



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

Key Achievements



Introduction

UNDAP I – the first United Nations Development Assistance Plan – was the five-year plan for the United Nations System in Rwanda. Running from 2013-2018, it has recently come to a close.

UNDAP I delivered US \$300 million, 80 per cent, of the revised planned budget, and provision of technical assistance in support of key Government of Rwanda priorities covering: inclusive economic growth; human capital and accountable governance. These priorities were set out in the Government's Economic Development and Poverty Reduction Strategy 2012-2017 (EDPRS II).

Another noteworthy achievement was Rwanda's assessment in the 2015-2016 Survey by DOCO, rendering Rwanda as the only country to meet all 15 Standard Operating Procedures for 'Delivering as One'. As our new UNDAP (II) comes into force, this booklet looks back on some of the key achievements that UN cooperation brought about in the last cycle.

2000-2015

Millennium Development Goals (MDGs)



2015-2030

Sustainable Development Goals (SDGs)



UNDAP I (2013-2018) supported the Government of Rwanda and national stakeholders towards achieving the Eight Millennium Development Goals (MDGs) from 2013 to 2015.

In 2015, the 2030 Agenda for Sustainable Development was adopted by world leaders, with 17 Sustainable Development Goals (SDGs). The Sustainable Development Goals (SDGs) build on the success of the Millennium Development Goals and aim to go further to mobilize efforts to end all forms of poverty, fight inequalities and tackle climate change, while ensuring that no one is left behind.

The UN 2030 Agenda is for people, planet, prosperity, peace and partnership. It envisages a world of universal respect for human rights and human dignity, the rule of law, justice, equality and non-discrimination. The new Goals are unique in that they call for action by all countries, poor, rich and middle-income to promote prosperity while protecting the planet. They recognize that ending poverty must go hand-in-hand with strategies that build economic growth and addresses a range of social needs including education, health, social protection, and job opportunities, while tackling climate change and environmental protection.

The One UN Rwanda's new Development Assistance Plan - UNDAP II (2018-2023) - builds on the achievements of UNDAP I (2013-2018). It is aligned with national priorities and the Government of Rwanda's National Strategy for Transformation (NSTI-2017-2024). UNDAP II is anchored in the Government's Vision 2050 and UN Agenda 2030. It is the UN contribution to achieving the SDGs.

2030

Development Goals (SDGs)



2030

Future Goals



1. Development Results Group 1 - Inclusive Economic Transformation



1. Inclusive Economic Transformation	
Outputs	Key Achievements
Strengthening leadership and capacities of national institutions	<ul style="list-style-type: none">With UN support, the e-Regulations platform was implemented. It enhances effectiveness of Rwanda's institutional and legal frameworks by availing an online platform that provides access to basic information and training content for Small and Medium Size Enterprises (SMEs).
Strengthening national capacity for policy coordination and resource mobilization	<ul style="list-style-type: none">The UN assisted development of an online system for international NGOs that was released to the office of the Directorate General of Immigration and Emigration. This new, automated system has improved decision-making and enhanced management of international NGOs; this includes capturing contributions to official development assistance (ODA).Support was given to the Private Sector Federation (PSF) to update the Private Sector Financing Map, as well as to improve capacities to access private sector financing windows with Development Finance Institutions.
Strengthening national capacities for industrial and trade competitiveness	<ul style="list-style-type: none">The UN's Joint Programme on <i>Youth and Women Employment</i> developed tools that have been posted on the e-Regulations online platform. These online tools have helped give policy-makers a global overview of the application of laws and guidelines that can help SMEs in their business development.
Strengthening agricultural innovation and value chain	<ul style="list-style-type: none">The Buy from Women pilot initiative, trained 12 farmer cooperatives in four districts on gender concepts and gender responsiveness in agriculture. It also taught post-harvest handling techniques. The positive outcomes are apparent: these women farmers are now accessing more fertilizers than their male counterparts. This has not been the case in previous years.

- Under the same pilot project, a **prototype digital platform** was developed. Now, women farmers can get connected to climate-resilient agricultural extension **information, finance and markets**. So far, the platform has registered 3,200 farmers and the project is in the process of being scaled-up.

3,200 farmers registered to the buy from Women pilot initiative's digital platform

- In Huye, Nyanza and Ruhango Districts, the UN covered the costs of **cooperative membership fees for 342 women farmers identified as most vulnerable**. This made them full members of farmers' cooperatives. Furthermore, they were provided with farm inputs as well as small-scale water irrigation equipment.



