Rwanda UNITED NATIONS DEVELOPMENT ASSISTANCE PLAN 2013–2018

Of the One UN in Rwanda with the Government of the Republic of Rwanda Signed: 24 July 2013

United Nations
RWANDA

Unity *in* Diversity

Table of Contents

Statement of the Government of the Republic of Rwanda

> **"**There is no substitute for a well-governed state in driving effective development. Such a state can coordinate and implement its own development programmes, and has the capacity to hold open and frank dialogue with partners. Systems that function and deliver give donors confidence and earn partner countries respect – all crucial pre-requisite for development. **"**
>
> ### President Kagame Speech at Busan High Level Forum in South Korea

> **"**The UN has launched a revolution in the way we work, on the ground, everyday. A revolution that we believe will allow us to operate more effectively and efficiently, that will help us mobilize expertise across the UN System. We call it Delivering as One. **"**
>
> ### 15 June 2011 – UN Secretary-General to Uruguayan Parliament.

Rwanda is experiencing one of the fastest periods of growth and socio-economic progress in its history. Economic development has been rapid, poverty reduction deep and sustained, and growth has benefitted both rich and poor. The result is the onset of a 'virtuous cycle' of rapid and comprehensive social development in the country. Our development results are due in large measure to strong and innovative government leadership and the support of our development partners as we embarked on widespread and innovative macroeconomic and structural reforms at a time of great national need. Guided by a bold vision for development embodied in the national development plan, Vision 2020 Rwanda implemented a series of policies and programmes aimed at reducing poverty, the latest of which, the Economic Development and Poverty Reduction Strategy – EDPRS 1, has just reached the end of its five-year cycle, to be succeeded by EDPRS 2. The process has been sustained by Government's commitment to democracy, good and effective governance and human rights. Rwanda's achievements have been widely acknowledged and appreciated by citizens, neighbours and the global community.

Progress was never guaranteed and the risks and obstacles were many. Between 2008 and 2013, the economy showed resilience in the face of the global financial downturn, fluctuating food and staple commodity prices, and declining demand for exports. Rwanda's relative isolation – from global financial markets especially – worked in the country's favour during the worst moments, whilst timely fiscal stimulus policies helped the economy to recover quickly. The economy responded by growing robustly at over 8 per cent annually – well in excess of the country's high population growth rate. With the economy growing faster than population, per capita income has risen 5.3 per cent every year since 2008. The UN's measure of inequality (Gini coefficient) narrowed – a notable consequence of the country's investments in better social services and economic programmes which brought benefits to the poor and the private sector. Though inflation rose sharply in 2011, it has still remained in single digits, the lowest in the region.

More Rwandans are sharing in the benefits of strong economic activity powered by a large increase in agricultural output, robust agricultural exports, and strong domestic demand – all factors favourable to local producers and to workers, men and women, in town and countryside. Poverty rates have plummeted by nearly 12 percent, raising a million children, men and women out of poverty since 2008. In short, Rwanda has been "on the move", delivering real improvements in living standards for its people. Population growth is stabilising and the country is making strides towards achieving the MDGs, realising the rights of women, children and vulnerable and refugee populations and becoming a middle income country by 2020 – the "end goal" of our national development strategy and our national Vision 2020. The energy and determination invested in the concept and implementation of Vision 2020 has helped generate an economic recovery which has impacted dramatically and positively on growth, incomes and poverty.

To keep momentum, the Government of Rwanda launched the second generation EDPRS 2, covering the period 2013-2018. This strategy is designed to accelerate the progress already achieved and to steepen the growth and social development trajectory in the near future. It will build on the policies from EDPRS 1 that have been most effective in accelerating growth, creating employment and generating exports, and lessen the country's reliance on aid.

The Government of Rwanda acknowledges the sustained and on-going support and assistance of 'UN Rwanda' – the UN "Delivering as One" – in implementing the programmes and activities identified in EDPRS 1. We recognise too UN Rwanda's contribution and support for the development of EDPRS 2 alongside that of all our other development partners, to which this 'UN' business plan– the Rwanda UNDAP 2013-2018 – is aligned and integrated fully in its goals, activities, programmes, and accountability for results.

As Chair of the 'One UN' Steering Committee for Delivering as One in Rwanda, the Government acknowledges the UN systems on-going commitment to innovations which continue to break new ground for UN Reform and Delivering as One globally. UN Rwanda's continued readiness to embrace news ways of working with the government and the people of Rwanda – and development partners – and openness to constructive criticism has meant more development assistance is delivered through national systems and structures, reduced transaction costs of aid, strengthened national institutions, and more resources for development.

Our partnership with the UN, and indeed with all our development partners, sets a dynamic example of a country inspired by the goals of the Rome and Paris Declarations, the Accra Agenda and, most recently the aspirations of the signatories to the Busan Partnership.

The Government of Rwanda is fully committed to working with UN Rwanda in the implementation of this integrated business plan for all UN entities in the country which is fully aligned to our national framework and the national development cycle. We both welcome and express great confidence in the Rwanda UNDAP. We thank all our development partners for their on-going engagement and financial support and look forward to working with all partners in the same spirit.

Ambassador Claver GATETE
Minister of Finance and Economic Planning

UNDAP Signing ceremony

This United Nations Development Assistance Plan (UNDAP) is the business plan for the UN agencies, funds and programmes in Rwanda for the period July 2013 to June 2018. The Rwanda UNDAP supports the realization of the Millennium Declaration, related Millennium Development Goals (MDGs) and other international development aspirations, the transition from the MDGs to the post-2015 framework, the country's medium-term national development priorities as set out in the Economic Development and Poverty Reduction Strategy (EDPRS 2) for the period 2013-2018, as well as the Rwanda Vision 2020. It is also intended to support the promotion of all the international human rights that have been ratified by Rwanda, including the right to humanitarian assistance for refugees.

In line with the UN Quadrennial Comprehensive Policy Review (2012), The UNDAP enhances national ownership and UN accountability by articulating the precise UN contribution at the level of programme outcomes, outputs and specific actions to the national priorities outlined in the EDPRS 2. Furthermore, it is now fully aligned to the national annual planning cycle, July to June.

The Human Rights-Based Approach (HRBA) and Results-Based Management (RBM) have been central to the development of the UNDAP and will be at the heart of its implementation and monitoring and evaluation. The former is premised on the principle that participating in and enjoying the benefits of development is a right of every individual. Therefore, HRBA provides an analytical lens to assessing the capacities of both the duty bearers and rights holders, identifying which capacity deficits require attention in order that individuals' rights to development is realized. Promoting gender equality and women's empowerment is a UN mandate and a programming principle for development assistance within the UNDAP, in support of the Government of Rwanda's strong commitment to achieving gender equality and the impressive results realized so far. The RBM will ensure the desired focus and high results orientation of the operations of the UN system in the country.

The UNDAP is strategic and results-oriented and reflects the UN's increased focus on delivering upstream support in the national planning and implementation processes, capacity development, high quality policy advice and technical expertise based on best practices

The Country Development Context

Over the past five years, Rwanda accelerated the implementation of Vision 2020, which aims at achieving middle-income status by 2020, while maintaining its strong commitment to attaining the MDGs. The country continued to own and lead its development process in a particularly innovative and committed way, as underscored by consistently high policy implementation rates as well as raising the levels of aid effectiveness. As a result of all this, it registered very positive development results reflected in the high levels of inclusive economic growth, significant poverty reduction, and notable gains in human development, gender empowerment and measurable progress towards the MDGs.

Over the past five years, Rwanda accelerated the implementation of Vision 2020, which aims at achieving middle-income status by 2020, while maintaining its strong commitment to attaining the MDGs

In the period 2008-2012, GDP growth averaged 8.2 percent annually, which exceeded the expectations of EDPRS 1 and translated into an annual GDP per capita growth of 5.6 percent. Income per capita reached US$644 in 2012, the 2nd highest in the East African region. The country also reinforced the broad macro-economic reforms by sustained improvements in the business environment, which were reflected in a dramatically improved ranking in the World Bank's 2012 "Doing Business" Report, from 150th (2008) to 45th position (2012).

Maintaining an overall pro-poor policy stance, combined with increasing small holder agricultural productivity, and expanding the provision of inclusive financial services constituted key components of the Government's broad-based rural and urban growth and poverty reduction strategies in 2008-2013. The specific measures included land consolidation, input provision and better extension services combined with enhancement of basic social services in the rural areas and the strengthening of farmer cooperatives. All of this resulted in significant production of both staple food and export crops.

From poverty reduction to environment sustainability and food production, education and health improvements, including early childhood development and reproductive health, impressive achievements have been registered and they contributed significantly to the reduction in the levels of vulnerability of the population. The Government made achieving the MDGs central to its development strategy, and, three years ahead of 2015, the country achieved or was on track to achieving all the MDGs, with the exception of MDG1. The poverty rate was reduced by an unprecedented 12 percentage points between 2005/6 and 2010/11, implying that 1 million people were pulled out of poverty, with the sharpest declines registered in rural areas.

Furthermore, the competitiveness of the country's industrial exports continued to be challenged by its narrow domestic market and land-locked position, which renders transportation costs high.

Despite the gains in democratic governance, important challenges remain in reinforcing inclusive participation and strengthening the political processes through addressing the issue of political space, the weaknesses in the capacities of civil society, the need to accelerate media sector and judicial reforms that will strengthen access to quality justice, ensure reduction in backlog cases, and improve the quality of prosecution.

Rwanda will need specific expertise to enable it to manage effectively the ambitious transformational agenda

The other important development challenges include the following:
- Constraints associated with a high population density, land degradation and scarcity
- High youth unemployment
- High reliance on rain-fed and low input agriculture
- Reliance on biomass energy and reducing the high cost of electricity
- Strengthening the private sector
- High dependence on foreign aid and vulnerability to external shocks, including changes in donor policies.

In the area of governance, Rwanda has made significant advances in national reconciliation, law and order, personal and national security accountability as well as in the rebuilding and strengthening of national capacity for good governance through home grown initiatives such as *Gacaca*, national consultations and leadership retreats. Notable advances have also been made in public sector reforms and decentralization, as well as anti-corruption measures.

The Government also improved significantly its capacity to produce development data through the 2012 population census, health and demographic surveys and national household surveys. However, in-depth analysis and utilization of existing information for evidence-based policy making and monitoring and evaluation remains a challenge, especially at decentralized levels.

Remaining Challenges

Notwithstanding Rwanda's rapid economic growth during the past five years, its production base remained narrow. The economic structure is still dominated by agriculture (approximately 32 percent of GDP in 2012) and the services sector (approximately 47 percent). The industrial sector accounted for only 15 percent of GDP formation.

Important also is the continuing instability in the eastern DRC that has triggered substantial influx of refugees into the country, putting severe pressure on the social services in the receiving communities, and posing security problems for the country. For instance, there have been over 30,000 new arrivals into Rwanda since April 2012 due

to renewed fighting in the eastern DRC contributing to increasing the total number of refugees in the country to 78,000 currently. It is hoped that the on-going regional peace talks, reinforced by the UN Secretary-General's initiative for the Great Lakes region will gain traction, thereby attenuating this potentially important risk for Rwanda's medium-term transformational agenda.

