across the

The private sector in Rwanda commits to the HeForShe campaign. © UN Women

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48   World Economic Forum, Global Gender Gap Report 2017, https://www.weforum.org/reports/the-global-gender-gap-report-2017
49   Government of Rwanda Gender Monitoring Office, Consolidated report on key gender gaps in EDPRS 2 Sectors, March 2017
50   Transparency International, Corruptions Perceptions Index 2016, https://www.transparency.org/news/feature/corruption_perceptions_index_2016
51   RGB. 2016. Rwanda Governance Scorecard (RGS).
52   RGB, Rwanda Governance Scorecard 2010
53   RGB, Rwanda governance Scorecard 2016

different indicators, justice related indicators were among the highest scoring indicators. The level of citizen satisfaction with the time taken to deliver justice from the case lodging to the verdict was at 56.4% (CSDB 2015) while access to Legal Aid scored 64.4% (CSDB 2015). Moreover, only 45.5% of citizens were satisfied with the economic costs of the justice in courts (CSDB 2015). Important challenges remain to be addressed in governance in reinforcing inclusive participation and strengthening the political processes through addressing the issue of political space, the weaknesses in the capacities of civil society, and the need to accelerate media sector reforms.

In public administration, improvements are required in inter-sectoral policy and programme coordination, more use of evidenced–based planning, and closing important capacity gaps in the middle level categories. In the rule of law, there is scope for more judicial reforms that strengthen access to quality justice, ensure reduction in backlog cases, and improve the quality of prosecution. In sustaining gains, there is a need for quality primary and secondary education to produce responsible citizens aware of national values and ready to fight for their rights.

Volunteers who took part in organizing parliamentary elections were trained with support from UNDP Rwanda.
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3.   Theory of Change, UNDAP II Strategic Priority Areas and Results

Three overarching strategic priorities were identified for the One UN contribution to the development agenda in Rwanda during the UNDAP II Strategic Prioritisation Retreat. Each of the three areas is fully aligned with the national development priorities, as articulated in the NST1. The three strategic priorities are:

(i)   Economic transformation;
(ii)   Social transformation;
(iii) Transformational governance.

Under each of these priority areas are a set of two outcomes, which are underpinned by a theory of change (TOC). The TOC is based on a causality analysis that is informed by the Common Country Analysis (CCA), various national surveys, data collection exercises, sector specific reports and analytical papers. The causality analysis identified potential solutions or pathways that could be used to address the problems and bottlenecks identified under each of the six outcome areas. Through this process, UNDAP outputs were identified and defined based on the UN's comparative advantage and capacities to contribute to and or influence the identified pathways. Underlying the theory of change are key assumptions related to

continued political will, good governance, adequate resources and increased rights holders' participation.

There is a common focus across the six outcomes on contributing to Rwanda's national development efforts to address inequalities and vulnerabilities and ensuring the rights of the most vulnerable people in the country are met, predominantly through joint programming across UN agencies, in partnership with Government, civil society, NGOs, private sector, development partners and other actors. This is based on the full application of the United Nations core programming principles, with "leave no one behind" as the overarching and unifying principle, underpinned by human rights; gender equality and women's empowerment; sustainability and resilience; and accountability.

Towards ensuring the realization of the "leave no one behind" approach, the UNDAP II interventions ensure the identification and targeting of the most vulnerable population groups, particularly those facing multiple deprivations and vulnerabilities. These include: children living in poor households; women, especially those in rural areas and/or poor households with unequal access

Figure 1: UNDAP II 2018-2023

Economic Transformation	Social Transformation	Transformational Governance
Outcome 1 By 2023 people in Rwanda benefit from more inclusive competitive and sustainable economic growth that generates decent work and promotes quality livelihoods for all.	**Outcome 3:** By 2023 people in Rwanda particularly the most vulnerable enjoy increased and equitable access to quality education, health, nutrition and WASH services.	**Outcome 5:** By 2023 people in Rwanda benefit from enhanced gender equality, justice, human rights, peace and security.
Outcome 2 by 2023 Rwandan Institutions and communities are more equitably productively and sustainably managing natural resources and addressing climate change and natural disasters.	**Outcome 4:** By 2023 people in Rwanda particularly the most vulnerable have increased resilience to both natural and man-made shocks and enjoy a life free from all forms of violence and discrimination.	**Outcome 6:** By 2023 people in Rwanda participate more actively in democratic and development processes and benefit from transparent and accountable public and private sector institutions that develop evidence based policies and deliver quality services.

to productive resources and opportunities along the value chains; people with disabilities; people living with HIV and other chronic illnesses; youth; migrants; refugees and returnees. In addition, specific geographic areas of focus will continue to be identified for potential area-based joint UN programmes that seek to maximize socio-economic outcomes for the most vulnerable groups.

Eight critical entry points and common implementation strategies have been defined to contribute to the achievement of the outcomes through the specific output results:

(i) At the national policy level, providing technical assistance and financial support to the rights-based assessment, revision and development of citizen-centred policies and strategies, while ensuring the integration of cross-cutting issues across sectors;

(ii) At the operational levels – national and sub-national – providing technical and financial assistance to strengthen the efficiencies, effectiveness and resilience of systems, as well as capacities of duty bearers for the implementation of policies, strategies and plans;

(iii) Across institutional systems, in civil society and at community and household levels, increasing the awareness, knowledge and skills of rights holders and duty bearers to promote and adopt safe behaviours and positive social norms;

(iv) At community and household levels, increasing demand for quality and equitable services and for participation in inclusive development processes;

(v) Forging more partnerships with rights-based CSOs that have a robust presence at grassroots level and understand the local issues and specific vulnerabilities that certain population groups may be facing;

(vi) At the intersect of humanitarian action and development, implement evidence-based and specific interventions in support of women and children, refugees or affected host communities;

(vii) In the use of innovative approaches and new and more efficient ways of doing business to foster more coherence and impact across all programmes, and;

(viii) In the timely production of disaggregated data and evidence to assess results, report on them, and improve the accountability of the One UN Rwanda.

Additional strategies include support to strengthen direct, quality service provision in health, water and sanitation, education, and decentralised and accountable governance, amongst other areas. Specific efforts will continue to be made to expand and foster existing and potential partnerships, particularly with Government ministries, private sector, media, civil society, NGOs, academia, think tanks and research institutes, other development partners and philanthropies. Furthermore, expanding regional and international collaboration and knowledge-sharing through South-South and triangular cooperation are emphasized.

Throughout the UNDAP II results, prominence is placed on ensuring the link between humanitarian and development programming, particularly through building the capacities of existing systems and institutions to enhance delivery of quality social services to refugees, returnees and host communities. Improvement of disaster management, preparedness and response approaches within social service systems and in communities are

integrated into programmes, including expanding coverage of the established social protection system, aiming to build resilience and to enable the cushioning and lifting of the most vulnerable out of poverty. In the context of the SDGs, the UNDAP II emphasizes more integrated planning, programming, establishing synergies across sectors that can be used to catalyse accelerated achievement of results for communities. This integrated approach further enables the strengthening of national capacities for cross-sectoral collaboration and appropriate coordination, for example in the areas of social and economic transformation on the links between nutrition and climate-smart agriculture, and on women's empowerment and economic transformation. Efforts are made to ensure the inclusion of refugees in the national socio-economic transformation.

The approach incorporates thematic approaches, geographic focuses and common institution strengthening and thematic approach. These three elements can be combined, but the geographic and thematic should always be based on a clear targeting aiming at reaching first the furthest behind.

The geographic emphasis is based on a joint analysis looking at the multidimensional poverty and specific vulnerabilities and focus on a given number of districts to provide a coherent UN offer of services, including capacity building to maximise impact. The Government ranking of districts could be the basis. The other approaches (institution and thematic) strengthen partnership both within UN and outside UN in supporting a given institution that has a leverage effect (for example, NISR for the data revolution) or theme (for example youth, gender, human capital) that require more concerted and coordinated efforts.

To ensure an enabling internal operational environment for adequate integrated programming, the One UN Rwanda team has instituted a rationalized programme management approach. The UNDAP II also aims to enhance the integration between programme and operations to ensure greater efficiency and effectiveness. This involves a stronger role of the UN Operations Management Team (OMT) in providing more coordinated approach to programmatic interventions, including enhanced use of the Harmonized Approach to Cash Transfers (HACT) and consolidated procurement across the results areas, where relevant. This is in addition to a successful design and implementation of the Business Operations Strategy 2 (BOS2).

The One UN Rwanda's contribution towards the three Strategic Result Areas, six outcomes and 25 outputs are

illustrated in the Results Framework in section 10, along with the following narrative.

3.1 Strategic Result Area 1: Economic Transformation

Under this Strategic Result Area, the UN seeks to contribute through two outcomes to ensuring that Rwandans enjoy an improved quality of life sustained by a modern economy that is globally competitive, knowledge-based and environmentally sustainable. Initiatives are linked to the national economic transformation pillar that pursues accelerated inclusive economic development founded on the private sector, knowledge and Rwanda's natural resources. The Strategic Result Area addresses SDGs 1, 2, 5, 8, 9, 10, 11, 12, 13, 15, and 16.

Outcome 1: By 2023, people in Rwanda benefit from more inclusive, competitive and sustainable economic growth that generates decent work and promotes quality livelihoods for all.

The One UN Rwanda contributes to the achievement of the outcome through six inter-linked outputs, with a broad range of strategies and implementing partners. The key focus of UN cooperation is on the following.

Agriculture: In line with priority area 6 of the NST 1, the UNDAP II contributes to efforts to increase agricultural production and productivity, particularly for women and youth farmers. The UN provides technical assistance for the development of policies and frameworks that increase the inclusion of women smallholder farmers into agricultural supply chains at the national and intra-regional level. Small-scale farmers, members of cooperatives, rural youth and women in target areas, are being provided with the necessary skills, knowledge and equipment to reduce post-harvest losses, engage in agribusiness and increase their access to market information through mechanisms such as e-soko (an information and communication service for agricultural markets in Africa) and Buy from Women (an enterprise platform that links women farmers to information, markets and finance). Specific training on innovative farming methods, including climate-smart agricultural practices are part of the initiative. Support to smallholders and their market linkages are an area of increasing focus; with private and public buyers increasingly interested in procuring quality products from smallholder farmers allowing them to move up the value chain and increase their income. This demand can also unlock opportunities from other supply chain actors, such as input suppliers and financial institutions. The capacities of responsible institutions and their staff will be increased to provide enhanced agricultural improvement services,

Strategic Result Area 1: Economic Transformation	NST Pillar Economic Transformation	SDGs
Outcome 1: By 2023 people in Rwanda benefit from more inclusive, competitive and sustainable economic growth that generates decent work and promotes quality livelihoods for all. **Outcome 2:** By 2023 Rwandan institutions and communities are more equitably, productively and sustainably managing natural resources and addressing climate change.	**Priority Area 1:** Create 1.5 million decent and productive jobs for economic development	1, 2, 5, 8, 9,10, 11, 12, 13, 15, 16
	Priority Area 2: Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024.	
	Priority Area 3: Establish Rwanda as a globally competitive knowledge-based economy	
	Priority Area 4: Promote industrialization and attain a structural shift in the export base to high-value goods and services with the aim of growing exports by 17% annually.	
	Priority Area 5: Increase domestic savings and position Rwanda as a hub for financial services to promote investments	
	Priority Area 6: Modernize and increase productivity of Agriculture and livestock	
	Priority Area 7: Sustainable and climate-sensitive Management of Natural Resources and Environment	
Contributing UN agencies:	FAO, ILO, IOM, ITC, UNECA UNHCR, UNCDF, UNCTAD, UNDP, UNECA, UN Environment, UNESCO, UNFPA, UNIDO, UN Women, WFP	
Implementing partners:	MeteoRwanda, MINECOFIN, MIDIMAR, MINAGRI, MINEDUC, MINICOM, MoE, MITEC, PASP PRICE, PSF, RBC, RDB, RDDP, REMA, FONERWA, Imbuto Foundation, New Faces, New Voices	
Budget:	US$ 142,874,919	

research and technology transfer services, supply of agro-inputs, extension services and agricultural financial services in target areas.

A key focus is on engaging the private sector in the development and adoption of climate-resilient agricultural technologies. This involves the provision of agricultural inputs and innovative technologies including resilient breeds and crop varieties to farming households. Furthermore, the UN continues to build capacities of the stakeholders along the agricultural production value chain, enhancing their ability to engage in value-addition, quality assurance and standards for quality production.

Trade and industrialization: The UN further strengthens and equips national institutions, private sector and communities with the technical capacity, skills and knowledge to develop and implement evidence-based inclusive policies and programmes for increased sustainable industrialization and trade competitiveness. There is a specific focus on the promotion of innovation and technology upgrades, as well as creating linkages and networks for learning and knowledge exchange. Assistance is provided for the management and operationalization of special economic zones and industrial parks, including development of laws and regulations, demand analysis, and provision of expert advice on international best practices and benchmarking. UN contributes to the development of capacities for

improved industrial intelligence, which is supported with an emphasis on international benchmarking, data collection analysis and management, monitoring and evaluation (M&E), and competitiveness analysis. This is being integrated into enhancing the capacities of micro, small, and medium enterprises (MSMEs) with specific assistance to women entrepreneurs to expand and apply their business development and business management skills. Work in this area relates to the priority area 4 of the NST. The African Continental Free Trade Area signed in March 2018 in Kigali by 44 African countries will contribute to improving regional integration.

Decent work and employment: The UN continues to work with private and public institutions to contribute to creating decent work and employment, foster skills development, empower and promote entrepreneurship and financial inclusion for all. Small and medium enterprises are being capacitated to increase financial literacy and access to finance, especially for youth and women. UN agencies will continue their contribution to enhance the coordination of the one stop youth centre of Kimisagara. Much focus will be given to youth empowerment and skills development on entrepreneurship. In addition, efforts are being placed on building the capacity of TVET institutions by engaging diaspora professionals for skills transfer. The University of Rwanda will also be reinforced to help bringing higher education online. A key area of focus entails the provision

of technical assistance to enhance the engagement of the private sector and financial institutions to increase the accessibility of traditional and innovative models and sources of finance for women, thereby implementing gender equality considerations into their business. Assistance will be provided to increase potential livelihood opportunities and off-farm jobs to rural men and women farmers living in poverty.

Financing for development: The drive towards middle-income country status means a potential reduction in official development assistance and the subsequent need to identify different financing modalities. The UN will therefore work to contribute to ensuring that national institutions have increased technical capacity to identify, access and use different partnership modalities and sources of finance to achieve their development objectives. UN agencies will provide targeted intervention to contribute to strengthening the capacities of the MINECOFIN and other key agencies to better understand and take more advantage of the new trends that are reshaping development finance and to be more aware of the role that different constituencies can play. UN will contribute to the designing and implementation of development financing using innovative and blended finance, in line with the NST 1 and the Addis Ababa Agenda for Action. Furthermore, the UN will continue to provide technical capacity under the Programme for Country Partnerships with development partners, civil society and the private sector to discuss industrialization programming and financing.

Sustainable urbanisation and rural settlements: The One UN will assist national and local institutions to fortify their technical capacity to implement knowledge-based, inclusive and sustainable urbanization policies and plans. This assistance will contribute to the NST 1 priorities on urbanization and development of modern infrastructure and towns as a catalyst for national development. The UN's contribution will include specifically enhancing the capacities for the implementation of the National Informal Urban Settlement Upgrading Strategy and the National Urbanization Policy; as well as for the drafting and reviewing of existing labour instruments for promotion of safe labour mobility, including rural-urban migration.

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

The One UN Rwanda contributes to the achievement of this outcome through three inter-linked outputs, with a broad range of strategies and implementing partners. The cooperation and assistance provided by the UN towards the achievement of the outcome contributes to priority area 7 of the NST1, which seeks to ensure the sustainable management of natural resources and the environment.

Rwanda's economy relies heavily on natural resources. Promisingly, the country has ratified major international agreements and has put in place policies and frameworks for the sustainable management of natural resources. However, policies and regulations need to be updated, and coordination between the environment and natural resources sector and other major economic sectors remain a challenge, while fragile ecosystems and degraded land need to be rehabilitated and restored. Climate change must be addressed with concrete actions both for mitigation and adaptation

Regulatory frameworks and coordination for the environment and natural resources: In response to the identified gaps, UN agencies will provide technical assistance to national institutions to develop improved gender-sensitive regulatory frameworks and improved, technical and coordination capacity for equitable management. This is in addition to the mainstreaming of environment, natural resources and climate change, and the promotion of green growth. One UN will contribute to the development of a comprehensive results-based management system for the environment and natural resources sector, as well as Rwandan cities' capacity enhancement to design and implement their Urban Low Emission Development Strategies.

Sustainable use of natural resource and climate change adaptation: Specific initiatives will be aimed at ensuring that institutions and communities in target areas, including refugees, are better able to use their enhanced technical capacity, skills and knowledge for the sustainable use of natural resources, climate change adaptation methods and renewable energy. Fragile ecosystems including wetlands will be restored, and forests and degraded land will be rehabilitated, especially in areas most vulnerable to degradation and / or prone to natural disasters. Awareness-raising on the sustainable management of environment within communities will be emphasized.

Disaster risk management: The One UN's action towards national level and decentralized institutions, as well as communities, aims at enhancing their technical capacities, skills and knowledge to reduce, manage, respond to and recover from natural disasters and mitigate impacts of climate change. While the national capacity for disaster preparedness has improved over the past decade,

increasing natural hazards combined with climate change and the high population density leave many people prone to disaster such as landslide, flood, flash flood and drought. Most of the people vulnerable to disaster are female headed households and poor rural farmers; community contingency plans will be strengthened to address gender-differentiated needs. A community level approach is necessary to ensure stronger resilience to climate change and natural disasters. Interventions will further align the national disaster risk reduction (DRR) framework with the Sendai Framework for DRR 2015-2030.

3.2 Strategic Result Area 2: Social Transformation

The United Nations' overall vision for social transformation is that Rwanda's human capital development is enhanced to harness its demographic dividend and achieve a high standard of life. This vision is related to the goal of the national social transformation pillar, which seeks to develop Rwandans into a capable and skilled people with quality standards of living and a stable and secure society. Through the UNDAP II, the UN system in Rwanda contributes to the achievement of this vision through two outcomes. This Strategic Result Area contributes to SDGs 1,2,3,4,5,6,7 and 10.

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

To contribute to the achievement of this outcome through six outputs, the UN works with the Government, other key duty bearers and with rights holders to close the gaps in

the provision of quality basic social services and increase nutrition and food security in line with the NST1 priority areas 2, 3, 4 and 5. An emphasis will be placed on ensuring that the most vulnerable population groups are identified through generation and analysis of data and evidence. A key component of this outcome is building the resilience of communities and harnessing the country's potential demographic dividend.

Health: UN contribution aims to increase the technical and institutional capacity of national and district level service providers to expand the coverage of quality integrated family planning, reproductive, maternal, child and adolescent health services for all, including in humanitarian settings. UN agencies will work with communities to promote positive social norms and encourage positive healthcare-seeking behaviour. In responding to the gaps identified around HIV, tuberculosis, malaria and hepatitis, service providers will be supported to improve their capacity to deliver comprehensive prevention, care and treatment services for all. Populations of focus include children, adolescents, young people, women, key populations at risk of HIV, and other vulnerable groups.

At the national level, the UN continues to contribute to enable health systems to more effectively develop, coordinate, finance, implement and monitor key health policies and strategies in line with Universal Health Coverage principles. Action is also dedicated to the revision and development of strategic and policy documents, including, but not limited to: the Human Resources for Health Strategic Plan, Health Financing Strategic Plan, the e-Health Strategic Plan, and updating of the Community Based Health Insurance Strategy

Strategic Result Area 2: Social Transformation	NST Pillar Social Transformation	SDGs
Outcome 3: By 2023, people in Rwanda, particularly the most vulnerable, enjoy increased and equitable access to quality education, health, nutrition and water, sanitation and hygiene (WASH) services. **Outcome 4:** By 2023, people in Rwanda, particularly the most vulnerable, have increased resilience to both natural and man-made shocks for a life free from all forms of violence and discrimination.	**Priority Area 1:** Enhancing graduation from poverty and extreme poverty and promoting resilience.	1, 2, 3, 4, 5, 6, 7, 10
	Priority Area 2: Eradicating malnutrition: prevention and management of all forms of malnutrition (acute and chronic).	
	Priority Area 3: Enhancing the demographic dividend through ensuring access to quality health for all.	
	Priority Area 4: Enhancing the demographic dividend through improved access to quality education.	
	Priority Area 5: Moving towards a modern Rwandan household: Universal access to basic infrastructure such as electricity, water, sanitation and broadband.	
Contributing UN agencies:	IOM, UNAIDS, UNCTAD, UNECA, UNHCR, UNESCO, UNFPA, UN Habitat, UNICEF, UN Women, WFP, WHO	
Implementing partners:	LODA, MIDIMAR, MIGEPROF, MINAGRI, MINALOC MINEDUC, MININFRA, MINIJUST, MINIRENA, MINISANTE, NCC, NISR, RAB, RBC, REB, RNP, WASAC, PSF, CSOs	
Budget:	US$ 432,155,134	

and operationalization of the Reproductive, Maternal, Neonatal, Child and Adolescent Health Policy. The UN's contribution includes the updating of service provision guidelines in line with global requirements for antenatal care, perinatal guidelines and quality of care standards, amongst others. An emphasis will also be placed on extending the recognition of health facilities in refugee hosting areas as part of the national health system, with the capacity to serve both the refugees and host populations. Additional action will go towards enhancing the national M&E system to include the Health Sector Strategic Plan (HSSP) IV and health-related SDG indicators. A key aim is to address the establishment of a comprehensive civil registration and vital statistics system updated to capture cause of death according to International Classification of Diseases (ICD10) guidelines.