- Through a Joint Programme on value chains, the UN conducted food loss assessments for tomatoes, maize, potatoes and milk value chains. Using the findings, technical and financial assistance was provided to **strengthen women's activities in dairy value chains** in four districts.
- Women involved in cross-border trade** in Western Rwanda were supported to strengthen their activities in the fish and tomato value chains.

Strengthening national regulatory frameworks

- The UN carried out interventions to improve Rwanda's **compliance with international trade treaties**.
- Thanks to an analysis of Rwanda's trade treaties and compliance by the UN in Rwanda, a key report on *Upgrading Rwanda's Multilateral Trade Legal Framework* is now ready for action.



<p>Strengthening national capacity to scale-up renewable energy, energy efficiency, access, and security</p>	<ul style="list-style-type: none"> Rwanda Green Building Organization (RWGBO) was successfully launched in November 2016; the founding process of this was supported by the One UN in Rwanda.
<p>Strengthening capacity for sustainable environment and natural resource management and for climate change mitigation and adaption</p>	<ul style="list-style-type: none"> The Ministry of Environment (MoE) were given support to implement and monitor the Green Growth and Climate Resilience Strategy (GGCRS). Supported by the UN, the Environment Protection Unit of Rwanda National Police successfully conducted training on awareness and response to environmental crimes. These took place at three different sites with 119 officials from 12 Districts. <p>119 officials trained in awareness and response to environmental crimes</p>
<p>Strengthening national capacities for planning and management of Green Villages</p>	<ul style="list-style-type: none"> UN support is helping establish a results-based monitoring and evaluation system (RBME) for the sector. Designed by the UN System, the Green City Toolkit for Rwanda was launched in June 2017. Through the “Green Economy Initiative” – which was a Joint Programme – the UN continuously supported the Government of Rwanda to scale up green villages across the country. Three new green villages were constructed, and 62 low-income families got access to basic infrastructure: water, roads, markets, schools, health services and communication infrastructure. 

62 low-income families got access to basic infrastructure owing to Green Villages

- Supported by the Poverty and Environment Initiative (PEI), the UN conducted a **cost-benefit analysis of the first pilot Green Village** in Rubaya (Gicumbi District). It concluded that benefits exceed the costs.

Enhancing entrepreneurship skills for women and youth

- The UN system launched a Joint Programme on Youth and Women Employment.
- In partnership with the Rwanda Development Board, this programme trained up 30 'lead trainers' on export management and international trade issues. **30 farmers were subsequently trained in Organic Agriculture and 59 people from fishing farming cooperatives (23 women, 36 men) were trained in Aquaculture and Business Development;**
- 23 Business Development Fund (BDF) officers received a training of trainers (ToT) in the *Start and Improve Your Business* programme (SIYB). Nine of the officers have since been assessed and certified, leading to the training of over 90 youth in the different modules of SIYB.

Over 90 young people trained in the different modules of Start and Improve your Business

- The programme also supported the supply of **laboratory testing equipment** and processing equipment to Burera Dairy Limited (BDL). In addition, the UN programme provided practical skills training to all 10 BDL staff and to 8 young graduates from Musanze Polytechnic College.
- The programme saw eight girls trained in entrepreneurship and business development for ICT-related projects as part of the **Miss Geek Competition**.

8 girls trained in entrepreneurship for ICT-related projects

- Four women cooperatives, comprising 650 members total, were given training. These women, who specialize in small fishery and horticulture and are active in cross-border trade between Rwanda and the Democratic Republic of Congo, had enhanced cooperative management skills as a result of their training. They **leveraged their increased knowledge of financial products and services to set long-term business goals** and they made commitments to promoting gender equality within their organizations.



650 women given training to improve their small fishery and horticultural operations

- Through UN technical and financial support to the YouthConnekt initiative, four YouthConnekt **hangouts and debate series targeting youth**, were conducted on various themes.

These included: *Youth Empowerment for Global Opportunities; TVET - the promise of job creation among youth; Tourism and Hospitality - the promise of job creation; and Technopreneurship - Opportunities and Challenges*. In addition, a TV series called “*Inspire me – Isaha y’Urubyiruko*” has been supported. This was broadcast on national television to impact youth on issues ranging from self-sustenance to entrepreneurship.

Increasing access to and utilization of financial services especially for women and youth

- Owing to UN technical and financial support, 540 youth have been trained in entrepreneurship and business development and provided with access to finance through the YouthConnekt Award.