Results Realized from Past UN Cooperation (2008-2013)

The UN contributed to the positive development results Rwanda achieved over the past five years through the UNDAF 2008-2013, which provided the strategic framework for One UN support in the focus areas of Governance, Health, HIV, Nutrition and Population, Education, Environment, and Sustainable Growth and Social Protection. The UN focused its interventions on strategic upstream support to advise policy and development, capacity building, evidence generation, innovation and modelling as well as advocacy. Particular attention was paid to initiatives that aimed at advancing the rights of all people in Rwanda, with a focus on women, children, youth and the most vulnerable.

The UN contributed to the acceleration and deepening of the democratization process through the creation or strengthening of responsive governance institutions and broadening the scope of participation through support to the National Parliament, the National Political Parties Forum, the National Electoral Commission, and the media.

The UN was instrumental in considerably enhancing access to justice through support to Justice Sector reforms and the creation of the Justice Sector SWAp.

Significant contribution was made to the promotion of human rights through robust advocacy and support to the Government in the ratification of important human rights conventions and submission of reports on CEDAW, ICCPR and on the Economic, Social and Cultural Rights Conventions. The UN contributed considerably towards strengthening evidence-based policy and decision-making processes through substantial technical and financial assistance, the production of disaggregated demographic and social statistical data.

The UN strengthened the One-Stop Centres which provided holistic services to 4,714 survivors of GBV (49 percent women, 46 percent children, 5 percent men). The One Stop Centre model culminated into Rwanda's selection as host to a centre of excellence for GBV prevention and response in the region. The UN contributed to the strengthening and implementation of a multi-sectoral HIV/AIDS prevention and treatment approach for better coordination and research. The HIV and Elimination of Mother-To-Child Transmission strategic plans were developed, and as

The UN should better balance inclusiveness with the need to be focused and avoid fragmentation and that programmes should target more on piloting of innovations capable of national effect with an intensive M&E component in order to prove and document results, promote learning and scaling up

a result, Rwanda is on track to achieve universal access to HIV testing and treatment, currently at 91 percent.

The UN supported the development of the Health Sector Strategic Plans, the Family Planning Policy, Adolescent Sexual and Reproductive Health Policy, Youth Policy as well as the Non-Communicable Diseases and Injuries Policy among others. Important contributions were made to scaling up the Rapid SMS technology to monitor maternal and neonatal life-cycles to reduce maternal and child mortality. The UN supported the implementation of the Joint Action Plan for the Elimination of Malnutrition and of District Plans, leading to halving Global Acute Malnutrition among children aged 6 months to 5 years to 3.6 per cent.

The UN supported modelling and scaling-up of the Child-Friendly School standards, which were adopted as the national quality guidelines for school infrastructure and software inputs. The Learning Achievement in Rwandan Schools (LARS) Assessment was supported to improve the quality of education and to measure learning outcomes in literacy and numeracy. The Early Childhood Development (ECD) Policy was developed, and the UN provided a daily meal to 350,000 school children to reduce drop-out rates and improve enrolment rates. Support was also provided to the Ministry of Education towards introducing entrepreneurship education in secondary schools for the first time. Furthermore, with the help of the UN, the government built a functional system of food and nutrition security analysis, which produces a biannual report of the food and nutrition security situation of the country and improved early warning information.

The technical support provided by the UN in 2009, along with the other key Development Partners, enabled Rwanda to become the first country to formulate and adopt the Comprehensive African Agriculture Development Plan (CAADP) and COMPACT and develop an Agricultural Sector Investment Plan (ASIP), which resulted in Rwanda being a recipient of the Global Agricultural and Food Security Program (GAFSP) grant amounting to US$50 million. The dramatic increase of production levels over the last 3 years is the result of the coherent plan embedded in the ASIP and the sustained investment made by the Government in the Agricultural sector.

UN contribution towards enhancing the agricultural value chain through the Ministry of Agriculture and Animal Resources led to farmers' skills development and reduction of post-harvest losses. Improved market information and technical capacity development for smallholder farmers'

cooperatives through training and provision of appropriate tools have resulted in over 25,000 farming families enhancing their income through increased sales of surplus quality production.

Private Sector Development (PSD) initiatives were also supported by the UN with a focus on advisory services for selected agro-industries and associations as the first building blocks for industrial growth. PSD services included the establishment of a national Resource Efficient and Cleaner Production Centre (RECPC) and support to rural enterprises in agro- processing.

The link between environment and livelihoods is evident in the UN-funded rural energy programmes that have established off-grid mini hydropower schemes in various locations in the country, demonstrating a participatory and affordable approach to Mini Hydro Power development, to meet energy needs in rural areas, through innovative South-South cooperation. The initiative has also offered a test-bed for community and private sector mechanisms for energy ownership, operation, maintenance and management.

Over the past five years, the UN provided assistance to some 61,000 Rwandan returnees with initial reintegration assistance including reception and transportation to their places of origin in Rwanda. Equally, protection and assistance were given to some 78,000 refugees and nearly 1,500 asylum-seekers. In December 2011, the Comprehensive Strategy for the Cessation of Rwandan Refugee status was re-validated and a road map was endorsed by all stakeholders whereby Rwandans who fled between 1959 and 1998 would cease to be refugees on 30 June 2013. In the lead up towards the invocation of cessation, the UN launched the Joint Return and Reintegration Programme for Returning Rwandans in November 2012. With support of the UN Rwanda has also signed and ratified the 2009 Kampala Convention on Internally Displaced Persons but has yet to deposit the instrument. The Kampala Convention puts Africa in a leading position when it comes to having a legal framework for protecting and helping the internally displaced.

Developing the UNDAP 2013-2018 and Strategic Focus

The UN Rwanda Country Team drew on past cooperation lessons in developing the UNDAP. Three key assessments: the independent Country Led Evaluation 2010, the Focus Study 2012, and the UNDAF End of Programme Evaluation – reviewed the progress and challenges during the implementation of the UNDAF 2008-2012,

underscoring Rwanda's development performance and utilization of international aid. The assessments acknowledged that Delivering as One in Rwanda led to better alignment with government plans and priorities and that cooperation among agencies was enhanced, leading to increased efficiency. The studies made recommendations for improving Delivering as One in Rwanda.

A key recommendation was for the UN programmes to: better balance inclusiveness with the need for focus; avoid fragmentation; target more pilot innovations capable of national impact; and have intensive M&E components to provide evidence and document results, promote learning and scaling-up. It was further recommended that the UN should strategically focus on: integrating strategic knowledge into national efforts, including provision of technical expertise and applied research; assisting national policy development; and contribute to meaningful human resource development to build stronger institutions.

In response to the challenges identified in the situation analysis and the emerging and on-going national priorities and lessons learnt from the preceding programming cycle, Rwanda UNDAP has focused on three core programme focus areas through which the UN will contribute to the national development agenda: Inclusive Economic Transformation; Accountable Governance; and Human Development/ Foundational Issues (sub –result-Humanitarian Response and Disaster Management). These three focus areas respond directly to the key priorities articulated in EDPRS 2: Rapid Economic Growth; Youth Productivity and Employment; Rural Development; Accountable Governance; and Foundational Issues. Importantly, as an innovation to Delivering as One globally, the UNDAP contains as an integral component the Rwanda One UN Business Operations Strategy (BoS) for the acceleration and consolidation of the UN Operating as One management mechanisms for greater UN efficiency,

Figure 1: Rwanda UNDAP 2013-2018

EDPRS 2 & MDG GOALS

3 UNDAP RESULTS

ECONOMIC TRANSFORMATION

UN DELIVERING AS ONE

ACCOUNTABLE GOVERNANCE

HUMAN DEVELOPMENT

16 UNDAP OUTCOMES

67 UNDAP OUTPUTS
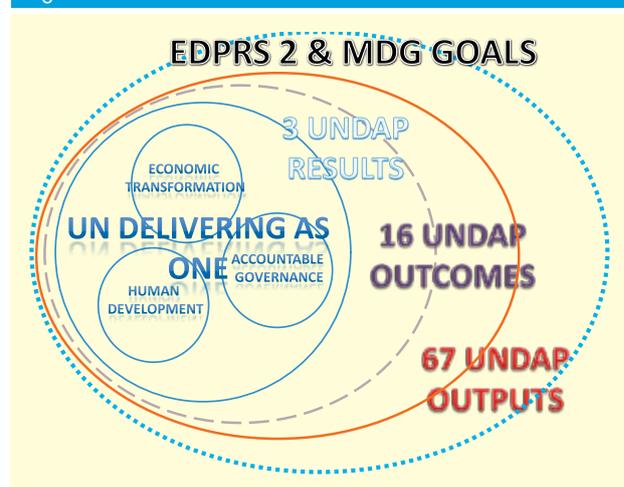
improved programme cohesion and achievement of development results.

The UNDAP Result Areas were reached through an extensive consultative process involving the Government, Development Partners, and UN agencies in Rwanda. Policy development, knowledge management and capacity development will be key components of the UN's contribution to the various outcomes and outputs under each of these focus areas of the national development agenda.

Budgetary Framework and the One UN Fund

Rwanda UNDAP has a total budget of US$411,599,656. Programmatic prioritization is reflected in the distribution of the budget across the three results areas: Results Area 1- Inclusive Economic Transformation: US$87,650,555; Results Area 2 - Accountable Governance: US$42,478,469; and Results Area 3 – Human Development: US$280,072,048[1].

The UNDAP budget will be financed through the following sources: funds UN agencies will invest from their agency core resources; funds UN agencies have committed to mobilize; and resources that the UNCT, through the leadership of the Resident Coordinator (RC), will collectively mobilize and channel via the One Fund. The UN Country Team and the RC will lead the resource mobilization effort at the country level with donors who have expressed an interest in supporting the achievement of the UNDAP results.

Programme Management/ Accountability

The management and accountability arrangements for Rwanda UNDAP aim to ensure a coherent, efficient and results-oriented management of the One Programme based on the M&E Framework, linked to Resource Allocations, and aligned to the Rwanda One UN Business Operations Strategy (BoS). There are three Development Results Groups (DRGs) within the framework of the UNDAP (Economic Transformation, Accountable Governance; Human Development/ Foundational Issues (sub-result: Humanitarian Assistance) each aligned to EDPRS 2 outcomes of the EDPRS 2, and which will be the coordination mechanisms to ensure the development, implementation, quality, coherence and consistency of UNDAP results and monitoring, evaluation and reporting on programme implementation. The DRGs will develop flagship programmes, monitor implementation

reporting on results through the One UN Rwanda Programme Planning and Oversight Committee (PPOC) to the UNCT, and the RC and ensure Government, Development Partner and other stakeholder participation.