Nutrition and food security: Social mobilization and communication for behaviour change to improve food preparation, complementary feeding, adolescent and maternal nutrition, including nutrition sensitive interventions, will be among the main strategies used at the community level to enhance uptake of nutrition interventions and improve food security. This includes information and techniques on diversification and intensification of food production and food intake, through training and sensitization, in addition to distribution of nutrition-sensitive agricultural inputs ranging from improved seeds to small livestock. In addition, there will be actions to ensure the provision of food and nutrition assistance to refugees and returnees. One UN Rwanda will continue to provide critical inputs to strengthen service delivery, maintain high coverage and improve programme effectiveness, efficiency and quality of nutrition-specific interventions at community levels.

Farmers in Nyaruguru District pose with tomatoes harvested from a greenhouse built by FAO, IFAD, UNWOMEN and WFP
© FAO Rwanda/Mutesi Teopista

The most vulnerable, including the poorest households, children under five, pregnant and nursing women and girls, people with disabilities and refugees will be reached.

The UN will assist in improving duty bearer capacities for the prevention of chronic malnutrition, identification and management of acute malnutrition, micronutrient deficiencies, prevention of non-communicable diseases, and infant and young child feeding counselling - including in refugee settings. The UN will also intervene to enhance of the role of Community Health Workers in early identification of malnutrition including, growth monitoring.

The UN will expand activities to improve maternal and adolescent nutrition, as well as nutrition programming in urban settings. Technical assistance to design and implement integrated school feeding programmes combining education, nutrition and WASH components will be provided. Technical and financial assistance will also be dedicated to strengthening linkages in delivery of nutrition-specific and nutrition-sensitive interventions in selected districts. Interventions will also help the Government's coordination body tasked with promoting good nutrition - currently the National Early Child Development Programme under Ministry of Gender and Family Promotion (MIGEPROF) - to improve national capacities to plan, monitor and implement multisectoral nutrition programmes and to document best practices and lessons learned.

At the national level, the UN will assist the development of a sustainable system for identification and management of acute malnutrition, including in emergencies. Assistance will be provided to the Ministry of Health to strengthen the nutritional surveillance at district and central levels, using new technologies for timely and accurate growth tracking that will enable the provision of timely food and nutrition security information for advocacy and awareness-raising. At least 14 districts will be assisted to fully provide screening services.

Recognizing that food security and nutrition are cross-sectoral with livelihood status as a key determining factor, ensuring the capacities and commitment of all relevant ministries will be key to maintain the ability of households to achieve food security. The UN will contribute to addressing gaps in programme design such as in targeting and coverage, and in scale, quality and delivery of food and nutrition security programmes. This will include building nutrition-sensitive social protection projects and systems that will enable vulnerable communities to respond to, and recover from, shocks and build their resilience. The UN will leverage its expertise in vulnerability analysis, early

warning, emergency preparedness and asset creation to assist the Government to fully manage and operationalise evidence-informed processes and programmes.

Through targeted activities at the system and individual levels, the UN will shift its focus from direct assistance to capacity building, supporting national efforts to improve the nutrition situation of the entire Rwandan population with a focus on the 1.7 million children under five, 650,000 adolescent girls, and 2.4 million women of reproductive age. The UN agencies' intervention will be broad, building on their relative and collective strengths in data driven solutions, innovative technology, integration of local smallholder farmers into the value chain, supply chain management, nutrition education and programme monitoring and evaluation. This is in addition to food security and nutrition vulnerability analysis to proactively contribute to the policies and priorities of the Government in reducing chronic malnutrition such as improving the design, implementation and monitoring of the national fortified blended food programme "shisha kibondo/mubyeyi", designed to increase access to critical nutrients among pregnant and lactating women and girls and children under two.

Education for all: Education service providers will be reinforced by the UN to increase technical capacity to deliver and increase the uptake of high quality and inclusive early childhood development and pre-primary, primary and secondary education for all children. Emphasis will be placed on ensuring that at least 35,000 children aged 0-6 years in target districts participate in organised ECD and pre-primary education programmes. At the primary and secondary school levels, teachers will be capacitated to improve their pedagogical skills through the implementation of a teacher development framework. This is in addition to various capacity development initiatives, including an initiative on inclusive education and information and communication technology in education. Initiatives will also continue to increase access to primary education and learning outcomes for vulnerable groups such as refugees and children with disabilities. Further, assistance will be provided to a national, home-grown school feeding initiative with the provision of nutritious meals to students. This aims to increase attention span leading to better learning outcomes. Extending education access for refugee communities will be pursued, by advocating for the integration of schools in the national education system.

Water, sanitation and hygiene: Through provision of high quality advice and funding, the UN will contribute to enhancing technical and institutional capacity to plan, implement and monitor the delivery of inclusive water, sanitation and hygiene services for all, including in humanitarian settings. Actions will include strengthening WASH in institutions such as schools and health facilities. A focus will be on handwashing with soap and menstrual hygiene management; which not only will aim to fulfil the human right to water and sanitation, but also make significant contributions to improve nutrition, health, education, ECD, and women and girls' empowerment. The UN will continue to assist in building the national capacities to plan, manage and monitor a system-approach that ensures sustainable WASH for all, including modelling at district level to generate evidence of effective approaches which can be scaled up.

In addition, interventions will also be towards capacity-building for WASH stakeholders in assessment, prevention, mitigation and management of health risks associated with water, sanitation and hygiene. Specific intervention will be provided to national and district level administration in responding to humanitarian needs of refugees.

Outcome 4: By 2023, people in Rwanda, particularly the most vulnerable, have increased resilience to both natural and man-made shocks and enjoy a life free from all forms of violence and discrimination.

The UN will contribute to the achievement of this outcome through three outputs, with a focus on the most marginalized populations in the spirit of the SDG principle of "leaving no one behind." The emphasis will be on strengthening the social protection system: ensuring the expanded, targeted and inclusive coverage of social safety nets, violence prevention and response, in particular for the poorest and most vulnerable households, women-headed households, food insecure people and persons with disabilities

Social protection: The UN system in Rwanda will reinforce the national social protection system to effectively deliver shock-responsive, child-, gender- and nutrition-sensitive safety nets for vulnerable families in target areas and ensure socio-economic inclusion and shelter for vulnerable groups. The UN agencies will do so working together and in cooperation with other development partners. The UN will continue to assist national efforts on social protection, particularly the expansion of interventions that increase the number of households covered by social protection measures that integrate nutrition, child, and gender-sensitive measures. One UN will support the Government to leverage existing social protection programmes to reduce the risk of disaster, thereby contributing to increased household and

community resilience. Specifically, the UN will promote expansion of the scope of the public works component of VUP. It will do this by focusing on assets that build resilience of local communities to climate-related shocks. Further, the UN will provide technical assistance to the Government to expand existing social protection programmes and systems to assist populations affected by shocks. This will include interventions in terms of emergency preparedness and design and coordination of the relief response after the occurrence of shocks.

Critical elements of the UN's action include: improving the social protection monitoring and evaluation systems, targeting integrated core social protection, nutrition-sensitive measures and access to social care services with integrated case management and community mobilization. Enhancing the evidence base on child poverty and social protection, including analysis on benefits, financing and budgeting of the sector and updating of child poverty measurements are also part of the UN systems contribution.

The UN's cooperation will focus on: the poorest households with children, particularly those aged under five; women-headed households in the Ubudehe 1 category (those in abject poverty); and households affected by natural disasters and refugees. Intervention will include financial means to provide health insurance for victims of trafficking, refugees and returnees.

Towards expanding coverage, the UN will provide technical and financial assistance to scale up child and gender-sensitive social protection options in urban and rural areas. Building the capacity to increase year-round access to food by extremely vulnerable and poor households will contribute to ensuring that their food and nutrition needs are met. Further, the UN will promote policy harmonization to reinforce integration and improve the delivery of social protection and basic social and nutrition services. This will reduce risks of child deprivation and develop the human capital of the most vulnerable children. The efforts include policy advocacy for inclusion of refugee populations into national social protection structures.

Violence prevention and response: The UN will continue to contribute towards the prevention of violence against women and children, sexual and gender-based violence, as well as child abuse, exploitation and neglect. In partnership with a broad-range of government institutions and civil society organisations, the UN agencies will work with service providers and communities to increase their capacities and knowledge to prevent and respond to these rights violations through a system-

strengthening approach. Specific targets in this area for the UN include the reintegration of children without adequate parental care into family-based care rather than institutional care arrangements. It also includes socio-economic rehabilitation and reintegration and access to justice for victims of sexual and gender-based violence. Child protection initiatives, in the form of increased awareness of the importance of birth registration in targeted districts, will also take place. At the community level, including in refugee camps, there will be a focus on behaviour change, legal and women's rights literacy, the identification and promotion of positive social norms on sexual and gender-based violence prevention and response, and anti-trafficking. Health service providers, the police and judiciary capacities to provide required medical, legal and psychosocial intervention to victims will also be strengthened. Well-targeted interventions will be implemented for people living with specific vulnerabilities, physical disabilities or chronic diseases (such as HIV and AIDS) that might be perpetuating their vulnerability to sexual and gender-based violence, either directly or indirectly.

Disaster response: In further assisting the Government on disaster preparedness and response to man-made shocks and health emergencies, the UN works with national and sub-national institutions and communities to enhance resilience capacities and increased technical and institutional capacities. The focus is on development of: annual updated contingency plans for potential refugee influx and returnee movement; a national action plan for reinforcing core capacities in line with International Health Regulations; and a Health Disaster Risk Management plan aligned with the Sendai Framework for Disaster Risk Reduction 2015–2030. Over the 2018-2023 UNDAP II period, the One UN will continue fulfilling its responsibilities in providing life-saving assistance to refugees in Rwanda. The UN also expects to assist some additional tens of thousands of Rwandans to voluntarily repatriate based on the expectation that organized voluntary repatriation (cessation clause) will end by late-2018.

Refugee response: The UN will direct adequate resources to meet the food and nutritional needs of refugee and returnee populations; adequate resource will also be allocated to implementation and expansion of income-generation activities, including for host communities. These interventions will address the immediate food and nutritional needs of refugees and promote greater self-reliance. Additionally, resources will be utilised on emergency humanitarian assistance to ensure unhindered access to protection for refugees. This will include addressing refugees with special needs, such as those with disabilities or serious medical conditions,

Smiling refugee Elizabeti Kagoyire in mahama refugee camp receives dignity kit © UNFPA Rwanda

Women are being empowered to take control of their economic welfare © UNFPA Rwanda.

legal and physical protection needs, or children who are unaccompanied. The UN will provide resources to ensure the availability of life-saving basic assistance. Accordingly, refugees in Rwanda will have access to shelter, water, sanitation facilities, education, health, general food rations and a nutritional safety-net for vulnerable groups. To address persistent concerns about food insecurity, inadequate dietary diversity and financial inclusion, cash transfers will be expanded in food assistance. These are all key to ensure that refugees can live dignified lives. As well as the comprehensive provision of commodities and expanded coverage of services, the UN will: provide resources to improve infrastructure in accordance with Rwandan standards; promote more integrated approaches and inclusive planning; and bridge the nexus between humanitarian interventions and development.

3.3 Strategic Result Area 3: Transformational Governance

This Strategic Result Area is fully aligned to the NST1, which seeks to consolidate good governance and justice as building blocks for equitable and sustainable national development. The UN contributes to to this vision through two outcomes. In doing so, the UN leverages its comparative advantage towards ensuring that by 2023, more people in Rwanda live safe and dignified lives in a country governed by rule of law, with gender-responsive accountable governance and inclusive participation. Interventions in this area respond to SDGs 1,5,8,9,10,11,12,15,16, and 17.

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

The One UN Rwanda contribute to the achievement of the outcome through three inter-linked outputs, with a broad range of strategies and implementing partners. The key focus of UN cooperation is on the following.

Gender equality and women's empowerment: In advancing the commendable progress made in gender equality and towards closing the remaining gaps, the UN will provide technical assistance to the national gender machinery, state and non-state institutions and the media. This seeks to advance gender equality, women's economic empowerment, political participation and decision-making at national and local levels and in the private sector. Specifically, One UN Rwanda will reinforce its contribution to national partners for the implementation of relevant laws and policiess. This will run alongside the development of a consolidated gender budget-tracking tool for use by state institutions as a way to demonstrate accountability, with improved staff capacities to undertake gender budget planning, execution tracking and reporting. Social norms and cultural change will be fostered to promote gender equality and women's empowerment through awareness raising and enhanced engagement of men, media, CSOs and faith-based organisations. In addition, women and girls will receive outreach through a mentorship programme in leadership, entrepreneurship and affirmative procurement. Finally, the One UN Rwanda will strengthen its internal coordination on gender and support the national gender machinery. A specific gender strategy will support the implementation of the UNDAP.

Access to justice and Human Rights: The UN will provide technical and financial assistance to targeted public institutions and civil society organizations to

Strategic Result Area 3: Transformational Governance	NST 1 Pillar: Transformational Governance	SDGs
Outcome 5: By 2023, people in Rwanda benefit from enhanced gender equality, justice, human rights, peace and security. **Outcome 6:** By 2023, people in Rwanda participate more actively in democratic and development processes and benefit from transparent and accountable public and private sector institutions that develop evidence-based policies and deliver quality services.	**Priority area 2:** Ensure safety and security of citizens and property.	1, 5, 8, 9, 10, 11, 12, 15, 16, 17
	Priority area 4: Strengthen justice, law and order.	
	Priority area 5: Strengthen capacity, service delivery and accountability of public institutions.	
	Priority area 6: Increase citizens' participation and engagement in development.	
Contributing UN agencies:	IOM, UNCTAD, UNDP, UNESCO, UNFPA, UNHCR, UNICEF, UN Women, WHO	
Implementing partners:	MINECOFIN, MINEDUC, MINIJUST, MINIYOUTH, NGM, NISR, NURC, RBC, RGB, RNP, CRC, NEC, MHC	
Budget:	US$55,661,074	

enhance their capacities to increase coverage of quality justice for all, whilst upholding the application of human rights commitments. A specific focus will be placed on vulnerable groups including women, children, people with disabilities, refugees and migrants. Staff in justice institutions (disaggregated by institution - police, prosecutors, correction services, Bar Association, military courts and judiciary) will be supported to build technical skills to effectively use the upgraded Integrated Electronic Case Management System. Juvenile justice actors and institutions at all levels will be capacitated to further strengthen their skills and knowledge to effectively handle cases that pertain to minors, including children under three detained with their mothers. Eligible asylum seekers have access to a fully functional individual Refugee Status Determination procedure in respect of national law. Under this result area, the UN will continue to provide assistance to the implementation of 2015 Universal Periodic Review recommendations and subsequent reviews including the one in 2019. The UN will further assist in the implementation of the National Human Rights Action plan established to accelerate national efforts to address gaps in the human rights arena. A specific Human Rights strategy will guide the implementation of the UNDAP.

Social cohesion, peace, safety and security: Through UN cooperation and assistance, 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, safety and security, including effective counter-trafficking policies and programmes. Rwanda is 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." Support will be provided to

ensure that the regulatory and policy framework for correction, rehabilitation and reintegration are in place. Evidence-based products on unity and reconciliation will be produced and disseminated. Anti-trafficking in persons, policies, laws, tools or international agreements will be enhanced, along with the capacity for identification, treatment and referral of victims of trafficking. The UN will also contribute to securing cross-border social, economic and commercial activities. Contributions seek to ensure that border processes are operating according to integrated management procedures.

Outcome 6: By 2023, people in Rwanda participate more actively in democratic and development processes and benefit from transparent and accountable public and private sector institutions that develop evidence-based policies and deliver quality services.

The One UN Rwanda contributes to the achievement of the outcome through four inter-linked outputs, with a broad range of strategies and implementing partners. The key focus of UN cooperation is on the following.

Data for development: Considering the data requirements in the SDG period, the UN will work on data for development initiatives with government institutions, other development partners and civil society organizations, and will do so at national and subnational levels. Specifically, assistance will aim to increase technical and financial capacity to generate, disseminate and use quality disaggregated data aligned to the SDGs. This is to inform policies and programmes in development and humanitarian settings. Interventions encompass several key national data collection exercises, including: the 2022 Census; Integrated Household Living Conditions Survey/EICV; 2019/2020 Rwanda Demographic and Household Survey (RDHS); the Comprehensive Food

Security and Vulnerability Analysis (CFSVA); and gender statistical reports. Further, One UN will contribute to the reinforcement of sectoral management information and administrative data systems to ensure their functionality. Across the sectors, national development strategies and frameworks benefit from action to integrate the Demographic Dividend Study recommendations. The UN will go beyond data production, and further promote evidence-based planning, policy making and decision making at all levels. The UN will further promote dialogue among key actors to ensure that multi-sector responses are developed to tackle the identified issues or capitalize on the emerging opportunities in a sustainable manner.

UNICEF staff reads with an English picture book with a primary student at Rubingo Child-Friendly School in Nyarugenge District. UNICEF is committed to supporting the Government in raising the quality of education in Rwanda, including literacy and numeracy rates. © UNICEF Rwanda/2017/Nkinzingabo

Democratic participation: UN agencies, in partnership with other development partners, will work together with public and private institutions, civil society organizations, communities and media, in order to further develop the technical capacity, skills and knowledge that will facilitate and enhance participation in democratic processes (including electoral processes). Specific strategies include equipping national and community-based media houses with technical skills and knowledge to impart accurate messages. Another strategy is to strengthen the technical capacity, skills and knowledge of public and private institutions and communities to increase coverage and access to information; this will facilitate citizens' active participation in development planning and monitoring of service delivery. Interventions will be provided to promote transparent and peaceful elections in Rwanda by ensuring equitable empowerment of relevant stakeholders with particular focus on the citizens.

Accountable governance and service delivery: The UN will provide assistance to ensure that public and private institutions in all sectors, particularly at the local level, are better able to plan, budget, implement and report on service delivery for increased transparency and accountability. Dedicated attention will be paid on the qualitative interaction between rights holders and duty bearers with the aim of ensuring citizen centred development at all levels. A key emphasis will be on providing technical assistance to design and implementing the capacity development strategy for local governments. In addition, capacity development efforts will target district-level officials to increase their knowledge of planning and budgeting, including gender responsive budgeting, child-focused budget briefs and analysis of the child-sensitiveness of national budgets. In addition, the UN will continue to assist the Government in ensuring gender equality compliance at national and local levels.

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4.   Risks and Assumptions

The UNDAP II 2018-2023 Results Framework contains risks and assumptions for each of the outcomes and outputs of the three Strategic Priority Areas of the Result Matrix.

There are three overall risks and two major assumptions that cut across the achievement of the planned results of the UNDAP II. The first risk relates to the One UN Rwanda being unable to mobilize sufficient resources to meet its commitments. Sudden changes in the regional and global political or economic situation may result in a decline in aid availability. Global changes in aid architecture by key partners may also affect the UNDAP II. Globally changing financing landscape, if not properly anticipated, could negatively impact the prospects of resource mobilization. Unpredicted emergencies and conflicts may divert resources, which could have negative consequences for the UNDAP II implementation. Some mitigating measures will include innovative financing including creating new partnerships with the private sector and philanthropic organizations, enhanced advocacy. Another will be the development of more innovative and efficient approaches to reduce implementation and transaction costs, thereby improving value-for-money and successful implementation of a well-designed partnership. Additionally, the resource mobilization strategy will be buttressed by effective communication of results, achieved through collective leadership. The outcomes of the ongoing UN reforms will be optimised in order to enhance the potential for raising resources for the One UN Rwanda's implementation of the UNDAP II. The predictability of some funding, and the approach of pooled funds at global level, may have a positive impact at country level. The UN has clearly tried to be conservative in the budget, in development areas and others. In addition, the distribution of the indicative budget between resources available and to be mobilized resources is clearly provided and is regularly reviewed.

A second high-level risk, which could impact on the UNDAP II implementation, is an increase in the protracted refugee crisis in the Kivu Region. Not only could this reduce availability of funding, but it risks distracting technical and management commitment and resources away from the planned UNDAP II results. Potential mitigating strategies include effective implementation of emergency preparedness plan in collaboration with MIDIMAR that will mitigate potential humanitarian situations, as well as clear implementation of contingency plans and preparedness.

Overall instability in the region might have a negative impact in regional integration and on Rwanda's development trajectory. The current approach to peace by the African Union and through the Great Lakes Strategic Framework will contribute to mitigating this risk. The effort at continental level through the African Continental Free Trade Area (AfCFTA) signed in March 2018 in Kigali by 44 African countries, and at regional level through the East African Community Vision 2050, will also contribute to mitigating this risk factor.