540 youth have participated in YouthConnekt bootcamp

- More than 126 youth received financial awards equivalent to RWF 89.9 million to support development of their business projects. This resulted in the creation of 8,309 jobs (2,208 women and 6,101 men).

8,309 jobs created by youth business projects funded by the UN

- The UN gave technical and financial support in organizing the first YouthConnekt Africa Summit in Kigali in July 2017. The summit was organized by the Government of Rwanda in partnership with UNDP Africa. It was attended by over 7,000 participants from 90 countries, worldwide. It was also attended by several dignitaries including the President of the Republic of Rwanda.

7,000 participants from 90 countries worldwide at the first YouthConnekt Summit

Development Results Group 2 -

Accountable Governance



2. Accountable Governance	
Outputs	Key Achievements
Systems and institutions building	<ul style="list-style-type: none">The One UN system supported the National Institute of Statistics of Rwanda (NISR), NGOs and Civil Society Organizations in the publication of seminal studies. These included: the fifth Rwanda Demographic and Health Survey (RDHS), Governance Barometers and Citizen Report Cards on access to public services.The UN helped strengthen communication streams and citizens' voice through (1) facilitating dialogue and outreach, (2) overseeing various parliamentary committees and (3) developing the capacity of the local media.Media houses, as key engines of accountability and transparency, were empowered technically and financially to enhance their ability to play an active role in public decision-making processes.
Transformational policies and strategies	<ul style="list-style-type: none">One UN Rwanda assisted implement the accepted UPR (<i>Universal Periodic Review of Rwanda</i>) recommendations. This is in addition to overall support in strengthening accountability to the commitments made at global, regional and national levels.In order to raise awareness of Gender Equality and Women's Empowerment issues across all spheres of society and guide policy-making processes within key sectors, the UN worked with the National Gender Machinery (NGM), Civil Society Organizations and private sector to develop long-term, concerted and impact-oriented programmes. The UN also assisted with reporting results and disseminating evidence, data and publications.Support to enhance the capacity of NGM staff successfully strengthened their ability to fulfill their mandates.



People, planet, peace and prosperity improvements	<ul style="list-style-type: none"> The UN's strengthening of National Electoral Commission (NEC) capacity contributed to the organization of peaceful and transparent elections in 2017, which gathered a high voter turnout of 98.2% - 54% of whom were women. One UN Rwanda successfully documented 20 years of reconciliation to inform policy-making. This also fostered community dialogues and reconciliation clubs and forums, which are key to ensuring the sustainability of peace and development among communities. <p>20 years of reconciliation successfully documented to inform policy-making</p>
Innovations including for finance	<ul style="list-style-type: none"> The work of the One UN was vital in facilitating dialogue on key thematic areas pertaining to a peaceful and cohesive society. This included the engagement of men and boys through the HeForShe Campaign, which enhanced citizen's voice and agency. The UN developed web-based solutions for case management systems, as well as for registration processes of citizens and institutions. This meant that the UN in Rwanda was able to contribute to significant progress in fostering access to justice for all citizens. The new Integrated Electronic Case Management System (IECMS) for the justice sector, which was developed by the Ministry of Justice with UNDP support, is helping to substantially improve the delivery of justice services across the country. The system, which won the 2017 Top Ten Tech Solutions Award for its important contribution in improving access to justice and generating jobs for young people (at Internet cafes across Rwanda), is web-based and makes it easier and cheaper for people to file and monitor the status of their cases. <p><i>For example, data indicates that in 2014 approximately 36% of the time that litigants went to court was to obtain copies of judgements. Today, these judgements are available online, drastically reducing the time and costs, particularly for poorer litigants, to obtain copies of judgements.</i></p> <p>(Rwanda's Justice Sector also received a continental public management award 'Gold Trophy' for EFS-IECMS as the best demonstration of innovative public management in Africa.)</p>