The UNCT will ensure achievement of results and adherence to the One Programme, the Rwanda UNDAP. As chair of the UNCT, the UN RC is the leader and the coordinator of the One Programme and the UNDAP development: The RC's office will oversee the implementation, monitoring and evaluation of the One Programme. On the basis of recommendations submitted by the PPOC and the DRGs, the Office of the RC will prepare an annual recommendation to the UNCT with suggested adjustments in programme activities and budgetary allocations required for the achievement of the UNDAP results in line with the strategic orientations defined by the One UN Steering Committee

---

1   UN Operating as One has a budget of $1,398,614

The One UN Steering Committee will ensure that the One Programme is closely aligned with and operationalizes the UNDAF Outcomes, the EDPRS 2, Vision 2020, the MDGs and the transition from the MDGs and the post-2015 framework. The Steering Committee will decide on the strategic orientation during planning, monitor the progress of the implementation of the One Programme and propose corrective measures, where appropriate. The Steering Committee will approve allocation of funding from the One UN Fund. The RC's office will provide operational support for the functioning of the Steering Committee.

Operating as One

An innovation to the One UN Delivering as One is the incorporation of the new Rwanda One UN Business Operations Strategy (BoS) in the present UNDAP. The BoS focus primarily on efficiency gains and reduction of costs. Through the BoS, the One UN will reduce internal transaction costs and provide cost savings on externally sourced goods and services by building on the past lessons learned on improving the Operating as One management mechanisms, and by systematically implementing already established Good Practices on high impact transactions across the One UN Rwanda.

Monitoring and Evaluation of Results

A programme monitoring and evaluation matrix complements the Rwanda UNDAP programme results matrix, with appropriate indicators, baselines, annual targets and specification of means of verification. *Development Information* Intego (di) Monitor will be the software to be used to track, monitor and report the activities in real time.

Results Based Management principles have been adopted in the UNDAP development, and will be used in planning, monitoring and evaluation of the Rwanda UNDAP 2013-2018. This will ensure a strong focus on achieving development results, strong evidence-based decision-making, and accountability for development results. The Government of Rwanda, and the United Nations, Development Partners and key stakeholders will conduct joint monitoring and evaluation of the UNDAP.

During the Rwanda UNDAP programme cycle, the UN will strengthen the programme management practices developed during the previous UNDAF cycle. The Delivering as One governance structure, comprising of the One UN Steering Committee, UNCT, Development Results Groups, the Programme Planning and Oversight Committee, and the Monitoring and Evaluation Task Force will provide continued leadership, guidance and oversight for implementation and monitoring of the UNDAP.

IN WITNESS THEREOF the undersigned, being duly authorized, have signed this UNDAP on this day (day, month, and year) in (name of city, name of country).

For the Government of the Republic of Rwanda

Ambassador Claver Gatete
Minister of Finance and Economic Planning

For the UN in Rwanda

Mr Lamin M. Manneh
UN Resident Coordinator

Mr Auke Lootsma
Country Director, UNDP

Ms Noala Skinner
Representative, UNICEF

Ms Neimah Warsame
Representative, UNHCR

Mr Cheikh Fall
OIC, UNFPA

Mr Attaher Maiga
Representative, FAO

Mr Antonio M. A. Pedro
Director, UNECA

Dr Delanyo Dovlo
Representative, WHO

Dr Sibongile Dludlu
Coordinator, UNAIDS

Ms Catherine Northing
Chief of Mission, IOM

Mr Abdoulaye Balde
Representative, WFP

Ms Diana Ofwona
Representative, UNWomen

Mr Francisco Javier Pichon
CPM, IFAD

Mr Alexio Musindo
Regional Director, ILO

Mr Mounkaila Goumandakoye
Regional Coordinator, UNEP

Mr Mohamed Djelid
Regional Director, UNESCO

Ms Axumite Gebre-Egziabher
Regional Director, UN-Habitat

Mr Jean Bakole
Regional Director, UNIDO

Mr Tapiwa Kamuruko
Senior Portfolio Manager, UNV

Ms Manuela Tortora
Chief TCS, UNCTAD

Ms Patricia Francis
Executive Director, ITC

Mr Makarimi Adechoubou
Head of Africa Office, UNCDF

Mr Mahamane Cisse- Gouro
Acting Chief of Africa Branch, OHCHR

This United Nations Development Assistance Plan (UNDAP) is the business plan of all the UN agencies, funds and programmes in Rwanda for the period July 2013 to June 2018. UNDAP Rwanda supports the realization of the Millennium Declaration, the related Millennium Development Goals (MDGs),other international development aspirations, the transition from the MDGs and the post-2015 framework, the country's medium-term national development priorities as set out in the Economic Development and Poverty Reduction Strategy (EDPRS 2) for the period 2013-2018, as well as the Rwanda Vision 2020. It will support the promotion in the country of all the international human rights that have been ratified by Rwanda, including the right to humanitarian assistance for refugees in the country.

The UNDAP is the programmatic and operational framework for delivering UN support to the Government of Rwanda over the next five years including partnership arrangements, implementation strategies, management arrangements, resource mobilization, communications, monitoring and evaluation and commitments of the Government, UN and donors

In line with the UN Quadrennial Comprehensive Policy Review (2012), the UNDAP is strategic and results-oriented and clearly reflects the UN's increased focus on providing upstream support to the national planning and implementation processes, capacity development, high quality policy advice and technical expertise based on best practices.

The UNDAP enhances national ownership and UN accountability by precisely articulating the UN contribution of programme outcomes, outputs and specific actions to national priorities outlined in the EDPRS 2. Critically, it is now fully aligned to the national annual planning cycle, July to June.

The UNDAP was developed and guided throughout by the UNCT under the advice and direction of the UNDG, regional advisors and others experts.

The Rwanda UNDAP comprises the following sections:
- Description of the UNDAP development process and the partnerships, values and principles on which the Rwanda UNDAP 2013-2018 has been developed
- **Section One:** outline of Rwanda's development context and the UN's comparative advantages
- **Section Two:** the development results achieved in the previous UNDAF 2008-2013, challenges confronted, and factors deemed critical for success in the UN's new country programme – the UNDAP 2013-2018
- **Section Three:** UNDAP 2013-2018 Results, including the three programme focus areas, their Outcomes, how cross-cutting issues will be integrated, and implementation strategies
- **Section Four:** Rwanda UNDAP 4th results area describes the One UN programme

management and responsibilities including results-based management, risk management, joint programming approaches, and the respective roles and responsibilities of the Delivering as One structures, the RCO and participating Agencies own programmes, knowledge management, harmonised business practices etc. integral to the Rwanda One UN Business Operations Strategy
- **Section Five:** Communicating as One
- **Section Six:** Resources required for Rwanda UNDAP over the five year period 2013-2018 and Resource Mobilisation Strategies
- **Section Seven:** Monitoring and Evaluating approach for the UNDAP
- **Section Eight:** specific Commitments of all the parties to the Rwanda UNDAP including those of the Government of Rwanda, UN Agencies, and Development Partners

The Rwanda UNDAP 2013-2018 is to be interpreted and implemented in conformity with the Standard Basic Assistance Agreements (SBAA) or the Basic Cooperation Agreements (BCAs) or Basic Agreements (BAs) or similar arrangements agreed and signed by each Participating UN System Agency with the Government of Rwanda, as set forth in the Annexes hereto, each forming an integral part hereof (such agreement being hereinafter referred to collectively as "Basic Agreements" and each individually as "Basic Agreement"). (See Annex 4)

The UNDAF Action Plan 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.

The Rwanda UNDAP 2013-2018 together with related work plans concluded for its implementation – including the CCPD developed by UNDP, UNICEF, WHO, UNFPA and UN Women – constitute the integrated country programme or project document and plan of operations as referred to in the SBAAs, BCAs, BAs and other similar agreements concluded by the Government of Rwanda with the Participating UN System Agencies, except where traditional project documents or other planning documents are required. Each Participating UN System Agencies' activities under the Rwanda UNDAP 2013-2018 shall be governed by the respective Basic Agreement of that organization and with the Government of Rwanda.

As one of the global pilot countries for Delivering as One, the UN Agencies in Rwanda have recommitted themselves in the UNDAP 2013-2018 to the underlying pillars of UN Reform: One Plan, One Budget, One Set of Management Practices, and One UN House, together with One Voice. These pillars will be strengthened over the next five years to enable the UN to provide the Government of Rwanda with coherent, effective and efficient support in order to achieve sustainable development results.

Partnerships, Values and Principles

Rwanda's performance in leading its development and aid effectiveness in innovative ways has been exceptional during the last decade. The government has embraced and has become a recognized performer in promoting country-ownership, Development Partner alignment with national priorities and mutual accountability for development results. The UN system in Rwanda is committed to further strengthening the national ownership, leadership and accountability of the development process in conformity with the Paris Declaration on Aid Effectiveness, the Accra Agenda for Action and the Busan Partnership Agreement for Effective Development Cooperation.

Middle-income status by the year 2020 - one of Rwanda's major development aspirations – is within reach should the ambitious second generation Economic Development and Poverty Reduction Strategy covering the period from 2013-2018 be a success (EDPRS 2). UN Rwanda recognizes the need to make significant changes in the way it provides development support to the Government so as to make it more relevant, efficient and impactful.

Rwanda has the potential to grow rapidly to exceed the levels of growth, poverty reduction and development experienced during the last five years if existing opportunities are sustainably exploited and developed. In light of this development, expectations and requirements of the UN are high and evolving

As the overarching strategic framework for the UN in Rwanda, the Rwanda UNDAP 2013-2018 is fully aligned to EDPRS 2 priorities. It is results-oriented and it clearly reflects the UN's increased focus on delivering upstream support meant to integrate strategic knowledge into national efforts, capacity building, high quality policy advice and technical expertise based on international best practices.

The UN will improve the impact of its development interventions by building on its comparative advantage as a trusted and honest advisor, a facilitator of dialogue and an experienced partner in capacity development. The UN has committed itself to maximize its strategic partnership with Government and Development Partners, Civil Society Organizations, and the Private Sector, so as to markedly increase its impact on people's livelihoods.

Rwanda is a Delivering as One pilot country where the Government of Rwanda looks to UN reform to increase donor harmonization and efficiency, reduce transaction costs of aid, and improve country ownership of the development process. Rwanda is credited among pilot countries for its accomplishments in significantly reinforcing the Delivering as One initiative. For instance, the Government of Rwanda led the succinct delineation of division of labour within sectors amongst the UN agencies and development partners. UN agencies in Rwanda mobilised funds collectively, and together with Development Partner's contributions', pooled them into a common fund. Within this context, the Rwanda UNDAP will ensure consistency, and provide a collective, harmonized and strategic response by the UN system to the national priorities articulated in EDPRS 2. It is the result of wide consultations and joint programming with all stakeholders. At each step, through quality assurance, the UN programming principles of Human Rights, Gender Equality, Environmental Sustainability, Capacity Development and Result-Based Management were

mainstreamed. Flagship programmes and joint formulation, monitoring and evaluation mechanisms are the preferred approach.

The UNDAP offers consistent programming logic. The focus on results is reinforced by a monitoring and reporting system that entails mid-year and annual reviews of performance against delivery of targets at the output level. In addition, there is an opportunity to review and adjust results, activities, required resources and future targets to ensure that the UNDAP remains current and reflects UN's continued relevance in Rwanda. Transparency will be ensured through public accountability of individual agencies for specific actions that contribute to shared results.