It is assumed that the global financial landscape and major donor community remain committed to support planned results in the UNDAP II. It is also assumed that the Government of Rwanda will remain committed to its Vision 2050 and the NST1, upon which the UNDAP II's Strategic Priority Areas were built. In addition, on Thursday 31 May 2018, Member States unanimously adopted General Assembly resolution A/72/L.52 on the repositioning of the UN development system; this puts focus on pooled funds and supports UN reforms at country level. The setting of a renewed SDG Fund 2018 to 2023 at country level will also enhance the reform process. Finally, it is assumed that there will be a progressive return to normalcy in areas of sub-regional conflicts, especially in the Democratic Republic of the Congo (DRC) and Burundi, although no major repatriation of refugees to these two countries from Rwanda is expected in the short term.

There is an overall assumption that regional integration will be improved, enhancing the opportunities for the economic and social transformation in Rwanda. The signing of the AfCFTA and the implementation of the EAC Vision 2050 are positive trends.

Refugees engaging in small-scale economic activity to boost their standards of living. © UNHCR Rwanda

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5.   Initiatives Outside the Results Framework

The UNDAP II captures almost all the planned interventions and programmes of the UN system in Rwanda for the five coming years. This includes the 10 resident and 12 non-resident agencies forming the One UN that will participate in implementation of the the UNDAP II.

The few initiatives outside the Result Matrix relate to interventions and programmes of the International Fund for Agricultural Development (IFAD), the International Atomic Energy Agency (IAEA) and the International Telecommunication Union (ITU). During the implementation phase, the One UN Rwanda team will explore collaborative arrangement with these agencies, where feasible.

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6. Financing

6.1 Common Budgetary Framework

Over the five-year period, initiatives articulated in the UNDAP II to achieve the planned results require a total of US$ 630,691,127 of which US$ 252,655,776 is projected to be available upon commencement of implementation in July 2018. The gap of US$ 378,035,351 is the difference between resources already secured and available and the resources required to implement the UNDAP II.

The UNDAP II budget contains amounts that address both humanitarian and development programming. These are funds available from all sources and include core/regular budget funds as well as donor contributions received in country; funds allocated from agency headquarters or from regional level; and funds received through global funding mechanisms or multi-donor trust funds. Funds are mobilized through various initiatives including a consolidated UNDAP II Resource Mobilization Strategy.

The total humanitarian budget for the five-year period is US$ 272,790,908 out of which US$ 70,909,186 is projected to be available. The amount to be mobilized is US$ 201,881,722 during the UNDAP period. These figures are reflective of the targeted support to refugees, host communities as well as Rwandan returnees.

Table 1: UNDAP 2018-2023 Common Budgetary Framework

Total UNDAP Budget (Humanitarian & Development)	UNDAP Strategic Result Area	Total Budget (US $)	Projected to be available (US$)	To be mobilized (US$)
	Economic transformation	142,874,919	83,380,619	59,494,300
	Social transformation	432,155,134	148,693,230	283,461,904
	Transformational Governance	55,661,074	20,581,927	35,079,147
	Total	630,691,127	252,655,776	378,035,351

Total UNDAP Budget (Development Only)	UNDAP Strategic Result Area	Total Budget (US $)	Projected to be available (US$)	To be mobilized (US$)
	Economic transformation	142,874,919	83,380,619	59,494,300
	Social transformation	173,617,906	79,314,044	94,303,862
	Transformational Governance	41,407,394	19,051,927	22355467
	Total	357,900,219	181,746,590	176,153,629

Total UNDAP Budget (Humanitarian Only)	UNDAP Strategic Result Area	Total Budget (US $)	Projected to be available (US$)	To be mobilized (US$)
	Economic transformation	-	-	-
	Social transformation	258,537,228	69,379,186	189,158,042
	Transformational Governance	14,253,680	1,530,000	12,723,680
	Total	272,790,908	70,909,186	201,881,772

The humanitarian budget is the total amount of UNHCR and WFP allocated resources to humanitarian; therefore it excludes their operation in the economic pillar and in the social pillar dedicated to development.

The UNDAP 2018-2023 Common Budgetary Framework has an indicative budget. Agencies budgets are reviewed and elaborated further in the One UN Joint Work Plans. Agencies' specific interventions and budgets are reflected and aligned to the UNDAP 2018-2023 Results Framework.

6.2   Financing Strategy Framework

The Addis Ababa Agenda Action highlights the need for nationally owned development strategies supported by integrated financing frameworks. The key objective of the UNDAP II should therefore be to catalyse finance for the implementation of the NST1 and the SDGs and provide, wherever possible, the leverage effect. This section provides a framework that guides the financing model for the UNDAP II, drawing from lessons learned from the previous UNDAP I and taking into consideration changes in financing landscape and new opportunities. For all the actors, innovations form the basis for the UN interactions through increased efficiency on existing financial mechanisms, whilst looking at new instruments and new actors to be brought into the conversation. A full UNDAP II Financing Strategy will be developed separately.

6.2.1   Financing landscape

While public sources of development finance (ODA and emerging partner flows) still play a crucial role, private sources of development finance (foreign private investment, remittances, foundation/INGOs) are increasingly important in financing the country's development. The Direct Budget Support is used more and more, which is a good sign in terms of improving financial management systems. Given the changing landscape, One UN needs to develop its internal capacities

in strengthening the analysis of the trends and the design of development finance strategy as explained below.

Whilst the 2016 Quadrennial Comprehensive Policy Review (QCPR) and the UN Secretary-General's reforms advocate for pooled and predictable funding for the UN system, recent experience continues to show donor preference for earmarking and vertical funding. However, the approved resolution on UN reforms put emphasis on the necessity to have 30 per cent of pooled funds.

In Rwanda, the Government of Sweden and the Netherlands have been very active in contributing to the One UN Fund over the last two UNDAP cycles in accordance to their global position. Many donors have established partnerships with specific UN agencies grounded on relationships that have been built over years, at headquarters and country level and on themes of funding. The UNDAP I evaluation and UN Country Team internal reflections recommended the need for the UN in Rwanda to develop clear priorities, be more transparent with clear and timely reporting, and develop better communication of development results showing impact and accountability.   All these lessons have been considered in the design of UNDAP II, including the necessity to diversify the sources of financing and partnerships. This is due to the catalytic role and leverage of our financial contribution and the fact that UN is not a donor; it is development partner. Our advocacy, partnership, technical expertise, support to institutions and systems building will help unlock financial support to the country; this is also true of our work on norms and standards, and our experience of knowledge sharing through South-South and triangular cooperation.

6.2.2   Financing the UNDAP II - Strategic Direction

The fundamental approach of the UNDAP II financing strategy is to strengthen relations with the UN's existing donors, combined with creation of new partnerships for

resource mobilization. This requires a more nuanced understanding of the interests and needs of all the partners. To achieve this, many initiatives are being pursued, which include:

(i) **Continuous update of donor intelligence, mapping and profiling:** The One UN team will continue to work together to map areas of donor interest, track shifts in focus, identify new opportunities within existing partnership arrangements and develop a database with robust profiles of existing partners.

(ii) **Strengthening and building relations with existing partners:** In addition to enhancing the partnerships with donors in country, bilaterally and multilaterally, (including European Union, World Bank and African Development Bank) the UN will strengthen relations with donors not represented in Rwanda, both private sector and philanthropies. It also will take opportunities emerging from global initiatives and vertical funds. Our partnership will be based on mutual interest in supporting national priorities for the benefits of people.

(iii) **Marketing, visibility and publicity of the UN Rwanda achievements:** The Delivering as One initiative and the UN reform process have seen tremendous progress in Rwanda. Many achievements have been recorded programmatically and operationally that, if well documented and packaged, can provide unique selling points for partnership and resource mobilization. Examples of this include: efficiency gains through business practice harmonization; the results of the first UNDAP; improved collaboration in planning and programming; and improved transparency and accountability. A stronger public relations mechanism will be developed through the UN communications team to collate, document and package achievements of the Delivering as One/One UN approach in Rwanda, including through stories from people's transformed lives. This will provide enough visibility of the UN's operations to donors as a basis for partnership, resource mobilization and advocacy. Naturally, the One UN will acknowledge the financial support received from various parties, including donors, both at core resources level and at programmatic level, through various visibility channels.

(iv) **Engagement with the private sector and philanthropic organizations:** The private sector and philanthropic organizations are increasingly playing a more significant role in the pursuit of developmental goals. UN agencies are already working with private sector partners; however, this requires significant strengthening to yield the right results. There is need to create a system-wide UN Private Sector Platform Network, grounding on global initiatives; this,

will provide a framework for sharing information, experiences and learning, developing operational guidelines for working with the private sector, and making the case for strategic private sector engagement in the work of the United Nations, while at the same time ensuring the required due diligence.

(v) **Regional Programmes:** Regional programmes provide opportunities for a country like Rwanda, to team up with other countries and offer the possibility of developing solutions to common or trans-boundary problems. An example is the Great Lakes Regional Strategic Framework Initiative, including joint cross border Community Stabilization and Peace consolidation programmes with UN Burundi, Tanzania, Uganda and DRC that could be pursued in a coordinated manner. With trans-boundary problems, inadequate actions by one country will have spill-over effects, which negate the efforts of other countries. This is the case with the humanitarian agenda and some border development programmes, including trade and watercourses. The formulation of such projects has the potential to attract traditional donor funding, as well as from foundations and the private sector. The One UN team in Rwanda will continue to seek to become more strongly engaged in order to benefit from these opportunities, by developing a better understanding of the regional priorities and programmes of regional and sub-regional bodies, and also by analysing opportunities and the potential for the inclusion of Rwanda with the contribution from UN agency regional offices.

(vi) **Innovative Finance:** Rwanda's push for middle-income status, its move from funding to financing, and the desire to sustain the gains under the MDGs, along with its call on the UN to support its financing strategy through providing expertise, present new opportunities. Under the UNDAP II, innovative approaches will be explored to assist the Government: to analyse the context; design new financing schemes, products or funds; enhance the fiscal space; mobilize remittances; and contribute to more financial inclusion, including through digital finance to mobilize more savings. Venture capital, thematic resources, diaspora bonds, and vertical funds (such as for the environment and climate change) offer windows of opportunity for the UN to generate and catalyse financing.

(vii) **Government cost-sharing:** The UN in Rwanda will support the Government to undertake analyses of the NST1 implementation, including the human and financial resources and capacities required to ensure its full operationalisation and management. This will also generate an understanding of areas of possible UN intervention, as well as cost-sharing possibilities to accelerate implementation.

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7. Implementation Arrangements

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

The key UN Development Group-approved functions under the Standard Operating Procedures are retained and strategically organized to enhance accountability, reduce transaction costs and improve coherence and synergies in planning, programming, implementation, and reporting of the UNDAP II. Synergies between programmes and operations are also enhanced. Revised resource mobilization, partnership and coordination arrangements are set to optimize available UN Country Team competencies and resources. This flexible coordination mechanism, aligned to national coordination structures as well as the resolution on the New Generation

of UN Country Teams and UN Development Assistance Framework (UNDAF), does not preclude the existence of agency-specific coordination mechanisms, but complements them for effective operations.

7.1 UN Position in Rwanda Aid Coordination Mechanism

The UNDAP II Architecture enhances and streamlines the One UN Rwanda contribution to the NST1 and its related structures.

Rwanda Aid Coordination

The aid coordination and management mechanism in Rwanda sets the framework of cooperation between development partners and the Government. This is currently under review within the framework of formulation of the Vision 2050. The Development Partners Meeting was established after 1994, and as part of the Rwanda Vision 2020, provides a good basis for establishing harmonised donor-government arrangements for aid coordination and M&E systems to reduce reporting requirements. Through various coordinating mechanisms

or bilateral discussions, the Government and the Development Partners also establish a culture of dialogue on the national development strategic plans. This sets key priorities for the country's development and provides the framework for partnership, implementation and monitoring progress achieved.

Within this system, the Development Partners Coordination Group - comprising representatives of the Development Partners, the Government, the CSOs and NGOs - holds quarterly meetings co-chaired by the Permanent Secretary of the MINECOFIN and the UN Resident Coordinator, as well as a donor representative designated on a rotational basis. All accredited UN agencies participate in this meeting. Additionally, there is annual retreat chaired by the Minister of MINECOFIN with the UN Resident Coordinator and a donor representative, as co-chairs on a rotational basis. The Development Partners continue to hold monthly meetings co-chaired by the UN Resident coordinator and a Development Partner designated on an annual rotational basis to discuss issues of common interest. This is open to all UN agencies participation. An important component of the Development Partners Engagement is the Government-led streamlining of aid delivery (a division of labour) aimed to ensure a set of common benefits for the Government and development partners.

Sector Working Groups

These are technical working forums through which the Government and stakeholders meet to discuss sector and cross-sector planning and prioritization, according to strategic plans and development programmes. Sector Working Groups (SWGs) continue to be co-chaired by the Permanent Secretary of the relevant line ministry and a representative from the lead donor agency. As part of the UNDAP II coordination, the Results Groups organize and liaise with the SWGs, with agreed common UN positions for representation, strategic policy dialogue and reporting.

The UN Resident Coordinator represents the UN in political dialogue at the level of the Head of State, the Speaker or the Prime Minister, as well as in high level forums for policy dialogue (such as the Development Partners Coordination Group, Budget Support Harmonization Group, and the Development Partners Meeting). The Resident Coordinator is accompanied, as necessary, by heads of agencies whose mandates are included in the agenda. Heads of agencies are responsible for representing the UN in policy dialogues at the ministerial level on issues within their mandates. The respective UNDAP II Results Group Chairs coordinate the UN common position on policy and

programming principles in relation to Government Sector Working Groups, donors, private sector, and civil society bodies ensuring that the UN speaks with one voice.

7.2. UNDAP II Management and Coordination Mechanisms

One UN Steering Committee

The One Steering Committee is responsible for providing strategic guidance and orientation on the UNDAP II and its implementation ensuring alignment to the national priorities. The One UN Steering Committee is chaired by the Minister of MINECOFIN and co-chaired by the UN Resident Coordinator; it meets twice each year. The High-Level Steering Committee includes development partners, sector ministers and UN agencies. The Office of the Resident Coordinator provides operational assistance for the functioning of the One UN Steering Committee, in collaboration with MINECOFIN.

Specific One UN Steering Committee roles and responsibilities are as follows:

- To provide policy guidance in ensuring alignment of the UNDAP II and the related Joint Work Plans with national priorities as defined in NST1 and Vision 2050 through the implementation of the agreed Division of Labor and the domestication of the Sustainable Development Goals (SDGs);
- To review the UNDAP II Joint Programmes and undertake reporting to ensure effectiveness and continuous alignment to national priorities;
- To provide strategic orientation and endorse the UNDAP II Common Budgetary Framework and the Annual Budgetary Framework;
- To coordinate, support and monitor the joint efforts to construct and manage the One UN House for the UN agencies in Rwanda;
- To serve as a forum to discuss and address issues that may impede the coordination and harmonization of the work of the UN agencies in Rwanda.

Joint Task Force on SDGs

This joint UN/Government technical team discusses and agrees on actions to support the Government's SDG domestication agenda. The team reports to the One UN Steering Committee and is co-chaired by the MINECOFIN and the UN. Membership will be drawn from; ministries represented by the One UN Steering Committee; development partners and civil society organizations; and

7.2. UNDAP II Management and Coordination Mechanisms
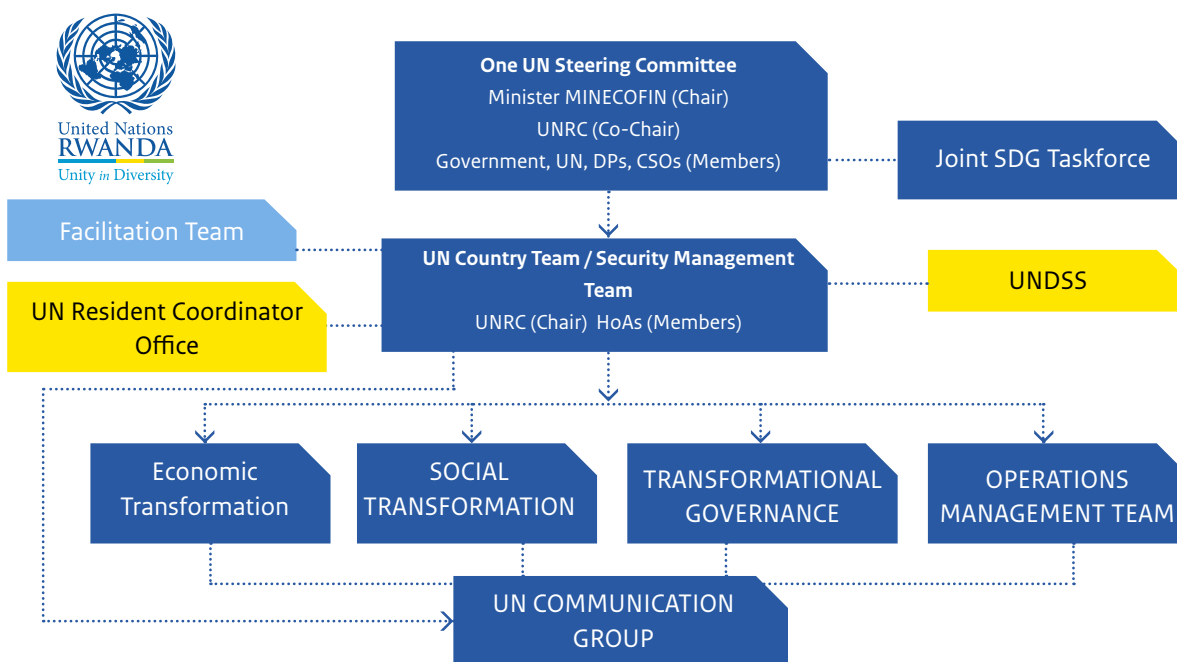
the private sector. The scope of work will include: technical work on SDGs policy, strategies and data; monitoring and reporting; and financing and communications.

The UN Country Team

The UNCT is responsible for ensuring achievement of results in addition to adherence to the UNDAP II and Delivering as One (DaO) process. As chair of the UNCT responsible of our collective deliver, the UN Resident Coordinator is the leader and the coordinator of the UNDAP II, and oversees the planning, implementation, monitoring, evaluation and reporting through the established Results Groups. The UN Resident Coordinator Office provides the administrative, secretariat and coordination for the UNCT agenda. In addition to its normal meeting, every quarter the UNCT holds a specific meeting dedicated to discussing strategic issues to better position the UN in the country, build new partnerships, spearhead innovations in finance and in doing business, and approve position papers on key issues.

UNDAP II Results Groups

UNDAP II Results programming, planning, coordination, implementation, monitoring and reporting is undertaken through three Results Groups, aligned to the three Strategic Priority Areas: Economic Transformation, Social Transformation, and Transformational Governance. Results Groups can establish sub group(s) to facilitate their operations and streamline work, bearing in mind potential additional transaction costs and duplication.

The Results Groups also ensure oversight, accountability and coherence on strategy, policy, programming, communication, advocacy and resource mobilization and reporting. The Social Transformation Results Group is split into two sub-groups to ensure coherence, organization and management of activities. This does not affect the agreed UNDAP II results framework: whilst there are 2 sub-groups, there will be single coherent reporting of results from the Social Transformation Results Group.

The Results Groups are chaired by a Head of Agency with an alternate. The term period of the chair is one year and is agency-based. If the chair is reassigned to another duty station before the end of the term, the new Head of Agency continues the term. The alternate chair/agency works closely with the chair and assumes the role after one year. The chair appoints a coordinator or secretariat from his/her agency to facilitate the work of the group.

Each Results Group has a member with expertise in M&E, who ensures that the agreed programming results are aligned to the UNDAP II and identifies any misalignment for correction during review periods. Similarly, a designated UN agency communication and operations staff member supports each Results Group to help identify joint advocacy, communication and efficiency opportunities for joint actions.

Joint Work Plans and Joint Programmes

The UNDAP II is implemented through Joint Work Plans for each of the three Strategic Priority Areas, as well as

a limited number of Joint Programmes (JPs) drawn from UNDAP II outcomes and areas of work/synergies between two or more agencies. This ensures agency priorities are coherent with the UNDAP II in line with UN reform. These are agreed upon from the commencement of implementation.

Each annual Joint Work Plan is comprehensive and derived from individual agencies work plans, looking to define synergies and complementarity to better harmonise key actions for implementation. The Joint Work Plans are signed between the Resident Coordinator and the respective agencies and communicated to the Government, allowing for easier adjustments during annual reviews. Agencies continue to sign bilateral work plans with their counterparts and share copies of the agreements with the Office of the Resident Coordinator.

The JPs will be guided by the UNDG guidance and informed by UNDAP analysis and synergies around a) Data b) Institutions c) Themes d) Geographies. The JPs will include results framework and budget, aligned to the UNDAP result framework, and there will be steering committee established to provide oversight and guidance. The JWPs and JPs will inform UN's work on joint advocacy, communication, partnerships and resource mobilisation, as well as ensure improved accountability of the UN Country Team and agencies' commitment towards the UNDAP II implementation. The JWPs and JPs are reported via the UNINFO, hosted by the Office of the Resident Coordinator, and form the basis for the UNDAP II annual reporting.