Development Results Group 3a -

Human Development



3A - Human Development	
Outputs	Key Achievements
Systems and institutions building;	<ul style="list-style-type: none">Support given to Data for Development has strengthened a new generation of data for evidence-based policy making. (This included the <i>Population & Housing Census 2012</i>, <i>DHS 2014/15</i>, <i>EICV 2013/14</i> and domestication of the Sustainable Development Goals.)Increased access to Sexual & Reproductive Health/ Family Planning services has been possible owing to the UN's quantification and procurement of commodities, in conjunction with capacity building of health service providers. This has resulted in increased access to a whole range of contraceptives.The UN supported the installation of the National Heath Observatory (NHO) at the Ministry of Health.The UN in Rwanda supported several institutional capacity building activities on: reproductive, maternal, neonatal, child and adolescent health; TB/HIV; childhood immunization; tobacco control; health financing. Health system strengthening also resulted in improved capacity of the Ministry of Health and the Rwanda Biomedical Centre to better manage and improve the quality of health service delivery in the country.
Transformational policies and strategies	<ul style="list-style-type: none">One UN Rwanda championed a 'Demographic Dividend Profile'. It was used by the Government of Rwanda to develop the 7-year National Strategy for Transformation 2017-2024; it also provides a framework for other Sectoral Strategic Plans.In partnership with others, the One UN developed the first-ever integrated Reproductive, Maternal, Newborn, Child and Adolescent Health Policy 2017-2030.Comprehensive Sexuality Education (CSE) has now been integrated into the National Curriculum. The UN successfully advocated for the integration of CSE into the national curriculum at the primary and secondary levels in 5 subjects.



<p>People, planet, peace and prosperity improvements</p>	<ul style="list-style-type: none"> Rwanda declared Family Planning a national priority and integrated it within context of other national commitments and goals. This includes its incorporation into <i>Vision 2020</i> and the <i>Economic Development and Poverty Reduction Strategy</i>, as well as in various international plans for development. Support was provided to develop and implement the fourth Health Sector Strategic Plan IV (HSSP IV). Mid-term review and extension of the HIV/AIDS, Tuberculosis and Malaria National Strategic Plans (NSP) were supported by the UN system in Rwanda. The plans were extended, and these new plans were used to develop proposals for Global Fund proposals and resource mobilization. UN support helped to develop and implement the national <i>Health Financing Policy</i> and <i>Health Financing Strategic Plan</i>. This was an important step to establishing sustainable financing of health in the country. One UN Rwanda worked to incorporate the “treat all” and “HIV self-testing” policies into the national HIV treatment guidelines. UN support also facilitated policies to be implemented, resulting in increased coverage of HIV treatment in the country. The UN worked to ensure implementation of the Reaching Every Child immunization strategy. This included conducting several supplementary immunization campaigns. This resulted in sustained immunization coverage of more than 93% at the national level. It also ensured equity in immunization coverage at the district level. <p style="color: #0070C0; font-weight: bold; font-size: 1.2em;">93% sustained and equitable immunization coverage</p>
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- MINEDUC were supported to develop and disseminate a nutrition comic book to sensitize primary and secondary school children on the **prevention of malnutrition**. 32,000 copies were distributed to 350 primary and secondary schools in the fight against malnutrition.

**32,000 nutrition comic books
distributed to 350 schools.**



- Several million doses of **anti-worm medicines** (praziquantel and albendazole) were provided to support **mass drug administration** aimed at combatting neglected tropical disease. This reached more than 4.5million children annually.



4.5 million children reached in the provision of anti-worm medicines

- The WHO Medical Eligibility Criteria (MEC) wheel for **assessing the eligibility of women for family planning** was adapted to the national context. 27 health providers from districts hospitals and partners involved in family planning were **trained on the MEC wheel**. 3000 copies of the MEC wheels were produced and distributed to 300 health facilities.

3000 Rwanda-specific Medical Eligibility Criteria wheels distributed to 300 health facilities

- Support was provided to **strengthen epidemic preparedness** and to respond to outbreaks of typhoid fever and malaria in the Mahama refugee camps. This resulted in **hundreds of lives saved**.
- UN work **facilitated South-South cooperation** between Rwanda and Congo, Madagascar & Ethiopia on SRH & GBV programming. This included a *One Stop Centre model* with Rwanda police.
- Several study tours – from Mozambique, Cape Verde, Comoros, Sao Tome and Principe, among others – were facilitated. These study tours covered many areas, including: health financing; community health insurance; health system strengthening; health in all policies; and a community health workers programme.
- In collaboration with the Government of Rwanda, **the first Africa Health Forum was conducted** in Rwanda. The theme was “Putting People First; The Road to Universal Health Coverage (UHC)”. The forum adopted a call-for-action with nine commitments and eleven recommendations; it will **fast-track the implementation of the health-related SDGs** and UHC in Africa.