The UN consistently seeks to improve the coherence and efficiency of its operations in Rwanda and the UNDAP builds on lessons learned from Delivering as One in Rwanda and from the experiences of the other Delivering as One pilot countries. The UN agencies working in Rwanda have collectively committed to the Vision of Delivering as One UN including abiding with an agreed set of codes of conduct that support the principles, agreed structures and mechanisms of the UN Delivering as One in the country.

In addition, the UN in Rwanda ensures strong Government leadership in UN oversight mechanisms, especially through the One UN Steering Committee. Government participation in the UN programme management will be significant at structures such as the PPOC and DRGs. The UN commits to using its technical expertise and comparative advantage to support the Government fulfil its international commitments under multilateral agreements.

Alongside the UNDAP development and in line with the agreement reached by UNDP, UNFPA, UNICEF and WFP and UN Women, a Common Country Programme Document (CCPD) was prepared and submitted to respective Executive Boards for approval, together with agency specific Resources and Results Frameworks (RRFs). The CCPD is an extract of the contribution of the five agencies to the UNDAP. To ensure consistency with other agencies, the five agencies will plan, review and report against the UNDAP to the One UN Steering Committee. The other UN participating Agencies have also an opportunity to develop their individual Country Programmes that are aligned and harmonized with the UNDAP.

This chapter highlights the performance of Rwanda against national objectives for the last five years in the framework of the EDPRS 1 and the UNDAF 2008-2013 in the following selected focus areas: Economic Growth and Poverty Reduction, Gender Equality and Women's Empowerment, Governance and Human Development.

Over the past five years, Rwanda accelerated the implementation of its Vision 2020, which aims at achieving middle-income status by 2020, while maintaining its strong commitment to inclusive development and sustained poverty reduction. The country owns, is committed to, and innovatively leads its development process, as underscored by consistently high policy implementation rates as well as aid effectiveness, and it registered very positive development results during this period. These are reflected in the high levels of inclusive economic growth, significant poverty reduction, gender empowerment and notable progress towards the MDGs.

Economic growth for the EDPRS 1 period 2008–2012 exceeded Rwanda's ambitious expectations. The economy proved resilient to the global slump in 2008/2009, helped by rebounding export commodity prices. Strong and balanced economic performance was derived from sustained growth across all sectors of the economy. Services have been the main driver of growth whilst agriculture grew at 5.4 percent sustained by higher than expected expansion of food production, mainly attributed to scaled-up public investments such as the crop-intensification programme. Public investment was a major component of government's fiscal stimulus.

The Government of Rwanda made achieving the MDGs central to its development strategy, and, three years ahead of 2015, the country achieved or is on track to achieving all the MDGs, with the exception of MDG1

The poverty rate was reduced by an unprecedented 12 percentage points between 2005/6 and 2010/11, implying that 1 million people were pulled out of poverty, with the sharpest declines registered in rural areas. With 44.9 percent of the population living under the poverty line in 2011, the EDPRS I target of reducing the proportion of people living in poverty from 56.9 percent in 2005/2006 to 46 percent in 2012/2013 was met.

In terms of the human development index (HDI) ranking, Rwanda moved up 7 incremental points between 2008 and 2011. However, at about 45 percent, the poverty rate is still high. Additionally, in spite of the gains made towards the reduction of inequalities, the Gini co-efficient, at 0.49, is high.

Rwanda has actively utilized social protection in its poverty reduction strategy, focusing mainly on cash transfers to extremely poor households, paid labour intensive works and credit access for the rural poor. Nonetheless, adequate coverage remained a major challenge. During the EDPRS 2 period, a major objective would be to attain full coverage of the potential beneficiaries and improve its implementation and monitoring. In the area of child protection, the Government has prioritized implementation of a comprehensive strategy to reform the child care system, starting with a focus on children currently living in institutional care.

The continuing instability in the eastern DRC continues to trigger the influx of refugees into the country, putting exacerbated pressures on social services and security in the receiving communities. There have been over 30,000 new refugee arrivals into Rwanda since April 2012. It is hoped that the on-going regional peace talks, reinforced by the UN Secretary-General's initiative, the Peace, Security and Cooperation Framework for the Democratic Republic of Congo and the Great Lakes Region, will gain traction, thereby attenuating these potentially important risk factors for Rwanda's medium-term transformational agenda.

To address these challenges, and in line with the Vision 2020, the Government, formulated in a very participatory manner a comprehensive poverty reduction and transformational agenda, which is set out in EDPRS 2. In the context of this strategy, the Government's plan is to shift the economy over the next five years from an agrarian to a knowledge-based economy, underpinned by annual economic growth of 11.5 percent. It also aims at a much transformed economy, based on increased industrial production and exports and expanded services and tourism sectors. Investments in all these sectors are intended to be considerably increased and important skills gaps filled. Another important element of this strategy is the leveraging of increasing integration in the East African Community as well as the broader continental and global markets in order to overcome serious constraints related to the country's small market size and land-locked position.

## CLUSTERED ANALYSIS OF RWANDA'S DEVELOPMENT CHALLENGES

Economic Growth and Poverty Reduction

In the period 2008-2012, GDP growth averaged 8.2 percent annually, which translated into an annual GDP per capita growth of 5.1 percent, both of which were

much higher than the averages for Sub-Saharan Africa. Income per capita reached US$644 in 2012, the second highest in East Africa. Although Rwanda sustained a prudent macro-economic management regime, which kept inflation within the single-digit limit at 9.16 percent (the lowest in the East Africa Region) and the exchange rate relatively stable, it actively utilized the fiscal space approach in its growth and poverty reduction strategies.

Table 1: RWANDA Economic Growth 2008-2012

Growth rate — GDP per head (in current US dollars
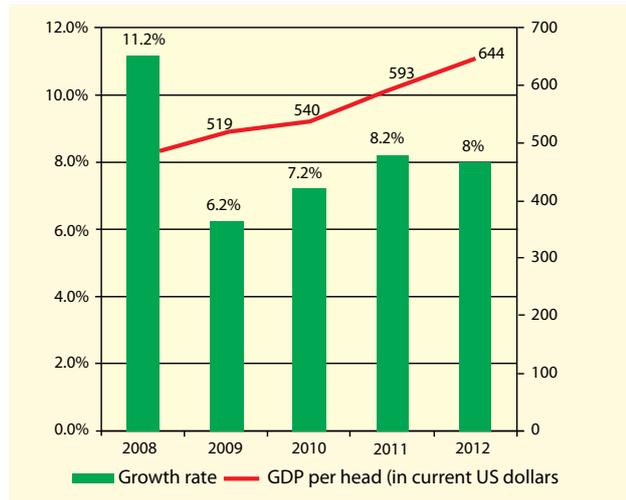
Rwanda reinforced broad macro-economic reforms through sustained improvements in the business environment, reflected in an impressively improved ranking in the World Bank's 2012 "Doing Business" Report, from 150th (2008) to 45th position (2012), making Rwanda the 2nd most reforming economy in the world and stimulating a budding entrepreneurial revolution in the country, including the ICT sector. Rwanda's macroeconomic stability has been strengthened, and important steps are been made in establishing the base for sustained growth and further poverty reduction.

Table 2: % Population below the poverty line 1990-2012

Proportion below poverty line
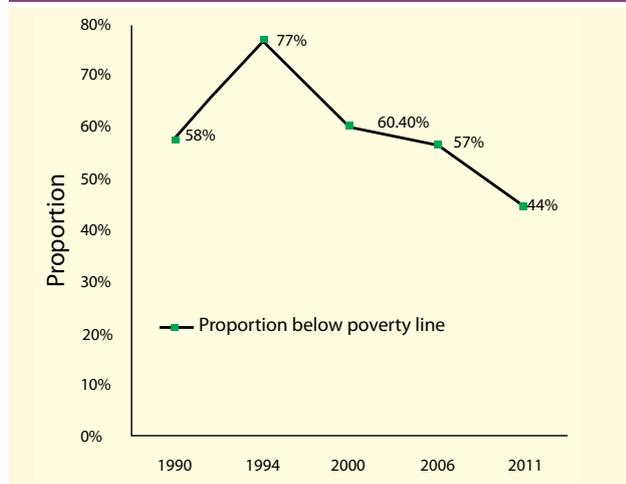
However, income inequality, measured by the Gini Coefficient is still high (0.49 in 2010/11). Poverty is still prevalent, and more in rural areas (48.7 percent) compared to urban areas (22 percent).

The key challenges to Rwanda's economic development include:

- Sustaining the momentum on accelerated poverty reduction
- Managing constraints associated with high population density, land degradation and scarcity
- Reducing reliance on rain-fed and low input agriculture
- Decreasing the reliance on biomass energy and reducing the high cost of electricity
- Mitigating inequality and ensuring the enjoyment of equal rights by Rwandans of all walks of life in accordance with the existing international human rights obligations to which Rwanda is party
- Strengthening the private sector
- Being landlocked with high transportation costs
- High dependence on foreign aid and vulnerability to external shocks

Agriculture and agribusiness

The sector is known to be the backbone of the Rwandan economy and continues to be a key catalyst for growth and poverty reduction. Over the period of EDPRS 1, the sector grew at 5.4 percent sustained by higher than expected expansion of food production, attributed to scaled-up public investments such as the crop-intensification programme (CIP). During the same period, the agriculture sector contributed 32-34 percent of GDP and 27 percent of total growth.[2]

In the recent past, there was significant expansion of interventions which drove productivity gains, including successful land consolidation, increased areas under irrigation and protected land against soil erosion. Access to important services including agricultural financing and proximity extension services was improved, and farmers are now more likely to use specific crops according to agro-climatic zones. There has also been an increase in the use of inputs, including agrochemicals and improved seeds. Distribution of livestock through programs such as *Girinika*[3] has expanded the animal resource sector. Since the implementation of the CIP, yields have grown

---

2 Republic of Rwanda, Economic Development and Policy Reduction Strategy 2013-2018: Shaping our Development, 2012, hereafter EDPRS 2
3 *Girinika* – "One Cow a Poor Family" - is a pro-poor targeted poverty alleviation programme introduced in 2006 providing families in need with a milk cow to improve family nutrition, increase fertiliser for crops, and generate family income from the sale of surplus milk.

significantly. Post-harvest infrastructure investments and subsidized transport has improved product quality and market accessibility. As a result of these interventions, production of maize, wheat, roots and tubers, soybeans, rice and cassava as well as meat and milk, horticulture products rose to the ambitious national levels predicted in EDPRS 2.

However, agriculture still remains on the threshold of subsistence due to the fact that a large number of rural households' farm plots are too small to support commercial production under present productive systems and constrained by demographic pressures to maximize on returns from land.

However, despite gains in agricultural output, a 2012 study found that 21 percent of Rwandan households were food insecure, with the highest prevalence (42 percent) in the Western province. Low-income agriculturalists, farm workers, and unskilled daily labourers are most prominently food insecure. For many of the agriculturalists, who account for 85 percent of the population, access to productive land is a problem, with some 60 percent of farming households cultivating plots smaller than half a hectare. Households in the two lowest income quintiles account for 73 percent of food insecure households in the country.