Key Additional Strategies for UNDAP Implementation

The implementation of the UNDAP will also be guided by four strategies approved by the UNCT: gender, human rights, nexus humanitarian and development, Business Operations Strategy (BOS).

Gender Strategy

The strategy constitutes a very good leverage for each individual agency to reach their corporate and national objectives, including the Gender Equality and Women's Empowerment coordination mandate usually exercised by UN Women as part of the UNCT.

Gender equality has been one of the most important programming principles in UNDAP 1 2013-2018, and it has also been emphasized in the new UNDAF guidance by dedicating one of the programming principles to Gender Equality and Women's Empowerment (GEWE).

Kigali marches to say no! to violence against women and girls.
© UN Women/Tumaini Ochieng

As a programming principle for UNDAP II 2018-2023, UNCT Rwanda found it important for Gender Equality and Women's Empowerment to have its own strategy could be added to the 2017 Gender Score Card Assessment and action plan, with gender markers as tools that enforce GEWE Accountability across UNCTs. A strategy for sectors such as gender equality requires high-level commitment to ensure all responsible institutions and/or organizations know where they are, their future aspirations and their development coordination. The UNCT Gender Mainstreaming Strategy exists as part of a more systematized UNCT, with individual agencies having accountability regarding Gender equality as we support the Government of Rwanda to reach its development aspirations through NST1. The UNCT approach to this strategy will include capacity development to implement, monitor and evaluate the GEWE results across UNDAP 2018-2023, strengthening Gender Joint Programming and implementation across all UN Agencies in Rwanda. It will also involve effective implementation of the Action Plan from the UNCT-SWAP Score Card report 2017 to strengthen GEWE Accountability among the UN Agencies at both programmatic and operational level.

Human Rights Strategy

This strategy will also be in tandem with the 4-year strategy that OHCHR has outlined globally. It will also be in line with the requirement that human rights and gender - the cross-cutting programmatic issues of all UN work - are fully integrated into the results framework of the UNDAP. This strategy will also ensure that the implementation of the SDGs is comprehensive and coherent and will address, in particular, the need to provide inclusive and participatory mechanisms aimed at fully complying with the Leave No One Behind (LNOB) principle.

To achieve this, the UN Rwanda will apply - in a very comprehensive way - the Human Rights-Based Approach (HRBA) to Development in all its programmes. HRBA is an approach that UNCTs across the world are advised to apply in order to: support country analysis; advocate for priorities in the national development framework; and prepare programming frameworks (in this case the UNDAP) that demonstrate a strategic use of UNCT resources and expertise. A Human Rights Based Approach leads to better and more sustainable outcomes by analyzing and addressing the inequalities, vulnerabilities, discriminatory practices and unjust power relations that are often at the heart of development problems. It puts the international human rights entitlements and claims of the people and the corresponding obligations of the State at the center of the national development debate. It also clarifies the purpose of capacity development.

The UN Common Understanding states that, "In a Human Rights-Based Approach, human rights determine the relationship between individuals and groups with valid claims (right-holders) and State and non-state actors with correlative obligations (duty-bearers). It identifies right-holders (and their entitlements) and corresponding duty-bearers (and their obligations); it works towards strengthening the capacities of right-holders to make their claims, and of duty-bearers to meet their obligations." In the case of Rwanda, the country is very focused on using all tools aimed at consolidating development on the basis of equality and non-discrimination. Therefore, such an approach will directly benefit the Government of Rwanda in realizing its plan to improve the welfare of Rwandans by embracing innovative strategies of development as outlined in the National Strategy for Transformation (NST).

Nexus Humanitarian-Development

International development aims to improve the socio-economic circumstances of the world's poorest and most vulnerable people in a sustainable manner - on the one hand. On the other hand, the primary objective of humanitarian action is to save lives, alleviate suffering, and maintain human dignity with programming that adheres to the guiding principles of humanitarian action: humanity, impartiality, neutrality, and independence. There has been global recognition that these two approaches to intervention need not move in separate streams: "Recognizing that humanitarian and development actors, governments, NGOs and private sector actors have been progressively working better together to meet

needs for years, the New Way of Working aims to offer a concrete path to remove unnecessary barriers to such collaboration in order to enable meaningful progress. The New Way of Working can be described, in short, as working over multiple years, based on the comparative advantage of a diverse range of actors, including those outside the UN system, towards collective outcomes. Wherever possible, those efforts should reinforce and strengthen the capacities that already exist at national and local levels[54]."

Of course, these should be contextualized. In September 2016 at the UN General Assembly, the New York Declaration on Refugees and Migrants[55] (NYD) was adopted in recognition of the need for greater global responsibility particularly towards people displaced as a result of conflict. One of the key objectives of the NYD is "to improve the delivery of humanitarian and development assistance to those countries most affected, including through innovative multilateral financial solutions, with the goal of closing all funding gaps." The NYD sets out the key elements of a Comprehensive Refugee Response Framework (CRRF) to be applied to large-scale movements of refugees and protracted refugee situations. The CRRF focuses on the importance of supporting those countries and communities that host large number of refugees, promoting the inclusion of refugees in host communities, ensuring the involvement of development actors from an early stage, and developing a 'whole-of-society' approach to refugee responses. Its four key objectives are to:

1. Ease the pressures on host countries and communities;
2. Enhance refugee self-reliance;
3. Expand third-country solutions; and
4. Support conditions in countries of origin for return in safety and dignity.

The CRRF and the 2030 Agenda for Sustainable Development offer complimentary approaches to tackle both humanitarian and development challenges. It ensures that the commitment to "Leave No One Behind" is upheld for refugees and also nationals living in close proximity to refugees, and other populations benefiting from humanitarian operations. These groups are typically marginalized, vulnerable and "those who are furthest behind".

There is a key novelty in the collaboration between humanitarian and development: actors who work on immediate relief and assistance to refugees or other

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54   UNOCHA, https://www.unocha.org/sites/unocha/files/NWOW%20Booklet%20low%20res.002_0.pdf
55   The New York Declaration, United Nations, https://refugeesmigrants.un.org/declaration

affected populations should integrate the expertise of development: actors in their programming at the very beginning of interventions. Similarly, development actors should integrate refugees and other affected populations in their long-term programmes, fostering governments' greater inclusion of refugees and other affected populations in national development plans. As such, for the refugees, the Comprehensive Refugee Response Framework is a tool to help bridge the so-called humanitarian-development nexus. It is, in reality, how the New Way of Working[56] is operationalised (and in the context of the CRRF particularly in refugee settings).

Operations Management Team (OMT) and the BoS

The UNCT in Rwanda is developing second edition of BOS from 2018 to 2023, in line with global practice and the United Nations Development Group's (UNDG), SG's reforms on increasing focus on enhancing the cost effectiveness, quality and efficiency in finance, human resources, information and communication technology, logistics & administration, and procurement in support of programme delivery. The BOS is a five-year operations framework aligned to the UNDAP 2018 to 2023 and encompasses operations strategic outcomes and supporting outputs for the period.

BOS 2 builds on its successful achievements, including improving quality ensuring integration with the programmes, co-location of agencies, and progress towards common back office business functions. The OMT provides leadership in the implementation of a coordinated, efficient and effective UN operations system in Rwanda through the BOS 2 focusing on Information and Communication Technology, Finances, Human Resources, Procurement and HACT.

The OMT consists of operations managers of UN agencies in Rwanda and is chaired by a Head of Agency on a one-year rotational basis with an alternate, following the same mechanism explained for the Results Groups. The OMT is not an implementation body, but a strategic group to guide the UN Country Team on efficiency and effectiveness matters, as well as on the synergies between operations and programmes. To operationalize the BOS 2, the UNCT assigns lead agencies for each BOS pillar, who facilitate its implementation. The accountability for reporting under each pillar rests with the agency under the overall guidance of the UNCT.

Additional facilitation, coherence and accountability mechanisms

The UNCT is the main body for ensuring the collective leadership and accountability, coherence based on strategic discussions and assessment of common progress and issues. For the revised coordination structure to optimally deliver and reduce costs, the mechanism below is used as a support to the UNCT.

i. **Facilitation Task Teams** are established as part of the UNDAP II implementation structure. They bring together technical persons from various agencies to discuss common issues, share knowledge, exchange practices or undertake a specific task on behalf of UNCT. A facilitation task team may be an interagency policy advisory team comprising experts of various agencies; the task team is there to design UNCT position papers or comments on strategic documents to be proposed for UNCT approval. The model also allows for there to be facilitation task teams around partnerships, resource mobilisation, M&E, and communication, and others. This flexible arrangement assists the UN to be more dynamic in a rapidly changing environment, and to better anticipate and adjust in order to remain relevant. It also helps provide any additional assistance during peak times in the UNDAP implementation. The composition of membership is informed by the agenda. A facilitation team supports the One House endeavour, with assistance from the Technical Team on Common Premises. The Facilitation teams report to UNCT.

ii. **The Results Group chairs,** including the alternate chair, Operations Management Team representatives and communication focal points meet at least twice each year to discuss progress and address common issues on programming, policy, resource mobilisation, partnerships communication, and operations. These meetings are considered as a UNCT meeting. Such meetings also help prepare reviews and the One UN Steering Committee Meetings.

Sustainable Development Fund 2018 to 2023

Objectives and Administrative Arrangements

• The objective of the SDF 2018 to 2023 is to support investment in SDG acceleration and transformative change with joint resource mobilization, allocation and disbursement of donor resources to the SDF 2018 to 2023 - under the direction of the UN Resident

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56   THE "NEW WAY OF WORKING" EXAMINED: An ICVA briefing paper September 2017 https://www.icvanetwork.org/system/files/versions/ICVA_NWoW_Briefing_paper.pdf

Coordinator (hereinafter referred to as Resident Coordinator). The fund is expected to: reduce fragmentation; reduce transaction costs; address unproductive competition; facilitate scale and partnerships; and provide incentives for pursuing system-wide priorities, strategic positioning and coherence to achieve national SDG commitments.

• The SDF 2018 to 2023 is one of the proposed vehicles for new resources pooled by donors to support the unfunded portions of the UNDAP 2018 to 2023. SDF 2018 to 2023 will complement the parallel resource base (core and non-core funds of individual agencies), under the guidance of the UN Steering Committee, with delegated resource allocation to UNCT and the

leadership of the Resident Coordinator. It is intended to facilitate the realization of the UNDAP II outcomes by strengthening the planning and coordination process and channelling consistent and predictable joint funds towards the highest priority needs.

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8.   Monitoring and Evaluation

The United Nations in Rwanda is committed to strengthening management for results and measurement of the impact of supported programmes. Results-based management is used in planning, monitoring and evaluation of the UNDAP II 2018-2023 to ensure a strong focus on achieving development and humanitarian results, based on robust evidence. It's also based on an understanding that the UN contributes to the NST1 results through the UNDAP II outcomes, in addition to being responsible for the achievement of the output level results.

A Results Framework (Annex 1) has been developed for the UNDAP II, clearly defining the results, baseline targets, indicators and means of verification, as well as risks and asssumptions. The development of Joint Work Plans and Joint Programmes and the their monitoring are fully guided by the results framework.

The progress towards achieving the results is continuously monitored based on the indicators and targets of the UNDAP II results matrix.

A specific emphasis is made on the measurement of results of the UN's contribution in the areas of policy research, technical advice and advocacy in respective thematic areas. A variety of monitoring and evaluation approaches are used to assess the results including quantitative and qualitative studies, partner survey, in depth analysis on respective areas. In view of the UN's normative role in promoting human rights, there is an emphasis on measuring the changes for these respective groups, in collaboration with key national partners. National monitoring and evaluation systems are utilised to the fullest extent possible. Joint research, surveys, studies and reviews will continue to be conducted to enhance monitoring, evaluation and reporting. Where possible, the UN supports national efforts in these areas and utilises their data for evidence-based decision-making.

The UNDAP Results Framework

To enable joint, coordinated and coherent monitoring of progress towards results, the UNDAP indicators and targets as outlined in the UNDAP Results Framework are the foundation for monitoring, reporting and evaluating results. The targets are as annualised as possible in the Joint Work Plans. The UNDAP Results Framework is regularly updated and shared with all stakeholders.

Substantive changes to the Results Framework, including the key indicators identified, are tracked throughout the UNDAP II cycle. The targets are reviewed annually and adjusted in collaboration with the Results Groups.

UNINFO (UN information system)

The UNINFO is a highly-accesible global online reporting system hosted in UN DOCO for reporting on UNDAP and BOS; it is the core reporting system for the UNDAP II in Rwanda. The system provides data and overview of who does what, where, with what kind of resources; it produces a basis for the One UN Country Results Report, and others, which can be used for programme management and accountability. This online planning, monitoring and reporting tool for UN programmes and operations digitizes the UNDAP and Joint Work Plans, as well as Business Operations Strategy. It increases transparency by providing an overview of UN's contribution in Rwanda. It is the key tool for the UN to share progress on its contribution with the Government, other partners and the general public. It allows the UN System to review and report systematically and collectively, forecasting disbursements against available resources. It also identifies operational support requirements.

Joint Work Plan mid-year review

During mid-year, the progress and status of the Joint Work Plans are internally reviewed by the respective Results Groups, with progress captured in the UNINFO.

UNDAP Annual Review

The UNDAP II is formally reviewed annually by the UN, the Government of Rwanda, donors, civil society organizations and the private sector and other key partners. The Annual Reviews assess the progress and contribution towards the achievement of the UNDAP results. Each Result Group reports progress on the annual targets based on the Joint Work Plans, ensuring that targets are relevant and updated. The UNDAP Annual Review reports on progress towards the outputs, financial expenditure, major achievements and constraints. It takes stock of lessons learnt and good practices; it highlights key results achieved and challenges. The reviews provide the opportunity to assess and make recommendations related to the planning assumptions, risks and emerging opportunities; continued relevance of the UNDAP results to national priorities; and any recommendations to the subsequent Joint Work Plans, including the related strategies, partnerships and resource allocations. The feedback from the UNDAP Annual Review informs the annual report on progress on the result areas based on the targets as well as the progress on the cross cutting issues.

The feedback also informs the annual planning processes and commitments for the subsequent year, including any strategic and operational adjustments required for the UNDAP.

One UN Rwanda Annual Report

This report is produced annually, based on reporting from the Results Groups. The report contains an analysis of strategic issues, changes in strategic priorities, lessons learnt and corrective measures, systematic reporting of progress towards UNDAP results, and key achievements using the progress indicators.

UNDAP Evaluations

Evaluations are conducted as per the periodicity agreed with the Government of Rwanda and the UN by external parties to the UN system. Thematic outcome and project evaluations are conducted in identified results areas and their recommendations inform the UNDAP End of Programme Evaluation. The UNDAP End of Programme Evaluation will be conducted in the penultimate implementation year. The recommendations will inform the next programming period. Decentralised programme and project level evaluations also inform the UNDAP evaluation. Salient pillars of the programme evaluations are the measurement for provision of: policy advice, advocacy in identified thematic areas and their contribution to the UNDAP results. All evaluations are based on the core UN Evaluation Group Criteria: relevance, efficiency, sustainability, and effectiveness of the Delivering as One contribution to the UNDAP II.

Mid-Term Review

A formative UNDAP mid-term review will be conducted to allow for any programme adjustment based on the recommendations. The Mid-Term Review will include assessment of the UN contributions to the National Strategy for Transformation and the progress towards the achievement of the SDGs.

Independent audits

As required, independent audits are commissioned by the UN system and undertaken by private audit services, in line with the UN guidelines and standards for auditing. Government and other national implementing partners cooperate with the UN agencies in monitoring and reporting on all activities supported by the direct implementation modality and cash transfers. They facilitate access to relevant financial records and personnel responsible for cash administration.

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9. Communication of Results

Communicating as One is a key component of the Delivering as One Agenda in Rwanda. Since 2008, the One UN brand has been well known in Rwanda, providing a solid foundation for heightened visibility of the contribution of the UN to Rwanda's development. However, a Perception Survey conducted in 2015 indicated that 35 per cent of the public lacked understanding of the relevance of the work of the One UN. The same survey indicated that individual UN agencies were more visible to the public.

Based on this, under the UNDAP II, greater attention is being given to UN system-wide advocacy, communication and partnerships. The communication approach is based on the UNDAP Strategic Priority Areas and outcomes, to better enable opportunities for joint advocacy, communication, partnership and resource mobilization. The joint UN communication capacities based in the Office of the Resident Coordinator will be strengthened. Every Results Group and Joint Programme have a coordinated communication action plan, and a joint communication plan; both answer to cross-cutting issues. Common advocacy will also be implemented. The communication focal persons from each Results Group meet at least twice each year, as part of the Results Groups bi-annual meeting to review progress and address emerging issues jointly. When necessary, existing One UN communication resources are mobilised under the Facilitation Team to work on specific assignments.

In the implementation of the UNDAP II, the One UN communication is guided by the Agenda 2030 and the Secretary-General's reforms. This calls for the UN to be more responsive to the larger public through joint advocacy, communications and creation of strategic partnerships and alliances with actors in the private sector, media, philanthropic organizations, civil society and government. This ensures that the United Nations continues to maximize on comparative advantages to remain the development partner of choice. This helps with fostering ownership of the SDGs, with "leave no one behind" as the core principle.

A set of core strategies is adopted by One UN Rwanda to strengthen outreach and communication around the UNDAP II.

Joint advocacy on common issues: Based on the SDGs, NST1, and the UNDAP priorities, the UN Country Team will continue to strengthen partnerships with the Government and like-minded stakeholders to undertake sustained joint outreach and advocacy campaigns on agreed thematic areas focusing on policy, social and behavioural change. This is supported by a wide range of communication materials and resources.

Joint communication of results: As the results of the Joint Work Plans become evident, the UN Country Team will translate results into multiple formats of easy-to-access communication materials targeting decision-makers, partners and the public. In addition, the significant achievements of UNDAP II are also highlighted through similar media and initiatives, to be used by the UN system and by individual agencies.

One UN Rwanda website: The One UN Rwanda website continues to serve as the one-stop centre for all news and information on the activities of all UN agencies operational in the country. The Office of the Resident Coordinator maintains and updates the One UN Rwanda website on a regular basis, by sourcing for content such as news stories, stories from the field, photos and videos to post on the website.

Joint field visits: The UN Country Team organizes regular joint visits to the field of UN agencies, Government, the parliament, development partners, CSOs, the media and other stakeholders, to monitor progress and interact with beneficiaries on the impact of the UN-supported development and humanitarian programming.

Enhanced partnerships with the media: A strong and responsive two-way partnership between the UN and the media is critical to ensure that reliable information and key messaging are available to the public and targeted groups. The UN Country Team, through the Office of the Resident Coordinator and Communications focal persons, organizes regular interactions, such as media breakfasts, training workshops and press briefings to keep the public fully informed of latest news and developments in the UN system. This assists with building confidence in the UN brand, as well as stronger ownership of the development and humanitarian process by the general population.

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10. UNDAP II Results and Resources Framework

Results	Indicators	Baseline	Target	Data Source	Assumptions
UNDAP Outcome 1: By 2023 people in Rwanda benefit from more inclusive, competitive and sustainable economic growth that generates decent work and promotes quality livelihoods for all.	Outcome indicator 1.1: Gini coefficient.	0.45 (2017)	0.4	Rwanda Poverty Profile Report 2013/2014.	Continued government buy-in and support to the results articulated. Successful UN reform leads to more efficient implementation.
	Outcome indicator 1.2: % Post harvest crop losses.	30% (2016)	5%	NST Draft (Pg. 23).	
	Outcome Indicator 1.3: Agriculture value added as % of GDP.	34.63% (2014)	Will be based on final NST.	To propose from NST.	
	Outcome Indicator 1.4: Unemployment rate by sex and age.	Total: 16.7% (Youth: 21% Male: 16.1% Female: 17.5%)1	Target: Will be based on final NST Labour force survey 2017).	Labour force survey.	
	Outcome Indicator 1.5: % of population living in urban areas.	17% (2013/14)		NST Draft (Pg. 11).	
	Outcome Indicator 1.6: Total Investment (disaggregated by FDI / domestic) as % of GDP.	Total Investment / GDP 25.5% (FDI/ 0.006% (2016), Domestic 13.5%	To be based on final NST.	NST Draft (Pg. 20): Private Sector Backward Looking Exercise, National Statistics.	
	Outcome Indicator 1.7: % of Total employment with main job in informal sector.	91% (2017)	85%	Labour force survey.	

WFP Rwanda

RWANDA UNDAP II 2018-2023 Results Framework.

UNDAP Strategic Priority 2: Economic Transformation: By 2023 people in Rwanda enjoy an improved quality of life sustained by a modern economy that is globally competitive, knowledge based and environmentally sustainable.

Related National Priority or goal: National Pillar: Accelerate inclusive economic development founded on the Private Sector, knowledge and Rwanda's Natural Resources.

Related SDGs: 1, 2, 5, 8, 9, 10 & 11.