Partnership improvement promoting South-South Cooperation

Innovations
including for
finance

- During the last cycle, the UN **established the Innovation Accelerator** (iAccelerator) - a mentorship-driven programme. It supports young entrepreneurs with seed funding, training and skills development in order to generate innovative and technological solutions to respond to the challenges faced in terms of sexual and reproductive health.
- UN Rwanda provided support to relocate the *Community Based Health Insurance* (CBHI) from MINISANTE to the Rwanda Social Security Board (RSSB). This improved and **strengthened CBHI management**, reduced transaction costs, improved service-delivery and increased service coverage.



Development Results Group 3b -

Humanitarian Response: Disaster and Refugees



3b - Humanitarian Response: Disaster and Refugees

Outputs	Key Achievements
Systems and institutions building	<ul style="list-style-type: none">The UN System oversaw construction of 3 additional district Early Child Development (ECD) model centres. This brings the total to 17 centres across 16 districts, including one in Mahama refugee camp. 17 Early Child Development center across 16 districtsMore than 13,000 children were reached through UN supported centre-based, home-based and home visitation ECD programmes. In addition, 11,000 parents/caregivers were capacitated. 11,000 parents and caregivers capacitated in Early Child Development457 classrooms have been constructed according to national standards. This supports the government's commitment regarding the inclusion of refugees into the national Education system. 457 classrooms built209 pre-primary teachers and 455 primary and secondary school teachers' salaries are paid by UNHCR (the UN's Refugee Agency). 664 school teacher salaries paid for by UNHCRThe One UN enabled timely and automated sharing of disaster information, by providing technical and financial assistance to assist MIDIMAR (Ministry of Disaster Management and Refugee Affairs). Together, they established and subsequently upgraded a disaster communications system.

	<ul style="list-style-type: none"> WFP, together with MINAGRI (Ministry of Agriculture) and National Institute of Statistics Rwanda (NISR), conducted two <i>Comprehensive Food Security and Vulnerability Analysis</i> (CFSVA) assessments (in 2015 and 2018). These are the main source of food security data in Rwanda. They are used by the government and other stakeholders for strategic and programmatic planning purposes. UN support also included technical training for government officials. WFP, together with MINAGRI and NISR, conducted several biannual <i>Food Security and Nutrition Monitoring System</i> (FSNMS) surveys. These provided detailed data on the impact of the 2016-2017 drought on food security. FSNMS continues to be the main source of seasonal monitoring data for food security and acute malnutrition in Rwanda. One UN Rwanda organized technical trainings on emergency preparedness and needs assessment for 70 government officials and partners in early 2015. The UN system facilitated an emergency preparedness simulation exercise on 'mass movements' for 80 government officials and other partners in October 2014. The UN strengthened the technical capacity of MIDIMAR and MINAGRI by supporting three key staff from 2015 onwards. This includes a senior adviser to the Minister of Agriculture in early 2018.
Transformational policies and strategies	<ul style="list-style-type: none"> <i>Inkomoko</i>, a Rwandan social enterprise, received 1 million USD to train 4000 refugee entrepreneurs over the next 3 years <p style="text-align: center;">4000 refugees trained in entrepreneurship</p> <ul style="list-style-type: none"> <i>Inyenyeri</i> received a pledge from two donors of up to 4 million USD to scale up their successful pilot creating jobs for refugees in the clean cooking value chain. <i>Indego Africa</i> were supported to transition their project away from dependence on UNHCR funding. The project, exporting refugee-made baskets, was successfully transitioned.





People, planet,
peace and
prosperity
improvements

- UNHCR, in conjunction with other UN agencies, has undertaken the inter-agency Gender Assessment (back in 2016). The findings continue to be useful to **transformational strategies and policy-making for gender mainstreaming**.
- The UN enhanced the capacity of UNHCR and the Government's staff, specifically in regard to gender mainstreaming.
- In partnership with the Ministry of Disaster Management and Refugee Affairs (MIDIMAR), the **UN constructed and handed over 25 houses** in Rusizi, Nyamasheke, Nyamagabe and Bugesera. This took place as part of the Joint programme **Sustainable Return and Reintegration of Rwandan Returnees**.

25 houses constructed for the reintegration of Rwandan returnees

- The United Nations assisted 21,803 Rwandan returnees. This assistance took the form of **non-food items or cash grant to cover their key basic needs**, including: shelter; health insurance for one fiscal year; and livelihood activities in their area of return.

21,803 returnees assisted to cover their basic non-food-related needs

- One UN Rwanda provided 17,097 returnees with cash grants and **reinforced its support to MIDIMAR for monitoring and coordination** of the Return Programme.