The Rwandan agriculture sector continues to face the following challenges:
- Climate change and high dependency on rain fed agriculture
- Land scarcity, soil erosion and land degradation
- Small farmers dominate production with low productivity

High level of post-harvest losses
- Low value addition
- Limited rural infrastructure with high costs and limited access to markets
- Low quality, quantity, and high costs of raw materials and inputs
- Limited access to agricultural services and control of resources by women
- Lack of working capital and long term credit
- Limited sector innovation and use of new technologies
- Limited private sector investment due to perceived high risks in agriculture

Rwanda has identified a set of strategic exports that include agricultural products such as tea, coffee, horticulture, hides and skins, and minerals in addition to tourism. Furthermore success in export growth hinges on greater value addition and product diversification. Food exports, in particular, are contingent upon meeting required

standards in quality control of processed food products and packaging.

Despite efforts to diversify the economy, Rwanda remains an economy heavily dependent on agriculture in terms of employment opportunities and export revenues. However, despite the sector's difficulties, an emerging large-scale agro-processing sector is beginning to evolve in Rwanda. This has primarily been driven by significant regional players who have invested in multi-million dollar processing facilities in the country to exploit both regional and domestic trade opportunities.

The Rwanda Bureau of Standards is working together with the Ministry of Agriculture to develop a one-stop-shop for export standards, including sanitary and phytosanitary testing, certificates of origin and other support. Further work is needed to provide potential exporters with clearer information on the standards that they need to meet coupled with direct support for meeting those standards.

Through a comprehensive, detailed analysis designed to identify alternate industries for growth and diversified exports, the RDB identified three manufacturing clusters of silk textiles, fruits and vegetable processing and dairy as priority sectors to be further developed. This will require the development of an action plan for industrial growth in selected sectors as well as expansion of the trade compliance infrastructure. Nevertheless, agri-business remains heavily under-invested, as the total amount of loans distributed to the sector comprising 1 percent of total loans granted by banks even though agriculture comprises around 33 percent of GDP.

Industry

The manufacturing sector has been one of the key drivers of GDP growth in the past two years, leading to an impressive set of figures - nominal industrial output rose by 27.4 percent in 2011, and 14 percent in 2010 year on year. Real industrial output grew 17.6 percent in 2011, more than double the growth in 2010. With increases in output, there has been a steady rise in capacity utilisation.[4]

Industrial sector growth over the period of the EDPRS 1 has been 9.8 percent annually. Construction has been a powerful growth-driver, at 15.0 percent annually, driven by remittances from the Diaspora. The industrial sector produced 14 to 16 percent of national output (GDP). The rapid growth was achieved despite the sector being hit hard by the global downturn in 2009. Industrial growth contributed 20 percent of total growth during EDPRS 1.

Further growth and competitiveness is constrained by low skills and labour productivity in all sectors of the economy. The increasing number of formal sector firms reporting inadequate skills as a major constraint has doubled since 2006, indicating that this is a growing problem.

Other challenges facing the sector include the following:
- High cost of doing business
- Limited technologies and skills
- Limited infrastructure
- Low industry base dominated by micro and small enterprises
- Low purchasing power
- Limited Foreign Direct Investment (FDI)

---

4   Based on industrial survey samples carried out by MINICOM in September 2011, manufacturing firms operated at an average of 54 per cent capacity utilisation.

Private Sector Development

The emergence of a viable private sector that can act as the principle growth engine of the economy is a priority for Rwanda's development.[5] The competitiveness of the country's industrial exports is however particularly challenged by its narrow domestic market and landlocked position, which renders transportation costs high.[6] The Government of Rwanda is committed to a comprehensive privatisation policy to help reduce costs and prices and widen consumer choice, and for the state to play a strategic and catalyst role, ensuring that infrastructure, human resources and legal frameworks are geared towards stimulating economic activity and private investment.

Not only is such a development described as conducive for economic growth, but it is also seen as important to the emergence of a vibrant middle class of entrepreneurs and sustaining a climate of good governance. Although foreign direct investment is encouraged, a local-based business class is viewed as a crucial component of development. The non-monetized and informal share of the economy – where the majority of people work – constitutes almost 66 percent of the total economy, which indicates the scale of the challenge of formalising the economy which lies ahead.[7]

Against such priorities, the country has made the big strides in becoming business friendly by introducing reforms in seven out of the 10 categories.[8] Rwanda was declared by the World Bank as the world's top reformer of business regulation in the *Doing Business 2010,* becoming the first sub-Saharan country to hold this position and the country has been steadily improving the ease of doing business. Rwanda made it easier to start a business, register property, protect investors, trade across borders, and access credit. This resulted in it moving up from 141 to the 67th position out of 183 countries on the Doing Business rankings. In the more recent *Doing Business* report 2011, Rwanda's position has further improved to 50th and again up to the 45th position in the 2012 report.

The World Economic Forum's 2011 *Global Competitiveness Report* ranked Rwanda as the 6th most competitive market in sub-Saharan Africa, and among the world's best on indicators such as female participation in the labour force, staff training, and legal rights. Increases in invest-ment in recent years have been driven by a rapid increase in public construction expenditure, with private expenditure on machinery still suffering low growth. Empowering and investing in youth and women is an integral part of ED-PRS priorities. Steps have been taken to promote savings and credit facilities among the youth and women through cooperatives and other initiatives, and the Government places a heavy emphasis on entrepreneurship training with several initiatives targeting women and youth. In addition, hundreds of retrenched civil servants have received entrepreneurship training or have been given access to education finance facilities for training.

The most significant challenge of Rwandan external trade is its structural imbalance reflected by the trade deficit, which in 2011 reached 19 percent of GDP

Nonetheless, the industry sector in Rwanda faces considerable challenges, including the following:

- High transport costs (cost of transporting a container from Mombasa to Kigali amounts to 53 percent of its value)
- High cost of financing
- High energy costs highest electricity (costs in the region at 24US cents/KWh, compared to 11US cents/KWh in Kenya)
- Low levels of technology transfer
- Limited Research and Development capacity
- Low purchasing power

Regional Integration and Trade

One of the notable achievements that occurred during EDPRS 1 period was Rwanda's entry into the EAC in 2007 and the commencement of the EAC Common Market Protocol in July 2010, which legalized the free movement of people, goods and capital within the EAC. This has made the EAC one of the most integrated regional communities in the world.[9] Since 2007, large East African groups have invested heavily in Rwanda's finance and manufacturing sectors.

Outside the EAC region, trade with the Democratic Republic of Congo (DRC) has increased rapidly. Formal and informal cross-border trade has increased dramatically over the past five years. DRC has been the fastest growing destination for Rwandan non-commodity

---

5   EDPRS 2
6   EDPRS 2
7   EDPRS 2
8   Doing Business 2013, IFC and World Bank: data for Rwanda at http://www.doingbusiness.org/data/exploreeconomies/rwanda/

9   See statement by outgoing WTO director general Pascal Lamy in Nairobi to a forum of University professors on 23 May 2103: '[He] rated the East African Community trading block as the most important in the African continent ahead of similar blocks in West and South Africa. He said EAC is three times more integrated than the West and South Africa.' See http://www.the-star.co.ke/news/article-121555/lamy-says-eac-way-ahead-african-trade-integration#st-hash.bUCRtDuA.dpuf

products, in particular of Rwanda's manufacturing sector. In fact in 2010-2011, more than half of Rwanda's manufactured product exports went to the DRC.

While such a deficit is not unusual for Rwanda's level of economic development, it is a structural weakness that increases the country's reliance on capital inflows (in particular donor aid) and hence its exposure to external shocks. The implied challenge therefore is the stimulation of export growth above and beyond the rate of expansion of imports, reducing export concentration and the vulnerability to terms of trade shocks. The country's export diversification is however low, reflective of the small size and orientation of Rwanda's manufacturing and agro-processing sectors.[10]

Specific challenges to trade growth are:
- The absence of an effective market information system
- The persistence of Non-Tariff Barriers
- Gender-based violence and sexual harassment faced by women in informal cross border trade contrary to the International Convention on the Elimination of Discrimination Against Women
- The limited competitiveness of local products and enterprises
- The low value addition to local products

Environment, Natural Resources, Energy and Climate Change

Rwanda's environmental challenges emanate from a combination of population density, rural poverty, inadequate power generation, over-dependence on diesel fuels, and over-reliance on bio-fuels resulting in deforestation and soil

erosion, and chronic health risks associated with domestic kerosene and coal utilisation. In addition, inefficient industrial waste management practices threaten the water basin particularly around Kigali's low-lying industrial park, with effluents seeping all the way into Lake Victoria. EDPRS 2 includes plans to increase the proportion of protected areas for biodiversity preservation, including forest and agro-forest coverage, and improve waste management in industrial hot spots.

Biomass is the source of energy for around 85 percent of the population, which leads to massive deforestation and soil destruction. Imported petroleum products consume more than 40 percent of foreign exchange. Fuel wood resources are already in short supply with the country facing a biomass deficit of over 4 million cubic metres per year. Electrification is at a low rate of 13 percent of the population. With the capital Kigali consuming 60 percent of supplies, rural districts only have a 2-4 percent electrification rate.

Rwanda therefore needs to increase energy production and diversify its sources. To achieve this, the country has considerable hydroelectric potential to exploit, in addition to large deposits of gas and peat. Solar energy is an unlimited resource.

The EDPRS 2 includes specific targets for electricity access and security of power supply from these various natural resources. Nevertheless, 40 percent of the Rwandan population live more than five kilometres from the national grid, and the great majority of the population still have no access to any electricity source. Initiatives that support household substitution of wood/coal with biogas or improved stoves, and assess geothermal sources and solar energy are being tested and rolled out in hundreds of public institutions and services such as schools and health centres. In rural areas, the government has increasingly relied on micro hydropower to expand electricity services to remote areas.

---

10 Establishment Survey, 2011

During the last five years, the Government achieved commendable results that ensure the sustainable management of natural resources and environment, despite intractable constraints in the Environment and Natural Resources (ENR) sector. Policies and strategies of all sub sectors (land, mining, forestry, environment and climate change) are in place in a period of sustained policy development in the ENR sector, including but not limited to the country's Five-Year Strategic Plan for the Environment and Natural Resources Sector 2013-2018, the Green Growth and Climate Resilience Strategy (2011), Rwanda's National Forest Policy (2012), the National Land Policy (2004), the Mining Policy (2010) and the National Policy and Strategy on Energy.