Risks	Mitigating Factors	UN Partners	Medium Term Common Budgetary Framework					
			UN Agency	TOTAL	Project-ed To Be Available	To Be Mobilized	Humani-tarian	Develop-ment
Rwanda is landlocked and is susceptible to political instability in the region which may lead to a loss of trading partners and FDI. Unpredicatble financial resources to facilitate implementation.	Develop contingency measures/ plans for the implementation of the agreed outputs. Sensitisation of donors and mobilisation of donors through joint resource mobilisation. Revival of the ONE UN Fund in Rwanda. Strengthen the division of labour to have an UNDAP focal point.	MINECOFIN, NISR.MINAGRI, MINICOM.MoY, NISR, Ministry of Labour. MINECOFIN, MININFRA, MINALOC.		83,076,300	49,976,288	33,100,012		

Results	Indicators	Baseline	Target	Data Source	Assumptions
Output 1.1: Institutions and communities, especially small-scale farmers, rural youth and women in target areas have the requisite technical capacities and inputs for innovative and sustainable agriculture production and productivity. **(FAO, UNWOMEN, WFP, IFAD).**	**Indicator 1.1.1:** No. of women and men farmers provided with training for effective uptake of small scale agricultural technology in the targeted districts. (Disaggregated by type of technology-post harvest etc).	Members of 88 farmer organizations with skills in market access and post-harvest handling. Cooperatives.	100 cooperatives.	PSTA4 Document.	Timely provision of inputs and technology technological by UN and partners.
	Indicator 1.1.2: No. of agricultural officers in target areas with skills to promote climate smart agricultural practices.	2,500 FFS promoters.	500 FFS promoters (100 every year).	PSTA4 Document.	
	Indicator 1.1.3: No. of agriculture related policies and strategies that are responsive to sustainable agriculture.	12 policies and strategies PSTA IV, Livestock Master Plan, Agroforestry Strategy, Crop Instensification Strategy, Agriculture Mechanization Strategy, National Agricultural Extension Strategy, National Agricultural Policy, National Strategy and Action Plan for Non-Timber Forest Products, Green Growth Strategy, Irrigation Master Plan, Agriculture Seed Systems Policy, National Fertilizer Policy.	5 new policies and strategies (1 every year).	PSTA4 Document.	
	Indicator 1.1.4: No. of women and men farmers in target areas with access to improved agricultural inputs and technologies.	**Total:** 4460 Male: 1561 Female: 2899 Total: 10,648 Women: 5,617 Men: 5031	**Total HHs:** 8920 (UNWOMEN). 2500 (500 HHs every year / FAO) Male HH: 3568 (UNWOMEN). Female HH: 5352 (UNWOMEN). Female HH: 1250. Male HH: 3568 (UNWOMEN). Female HH: 5352 (UNWOMEN).	Project report.	

Risks	Mitigating Factors	UN Partners	Medium Term Common Budgetary Framework					
			UN Agency	TOTAL	Project-ed To Be Available	To Be Mobilized	Humani-tarian	Develop-ment
Climate change -uinpredictable weather patterns (heavy rains, drought, floods, erosion) Farmers are no receptive to new technologies and farming practices. Unplanned increase in production may cause glut of agricultural produce. People with disabilities were not considered enough (lacking data). Baseline data insufficient.	Information systems strengthened and used to guide programming for climate smart farming. Conservative farming. Continued advocacy at the community level and promotion. Comprehensive market analysis conducted.	MINAGRI, MINICOM.	FAO	3,850,000	650,000	3,200,000		
			UN WOMEN	1,020,000	220,000	800,000		
			WFP	5,000,000	500,000	4,500,000	0	5,000,000
			IFAD	10,000,000	10,000,000	-		
			UNCDF	772,620	-	772,620		
			TOTAL Output 1.1	20,642,620	11,370,000	9,272,620		

Results	Indicators	Baseline	Target	Data Source	Assumptions
Output 1.2: Farmers, especially youth and women in target districts have acquired increased skills and knowledge for agribusiness and food processing for selected value chains. **(FAO, WFP, UNWOMEN, UNCTAD, UNIDO, ITC, UNCDF).**	**Indicator 1.2.1:** No. of women and men farmers / cooperative members skills developed on quality assurance and standards in target areas.	**Total:** 0	50 (10/year). 20 SMES.	Regular industrial reports by MoTI (twice a year). For ITC's interventions: Buyer's and Food safety adviser evaluations.	Private sector is aligned to agriculture value chain development.
	Indicator 1.2.2: No. of targeted cooperatives with at least 50% either youth or women members that have capacity (management, organizational and entrepreneurial) to engage in value chain addition e.g. food processing.	47 Cooperatives.	144 cooperatives.	PSTA document.	
	Indicator 1.2.3: % of targeted population who are using market information from E-soko and other market information systems e.g. Buy From Women (Disaggregated by sex and age).	E-soko: Buy From women digital platform: 3144 including 1,687 women and 1457	E-soko: Buy From Women digital platform: 25000 of which 15000 will be women.	Buy from Women - UNWOMEN / MINAGRI web report.	
	Indicator 1.2.4: No. of new financial products developed to suport value chain finance.	0	2 new financial products developed.	Agri-financing need assessment report, project report (UNCDF).	

Risks	Mitigating Factors	UN Partners	Medium Term Common Budgetary Framework					
			UN Agency	TOTAL	Project-ed To Be Available	To Be Mobilized	Humani-tarian	Develop-ment
Change in weather patterns. Lack of access to finance. Lack of interest to bear risk.	Strengthened agriculture insurance; develop financial products and services tailored to the needs of agribusiness people.	MINICOM, RCA, NIRDA and RSB., MYICT.RDO., MINAGRI, BDF, MINAGRI, MINECOFIN, Financial institution	FAO	3,950,000	1,200,000	2,750,000		
			UNIDO	700,000	300,000	400,000		
			UNCDF	275,000	–	275,000		
			UN WOMEN	600,000	200,000	400,000		
			WFP	6,250,000	500,000	5,750,000	0	6,250,000
			IFAD	15,000,000	15,000,000	–		
			UNCTAD	600,000	400,000	200,000		
			ITC	400,000	200,000	200,000		
			TOTAL Output 1.2	**27,775,000**	**17,800,000**	**9,975,000**	**27,775,000**	

Results	Indicators	Baseline	Target	Data Source	Assumptions
Output 1.3: National institutions, private sector and communities are equipped with the technical capacity, skills and knowledge to develop and implement evidence based, inclusive policies and programmes for increased sustainable industrialization and trade competitiveness. **(UNIDO, ITC, UNWOMEN, UNCTAD).**	**Indicator 1.3.1:** No. of MSMEs, companies equipped with business and e-commerce skills (Disaggregated by ownership-gender and age).	0 (2017)	UNIDO - 250 (50 MSMEs every year). ITC - 20 on e-commerce.	Feedback forms and possibly survey of SMEs by ITC administered by a local partner.	Conducive business environment for trade and industry.
	Indicator 1.3.2: No. of trade related policies and strategic plans developed/revised.	Existing Policies on Industry, Trade, SEZ and Industrial Parks.	Industrial Policy, Trade Policy, Economic zone policy, industrial parks policy reviewed.	MINICOM Reports.	
	Indicator 1.3.3: No. of MSMEs supported to meet the minimum standards and certification. (Disaggregated by gender and age of the owner).	0 (2017)	15 (3 every year) (ITC).	Number of SME's certified.	
Output 1.4: Private and public institutions have the requisite technical and financial capacity to create decent employment, foster skills development, empower and promote entrepreneurship and financial inclusion for all, especially women and youth. **(ILO, UNDP, IOM, UN Women, UNESCO, UNIDO, UNCDF, UN HABITAT, UNHCR ITC,UNFPA, UNCTAD).**	**Indicator 1.4.1:** No. of target population with entrepreneurship skills. (Disaggregated by sex, rural/urban, age range).	250	600 500 300 (All women), 4000 (refugees). 300 (M 150 F 150). 800 (Refugees). 20,000 (youth, financial education).	A cumulative number from each agency programme document.	Continued government and private sector commitment to increase job creation. Ongoing cooperation of MINAFET, MINEDUC & WDA.
	Indicator 1.4.2: No. of people reached through new financial products (e.g. new products, UN Supported Women's Investment Funds). (Disaggregated by sex, age and rural/urban).	Women's Investment Fund: 0 UNCDF- 0	Women's investment Fund : 5000. 80000 women.	BNR & WB Reports, UNCDF YouthStart report, Microlead & BIFSIR evaluation reports; U_SACCO APEX reports. For ITC's interventions: Reports and records of financial institutions.	
	Indicator 1.4.3: % of accredited courses available through open and distance E - learning at the University of Rwanda. (Disaggregated by college).	25%	60%	University of Rwanda Report.	

Risks	Mitigating Factors	UN Partners	Medium Term Common Budgetary Framework				Humani-tarian	Develop-ment
			UN Agency	TOTAL	Project-ed To Be Available	To Be Mobilized		
"Lack of absorp-tion capacity of government and private institu-tions. Tarrifs and non - tarrif barriers. Intervention might be unbal-anced between rural and urban (skewed to urban activities)."	"Specialisation on comparative advantage. Advocacy and negotiations within the re-gional blocks. Link interven-tion with Output 3.4 to ensure inclusiveness of beneficiaries."	MINICOM, RDB, PSF. SEZAR,	UNIDO	1,300,000	500,000	800,000		
			UN WOM-EN	1,500,000	-	1,500,000		
			UNCTAD	1,500,000	1,000,000	500,000		
			ITC	3,600,000	2,400,000	1,200,000		
			TOTAL Output 1.3	**7,900,000**	**3,900,000**	**4,000,000**		
Lack of or inaccessibility of friendly finan-cial services and products. People with disabilities were not considered specifically and may be left behind during implementation.	Product devel-opment that meets different market needs. Financial litera-cy for all. Delays in imple-mentation by partners.	MINICOM, MYOUTH, MINECOFIN BDF, NFNV, MINEDUC, University of Rwanda, MINAFFET, MI-NADUC, WDA, CESB, MoH, Rwanda Bio-medical Centre, Ministry of ICT, Imbuto Foun-dation.	UNDP	4,739,918	4,739,918	-		
			UNIDO	200,000	200,000	-		
			ILO	1,340,000	590,000	750,000		

Results	Indicators	Baseline	Target	Data Source	Assumptions
	Indicator 1.4.4: % of diaspora professionals identified that engaged/ signed agreements for skills development/ transfer to TVET institutions in Rwanda. (Disaggregated by sex and sector).	0% (Mapping of professionals in diaspora currently ongoing to establish the denominator).	30%	IOM Programme Reports.	
	Indicator 1.4.5: Number of youth led organizations and networks participating in national policy dialogue, advocacy and programming, including in humanitarian settings.	1	10	African Youth and Adolescents Net-work on Population & Development (AfriYan) reports.	
	Indicator 1.4.6: Number of former youth street vendors newly trained through TVET.	0	500	Gikondo District Transit Center.	
Output 1.5: National institutions have acquired increased technical capacity to identify, access and use different partnership modalities and sources of finance to achieve national development objectives. **(UNDP, UNIDO, UNHCR).**	**Indicator 1.5.1:** Comprehensive partnership for industrialization between private sector, government, DFIs, UN, civil society agreed on.	NO (2017)	YES.	Programme for Country Partner-ships' programme document.	Private sector is willing to partner with the Government. Government interest in alternative financing options and partnerships is maintained.
	Indicator 1.5.2: Extent to which governments' resource mobilization strategy for diversifying sources of finance is implemented.	No coherent strate-gy in place.	Resource mobilization strategy developed and effectively executed.	National surveys reports - National Bank of Rwanda, MINECOFIN (annual reports on fiscal performance, ODA and Donor Performance Assessment Framework (DPAF); public macro-framework dataset published by Minecofin).	
	Indicator 1.5.3: Amount of resources leveraged for economic inclusion of refugees.	0 (2016)	USD 20million (2020).	UNHCR Partner Report.	

Risks	Mitigating Factors	UN Partners	Medium Term Common Budgetary Framework				Humani-tarian	Develop-ment
			UN Agency	TOTAL	Project-ed To Be Available	To Be Mobilized		
			UNCDF	862,500	-	862,500		
			UN WOMEN	2,500,000	-	2,500,000		
			UN HABITAT	500,000	-	500,000		
			UNESCO	302,995	202,995	100,000		
			UNFPA	200,000	-	200,000		
			ITC	700,000	400,000	300,000		
			IOM	200,000	-	200,000		
			UNCTAD	800,000	600,000	200,000		
			UNHCR	884,964	-	884,964	804,513	80,451
			TOTAL Output 1.4	**13,230,377**	**6,732,913**	**6,497,464**		
Global financial crisis. SDGs not mentioned in indicators. (Took out mention from output as SDGs are to be domesticated instead of stand-alone). Insufficient data, lack of disaggregation.	Baseline studies need to take place.	MINAFFET, MINACOFFIN, PSF, BNR. MINICOM, PSF, NIRDA, Donors Community, DFIs, MINECOFIN.	UNDP	9,523,375	9,523,375	-		
			UNIDO	400,000	-	400,000		
			UNHCR	1,769,928	0	1,769,928	1,609,026	160,903
			UNCTAD	400,000	300,000	100,000		
			TOTAL Output 1.5	**12,093,303**	**9,823,375**	**2,269,928**		

Results	Indicators	Baseline	Target	Data Source	Assumptions
Output 1.6: National and local institutions are equipped with the technical capacity to implement knowledge-based, inclusive and sustainable urbanization policies and plans. **(UN HABITAT, UNESCO, IOM).**	**Indicator 1.6.1:** Rwanda's centre of excellence for smart and sustainable urban solutions operational (Y/N).	Rwanda Smart City Master Plan approved by MITEC (Under mobilisation of fund).	Centre of Excellence operational.	Smart Africa /MITEC Report.	Political will and commitment to the urbanisation agenda. Relevant informa-tion is available to develop the guidning framework for labour mobility.
	Indicator 1.6.2: No.of Kigali City staff with capacity to implement the 'Citywide upgrade informal settlement sites in cities strategy'.	0 (National Informal Urban Settlement Upgrading Strategy adopted by Cabinet 25th Jan 2017).	33 staffs trained (19 at sector, 9 at district, 5 at CoK).	UNHABITAT Programme document, city wide upgrading informal settlements strategy.	
	Indicator 1.6.3: National urbanization policy implemented through spatial development framework.	National urbanization policy approved and adopted by cabinet.	To have the SDF ap-proved by cabinet.	Project document for SDF.	
	Indicator 1.6.4: Number of rules and regulations for effective and efficient labour mobility strengthened.	0 (2017): CESB (in charge of rules and regulations related to labour mobilities; e.g. draft labour mobility framework, draft labour mobili-ty framework).	2 (labour mobility framework and labour mobility policy).	IOM Programme Reports.	
UNDAP Outcome 2: By 2023 Rwandan institutions and communities are more equitably, productively and sustainably managing natural resources and addressing climate change and natural disasters.	**Outcome indicator 2.1:** % of public and expenditure in environment, natural resources, biodiversity, climate change, as part of total public expenditure.	2.5% (2013)	5% (2023)	Public environment expenditure report (2013), Biodiversity expenditure review.	Green growth and climate change continue to be GoR priority. International conventions continue to keep the issue prominent.
	Outcome Indicator 2.2: % of households using biomass as a source of energy for cooking. (Disaggregated by sex of HH).	83.3% (2014)	42%	NST Draft (Pg. 27).	
	Outcome indicator 2.3: Indicator on DRM (the extent or cost of damage).	Take from NST	To be taken from NST.	NST.	
	Outcome indicator 2.4: National institutional structure for disaster and emergency preparedness and response fully functional in accordance to international standards.	Partially functional.	Fully functional.	MIDIMAR Reports/ Agency reports.	

Risks	Mitigating Factors	UN Partners	Medium Term Common Budgetary Framework				Humani-tarian	Develop-ment
			UN Agency	TOTAL	Project-ed To Be Available	To Be Mobilized		
High staff turnover at local level partner institutions. Poor buy-in to the resettlement programme by the local communities. Gender and youth consideration not strong enough, rural-urban inbalance.	Ensure community engagement and buy-in throughout the entire process. (Planning to im-plementation). Delays in imple-mentation by partners.	MINEDUC. MININFRA, MINALOC, MINECOFIN. CESB, MIFOTRA, MINAFFET, DGIE, PSF, Trade Unions, RDB, MINICOM, MITEC, MIGEPROF.	UN HABITAT	1,245,000	200,000	1,045,000		
			UNESCO	140,000	100,000	40,000		
			IOM	50,000	50,000	-		1,435,000
			Total Output 1.6	**1,435,000**	**350,000**	**1,085,000**		**350,000**
Climate change and other natural disasters. Global leaders' policies and influence on thematic funding and availabilty of resources.		MoE, REMA, MINECOFIN. NISR, MIDIMAR, RWFA.		60,198,619	31,024,331	29,174,288		

Results	Indicators	Baseline	Target	Data Source	Assumptions
Output 2.1: National institutions have strengthened regulatory framework, technical and coordination capacity for gender sensitive and equitable management and mainstreaming of environment, natural resources and climate change, while promoting green growth. **(UNDP, UN HABITAT, UNESCO, UNEP).**	**Indicator 2.1.1:** Extent to which all 30 districts and priority sectors (agriculture, urbanization, industry and energy) achieve their ENR & CC targets.	Environment & Climate Change mainstreamed in draft NST 4 Priority Draft Sector Strategy Plans (SSP) (agriculture, urbanization, industry, energy) and all 30 District Development Strategy (DDS) for 2013-18. Target:	All 4 priority sectors and all districts achieved the implementation of their ENR & CC targets. ENR & CC fully reflected in NST, SSPs and DDSs, and budgets allocated and spent.	Joint sector report.	Continued ratification and implementation of the international climate change agreement.
	Indicator 2.1.2: A comprehensive RBM system established and effectively used for the ENR sector.	RBM system partly in place	RBM system fully operational and effective.	Project Annual Report, UNDP - Frequency: annual.	
	Indicator 2.1.3: No. of cities in Rwanda that have developed and approved their Urban Low Emission Development Strategies (Urban LEDS).	0 (2017)	- 100% of selected cities have developed the Urban LEDS - 75% of selected cities have approved the developed Urban LEDS	Project annual Report, UN-HABITAT.	
	Indicator 2.1.4: % of Center of Excellence on Biodiversity nodes with high level skills on biodiversity.	20%	100%	Report from University of Rwanda, Centre for Excellence on Biodiversity/ UNESCO.	
Output 2.2: Institutions and communities in target are better able to use their technical capacity, skills and knowledge for the sustainable use of natural resources and climate change adaptation methods including the use of renewable energy. **(UNDP, FAO, UNESCO, UNHCR, UNEP).**	**Indicator 2.2.1:** Number of new Ha of forest restored with the support of UN.	UNDP - 0 Ha FAO - 0 Ha	UNDP- 10000 Ha. FAO- 250 (50 ha every year).	ENR Sector Working Group Report.	Government commitment to sector continues.
	Indicator 2.2.2: No. of SMEs with the capacity to implement RECP.	1 (2017)	149 (30 every year).	Projects reports.	
	Indicator 2.2.3: No. of cooperatives and households involved in renewable energy.	UNHCR- 0.4% of refugees and host communities HH in 2017 FAO- TBD.	UNHCR- 100% of refugees and host communities. FAO - capacity development for 25 cooperatives (5 every year).	UNHCR - Partner Report. FAO - Project report.	

Risks	Mitigating Factors	UN Partners	Medium Term Common Budgetary Framework					
			UN Agency	TOTAL	Project-ed To Be Available	To Be Mobilized	Humani-tarian	Develop-ment
Delays in implementation due to IP processes.	Implementation of HACT and capacity building of Ips on HACT.	REMA, MoE.	UNDP	8,839,293	8,239,293	600,000		
			UN HABITAT	1,190,000	850,000	340,000		
			UNESCO	17,000	17,000	-		
			UNEP	2,000,000	2,000,000	-		
			UNDP/ UNEP (PEAS)	2,050,000	1,350,000	700,000		
			TOTAL Output 2.1	**14,096,293**	**12,456,293**	**1,640,000**		
Inability to mobilise sufficient resources/ funding. Vulnerable population data insufficient.	Undertake EIAs for large scale landscape interventions. Vulnerable population to be considered through intervention.	REMA.	UNDP (& PEAS)	16,051,426	7,495,788	8,555,638		
			FAO	2,350,000	800,000	1,550,000		
			UNESCO	15,000	10,000	5,000		
			UNEP	6,650,000	6,650,000	-		
			UNHCR	9,253,650	-	9,253,650	8,412,409	841,241
			TOTAL Output 2.2	**34,320,076**	**14,955,788**	**19,364,288**		

Results	Indicators	Baseline	Target	Data Source	Assumptions
Output 2.3: National, decentralized institutions and communities have acquired technical capacity, skills and knowledge to reduce, manage, respond to and recover from climate change and natural disasters. **(UNECA, UNDP, WFP, FAO, UNHCR, IOM).**	**Indicator 2.3.1:** Level of alignment of national DRR framework with Sendai Framework for DRR 2015-2030 according to assessment indicators.	0 out of 38 indicators in Sendai Framework met.	All 38 indicators in Sendai Framework met.	MIDIMAR Report on the Sendai Framework (now under preparation).	
	Indicator 2.3.2: % of funds raised to address needs for response and recovery in joint GoR/ UN emergency appeals.	10% (Mobilised 4.7 million US$ out of Needed 47 million US$. Source: Gaken-ke Situation Report, MIDIMAR and UN presentation).	10% of the need when called.	Programme situation reports at times of call for response.	