17,097 returnees provided with cash grants

- 43 houses for vulnerable families are almost completed in Ngororero, Nyabihu, Rubavu, Bugesera, Musanze and Karongi. Meanwhile, the construction of 75 additional houses has begun.

43 houses for vulnerable families

- The UN procured **dignity kits** and **Emergency Reproductive Health Kits (ERH)** worth 107,000 USD. This increased the preparedness of Ngororero District to address the Sexual and Reproductive Health (SRH) issues arising during crisis.
- The UN **reestablished the Family Planning Counselling and Service Provision Room** at the Sovu Health Facility. Worth 56,500 USD, it significantly increases access to family planning services in Ngororero District.



- One UN Rwanda established a **permanent water plant** in Mahama Refugee Camp. It supplies potable water to refugees and local communities in the vicinity.
- The UN worked to establish **two health centres** in Mahama camp, which are accessible to both communities.
- **Soap, jerry cans, plastic sheeting and sanitary pads** were provided by the United Nations to reinforce contingency stock.



- The UN provided an average 126,000 refugees and Rwandan returnees (54% female) with **either a nutritious food basket or cash**. This enabled them to meet their basic food requirements, leading to significant improvement (17 percentage points) in the proportion of households with acceptable food consumption, compared to the previous year.

126,000 refugees and returnees' basic food requirements met

- By providing age-appropriate, specialized, nutritious food and counselling, the UN gave assistance to 2,100 moderately acute malnourished children (50% female) on average per year.

2,100 malnourished children treated per year

- The One UN system provided **nutritious supplementary feeding** to 19,000 young children (under two) and adults (77% female) per year. **This prevents stunting** (low height for age) and micronutrient deficiencies.

19,000 people per year benefitted from nutritious supplementary feeding

- As a result, the proportion of children consuming the minimum for an acceptable diet notably increased: from 14% in 2013, to 58% in late 2017. This was **well over the project target**.
- In order to **support school attendance and reduce pressure on household food security**, the One UN system provided a mid-morning porridge or hot meal to 43,000 school students (50% female) per year in all camps and nearby communities.

43,000 school students fed a mid-morning meal per year

- The UN shifted assistance modalities in all camps hosting Congolese refugees, from in-kind to cash. This took place between 2013 and 2017 and resulted in **economic inclusion and invigorated local economies**.
- The UN shifted assistance modalities in all camps hosting Congolese refugees, from in-kind to cash. This took place between 2013 and 2017 and resulted in **economic inclusion and invigorated local economies**.

	<ul style="list-style-type: none"> Food assistance was provided to 58,000 people (47% female) affected by floods and landslides in northern Rwanda. This took place between September to November 2016, following the destruction of over 1,400 houses. <p>58,000 people affected by floods and landslides were provided with food assistance</p> <ul style="list-style-type: none"> Gender-equal food assistance was provided to the sudden influx of 20,000 Burundian refugees between April to June 2015. Gender-equal food assistance was provided to 20,000 Rwandans expelled from Tanzania from September to November 2013.
Partnership improvement promoting South-South cooperation	<ul style="list-style-type: none"> The UN organized a workshop for Refugee Inclusion into National Systems to increase understanding of the proposed application of the CRRF (Comprehensive Refugee Response Framework) approach. The workshop was facilitated by UNHCR's Headquarters and Regional Offices with participants from relevant Rwandan government ministries and agencies. UNHCR and MIDIMAR co-facilitated a National Workshop on the CRRF for line ministries and local government authorities from refugee-hosting districts. WFP, UNHCR and UNICEF jointly organized simulation exercises in Rwanda. These took place in 2014 to enhance the capacity of the governments of Rwanda, Uganda and Kenya in emergency preparedness and response.
Innovations including for finance	<ul style="list-style-type: none"> UNHCR partnered with Equity Bank for cash transfers to refugees as it transitioned from in-kind humanitarian assistance to cash transfers.





Closing Remarks

UNDAP I – the United Nations Development Assistance Plan – ran from 2013 to 2018. Our new five-year Development Assistance Plan (UNDAP II) came into force in July 2018. UNDAP II (2018-2023) is aligned with the Government of Rwanda's new National Strategy for Transformation 2017-2023 (NST1), it builds on the successes of UNDAP I and aligns itself with the new national priority areas: Economic Transformation, Social Transformation and Transformational Governance.

As with the last cycle and the preparation process itself, UNDAP II implementation will be Delivered as One: a coordinated effort from all UN agencies in Rwanda for even greater efficiency and impact on peoples lives, leaving no one behind.