Over the five years of EDPRS 1 implementation, the key results achieved in various sectors of environment, climate change, minerals, land, water and energy have been significant, including:

- the area of protected land maintaining biological diversity for 2011/2012 rose to 10.13 percent (planned target was 9.6 percent)
- Establishment of the Fund for Environment and Climate Change (FONERWA) by the Government as a reliable and sustainable funding mechanism
- Increased percentage of national forest cover to 22.4 percent as planned
- Fully implemented mineral traceability including all exports, and mining companies are implementing the mineral tagging system
- Demarcation and adjudication of 10.3 million land parcels by the end of 2012, and approval of 6.3 million leasehold titles and printed for issuance
- Rehabilitation of 44 water resource stations and hydrometric network framework for essential water resources management operationalized
- Tangible results produced by the water hyacinth removal project in Eastern Lakes and upstream rivers and lakes

- Promotion of rain water harvesting through pilot projects in Bugesera, provided lessons for scaling-up rain water harvesting throughout the country
- Increased access to electricity to 13 percent from 3 percent; the percentage of households using biomass decreased from 94 percent in 2008 to 86.3 percent in 2011 and special economic zones have been created to minimize industrial pollution
- Around 21 micro-hydro projects were under construction in 2012 or completed and will deliver power to rural communities

However, despite these achievements, Rwanda faces the following challenges:

- Increased pressure on renewable and non-renewable natural resources by high population growth, and unsustainable agricultural practices
- High vulnerability to climate change
- Insufficient mainstreaming of environment and climate change into different sectoral policies
- Weak monitoring and evaluation systems
- Limited inter and intra sector coordination
- Insufficient and unpredictable funding
- High cost of development of renewable energy and limited use of new technologies

Sustainable Urbanization

Rwanda has embarked on significant transformation and planning of cities.[11] Of notable importance is the establishment of the Rwanda Housing Authority to implement the National Housing, Urbanization, Construction and Government Assets Management policies. Rwanda and, particularly Kigali City, has gained worldwide recognition

11. The Land-use Master Plan, Kigali City Master plan, and plans for secondary cities are among the achievements.

for its cleanliness, safety, sound urban governance, environmental awareness and improved public transport and road network. The private sector's role in the booming urban construction sector has contributed to meeting the growing national housing demand and creating employment.

Rwanda is currently one of the least urbanised countries in the world but this is changing rapidly; the urban population grew from 5.5 percent to 16.7 percent in the decade 1990-2000 and now stands at 19 percent in 2011. The Government of Rwanda plans to accelerate the urbanization process further through proactive programmes and policies in ED-PRS 2 projecting urban growth to top 45 percent by 2018 to raise opportunities for off-farm employment, especially for the youth and women. Urbanization and promoting secondary cities as centres of non-agricultural economic activities are processes which are looked to to alleviate pressures on the land from the rising population densities.

A major development challenge for the country is the high level of youth unemployment which is strongly linked to the high population growth, its youthful nature, skills mismatch and a job creation rate that lags behind that of new entries into the labour market

Inadequate planning coupled with limited compliance to regulations has led to the following key challenges:

- Limited infrastructure and insufficient public services
- Poorly planned or informal settlements
- Insufficient human and financial resources to enable urban policy development and institutional coordination
- High population concentration in Kigali, due to the small size and limited development of secondary cities
- High urban unemployment
- Climate change vulnerability and limited capacity for sewage and waste management
- Limited availability of low cost housing for the poor
- High cost of construction materials

Youth Employment and Job Creation

Access to gainful employment is not only a fundamental right but one of the key factors for sustainable development. Rwanda recognizes this and has instituted reforms to accelerate job creation resulting in accelerated economic growth and poverty reduction.

The current annual job creation rate of 105,000 is substantially lower than Vision 2020's target of 200,000. With an average skills deficit of 40 percent, and limited job expansion, over 42 percent of young people are either unemployed, or underemployed in subsistence agriculture. Whereas well formulated employment policies exist, more needs to be done, in particular in the area of coordination to lead to tangible impacts.

During the course of EDPRS 1, job growth was fastest for non-farm waged jobs in rural areas, with off-farm employment in Rwanda increasing by 50–60 percent in 5 years. The number of people working in agriculture decreased over the same period from 80 percent to 71.6 percent.[12]

Rwanda remains a highly patriarchal society, where power relations between men and women, boys and girls undermine and diminish the social economic and political contributions of girls and women to their own development, that of their families, communities and the nation

Sustained economic growth and off-farm employment have not however resulted in employment dividends for a majority of people who are either underemployed or engaged in low productive work.

The agricultural sector still employs the largest part of the labour force and shows the highest wage poverty (76.6 percent) – compared to non-farm wage sectors (22.8 percent) and self-employment (24.2 percent). The EDPRS 2 seeks to address on-going rural poverty which drives both rural underemployment (through low wages and poor returns) and urban unemployment through accelerated urban migration particularly for the youth and women.

The shift towards an employment-rich growth will require national capacities to address the following key challenges:

- Limited mainstreaming of employment in national plans, strategies and budgets
- Insufficient coordination of employment programs
- Limited employable skills and entrepreneurial competencies

12. EDPRS 2

- An education system which still does not adequately respond to labour market needs
- Poor access to productive resources such as land, finance and capital
- A biased mindset of youth against vocational training and related work
- High predominance of youth and women in the informal sector
- An insufficient and poorly resourced labour market information system and support services
- Limited capacities of the private sector to create off farm jobs compared to the demographic pressure

Gender Equality and Women's Empowerment

Strong political commitment in Rwanda has resulted in significant positive strides in the promotion of gender equality and women's empowerment. Women representation in decision making positions makes Rwanda the world leader in the proportion of women in Parliament (56.3 percent after the 2008 Parliamentary elections). The enrolment ratio of girls to boys in primary schools is 102 percent. Conducive policy and legal frameworks for mainstreaming gender in socio-economic sectors are in place at all levels (inclusive of a National Gender Policy, gender sensitive laws such as the Gender Based Violence law, Inheritance law, Land Law, etc.. Pro-poor and gender friendly programmes such *Girinika* have been initiated as well as gender mainstreaming approaches such as the Gender Responsive Budgeting Initiative.

Notwithstanding all this, women in Rwanda still face several challenges: more female-headed households live in poverty than those headed by males (47 percent as against 44.3 percent). Women's literacy rates are lower than men's (60 percent as against 70 percent men), which further constrains already limited opportunities in terms of accessing resources, creating and managing small businesses and participating in the overall decision-making processes in the household. Gender-based Violence among women and girls remains an area of serious concern – in 2010 at least 56 percent of women aged 15-49 years had experienced physical or sexual violence.

Furthermore, Rwanda remains a highly patriarchal society, where power relations between men and women, boys and girls undermine and diminish the social economic and political contributions of girls and women to their own development, that of their families, communities and the nation. Overall, there is limited awareness of existing gender sensitive laws among poor women and men which is intensified by high illiteracy rates amongst both genders. Limited access to economic opportunities also remains a major barrier to women economic empowerment in spite of commendable measures that have been undertaken to remedy the situation.

An analysis of the gender mainstreaming process in the EDPRS 1 sectors identified the following additional bottlenecks that require particular attention:
- Sector gender strategies to guide gender mainstreaming process in specific sectors – so far, only the Ministry of Agriculture has a gender strategy
- Systematic collection of sex disaggregated data
- Capacity in conducting gender analysis and gender mainstreaming skills
- Resource allocation to gender equality initiatives and systematic tracking of investments in gender equality

- Co-ordination between the National Gender Ma-
chinery Institutions in implementation of gender
mainstreaming in sector strategies and district de-
velopment plans.

Addressing these issues will begin to address the basic
hindrances to gender equality initiatives – particularly im-
portant are those that limit women's access to and control
of productive and natural resource, – and this will require
the concerted efforts of all development actors and active
citizen participation at all levels.

GOVERNANCE

In the area of governance, Rwanda has made significant
advances in national reconciliation, law and order, ac-
countability as well as in the rebuilding and strengthening
of national capacity for good governance through home
grown initiatives such as *Gacaca*. Notable advances
have also been made in public sector reforms and decen-
tralization, as well as anti-corruption measures. In terms of
corruption, Transparency International's 2011 Corruption
Perceptions Index ranks Rwanda 49 out of 180 countries
surveyed, a gain of 40 positions from 2009.[13]

Although commendable improvements have been made
by the Government in the collection of data as well as
building the capacity for data production in socio-demo-
graphic surveys, census and DHS, national and local
institutions still have insufficient capacity to utilise data
for policy formulation as well as maintaining up-to-date
databases.

In the area of 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.

Rule of Law and Justice

For Rwandans, the 1994 Genocide against the Tutsi
stands out as historically significant, not only because of
the sheer number of people that were murdered in such a
short period of time, but also for the huge pressure on the
justice system both in terms of trying genocide suspects
and in creating complex legal issues associated with land
rights, inheritance rights and family law issues.

These issues call for adequate strategies to address the
high need for justice, the fight against impunity, the need
for investigation of genocide perpetrators in Rwanda and

I am proud to be a female judge and
president of the court because I
believe that by exercising my duties
I can and do defend the rights of
the women of my country.

Nshimishwa no kuba umucamanza
w'umugore na Perezida w'urukiko
kuko nizera ko mu gihe nuzuza in-
shingano zanjye   mba mparanira
uburenganzira bw'abagore bo mu
gihugu cyanjye.

Fabienne Kabogambe.
Judge President Court of Justice.

abroad, the need for justice mechanisms which could
deal with the number and sensitivity of the cases and
champion the fight for unity and reconciliation. Although
the challenges appear clear, responding to them requires
time and resources which a post-conflict country cannot
easily overcome.

---

13 Transparency International 2011 Corruption Perception Index at
   http://www.transparency.org/cpi2011

Despite these positive gains, implementation of reforms is constrained by lack of proper coordination and monitoring capacity. For instance, the average time of pre-trial custody for children has been established at 8 months; the duration of criminal cases, from arrest to sentence, is estimated at 18 months. With GBV justice reforms, compensation for victims is further constrained by generalized necessitousness of offenders and lack of community support for claimants.

In the area of the rule of law, there is room for judicial reforms to further strengthen access to quality justice, ensure reduction in backlog cases, and improve the quality of prosecution. Crime rates have been reduced significantly, by about 12 percent between 2011 and 2012 alone. However, more progress can be made through strengthening the prevention and response capacity of the Rwanda National Police and further expansion of community policing.

Human Rights

The bottlenecks analysis on Human rights indicates that there is limited awareness and knowledge of rights by rights holders, resulting in limited effectiveness of legal provisions. There is also limited participation of CSOs in monitoring, evaluation and advocacy in the area of human rights. In the domain of legislation and policy, the system of implementing the international conventions to which Rwanda is signatory as well the recommendations from the international monitoring system is limited in coordination and management capacities.

Rwanda has ratified the core International Human Rights Treaties, and has waived most of the reservations to the same. Together with the Rwandan Constitution, these International treaties provide every citizen of Rwanda with a comprehensive, legally binding and available protection of their rights.

The Rwandan Government has efficiently implemented justice sector reform with new laws, new justice architecture, and use of traditional justice mechanisms to open ways for universal access to justice. However, the need for access to justice is still high and for many still unmet

In 2011, Rwanda made a major step forward towards human rights compliance by submitting itself to the Universal Periodic Review (UPR). Created by the UN General Assembly, the UPR is a unique process involving the review of the human rights situations of all UN Members States by the Human Rights Council in an open and participatory manner. The Government of Rwanda accepted to implement 67 out of the 73 recommendations made during this peer review. These have to be implemented by 2015 when Rwanda will be assessed again under the UPR. The recommendations cover many human rights areas and

also call for justice sector reforms including the strengthening of the independence of the Judiciary and access to justice. The Government of Rwanda will be looking for UN support to implement these recommendations, in addition to the implementation of other treaty-body recommendations made by other UN Committees.