Risks	Mitigating Factors	UN Partners	Medium Term Common Budgetary Framework				Humani-tarian	Develop-ment
			UN Agency	TOTAL	Project-ed To Be Available	To Be Mobilized		
Negative cultural mindsets.		MIDIMAR, Meteo Rwanda.	UNDP	8,912,250	2,912,250	6,000,000		
			FAO	920,000	420,000	500,000		
			UNIDO	300,000	-	300,000		
			WFP	1,250,000	-	1,250,000	0	1,250,000
			UNECA	400,000	280,000	120,000		
			TOTAL Output 2.3	**11,782,250**	**3,612,250**	**8,170,000**		

RWANDA UNDAP II 2018-2023 Results and Resources Framework

UNDAP Strategic Priority 1: Social Transformation: By 2023 Rwanda's human capital development is enhanced to harness its demographic dividend and achieve a high standard of life.

Related National Priority or goal: Social Transformation: Develop Rwandans into a capable and skilled people with quality standards of living and a stable and secure society.

Related SDGs: 1, 2, 3, 4, 5, 6, 7 & 10.

Results	Indicators	Baseline	Target	Data Source	Assumptions
UNDAP Outcome 3: By 2023 people in Rwanda, particularly the most vulnerable, enjoy increased and equitable access to quality education, health, nutrition and WASH services.	**Outcome Indicator 3.1:** Net enrolment rate in pre-primary and primary education.	Pre-primary: 17.5 Primary: 97.7% Refugee children: ECD/pre-primary: 66% Primary: 78% Boys: Girls:	Pre-primary: 41.5 % Primary: 98 % Refugee children: ECD/pre-primary: 73% Primary: 84% Boys: Girls:	Education statistical year book/ EMIS/ UNHCR Programme data.	Resources are available to support the delivery of services.
	Outcome Indicator 3.2: Transition rate from P6 to S1 disaggregated by gender.	Boys: 80% Girls:76%	Boys: 92% Girls: 92%	Education statistical year book/ EMIS.	
	Outcome indicator 3.3: Contraceptive prevalence rate.	Total: 46.7% Urban: 51.1% Rural: 46.7%	Total: 60% Urban: Rural:	Demographic and Health Survey.	
	Outcome Indicator 3.4: % of pregnant women attending four antenatal care clinics.	General population: 44% Urban: Rural:	General population: 51% Urban: Rural:	Demographic and Health Survey.	
	Outcome Indicator 3.5: % of HIV+ patients on ART (Disaggregated by children 0-14yrs, pregnant women, persons 15+).	Children 0-14: 55% Persons 15 years and above: 81 % Pregnant women:93% Children: 100% (100/100 cases) Persons 15 years and above: 99% (1453/1467)	Children 0-14: 90%. Persons 15 years and above: 90%. Pregnant women: 95%. Children: 100%. Persons 15 years and above: 95 %.	EPP spectrum Annual Report (GoR).	
	Outcome Indicator 3.6: % of children receiving minimum acceptable diet.	Total: 15% Female: Male:	Total: 70% Female: Male:	CFSVA	
	Outcome Indicator 3.7: Proportion of population using basic drinking water services including in humanitarian situations.	Urban: 60% (206/2017) Rural: 37% (2016/2017) Refugees: 68% (refugees getting potable water 20L/p/d).	Urban: 100% Rural: TBD Refugees: 100%	EICV. UNHCR Reports.	

Risks	Mitigating Factors	UN Partners	Medium Term Common Budgetary Framework					
			UN Agency	TOTAL	Projected To Be Available	To Be Mobilized	Humanitarian	Development
Competing priorities reduce investment in social services.	Fiscal space analysis and advocacy. Engagement of stakeholders beyond social sectors.	MINEDUC, REB, MIGEPROF, MINISANTE, RBC, NISR, RAB, MINAGRI, MININFRA, MINIRENA, WASAC, MIDIMAR, MINALOC.		342,581,148	63,243,963	279,337,185		

Results	Indicators	Baseline	Target	Data Source	Assumptions
	Outcome Indicator 3.8: Proportion of population using basic sanitation services including in humanitarian situations.	Total: 83% Urban: 93.5% Rural: 81.3% Refugees: 100% (Refugees with 1 toilet per 20 people)	Total: 100% Urban: 100% Rural: 100% Refugees: 100%	EICV. UNHCR Reports.	
	Outcome Indicator 3.9: % of vulnerable households that are food secure.	General population total: 80% Urban: 90.5% Rural: 77% Refugees: 90%	General population total: 88% (PSTA 4). Urban: 99.5% Rural: 85% Refugees: 90%	CFSVA. Food Security Outcome Monitoring Report .	
Output 3.1: National and district level service providers have increased technical and institutional capacity to expand the coverage of quality integrated family planning, reproductive, maternal, child and adolescent health services for all, including in humanitarian settings. **UNICEF, UNFPA, WHO, UNHCR).**	**Indicator 3.1.1:** # of health facilities with capacity to provide essential new born care services.	162	367	MINISANTE reports/ HMIS.	Resources and interventions are sufficient to support adequate delivery of services.
	Indicator 3.1.2: % of health centers with at least 2 providers who have capacity to provide IMCI.	15%	100%	MINISANTE Annual Report.	
	Indicator 3.1.3: Incidence of no stock out of contraceptives in service delivery point.	93%	96%	Service Delivery point survey.	
	Indicator 3.1.4: % of supported health facilities offering the minimum package of youth-friendly adolescent services, including in humanitarian settings.	50% (HSSP 2018)	95%	HSSP progress report/JSR.	

Risks	Mitigating Factors	UN Partners	Medium Term Common Budgetary Framework					
			UN Agency	TOTAL	Projected To Be Available	To Be Mobilized	Humanitar-ian	Develop-ment
Unexpected increase in demand for services due to emergencies.	Strengthened contingency planning.	MINISANTE, RBC, MIGE-PROF, Imbuto Foundation.	UNICEF	19,461,384	8,517,979	10,943,405		
			UNFPA	5,260,000	1,300,000	3,960,000		
			WHO	3,282,000	1,870,000	1,412,000		
			UNHCR*	3,145,581	-	3,145,581	2,859,619	285, 962
				31,148,965	**11,687,979**	**19,460,986**		

Results	Indicators	Baseline	Target	Data Source	Assumptions
Output 3.2: Service providers have strengthened technical capacity to deliver comprehensive HIV/TB/Malaria/ Hepatitis prevention, care and treatment services for all, with particular focus on children, adolescents, young people, women and key populations. **(UNICEF, UNFPA, WHO, UNAIDS, UNHCR).**	**Indicator 3.2.1:** % of health facilities in target areas providing PMTCT services.	91%	95%	HMIS.	Technology is available to support prevention and care.
	Indicator 3.2.2: # of targeted health facilities providing treatment for viral Hepatitis.	4800%	200	MINISANTE HIV/HEPATITIS Programme reports.	
	Indicator 3.2.3: Proportion of private health facilities submitting complete report on malaria indicators.	45%	55%	MINISANTE Malaria Programe Report.	
	Indicator 3.2.4: % of health facilities in target areas providing services for key populations (female sex workers etc.).	77%	90%	UNICEF/UNAIDS Programme reports.	
Output 3.3: National health systems are better able to effectively develop, coordinate, implement, monitor and finance key health policies and strategies in line with Universal Health Coverage principles. **(WHO, UNFPA, UNICEF, UNHCR)**	**Indicator 3.3.1:** # of health related strategic/ policy documents developed or revised.	3 (HSSP IV; RMNCAH; FP).	12 (HSSP IV, RMNCAH, FP; National e-Health Policy; e-Health Strategic Plan; NCD strategic plan; Health Promotion Strategic Plan; Health Financing Sustainability Plan; EPI comprehensive multi-year Plan; HRH Strategic Plan; Measles and neonatal tetanus elimination sustainability plan; Medical Products strategic Plan); Community based Health Insurance (CBHI) strategy updated to mainstream Universal Health Coverage (UHC) goals.	JSR Reports/ Policy documents.	Adequate technical expertise exists Health remains ongoing priority

Risks	Mitigating Factors	UN Partners	Medium Term Common Budgetary Framework				Humanitarian	Develop-ment
			UN Agency	TOTAL	Projected To Be Available	To Be Mobilized		
Declining funding and available personnel. The most vulnerable populations are not well targeted.	Evidence-based advocacy to maintain level of services. Investment in specialized capacity building programmes for health experts. Strengthen identification and targeting.	MINISANTE, RBC.	UNICEF	3,649,219	2,594,177	1,055,042		
			UNFPA	20,000	-	20,000		
			WHO	2,582,000	1,230,000	1,352,000		
			UNAIDS	950,000	200,000	750,000		
			UNHCR*	1,413,232	-	1,413,232	1,284,757	128,476
			Total Output 3.2	8,614,451	4,024,177	4,590,274		
Financing of health sector deprioritized. Reduction of external funding for health programmes.	Evidence-based advocacy for fiscal space. Mobilization of ODA.	MINISANTE, MIDIMAR, RBC, RSSB, NISR.	WHO	4,396,900	2,160,000	2,236,900		

Results	Indicators	Baseline	Target	Data Source	Assumptions
	Indicator 3.3.2: # of guidelines developed/ revised in line with global guidelines.	0	10 (ANC guidelines aligned with WHO (2016) guidelines; Perinatal guideline; Quality of care standards and guidelines; Quality improvement (accreditation) mechanism/ framework; NTD National guidelines; National Hepatitis guidelines; National IYCF guidelines; National guideline on healthy diets; National TB national guidelines; National Malaria guidelines).	JSR Reports/ Guidelines.	
	Indicator 3.3.3: Comprehensive Civil Registration and Vital Statistics (CRVS) system in place.	No (Current CRVS system does not capture cause of death according to ICD10 guidelines).	Yes (National CRVS system will capture cause of death according to ICD 10 guidelines).	NISR/NIDA/MHIS data.	
	Indicator 3.3.4: # of health facilities in refugee hosting areas recognized as part of the national health system and able to service refugees and Rwandan nationals.	2017: 1 rural refugee hosting area = Kiziba	7 rural refugee hosting area = Kiziba, Nyabiheke, Gihembe, Kigeme, Mugombwa, Mahama 1 and Mahama 2.	UNHCR Programme reports.	
	Indicator 3.3.5 National M&E system that includes HSSP IV and health-related SDG indicators in place.	No (Current M&E system does not track all health-related SDG indicators).	Yes (Health related SDG indicators fully integrated and monitored in the national M&E system).	JSR Reports/NISR annual report /EICV and DHS periodic reports.	

Risks	Mitigating Factors	UN Partners	Medium Term Common Budgetary Framework				Humanitar-ian	Develop-ment
			UN Agency	TOTAL	Projected To Be Available	To Be Mobilized		
			UNFPA	2,800,000	2,500,000	300,000		
			UNICEF	1,216,336	–	1,216,336		
			UNHCR	19,391,715	–	19,391,715		
			Total Output 3.3	27,804,951	4,660,000	23,144,951		

Results	Indicators	Baseline	Target	Data Source	Assumptions
Output 3.4: Service providers and communities have the required financial and technical capacity to increase coverage and uptake of nutrition interventions and improve food security, with specific emphasis on the poorest households, children U5, women and refugees. **(WFP, UNICEF, FAO, WHO).**	**Indicator 3.4.1:** Proportion of health centres providing nutrition services (by type of service).	Screening services: 60% (14 Districts). Fortified food distribution: 100% (30 Districts).	Screening services: 100 % (14 Districts). Fortified food distribution: Maintain at 100 %.	HMIS; MINISANTE Report; UNICEF programme reports.	There is sufficient level of coordination of programmes and resources to deliver services. Beneficiaries adopt behaviours contributing to stunting reduction.
	Indicator 3.4.2: National and sub-national multi-sectoral coordination platform for planning, implementing and tracking progress on stunting in place and functional.	Partially.	Fully	MIGEPROF/ MINSANTE Reports.	
	Indicator 3.4.3: Rwanda food-based dietary guidelines developed and disseminated.	No guidelines in place.	Food based dietary guidelines in place.	FAO/MINAGRI.	
	Indicator 3.4.4: # of schools providing integrated school feeding programmes combining education, nutrition and WASH components to girls and boys	104	104	WFP Standard Project Report.	
	Indicator 3.4.5: Proportion of refugee households receiving food and nutrition assistance.	Total Baseline: 100% (=34,116 HHs) In-kind food assistance: 55% (Mahama camp 18,929 /34,116) Cash assistance: 45% (all five Congolese camps 15,187).	Maintain at 100%. Maintain at 55%. Maintain at 45 %.	WFP/UNHCR reports.	

Risks	Mitigating Factors	UN Partners	Medium Term Common Budgetary Framework					
			UN Agency	TOTAL	Projected To Be Available	To Be Mobilized	Humanitarian	Development
Climate change affects food production and prices.	Investment in climate-smart agriculture. Social protection measures for most vulnerable HHs to address increase in food prices.	MINISANTE, MINAGRI, RAB, MIGEPROF, NAEB, MINEDUC, MIDIMAR, MINALOC.	WFP	144,250,000	7,000,000	137,250,000	107,500,000	36,750,000
			UNICEF	31,971,805	14,002,970	17,968,835		
			FAO	2,084,000	334,000	1,750,000		
			WHO	1,536,000	770,000	766,000		
			UNHCR	3,039,209	-	3,039,209	2,762,917	276,292
			Total Output 3.4	182,881,014	22,106,970			

Results	Indicators	Baseline	Target	Data Source	Assumptions
Output 3.5: Service providers have increased technical capacity to deliver and increase the uptake of high quality and inclusive early childhood development, pre-primary, primary and secondary education for all children. **(UNICEF, UNESCO, WHO, UNHCR, UNFPA, WFP).**	**Indicator 3.5.1:** # of children 0-6years old in target areas who participate in organized ECD programmes.	Total: 13,000 Boys: Girls:	Total: 35,000 Boys: Girls:	UNICEF/MIGEPROF Reports.	Universal basic education and its quality remains high priority for GoR.
	Indicator 3.5.2: # of primary school teachers with improved pedagogical skills.	0	20,000	JRES reports.	
	Indicator 3.5.3: % of teachers (primary/secondary) with ICT qualifications for teaching nationally.	Total: 2% Primary: Secondary: Female: Male:	Total: 60% Primary: Secondary: Female: Male:	UNESCO Annual Country Report.	
	Indicator 3.5.4: # of education facilities in refugee hosting areas (attended by both refugees and Rwandan nationals) that are fully integrated in national education system and run by national authorities.	3 (Gs Kigeme B, 2. GS Gasaka in Kigeme Camp and 3 GS Mugombwa in Mugombwa camp).	12 (inclusive of 3 bassline). Paysannat (Mahama refugee hosting area), GS Nyabiheke, 03. GS Mugera, 04. Maendeleo Primary school, GS Nyabiheke (Nyabiheke refugee hosting area), Umubano Primary School and Amahoro Secondary (Kiziba refugee hosting area), GS Kageyo and Gihembe Primary School (Gihembe refugee hosting area).	UNHCR reports.	
	Indicator 3.5.5: % of schools (public and private) in target areas equipped with capacity to implement CSE toolkit lesson plans.	0	30%	UNFPA/UNESCO programme implementation report.	
Output 3.6: National and sub-national institutions have strengthened technical and institutional capacity to plan, implement and monitor delivery of services inclusive of water, sanitation and hygiene for all, including in humanitarian settings. **(UNICEF, WHO, UNHCR, UNESCO).**	**Indicator 3.6.1:** # of districts with functional district water boards.	15	30	MININFRA SSP reporting.	Planned interventions are adequate and sufficient to bring about the planned change.
	Indicator 3.6.2: Sanitation and hygiene policies are aligned with SDGs.	Partially.	Yes	Updated sanitation and hygiene policies.	
	Indicator 3.6.3: # of WASH infrastructures in refugee hosting areas/settlements maintained and fully operated by national actors.	0 (2017).	6 rural refugee hosting areas i.e. Gihembe, Kiziba, Nyabiheke, Mahama, Kigeme and Mugombwa.	UNHCR Programme reports.	

Risks	Mitigating Factors	UN Partners	Medium Term Common Budgetary Framework				Humanitar-ian	Develop-ment
			UN Agency	TOTAL	Projected To Be Available	To Be Mobilized		
Inadequate financial and human resources to support service delivery. Specific needs of poorest and rural children are not addressed.	Evidence-based advocacy to increase fiscal space. ODA mobilization. Development of pro-poor policy measures.	MINEDUC, MIGEPROF, REB, MIDIMAR, MINALOC, MINISANTE.	UNICEF	39,272,518.0	15,746,224.0	23,526,294.0		
			UNESCO	1,040,000.0	640,000.0	400,000.0		
			WHO	200,000.0	80,000.0	120,000.0		
			UNHCR	18,395,453.0	-	18,395,453.0	16,723,139	1,672,314
			UNFPA	2,500,000.0	750,000.0	1,750,000.0		
			Total Output 3.5	**61,407,971**	**17,216,224**	**44,191,747**		
Climate change affects the WASH infrastructure and availability of natural water sources.	Promote new technologies for water/sanitation management and control. Intensify awareness programmes for preservation and conserva-tion.	MININFRA, MINISANTE, WASAC, MINIRENA, MINALOC, MIDIMAR, RBC.	UNICEF	17,500,393	3,248,613	14,251,780		
			WHO	533,900	290,000	243,900		
			UNHCR	12,669,503	-	12,669,503	11,517,730	1,151,773
			UNESCO	20,000	10,000	10,000		
			Total Output 3.6	**30,723,796**	**3,548,613**	**27,175,183**		

Results	Indicators	Baseline	Target	Data Source	Assumptions
UNDAP Outcome 4: By 2023 people in Rwanda, particularly the most vulnerable have increased resilience to both natural and man-made shocks and enjoy a life free from all forms of violence and discrimination.	**Outcome indicator 4.1:** % of extremely poor population benefitting from Direct Income Support schemes.	VUP DS: 107,000 VUP ePW: FARG DS: 23,000 RDRC DS: 3,000 2. 30,000	"<1,000 83,200	JSR Reports.	GoR plans to strengthen resilience well-planned and resourced. Data and information systems to support interventions are available.
	Outcome indicator 4.2: % of women aged 15-49 who have ever experienced violence (by type).	Sexual violence 22% (DHS 2015). Physical violence 35% (DHS 2015). Intimate violence from partner 37% (DHS 2015).	15% 30% 32%	Demographic and Health Survey.	
	Outcome indicator 4.3: % of children (boys and girls) under-five registered at birth.	Total: 56% Boys:56% Girls:56% Refugees: 33%	Total: 85% Boys: 85% Girls: 85% Refugees: 100%	NISR Report/DHS. UNHCR Reports.	
	Outcome indicator 4.4.: National institutional structure for disaster and emergency preparedness and response fully functional in accordance to international standards.	Partially functional.	Fully functional.	MIDIMAR Reports/ Agency reports.	
Output 4.1: The national social protection system effectively delivers child, gender and nutrition-sensitive safety nets for vulnerable families in target areas and ensures socio-economic inclusion and shelter for vulnerable groups. **(UNICEF, IOM, WFP, FAO, UNHCR, UN HABITAT).**	**Indicator 4.1.1:** # of social protection interventions that are modelled to include nutrition, child gender and shock-sensitive measures and targeting criteria.	Graduation from Extreme Poverty Package; Expanded public works; SP and agriculture: Zero Hunger Communities.	7 : Integrated nutrition, ECD and SP model; SP and agriculture. Classic PW as shock-responsive tool.	Agency programme implementation reports/JSR Reports.	Measures are fully mainstreamed into national SP pro-grammes.
	Indicator 4.1.2: Community case management and referral system for child-gender-nutrition sensitive SP developed.	No (separate sys-tems in place).	Yes (systems partly integrated).	JSR Reports.	
	Indicator 4.1.3 # of households covered by selected social protection measures (by measure).	Integrated child sensitive social protection: 250. Core relief items support (in kind or cash): 31,728. # of equipped houses for returnee families: 0. # of refugees households sup-ported with shelter: 27,293. CBHI Refugees: 0.	2000 34,116 # of equipped houses for returnee families: 100 # of refugees households sup-ported with shelter: 34,116 Refugees: (Urban - 15,622)	JSR. IOM Reports. UNHCR Reports. Joint Programme progress reports.	

Risks	Mitigating Factors	UN Partners	Medium Term Common Budgetary Framework				Humanitar-ian	Develop-ment
			UN Agency	TOTAL	Projected To Be Available	To Be Mobilized		
Unexpected natural and socio-economic shocks. Population unresponsive to behaviour change programmes.	Increased risk preparedness. Improved links between social protection and disaster risk management. Strengthen BCC programmes.	MINALOC, MIGEPROF, MINISANTE, MIDIMAR, MINAGRI, MINALOC, GMO, NISR, MINEJUST.		89,573,986.00	17,370,081.00	72,203,905.00		
Multiple demands by interest groups beyond planned target groups.	Evidence-based advocacy and contingency planning.	MINALOC, LODA, MINAGRI.	UNICEF	8,838,630	4,967,528	3,871,102		
			IOM	50,000	-	50,000		
			WFP	15,000,000	3,000,000	12,000,000		
			FAO	1,250,000	250,000	1,000,000		
			UNHCR	32,260,589	-	32,260,589	27,100,536	5, 160,054
			UN HABITAT	1,200,000	-	1,200,000		
			Total Output 4.1	**58,599,219**	**8,217,528**	**50,381,691**		

Results	Indicators	Baseline	Target	Data Source	Assumptions
Output 4.2: Violence Prevention and response: Service providers and communities have strengthened capacities and knowledge to prevent and respond to SGBV, violence against children, child abuse, exploitation and neglect. **(UNICEF, UN Women, UNFPA, UNHCR, WHO).**	**Indicator 4.2.1:** # of children without adequate parental care who are reintegrated into family-based care.	2900	3300	NCC/MIGEPROF Reports.	The support systems and services are available and communities support delivery.
	Indicator 4.2.2: % community members who understand the importance of birth registration in targeted districts.	0	80%	Programme reports/ Campaign report.	
	Indicator 4.2.3: # of individuals that have improved knowledge and awareness on SGBV prevention and response (by target group).	MDIT: 300 Security organs: 250 He for She outreach: 4,200 Women and men in cross border trade: 40 Inmates convicted of SGBV: 1,000 Refugees: 224 (2017) Target: (224+222 additional) = 446	500 500 20,000 2,000 2,000 Refugees: 446	RNP, MINISANTE, MIGEPROF, UN Women reports. UNHCR reports.	
	Indicator 4.2.4: # of service providers with the capacity to respond to cases of SGBV, child abuse, exploitation and neglect.	IOSC: 4 Other Service Providers. (MAJ/MINIJUST, MINISANTE, RNP, CSOs, etc): 2 Friends of the Family (UNICEF) who have pre-service capacity : 29,674, Professional Social Workforce who gained knowledge on partial modules: 68	23 27 Friends of the Family (UNICEF) who have in-service capacity : 29,674, Professional Social Workforce who gained knowledge on full modules: 68	MAJ/MINIJUST, MINISANTE, RNP, CSOs, UN Women reports. NCC/MIGEPROF reports.	

Risks	Mitigating Factors	UN Partners	Medium Term Common Budgetary Framework				Humanitar-ian	Develop-ment
			UN Agency	TOTAL	Projected To Be Available	To Be Mobilized		
Persistent stigma linked to SGBV and issues of violence, abuse and neglect. Social norms prevent demand for services.	Strengthen BCC programming.	NCC/MIGE-PROF, MIGE-PROF, NCC, MINISANTE, MINALOC, RNP, GMO, MINISANTE, MAJ/MINIJUST, MINISANTE, RNP, CSOs, MIGEPROF, NCC.	UNICEF	12,046,821	7,964,553	4,082,268		
			UN Women	5,400,000	400,000	5,000,000		
			UNFPA	-	-	-	Resources consolidated under 1.1 &1.2	
			UNHCR (SGB-V+Child protec-tion)	8,594,788	-	8,594,788		
			WHO	200,000	60,000	140,000		
			Total Output 4.2	**26,241,609.00**	**8,424,553.00**	**17,817,056.00**		

Results	Indicators	Baseline	Target	Data Source	Assumptions
Output 4.3: Resilience to shocks: National and sub-national institutions and communities have enhanced resilience and increased technical and institutional capacities to prepare and respond to man-made shocks and health emergencies. **(UN HABITAT, UNHCR, WHO, IOM, UNFPA, UNICEF, WFP, FAO).**	**Indicator 4.3.1:** Annually updated contingency plan in place for potential refugee influx and returnee movement (to mirror contingency planning for a potential refugee influx and returnee movement).	Yes	Yes - annually updated plans for national response.	Updated Contingency Plans.	There is increasing support for establishment of comprehensive disaster management systems. There is strong coordination mechanism to manage actors in disaster risk management.
	Indicator 4.3.2: National action plan for strengthening core capacities developed in line with the International Health Regulations (2005).	No (JEE/IHR assessment is in preparation phase; followed by drafting of IHR action plan).	Yes . Validated National IHR action plan being implemented).	MINISANTE report.	
	Indicator 4.3.3. Health Disaster Risk Management plan is developed for Disaster Risk Reduction in health sector in line with the Sendai Framework for Disaster Risk Reduction 2015–2030.	No: No action taken so far	Yes: Validated DRM plan in health sector being implemented.	MINISANTE reports.	

Risks	Mitigating Factors	UN Partners	Medium Term Common Budgetary Framework				Humanitar-ian	Develop-ment
			UN Agency	TOTAL	Projected To Be Available	To Be Mobilized		
Limited human and financial resources to support the disaster management system.	Advocacy and resource mobili-zation.	MIDIMAR, MINALOC, MINISANTE.	UNHCR	377,158	-	377,158	342,871	34,287
			WHO	1,556,000	678,000	878,000		
			FAO	300,000	50,000	250,000		
			WFP	2,500,000	-	2,500,000		
			Total Output 4.3	4,733,158	728,000	1,505,158		

RWANDA UNDAP II 2018-2023 Results and Resources Framework

UNDAP Strategic Priority 3: Transformational Governance: By 2023, people in Rwanda live safe dignified lives in a country governed by rule of law, gender responsive accountable governance and inclusive participation..

Related National Priority or goal: National Pillar: Transformational Governance: Consolidate Good Governance and Justice as, building blocks for equitable and sustainable National Development.

Related SDGs: SDG 5, SDG 10 & SDG 16

Results	Indicators	Baseline	Target	Data Source	Assumptions
Outcome 5: By 2023, people in Rwanda benefit from enhanced gender equality, justice, human rights, peace and security.	**Outcome indicator 5.1:** Citizen satisfaction with access to legal aid.	64.4% (2016).	75%	RGB/RGS.	Political will from the Government of Rwanda.
	Outcome indicator 5.2: Level of citizen satisfaction in the use of ICT in justice delivery.	82.85% (2016).	90%	RGB/RGS.	
	Outcome indicator 5.3: Level of Citizens trust in security organs (RNP).	89.78% (2016).	94%	RGB/RGS.	
	Outcome Indicator 5.4: Level of cohesion and mutual trust among Rwandans.	75.8% (2016).	85%	NURC/RRB.	
	Outcome indicator 5.5: Gender Gap Index (GGI).	0.822 (2017).	0.85	GGGI, WEF.	
	Outcome indicator 5.6: % of women holding positions in decision making organs.	Parliament lower chamber: 63.7 Parliament -Senate: 38 Cabinet: 40 Districts Mayors: 20	63.7 40 45 30	NISR , National Gender Statistics Report.	
	Outcome indicator 5.7: Number of state institutions (disaggregated by ministries and districts) whose budget planning process and implementation meet gender responsive planning and budgeting principles.	Allocation: Ministries : 8 Districts: 15 Budget expenditure Ministries : 10 Districts: 15	Ministries : 17 Districts: 30 Ministries : 17 Districts: 30	GBS reports/MINE-COFIN/GMO.	

Risks	Mitigating Strategies	UN Agency	Medium Term Common Budgetary Framework			Humanitarian	Development
			Total USD	Projected To Be available (USD)	To Be Mobilised (USD)		
Delays in adopting policies and strategies.	Advocacy at the highest level with policy makers.		28,134,907	7,116,950	21,017,957		

Results	Indicators	Baseline	Target	Data Source	Assumptions
Output 5.1: National gender machinery, state and non state institutions have the requisite technical and financial capacity to advance gender equality, women's economic empowerment, political participation and decision making at national and local levels. **(UN WOMEN, UNDP, UNESCO, UNFPA).**	**Indicator 5.1.1:** Gender budget tracking tool for use by state institutions developed.	No (There is no consolidated tool but there are reference documents that could be used to estimate the gender budget).	Yes. Budget tracking tool in place and in use.	MINECOFIN, GMO, MIGEPROF (Gender Barometer Report by Migeprof).	Gender machinery institutions have the capacity to deliver on expected results.
	Indicator 5.1.2: Number of government institution with at least 2 staff who have skills to systematize gender budget planning and execution tracking and reporting.	Ministries: 2 Districts: 5	Ministries:5 Districts:30	MIGEPROF/GMO annual reports, UN Women annual reports.	
	Indicator 5.1.3: Proportion of media houses with gender mainstreaming editorial policies in place.	<5%	TBD	UNESCOs reports, RMB.	
	Indicator 5.1.4: No. of women candidates with skills and capacities to participate in electoral process.	1) Parliament: 221 2) Local government: 209	1) 442 2) 418	NWC, NEC, GMO, MIGEPROF annual reports.	
	Indicator 5.1.5: Number of women and girls reached out to through mentorship program in leadership and entrepreneurship.	7,900 (in 2017).	10,000	MIGEPROF annual reports.	

Risks	Mitigating Strategies	UN Agency	Medium Term Common Budgetary Framework			Humanitarian	Development
			Total USD	Projected To Be available (USD)	To Be Mobilised (USD)		
Limited financial resources.	Develop a strong /aggressive resource mobilisation strategy.	UN Women	5,500,000.00	1,000,000.00	4,500,000.00		
		UNDP	-	-	-		
		UNESCO	270,000.00	145,000.00	125,000.00		
		UNFPA	20,000.00	-	20,000.00		
		Total Output 5.1	5,790,000.00	1,145,000.00	4,645,000.00		

Results	Indicators	Baseline	Target	Data Source	Assumptions
Output 5.2: Targeted public institutions and civil society organizations are technically and financially able to increase coverage of quality justice for all whilst upholding the application of human rights commitments with specific focus on vulnerable groups including women, children and refugees. **(UNDP, UNICEF, UNHCR , UN WOMEN, UNESCO).**	**Indicator 5.2.1:** No. of staff in justice institutions with skills to effectively use the upgraded IECMS (disaggregated by institution - police, prosecutors, correction services, Bar association, military courts and judiciary).	1534 (2017).	3040 (2023).	MINIJUST, Supreme Court, RNP, RBA, NPPA, RCS.	JRLOS instututions have the capacity to implement adopted policies and strategies.
	Indicator 5.2.2: Proportion of legal aid cases received and duly assisted and represented by Rwanda Bar Association and other legal aid providers disaggregated by sex, age and population group (refugees, inmates, SGBV victims etc.).	Inmates: 66.5% GBV Victims: Refugees: 100% (2017); Partially 15%	Inmates: 75% GBV Victims: TBD Refugees: Maintain at 100%; Partially 100%	RBA, MINIJUST, other legal aid providers (CSOs), Legal Aid Forum, RBA reports.	
	Indicator 5.2.3: % of juvenile justice actors/ institutions at all levels with skills and knowledge to effectively handle cases that pertain to minors, including children under 3 detained with their mothers.	0% Juvenile justice actors/ institutions. 20% (1 prison (Gitarama).	20% Juvenile justice actors/ institutions. 60% (3 prisons: Gitarama, Ngoma, Nyamasheke).	RCS Admin report, JRLOS JSR.	
	Indicator 5.2.4: Extent to which eligible asylum seekers have access to the individual Refugee Status Determination (RSD) procedure (in respect of national law) fully functional.	Partially functional (15%).	Fully operational (100%).	UNHCR reports.	
	Indicator 5.2.5: Level of implementation of 2015 UPR recommendations.	50% (2017).	95% (2013).	MINIJUST, CSOs, NCHR annual reports.	

Risks	Mitigating Strategies	UN Agency	Medium Term Common Budgetary Framework			Humanitarian	Development
			Total USD	**Projected To Be available (USD)**	**To Be Mobilised (USD)**		
Limited financial resources.	Increase resource mobilisation efforts.	UNDP	5,536,750.00	3,736,750.00	1,800,000.00		
		UNICEF	2,125,910.00	835,200.00	1,290,710.00		
		UNHCR	8,197,247.00	-	8,197,247.00	7,452,043	745,204
		UN Women	100,000.00	-	100,000.00		
		UNESCO	260,000.00	130,000.00	130,000.00		
		Total Output 5.2	**16,219,907.00**	**4,701,950.00**	**11,517,957.00**		

Results	Indicators	Baseline	Target	Data Source	Assumptions
Output 5.3: National, sub-national institutions and civil society organizations (CSOs) are better equipped to develop and implement mechanisms that promote social cohesion, a culture of peace, safety and security, including effective counter-trafficking policies and programs. **(UN Women, IOM, UNDP).**	**Indicator 5.3.1:** Percentage increase in crime reporting by communities to the police.	5% (2017).	15%	RNP reports.	GoR to pass and approve the anti-trafficking law. Regulatory and policy framework for alternative measures to imprisonment. 3) Full support of all border agencies across both countries border.
	Indicator 5.3.2: Number of evidence based products on unity and reconciliation produced and disseminated.	0 (2018).	3 (2023). (NURC: 1, Non-state: 2).	NURC annual reports.	
	Indicator 5.3.3: Regulatory and policy framework for alternative measures to imprisonment are in place.	No	Yes	MINIJUST Annual report, UNDP progress report.	
	Indicator 5.3.4: Number of anti-trafficking in persons policies, laws, tools or international agreements and capacity for identification, treatment and referral of victims of trafficking strenghtened.	0 (2017) legislation strengtened. 35 (including 10 technical group members, and 25 participants recently trained: 15 police, 5 prosecutors and 5 DGIE).	3 (The Anti Trafficking Law, The National Action Plan, and Standard Operating Procedures for Victim Assistance). 135	MINIJUST annual report, USAID donor reports, participants list.	
	Indicator 5.3.5. Upgraded border processes fully operating in accordance with integrated management procedures in targeted borders.	0	1 (border post operating under IBM Framework),	IOM project reports	

Risks	Mitigating Strategies	UN Agency	Medium Term Common Budgetary Framework			Humanitarian	Development
			Total USD	Projected To Be available (USD)	To Be Mobilised (USD)		
Delays of implementing partners. Deterioration of the security sistuation in the GL region.	Advocacy at the highest level with concerned policy makers.	UN Women	100,000	-	100,000		
		IOM	950,000	70,000	880,000		
		UNDP	5,075,000	1,200,000	3,875,000		
		Total Output 5.3	6,125,000	1,270,000.00	4,855,000.00		

Results	Indicators	Baseline	Target	Data Source	Assumptions
Outcome 6: By 2023, people in Rwanda participate more actively in democratic and development processes and benefit from transparent and accountable public and private sector institutions that develop evidence based policies and deliver quality services.	**Outcome Indicator 6.1:** Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group (SDG:*16.7.2).	77.01%	80%	RGB/RGS, CRC.	1) Political will and stability in the region. 2) A conducive environment for CSOs to influence policies / strategies.
	Outcome indicator 6.2: % of refugees above 16 years with valid ID cards.	55% (2016).	100%	UNHCR, NIDA.	
	Outcome Indicator 6.3: % of citizen satisfaction in their participation in elections.	87%	90%	RGB/RGS, CRC.	
	Outcome Indicator 6.4: % of people satisfied with access to public information.	78%	80%	RGB/RGS, CRC.	
	Outcome Indicator 6.5: % of citizens satisfaction with holding leaders accountable.	81.60%	85%	RGB/RGS, CRC.	
	Outcome Indicator 6.6: % of people satisfied with timeliness and quality of services at the local level.	74.30%	79%	RGB/RGS, CRC.	

Risks	Mitigating Strategies	UN Agency	Medium Term Common Budgetary Framework			Humanitarian	Development
			Total USD	Projected To Be available (USD)	To Be Mobilised (USD)		
1) Regional instability. 2) Failure to influence policies by CSOs.	1)Advocacy and promotion of peace building in the region. 2) Promote policy dialogue with CSO and other stake-holders including GoR.		27,526,167	11,934,977	15,591,190		

Results	Indicators	Baseline	Target	Data Source	Assumptions
Output 6.1: Government institutions and civil society organizations at the national and subnational level have increased technical and financial capacity to generate, disseminate and use quality disaggregated data aligned to the SDGs to inform policies and programmes in development and humanitarian settings. **(UNFPA, UNICEF, FAO, UNDP, WFP, UNHCR, UN Women,UNESCO, WHO - TA).**	**Indicator 6.1.1:** Number of main national data collection exercises supported.	4th PHC 2012, 2014/2015 RDHS, 2013/2014 EICV, gender statistics reports.	5 (2022 Census Project Document; EICV; 2019/2020 RDHS, Gender statistical reports).	NISR Website.	NISR and other government institutions have requisite support from other development partners. Data availability remains a national priority for evidence based planning and decision making.
	Indicator 6.1.2: Sectoral MISs and administrative data systems fully functional.	No (CRVS,GMIS,HMIS and ID registration for refugees in place but not fully functional).	Yes (CRVS, GMIS, HMIS fully functional and producing timely, quality data, Refugees ID Registration fully functional).	MOH,NISR,MINALOC,NIDA,GMO reports.	
	Indicator 6.1.3: % of SDG indicators for which data is available and monitored.	23%	70%	NISR,MINECOFIN, Line Ministries reports.	
	Indicator 6.1.4: Number of national development strategies and frameworks that have integrated the Demographic Dividend (DD) study recommendations.	0 (2017).	4 sector frameworks(HSSP, ESS, NST, PSDYE).	MINECOFIN,MOH,MINEDUC,MINIYOUTH, MINICOM reports.	
	Indicator 6.1.5: Number of citizens report cards produced and disseminated.	4	10	RGB/CRC.	

Risks	Mitigating Strategies	UN Agency	Medium Term Common Budgetary Framework			Humanitarian	Development
			Total USD	Projected To Be available (USD)	To Be Mobilised (USD)		
Lack of funding - inability to mobilise resources. Shift in national priorities.	Develop a strong /aggressive resource mobilisa-tion strategy. Advocacy on relevance of data for evidence based planning.	UNFPA	4,020,000	2,280,000	1,740,000		
		UNICEF	2,020,258	464,041	1,556,217		
		FAO	800,000	350,000	450,000		
		UNDP	1,500,000	1,000,000	500,000		
		WFP	-	-	-		
		UNHCR	6,056,433	-	6,056,433	5,505,848	550,585
		UN Women	600,000	180,000	420,000		
		UNESCO	50,000	20,000	30,000		
		Total Output 6.1	**15,046,691**	**4,294,041**	**10,752,650**		

Results	Indicators	Baseline	Target	Data Source	Assumptions
Output 6.2: Public and private institutions, civil society organizations and communities have acquired strengthened technical capacity, skills and knowledge to effectively facilitate and participate in democratic (electoral) processes. **(UNDP,UNESCO, UN Women).**	**Indicator 6.2.1:** Porportion of communities members (disaggregated by sex) benefiting from civic and voter education.	0% (2018).	20%	NEC annual reports, elections reports.	GoR and non-state actors commitment to fair and transparenty elections.
	Indicator 6.2.2: No. of CSOs (disaggrgated by type and location) whose staff have the skills and capacity to conduct quality civic and voter registration.	0	50	RGB/RGS, CRC.	
Output 6.3: Public and private institutions and communities have strengthened technical capacity, skills and knowledge to increase coverage and access to information for citizens active participation in development planning and monitoring of service delivery. **(UNESCO, UNDP).**	**Indicator 6.3.1:** % of media professionals that access training appropriate to their needs (media barometer).	61	85	MHC/media barometer.	Media freely participate in democratic processes.
	Indicator 6.3.2: No. of community radio stations with technical skills and knowledge to impart accurate messages.	4	20	UNESCOs reports, RMB.	
	Indicator 6.3.3: A national mechanism for safety of journalists established and functional.	Not completed.	Completed.	RGB.	
	Indicator 6.3.4: % of complaints cases received per year that have been effectively resolved by media self regulatory body.	78.16	85	RMC.	
Output 6.4: Public and private institutions in all sectors, particularly at the local level, are technically able to plan, budget, implement and report on service delivery for increased transparency and accountability. . **(UNDP, UNICEF).**	**Indicator 6.4.1:** National startegy for local government capacity developed.	No	Yes	RGS, MINALOC reports.	Private and public instituions are transparent and accountable.
	Indicator 6.4.2: Level of citizen satisfaction with service delivery in local administration.	72.9	80	RGS.	
	Indicator 6.4.3: Number of district-level officials with increased knowledge on planning and budgeting in 14 districts.	0	60	Programme implementation report.	
	Indicator 6.4.4: Number of child-focused budget briefs and analysis on child-sensitiveness of national budgets developed.	4	7	Budget briefs and budget child-sensitiveness study.	