HUMAN DEVELOPMENT

Early Childhood Development

Early Childhood Development (ECD) is defined as a comprehensive approach to policies and services for children from birth to eight years of age, their parents and caregivers, aimed at protecting the child's right to develop his or her full cognitive, emotional, social and physical potential.[14]

A bottleneck analysis identified coordination among stakeholders as a major barrier to the efficient provision of integrated services for young children, with an absence of joint planning, monitoring and resource allocation for ECD programmes across Ministries and at the District level. This is partly due to varied levels of understanding/interpretations among stakeholders at different levels, with many seeing ECD solely as part of the education programme, without considering the important components of early nutrition, child protection, and family support which are integral to the UN approach to ECD within the UNDAP. On the supply side, the major bottleneck is the unavailability of ECD services throughout the country – only 10 percent of children between the ages of 4-6 have access to any form of early learning and development opportunities and integrated ECD services for children between the ages of 0-3 are not readily available. Moreover, the quality of those services is not standardised and there is currently no package of materials for integrated ECD services.

Nutrition

In Rwanda, the prevalence of stunting among the under-five children remains high at 44 percent. Food insecurity and chronic malnutrition are closely linked with poverty as the root cause. The government has acknowledged the importance of nutrition to the development of its young children and made the elimination of malnutrition a national priority.

An analysis reveals that the major bottlenecks are related to the dearth of adequately skilled staff and provision of effective quality services to address malnutrition and, on the demand side, inadequate knowledge and poor

---

14 UNESCO, 2001 quoted in Government, Ministry of Education, Early Childhood Development Policy, Kigali, 2001

practices of communities and caregivers around maternal, infant and child feeding, linked to age and education of mothers as well as household poverty.

Despite widespread community-based growth monitoring and promotion, there is still need to develop/strengthen

Table 3: % of Households reporting difficulties in accessing food, by province

Legend: No difficulty to have food in the year · Seasonal difficulties · Acute · Chronic

Province	No difficulty	Seasonal	Acute	Chronic
KIGALI	71%	5%	17%	7%
SOUTH	59%	14%	17%	10%
WEST	32%	29%	10%	20%
NORTH	43%	21%	14%	22%
EAST	52%	21%	18%	5%

Source: CFSVA and Nutrition Survey, 2012
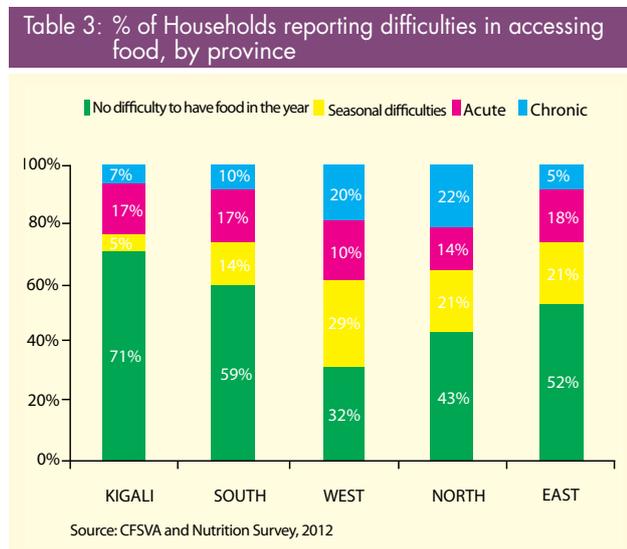
a sufficiently robust monitoring system to identify young children at risk of malnutrition coupled with an effective management response.

The joint Comprehensive Food Security and Vulnerability Assessment[15] (CFSVA) and National Nutrition Survey 2012 highlight the relation between chronic malnutrition and level of education of mothers or of the head of household. In particular, 52 percent of children whose mothers have no education are stunted. This level decreases until 11 percent of children whose mothers completed the secondary school cycle or above. This demonstrates the vital importance of improving education and literacy levels of both men and women in Rwanda.

Food Security

The CFSVA[16] and National Nutrition Survey based on data collected in March-April 2012 and released in late 2012 shows that 21 percent of Rwandan households were food insecure, with the highest prevalence (42 percent) in the Western province. Low-income agriculturalists, farm workers, and unskilled day labourers are the most prominently food insecure. Low income agriculturalists

15 WFP-NISR-MINAGRI, joint Comprehensive Food Security and Vulnerability Assessment (CFSVA) and National Nutrition Survey, 2012
16 WFP-NISR-MINAGRI, joint Comprehensive Food Security and Vulnerability Assessment (CFSVA) and National Nutrition Survey, 2012

and casual workers (agricultural or other) represent 62 percent of households in Rwanda but make up 88 percent of households with unacceptable food consumption, 70 percent of households with stunted children, 75 percent of households with seasonal access issues and 78 percent of households with acute food access issues. Households depending on casual labor (agricultural and non-agricultural) represent only 22 percent of all households but total 42 percent of households with acute food access problems. Unskilled workers represent a quarter of households with poor food consumption and only 14 percent of the population.

Demographic pressure and underdevelopment of the agricultural sector have resulted in small and increasingly fragmented farms barely on the threshold of subsistence. Limited access to land is perhaps the main factor inhibiting physical and economic food access for agriculturalists, resulting in low food consumption levels. Hence, stable food availability and economic access to food for market dependant Rwandans can be achieved through a comprehensive plan aimed at increasing agricultural productivity (systematic use of agricultural best practices and an easier access to agro-inputs) and substantial diversification of rural livelihoods focussing on value-added products and supply chains. The added value to agricultural produce can be achieved through concrete support to small and medium agro-processing enterprises and through a capillary infrastructural strengthening process targeting road networks (increasing market integration), freshwater and power distribution systems.

Agriculturalists have a major presence among households in the two lowest income quintiles which account for 73 percent of food insecure households in the country

The CFSVA and Nutrition Survey 2012 also demonstrate a strong association between wealth, food security and nutrition indicators. The poorer the household the more likely it is to have poor or borderline food consumption. Similarly the poorer a child's household the more likely it is to be stunted. Households in the poorest wealth quintiles are 99 percent dependent on agricultural work and unskilled daily labor, whereas households not cultivating land or not involved at all in agriculture have significantly better food consumption than others and are relatively better off than those who are.

It is also important to highlight the relation between food security and the head of household's education level. Almost one third of the 21 percent food insecure households in Rwanda have heads of household with no education at all. This value decreases to only 4 percent when consid-

ering households whose head has completed the second-ary cycle or above.

Finally, Land degradation is characterized by soil erosion and declining soil fertility and is driven by unsustainable

> *Early Childhood Development is an emerging priority – only 13 percent of children aged 4-6 currently have access to any type of early childhood development or early learning programmes*

land use practices, namely deforestation, and over cultivation, often on steep slopes without appropriate soil conservation measures. In this regard, agro-forestry and soil fertility enhancement practices such as a larger use of manure would ensure a stronger structure of soils reducing the risk of erosion and disasters such as land-slides, whilst contributing to increase agricultural productivity. A tighter coordination of livestock and agriculture sector is therefore recommended.

Education

Rwanda is on track to achieve universal access to primary school education by 2015 with a Primary Net Enrolment Rate (NER) in 2012 of 96.5 percent (girls 98 percent). The qualified teacher to pupil ratio at primary level stands at 62:1.[17] Primary school attendance stands at over 90 percent[18] and all the children are entitled to free basic education, which has recently been expanded from

nine to twelve years. However, disparities in education access between urban and rural populations and among income quintiles are apparent[19], whilst there is need for comprehensive inclusion of children with disabilities.

While Early Childhood Development (ECD) is an emerging priority, only 13 percent of children aged 4-6 currently have access to any type of early childhood development or early learning programmes.[20] To address these challenges, equity and inclusion and early learning and development are pillars of the education component of the UNDAP.

EDPRS 2 highlights the need to ensure that those graduating from education institutions are equipped with the relevant skills and attitudes required for Rwanda's current and future labour market, economic and social demands. Under the Productivity and Youth Employment pillar of EDPRS 2, the first priority deals with developing critical skills and attitudes among the youth, calling for 'a careful review of the school curriculum to ensure that the key transferable soft skills that employers need are being provided to all secondary graduates'[21]. The Education Sector Strategic Plan (2013-2018) prioritise reforms to the quality and relevance of education, which, together with curriculum review, will include institutionalising learning achievement assessments in numeracy and literacy at the primary level, strengthening teacher development

---

17 Ministry of Education Statistics Yearbook 2012
18 Integrated Household Living Conditions Survey January 2011 (here-after EICV 3)

19 EICV 3
20 Ministry of Education Statistics Yearbook 2012
21 EDPRS 2, p.80

Table 4 Pre-primary Net enrolment rates 2011-2012
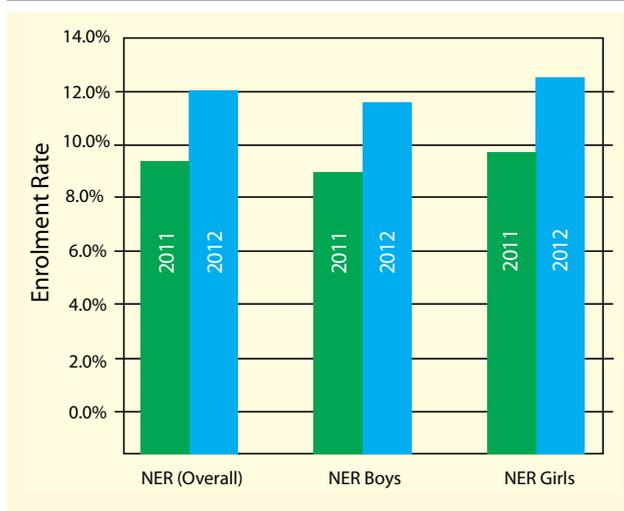
and management systems and the capacity of teachers to deliver the curriculum through the medium of English, all areas where the UN will be engaged through this UNDAP.

The technical and vocational education and training (TVET) sub sector will expand considerably over the course of EDPRS 2 to address current skills shortages in the workforce, with greater linkages with employers and the private sector, which will promote more practical learning and the matching of skills with labour market demands. Reforms are also underway in Higher Education through the merging of public Higher Education Institutions and the establishment of the University of Rwanda to increase institutional efficiency and coordination in the provision of public higher education[22].

HIV and AIDS

HIV prevalence is relatively low at 3 percent among the 15-49 years age group. Currently, 91 percent of adults requiring ARVs have access to them and PMTCT coverage is at 87 percent.[23] However, regional variations in HIV prevalence exist with 7.1 percent prevalence in Kigali City (9.4 percent among women, 5.1 percent among men) compared to 2.3 percent in the rural areas. A gender variation is evident between women and men aged 15-49 showing infection rates of 3.7 percent and 2.2 percent respectively with concerns about the levels of gender-based violence nationally (48 percent of women aged 15-49 experienced either physical or sexual violence at least once since age 15). HIV prevalence is highest among people of 25-49 years, with prevalence rates reaching 6.1 percent among men in the 40-44 years age group and with prevalence rates reaching 7.9

22 Education Sector Strategic Plan, 2013-2018
23 TRACnet database, December 2012

percent among women in the 35-39 years age group; and 51 percent among female sex workers. There is a need to obtain more information on other identified key populations such as clients of female sex workers, men who have sex with men, prisoners, truck drivers and sero-discordant couples, in terms of size estimates and prevalence and to heighten advocacy work related to stigma and discrimination, in general, and in these populations in particular.