Risks	Mitigating Strategies	UN Agency	Medium Term Common Budgetary Framework			Humanitarian	Development
			Total USD	Projected To Be available (USD)	To Be Mobilised (USD)		
Limited participation by CSO and citizens.	Capacity building of stakeholders; conduct voter education.	UNDP	4,711,750	3,235,800	1,475,950		
		UNESCO	300,000	150,000	150,000		
		UN Women	300,000	-	300,000		
		Total Output 6.2	**5,311,750**	**3,385,800**	**1,925,950**		
Limited of freedoms of expression.	Capacity building of media professionals and increased advocay for more freedoms of expression.						
		UNESCO	500,000	250,000	250,000		
		UNDP	3,100,000	2,175,950	924,050		
		Total Output 6.3	**3,600,000**	**2,425,950**	**1,174,050**		
Limited participation by CSO and citizens in planning processes.	Advocacy and capapcity building of state and non-state actors.						
		UNDP	1,800,000	1,200,000	600,000		
		UNICEF	1,767,726	629,186	1,138,540		
		Total Output 6.4	**3,567,726**	**1,829,186**	**1,738,540**		

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11. Legal Clauses

11.1. Partnerships, Values and Principles

Whereas the Government of Rwanda (hereinafter referred to as "the Government") has entered into the following:

a) WHEREAS the Government and the United Nations Development Programme (hereinafter referred to as UNDP) have entered into a basic agreement to govern UNDP's assistance to the country Standard Basic Assistance Agreement (SBAA) which was signed by both parties on 2nd February 1977. Based on Article I, paragraph 2 of the SBAA, UNDP's assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. Decision 2005/1 of 28 January 2005 of UNDP's Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of 'execution' and 'implementation' enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the UNDG simplification and harmonization initiative. Considering this decision this UNDAPI 2018-2023 together with UNDP CPD concluded hereunder constitute a project document as referred to in the SBAA.

b) With the United Nations Children's Fund (UNICEF) a Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF on 24th December 1993.

c) With the Office of the United Nations High Commissioner for Refugees (UNHCR) a Country Co-operation Agreement concluded between the Government and UNHCR on 10th August 1993.

e) With the United Nations Population Fund (UNFPA), a Country Co-operation Agreement concluded between the Government and UNFPA on 17th October 2008.

f) With UNIDO the Agreement between the Government of Rwanda for the establishment of the UNIDO Office as established in 14 February 1977.

g) With the Food and Agriculture Organization of the United Nations the Agreement for the opening of the FAO Representation in Rwanda on 23rd April 1985.

h) For all agencies: Assistance to the Government shall be made available and shall be furnished and received

in accordance with the relevant and applicable resolutions and decisions of the competent UN system agency's governing structures [UNDP, UNICEF, UNHCR, WFP, UNFPA, UNIDO, FAO, WHO, UN WOMEN, UNAIDS, UNECA, IOM, IFAD, ILO, UNEP, UNESCO, UN-HABITAT, UNV, UNCTAD, ITC, UNCDF, and IAEA]. The UNDAP 2018-2023 will, in respect of each of the United Nations system agencies signing, be read, interpreted, and implemented in accordance with and in a manner, that is consistent with the basic agreement between such United Nations system agency and the Host Government.

11.2. Programme Management and Accountability Arrangements

The UNDAP 2018 -2013 will be nationally executed under the overall co-ordination of Ministry of Economic Planning and Finance (MINECOFIN). Government coordinating authorities for specific UN system agency programmes are noted in Annex. Government Ministries, NGOs, INGOs and UN system agencies will implement programme activities. The UNDAP 2018-2023 will be made operational through the development of JWPs and JPs; and agency-specific work plans and project documents as necessary which describe the specific results to be achieved in line with the UNDAP and will form an agreement between the UN system agencies and each implementing partner as necessary on the use of resources. To the extent possible the UN system agencies and partners will use the minimum documents necessary, namely the signed UNDAP 2018-2023 and signed joint or agency-specific strategic documents, work plans and project documents to implement programmatic initiatives. However, as necessary and appropriate, project documents can be prepared using, inter alia, the relevant text from the UNDAP 2018-2023 and joint or agency-specific work plans and/or project documents.

Implementing Partners agree to cooperate with the UN system agencies for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UN system agencies. To that effect, Implementing Partners agree to the following:

1. Periodic on-site reviews and spot checks of their financial records by the UN system agencies or their representatives, as appropriate, and as described in specific clauses of their engagement documents/contracts with the UN system agencies'
2. Programmatic monitoring of activities following the UN system agencies' standards and guidance for site visits and field monitoring, and

3. Special or scheduled audits. Each UN organization, in collaboration with other UN system agencies (where so desired and in consultation with the respective coordinating Ministry) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the UN system agencies, and those whose financial management capacity needs strengthening.

The remainder of this section refers only to agencies using the Harmonized Approach to Cash Transfers (HACT)

All cash transfers to an Implementing Partner are based on the Work Plans (WPs) agreed between the Implementing Partner and the UN system agencies. Cash transfers for activities detailed in work plans (WPs) can be made by the UN system agencies using the following modalities:

1. Cash transssferred directly to the Implementing Partner: a. Prior to the start of activities (direct cash transfer), or b. After activities have been completed (reimbursement);

2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;

3. Direct payments to vendors or third parties for obligations incurred by UN system agencies in support of activities agreed with Implementing Partners.

Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UN system agencies shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts. Following the completion of any activity, any balance of funds shall be refunded or programmed by mutual agreement between the Implementing Partner and the UN system agencies. Cash transfer modalities, the size of disbursements, and the scope and frequency

of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner.

A qualified consultant, such as a public accounting firm selected by the UN system agencies, may conduct such an assessment, in which the Implementing Partner shall participate. The Implementing Partner may participate in the selection of the consultant. Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

4. The Audits will be Commissioned by the UN system Agencies and undertaken by Private Audit Services.

In case of direct cash transfer or reimbursement, the UN system agencies shall notify the Implementing Partner of the amount approved by the UN system agencies and shall disburse funds to the Implementing Partner in 30 days from the date of receipt of request. In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by the UN system agencies in support of activities agreed with Implementing Partners, the UN system agencies shall proceed with the payment within 30 days from the date of receipt of request. The UN system agencies shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third-party vendor. Where the UN system agencies and other UN system agency provide cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN system agencies.

A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the work plan (WP), will be used by Implementing Partners to request the release of funds, or to secure the agreement that UNDP, UNFPA, UNICEF or WFP will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE

form will be certified by the designated official(s) of the Implementing Partner. Cash transferred to Implementing Partners should be spent for the purpose of activities and within the timeframe as agreed in the work plans (WPs) only. Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended on activities as agreed in the work plans (WPs), and ensuring that reports on the utilization of all received cash are submitted to UNDP, UNFPA, UNICEF or WFP within six months after receipt of the funds. Where any of the national regulations, policies and procedures are not consistent with international standards, the UN system agency financial and other related rules and system agency regulations, policies and procedures will apply.

In the case of international NGO/CSO and Network of International NGOs (NINGO) Implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended on activities as agreed in the work plans (WPs), and ensuring that reports on the full utilization of all received cash are submitted to UNDP, UNFPA, UNICEF or WFP within six months after receipt of the funds. To facilitate scheduled and special audits, each Implementing Partner receiving financial records which establish the transactional record of the cash transfers provided by UNDP, UNFPA, UNICEF or WFP, the Implementing Partner's internal control structure through which the cash transfers have passed.

The findings of each audit will be reported to the Implementing Partner and UN organization. Each Implementing Partner will furthermore receive and review the audit report issued by auditors, provide a timely statement of the acceptance or rejection of any audit recommendation to the UNDP, UNFPA UNICEF, WFP or any agency that provided cash and where the Office of the Auditor General (OAG) has been identified to conduct the audits, to the OAG so that the auditors include these statements in their final audit report before submitting it to UNDP, UNFPA, UNICEF, WFP or any agency. Report on the actions taken to implement accepted recommendations to the UN system Office of the Auditor General (OAG) has been identified to conduct the audits, to the OAG on a quarterly basis or as locally agreed.

11.3. Commitments of the Government

The Government will support the UN system agencies' efforts to raise funds required to meet the needs of this UNDAP 2018-2023 and will cooperate with the UN system agencies including: encouraging potential donor Governments to make available to the UN system agencies the funds needed to implement unfunded components of the programme; endorsing the UN system agencies' efforts to raise funds for the programme from other sources, including the private sector both internationally and in Rwanda; and by permitting contributions from individuals, corporations and foundations in Rwanda to support this programme which will be tax exempt for the Donor, to the maximum extent permissible under applicable law.

Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the United Nations system (as stated in the ICSC circulars).

The Government will honor its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in section 12.1.

Without prejudice to these agreements, the Government shall apply the respective provisions of the Convention on the Privileges and Immunities of the United Nations (the "General Convention") or the Convention on the Privileges and Immunities of the Specialized Agencies (the "Specialized Agencies Convention") to the Agencies' property, funds, and assets and to their officials and experts on mission. The Government shall also accord to the Agencies and their officials and to other persons performing services on behalf of the Agencies, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the Agencies and the Government. In addition, it is understood that all United Nations Volunteers shall be assimilated to officials of the Agencies, entitled to the privileges and immunities accorded to such officials under the General Convention or the Specialized Agencies Convention. The Government will be responsible for dealing with any claims, which may be brought by third parties against any of the Agencies and their officials, experts on mission or other persons performing services on their behalf and shall hold them harmless in respect of any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and

a particular Agency that such claims and liabilities arise from gross negligence or misconduct of that Agency, or its officials, advisors or persons performing services.

(a) "Nothing in this Agreement shall imply a waiver by the UN or any of its Agencies or Organizations of any privileges or immunities enjoyed by them or their acceptance of the jurisdiction of the courts of any country over disputes arising of this Agreement".

(b) Nothing in or relating to this document will be deemed a waiver, expressed or implied, of the privileges and immunities of the United Nations and its subsidiary organs, including WFP, whether under the Convention on the Privileges and Immunities of the United Nations of 13th February 1946, the Convention on the Privileges and Immunities of the Specialized Agencies of 21st November 1947, as applicable, and no provisions of this document or any Institutional Contract or any Undertaking will be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities.

Annexes

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3. One UN Annual Report including Business Operations Strategy, Communications Strategy
4. Results Groups, UNCT and One UN Joint Steering Committee Meetings
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	M&E	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Planning references	UNDAP evaluation milestone	1. Annual Review of the UNDAP implementation	1. Annual Review of the UNDAP implementation	1. Mid Term Review of the UNDAP	1. End of Programme Evaluation of the UNDAP	1. Annual Review of the UNDAP implementation
	M&E capacity development	1. UNINFO training for data base users (RCO staff, RG's M&E focal persons, Agencies focal persons) 2. RBM Training for UN System and Implementing Partners 3. Training on Human Rights Based Approach for Programming 4. Training on gender mainstreaming	1. UNINFO training for data base users (RCO staff, RG's M&E focal persons, Agencies focal persons) 2. RBM Training for UN System and Implementing Partners 3. Training on Human Rights Based Approach for Programming 4. Training on gender mainstreaming	1. UNINFO training for data base users (RCO staff, RG's M&E focal persons, Agencies focal persons) 2. RBM Training for UN System and Implement-ing Partners 3. Training on Human Rights Based Approach for Programming 4. Training on gender mainstreaming	1. UNINFO training for data base users (RCO staff, RG's M&E focal persons, Agencies focal persons) 2. RBM Training for UN System and Implement-ing Partners 3. Training on Human Rights Based Approach for Programming 4. Training on gender mainstreaming	1. Training on UNDAP development processes and UN program-ming Principles
	Use of information	The following activities will draw on the findings, recommendations and lessons from the implementation of this M&E plan: • UNDAP annual reviews, Mid Term Review and UNDAP End of Programme Evaluation • Universal Period Review • Gender Score Card for the UNDAP • One UN Joint Steering Committee • UN Agencies specific annual planning and reporting • Preparation of the reports: One UN Annual Report, SDG's Progress Reports, National Human Development Reports • Common Country Analysis and Strategic Prioritisation Retreat				
	Partner Activities	1. Preparation of the Rwanda SDG's Progress Report 2. Preparation of the National Human Development Report 3. Preparation of the National Strategy for Transforma-tion annual report	1. Preparation of the Rwanda SDG's Progress Report 2. Preparation of the National Human Develop-ment Report 3. Preparation of the National Strategy for Transformation annual report and Mid Term Review	1. Preparation of the Rwanda SDG's Progress Report 2. Preparation of the National Human Develop-ment Report 3. Preparation of the National Strategy for Transformation annual report and Mid Term Review	1. Preparation of the Rwanda SDG's Progress Report 2. Preparation of the National Human Develop-ment Report 3. Preparation of the National Strategy for Transformation annual report and End of Programme Evaluation	1. Preparation of the following phase of the National Strategy for Transformation

Results Groups

Terms of Reference[1]

1.   Purpose

The One Programme calls for the establishment of Results Groups to guide the One Programme implementation using Joint Work Plans and Joint Programmes. Each Results Group covers one or more UNDAP outcomes. To the extent possible, Results Groups will be aligned to the existing national coordination architecture to ensure national leadership and national ownership throughout the UNDAP implementation. The ToR is also informed by the narratives in the UNDAP II architecture section.

2.   Results Groups

To ensure strategic alignment to Vision 2050, the NST 1 and its Sector Working Groups as well Agenda 2030, the UN has established three RGs to drive coordination in the implementation of UNDAP II;

a) Economic Transformation.
b) Social Transformation; andi,
c) Transformational Governance.

The RGs are chaired by a head of agency supported by an alternate for 1 year on a rotational basis, with the alternate taking over after 1 year. It is expected that the chairs will work closely with the alternates to ensure smooth transition after 1 year. The Social Transformation RG is divided into two Sub-Groups (Human Capital & Demographic Dividend and Resilience) Each is chaired by a head of agency with an alternate. The sub division was agreed to ensure management and coordination of key activities under the ST Pillar given the vast volume and value of UN interventions. However, this sub divisions do not change the agreed UNDAP results framework, meaning that whilst there are 2 sub-groups, there will be a single coherent reporting of results from the Social Transformation Group just like the other 2 RGs. WHO and UNICEF will have direct responsibilities for Health and Education key actions but under the overall coordination/chair of the Human Capital & Demographic Dividend sub group of the ST Pillar.

3. Expected roles of Results Groups

a) Prepare JWPs, JPs, with outputs that are measurable through indicators, baselines, targets, means of verification, and assumptions and risks, in consultation with all members of the RG. Each JWP comes with an annualized Common Budgetary Framework.
b) Undertake joint analysis of the policy environment, key development issues and emerging trends related to priority areas to ensure that the RGs' work plans address pressing development constraints.
c) Contribute to the development of common UNCT advocacy messages and communication products, and support policy dialogue with government counterparts, civil society and other development partners with substantive inputs.
d) Mainstream normative programming principles and any crosscutting themes and issues relevant to the country into the design, implementation, monitoring and evaluation of the One Programme, ensuring normative-operational linkages while addressing national needs and priorities.
e) Share information on proposed and ongoing initiatives of national and international partners in relation to the One Programme priorities for improved synergy and to address gaps in programming.
f) Track progress and reporting on results within the JWPs and JPs and contribute to the preparation of the United Nations Country Results Report.
g) Contribute to the preparation of terms of reference for the mandatory One Programme evaluation.
h) Support planning and reporting requirements of the One Fund.
i) lead the development of JP's and assist with its formulation ensuring that each JP is strategically aligned with One Programme priorities and is developed in accordance with UNDG guidelines.

4.   Role of the Results Groups / Sub Group Chairs

The RG chair with an alternate will facilitate the delivery of joint policy advocacy, joint and coherent planning which are aligned to the outcomes and outputs of the UNDAP II and negotiated based on agency mandate, comparative advantage. The chairs are empowered by the UNCT to take appropriate decisions and lead the RGs in the implementation of the JWPs and JPs. RCO will provide support to each RG/chair on the Policy coherence, JWPs,

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1   This is extracted from the One Programme – Tools and Materials, UNDG, August 2014, pp: 3-6:
     https://undg.org/wp-content/uploads/2016/11/One-Programme-Tools-and-materials-1.pdf

JPs, Joint Communication and Joint resource mobilization and Reporting.

The term period of the chair will be 1 year rotational, and it is agency based, meaning, if the chair is reassigned before the 1 year is up to another country, their replacement will continue and complete the term. The alternate chair is expected to work closely with the existing chair, and will assume the role after 1 year.

The specific responsibilities of RG chairs include:

a) Lead the development and consolidation of the JWPs and JPs with the Common Budgetary Framework in accordance with the SOPs, and its submission to the UNCT and/or the Joint National/United Nations Steering Committee for endorsement.

b) Moderate, facilitate and guide the activities of the RGs in accordance with the normative programming principles and the JWPs and JPs.

c) Ensure adequate consultations and discussions take place with all members, including Non-Resident Agencies, and other national partners prior to reaching decisions,

d) In consultation with RG members, request the Resident Coordinator and UNCT to access any needed technical capacity of the United Nations system available in-country or at the regional or global levels.

e) Lead preparation, consolidation and submission of RG's contributions to the United Nations Country Results Report and any other document requested by the Resident Coordinator and the government.

f) Support the United Nations Steering Committee, Resident Coordinator and UNCT in joint resource mobilization efforts.

g) With support from participating United Nations entities, ensure that the RG & Sub-Groups has the necessary M&E support to technically guide the integration and application of results-based management principles in the planning, budgeting, monitoring, reporting and evaluation of the JWPs and JPs.

h) Guide the annual review process for the JWPs and JP's contributing to the United Nations Country Results Report.

i) Report annually to the Resident Coordinator and UNCT on progress and results, as their contribution to the United Nations Country Results Report.

5. Coordination with other Results Groups

j) Each RG will contribute to systematically document lessons learned and sharing of good practices and their dissemination across RGs.

k) Chairs of RGs & Sub Groups will ensure necessary coordination with all participating United Nations entities and other stakeholders as well as with other RG's for necessary programmatic alignment and synergy.

l) The UNCT may decide to set up further mechanisms to ensure coordination and information sharing across RG's.

6. Membership and frequency of meetings

The chairs must ensure that the membership of the RG remains relevant to the underlying national needs and priorities to which the RG is contributing. If national needs require the engagement of additional United Nations capacity not available within the UNCT, the RG chair, in consultation with the Resident Coordinator and UNCT, will approach the relevant United Nations agency, regionally or globally.

Agencies will designate a senior staff member with demonstrable competency in the programme, policy area at the level of deputy representative or senior programme officer.

The staff member will ensure:

a) Sufficient consultation prior to meetings to adequately represent agency position and status.

b) Briefing of colleagues (including Senior Staff) onkey decisions reached/information shared during meetings.

c) Regular attendance of RG meetings, and quality and timeliness of inputs.

d) The chair of the RGs, in consultation with the Resident Coordinator and UNCT, may request the engagement of any other expertise within the United Nations as needs arise (e.g., from the Operations Management Team, procurement expertise, expertise on the five programming principles, communications, etc.).

e) There should be at least one M&E expert in every RG to provide necessary results-based management support in planning, budgeting, monitoring, reporting and evaluation.

f) The RGs including the alternate chair will meet at least three times a year to review progress and agree on actions, out of which one of these meetings will constitute the formal Annual Review of the RGs and its JWPs, and thus include external stakeholders as well.

7. Accountability

a) Chairs of RG's are accountable to the RC and UNCT and the consolidated report of the RGs will be presented to United Nations Steering Committee. In addition, the Resident Coordinator will assess the performance of the RG chairs as part of the regular performance appraisal as members of the UNCT and their contributions to effective and efficient functioning of the UNCT

b) The chairs of the RG's to ensure that the contributions of staff members participating in RG's are adequately reflected in their annual staff performance appraisal.

c) The chairs of the RG's will provide inputs, as needed, to the performance appraisal of the members of the RG's.

8. RG Secretariat

a) The agency chairing a RGs will be responsible for providing necessary secretariat support and services, with support from the Resident Coordinator's Office, when available.

9. RCO Roles and Responsibilities

The RCO will provide close support to the chairs of the RGs and will focus on:

a) RCO will have overall oversight and coordination for monitoring and reporting primarily using UNINFO, and will provide monitoring and reporting tools and ensure RGs use them.

b) Training Agency focal points on data and reporting requirements for UNINFO.

c) Provide guidance and quality assurance to the RGs in the development and monitoring of the JWPs and JPs including costed joint communication activities.

d) Organizing UNDAP / JWP / JPs, M&E calendar and reporting time lines.

e) Coordinate joint advocacy and communication plan and draft communication elements of the annual report.

f) Document and report on emerging issues for timely addressing.

g) Coordinate data / reporting from agencies under the RGs during annual reviews and reporting.

h) Coordinate the development of the gender, human rights, humanitarian-development nexus, and Partnership and Joint Resource Mobilization strategies to guide the UNDAP implementation.

The Resident Coordinator's Office will have overall oversight and coordination for monitoring and reporting primarily using UNINFO, and will provide monitoring and reporting tools and ensure Results Groups use them."

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United Nations Rwanda
Office of the UN Resident Coordinator
PO Box 445 -Kigali- Rwanda
Tel : +250 788 122 400
Email : rcoffice.rw@one.un.org
www.rw.one.un.org

United Nations
RWANDA
Unity *in* Diversity