Although excellent progress has been made by Rwanda in the area of HIV especially towards achieving universal access to HIV treatment, prevention, care and support, there is need to continue working towards the vision of achieving zero new HIV infections, zero discrimination and zero AIDS-related deaths. Modes of transmission modelling predicts that sex in union (stable couples) will account for an estimated 64 percent of new HIV infections; sex out of union (youth) for 10 percent; clients of sex workers for 19 percent; and men who have sex with men for 5 percent.[24] Currently, the number of annual new HIV infections is 7168 while the number of annual AIDS-related deaths is 4849.

One of the drivers of HIV in Rwanda is the inadequate comprehensive correct knowledge on HIV and AIDS and utilisation of HIV prevention and care services. Among young people, only 52.6 percent of females and 47.4 percent of males reported having comprehensive correct knowledge and only 42.0 percent of women and 66.2 percent of men reported condom use at last sexual intercourse.[25]

Rwanda was one of the countries that signed the 2011 Political Declaration on HIV and AIDS[26] which is to intensify efforts to eliminate HIV and AIDS and recommit to addressing the epidemic.

Care and Protection for vulnerable women, children and youth

Currently 60 percent of all children live below the poverty line whilst 37 percent are not officially registered with the authorities, thereby putting children's access to essential services at risk. Nearly 15 percent of children under 18

24 Rwanda Biomedical Centre, HIV Incidence Modeling 2013: Presentation of findings, 6 March 2013, to Rubavu, Rwanda, Workshop 'Know Your Epidemic/Response' (RBC – UNAIDS – MEASURE Evaluation)
25 Demographic Health Survey, 2010
26 Political Declaration on HIV and AIDS: Intensifying Our Efforts to Eliminate HIV and AIDS. Resolution adopted by the General Assembly, 95th plenary meeting, 10 June 2011 (http://www.unaids.org/en/media/unaids/contentassets/documents/document/2011/06/20110610_un_a-res-65-277_en.pdf)

child mortality, with the highest reduction in East Africa. The Inter-Agency Group for Child Mortality Estimation projected infant and child mortality have declined to 38/1000 and 54/1000 in 2011 respectively, from 86/1000 and 152/1000 in 2005. Immunization coverage is above 95 percent of under-five children and Rwanda has pioneered introduction of new vaccines over the review period, including against HPV, Rotavirus, and Pneumonia.

Maternal mortality rate decreased from 750 to 487 per 100,000 live births between 2005 and 2010. However, this level is still high, especially among young mothers between 15-24 years old who constitute 47 percent of maternal deaths in an environment exacerbated by teenage pregnancy. Inequalities in access to health services persist between the rich and the poor. Other challenges include inadequate quality of services, availability of emergency obstetric and new-born care services, shortage of skilled health providers, insufficient equipment and supplies, and cultural beliefs and practices.

Access to basic health services is near universal, due to increased health insurance coverage (91 percent), and community-based healthcare leading to Rwanda steadily reducing child mortality, with the highest reduction in East Africa

The Government improved its capacity to produce development data through the Population Census 2012, health and demographic surveys and national household surveys. In-depth analysis and utilization of existing information for evidence-based policy making and M&E remains a challenge, especially at decentralized levels.

(690,000) have lost one or both parents and 39 percent do not live with both parents.[27] Of particular vulnerability are 24 percent of these children who are under 2 years and who are at increased risk of being denied the care they need for their physical and psychosocial well-being. There are 130,000 orphans between 0-17 years due to AIDS and 3,323 children and young adults are living in registered orphanages. Moreover, gender-based violence continues to persist: worryingly, nearly half of all Rwandan women aged 15-49 (48 percent) have experienced either physical or sexual violence at least once since age 15, and reporting of GBV remains low, with less than half of all abused women being willing to come forward in reporting cases of abuse.

Bottleneck analysis identified coordination and information sharing (inclusive of centralized data collection) among key stakeholders as a major challenge. This is a limitation since a multi-sectoral approach is required for delivery of appropriate and quality protection services. Moreover, service delivery remains insufficient, particularly in rural zones, and the quality of services is not standardized. On the demand side, much remains to be done to raise vulnerable groups' awareness of their rights and of where to seek assistance in case of rights violations. One specific bottleneck for child care is that the current system is under-developed and still mostly reliant on institutions and NGOs rather than family-based care.

Health Systems

Access to basic health services is near universal, due to increased health insurance coverage (91 percent), and community-based healthcare. Rwanda is steadily reducing

Social Protection

Social protection plays an essential role in poverty alleviation, but is not sufficient alone to enable poor people to sustainably move out of poverty. Social protection has a key part to play in stabilising assets, incomes and capabilities in the poorest households, thereby enabling these households to take risks, make investments and start to accumulate assets, working their way out of poverty. However, sustained graduation from poverty requires linkages to other complementary programmes and services to help maintain households and to enable them to further strengthen their livelihoods. Requirements for graduation include improvements in the quality of other public services, activities to enable poor people to access jobs or undertake investments (including training and skills building), and commitments to tackle discrimination and secure basic rights and entitlements.

---

27 EICV III

Humanitarian Response & Disaster Management

The context for disaster management in Rwanda is characterised by natural disaster threats with possible limited conflict-related events. The country has in the past experienced occasional localized floods due to heavy rains, earth tremors and earthquakes, landslides and pockets of drought primarily in the Eastern Province.

Increased seismic activity in the Rift Valley has raised alerts over the risk of earthquakes for most countries located along the Rift valley, although the exact location, frequency and magnitude remain unpredictable. In early February 2008, an earthquake of 6.1 Richter scale and subsequent aftershocks hit Rusizi and Nyamasheke districts of Rwanda leading to 45 deaths, 876 injuries and over 1,200 families were displaced. Over 4,000 building structures were also destroyed or damaged. All of the affected structures were however constructed prior to the introduction of the new building codes and seismic standards, codes and standards which implementation remains a major problem in rural locations. Humanitarian response was provided by both the government and humanitarian actors, who comprise the Disaster Management Task Force, coordinated under Government leadership.

In addition, Rwanda is a rural country, with heavy rains conducive for subsistence farming. Nearly 90 percent of the population engage in agriculture, the majority being women (50 percent of the Rwandan male population works as small-scale farmers versus 72 percent of the female population). Increased deforestation for cultivation has however made the country more susceptible to land degradation leading to landslides and medium risks of localized flooding.

Furthermore, epidemics such as Ebola, Cholera, HIV/AIDS, Avian influenza, in addition to epizootics and crop diseases impacting the region represent disaster threats to be included in any emergency preparedness plan for Rwanda. The country further faces a certain risk of volcanic activity linked to the existence of young and still active volcanic chains in the region. The active Nyiragongo volcano in Goma DRC poses a very high risk for residents of the city of Rubavu in Rwanda, with an estimated 1,200,000 people from both countries deemed to be at very high risk in the event of an eruption. The last eruption in December 2002 led to destruction of property, with a displacement of more than 300,000 persons. The government considers this a potential risk with serious repercussions for the communities both in Rwanda and DRC.

Over 3.4 million Rwandans have returned home since the 1994 Genocide and on-going return programmes are facilitated by both government and UN

Certain vulnerable groups (children and women and other active age persons not able to earn a sufficient income) have limited access to social security and other social supports. These groups have specific social protection needs however low coverage, and gaps in knowledge about rights, are issues that need to be addressed.

There is limited engagement across all social protection functions between social assistance response (Ministry of Local Government and all programmes that have a poverty focus) and social security response (Rwanda Social Security Board and other pension programmes) and disaster response (Ministry of Disaster Management and Refugee Affairs.). This is due to the institutional history of working vertically, the national budget and parliamentary reporting structures and accountabilities and the uniqueness of the populations being served, for example, the extreme poor, versus those engaged in the formal labour market.

There is low capacity to analyse available information on poverty and vulnerability, including the consequences for identification/targeting of those in need (including those with specific needs, in particular, women and children, and returnees), the design of the most appropriate protection measures, M&E of SP, and weak M&E systems for targeting gaps and inadequacies within the sector. There is also limited knowledge amongst the population of the full extent of rights to social protection due in part to vagueness in procedures for appeals registering and grievances and inadequate communication.

Refugees

In the aftermath of the genocide in Rwanda in 1994, massive population displacements were registered both internally and externally to neighbouring countries. The government, through the Ministry of Disaster Management and Refugee Affairs (MIDIMAR) coordinates government efforts with respect to refugees and returnees in Rwanda. In this context, a Memorandum of Understanding between the Ministry of Disaster Management and Refugee Affairs of the Republic of Rwanda and the United Nations System in Rwanda on cooperation in disaster and refugee management programmes was signed on 1st March 2012 to address Disaster Management (including Risk Reduction, Preparedness, Response and Recovery), Refugee Management, Sustainable Return and Reintegration of Rwandan Refugees and Co-ordination mechanisms.

Rwanda is home to a total of nearly 57,000 Congolese refugees who fall under the prolonged refugee caseload and are living primarily in three camps but also in Kigali and other larger cities as urban refugees.

During the second quarter of 2012, political developments and insecurity in Eastern DRC triggered another wave of refugees with over 20,000 people fleeing from their homes to Rwanda. Recognizing the urgency of settling this new influx, the Government allocated a new land in Kigeme, Nyamagabe district, where a fourth refugee camp namely Kigeme Refugee Camp was established.

Owing to land scarcity and insufficient funding the old and new refugee camps are congested, causing living conditions to be far below the minimum international standards.

SUMMARY AND CONCLUSIONS

Substantial results were achieved during the EDPRS 1 period. Priority was given to accelerating shared growth, creating decent employment, generating exports and reducing poverty levels. This was made possible through public investments in social and physical infrastructure and in regulatory reforms intended to reduce the costs and risks of doing business and create an attractive environment for private sector investment and activity. Emphasis continued to be placed on consolidation of stability and social cohesion through innovative governance initiatives and human development, social protection and income distribution schemes were prioritized to further reduce income poverty and inequality.

The policy and strategy focus under EDPRS 1 was, therefore to (a) to consolidate the country's hard won peace and ensure durable stability; (b) accelerate balanced growth and diversification of the economy by giving a bigger role to the private sector; and (c) further decentralise governmental functions to take developmental decision-making closer to the people, accompanied by strengthened accountability mechanisms.

In order to respond effectively to the emerging challenges and opportunities set out in the foregoing analysis of the country's development context, as well as to accelerate progress towards the achievement of the MDGs and Rwanda's vision 2020 objectives, the Government introduced in June 2013 the Second Economic Development and Poverty Reduction Strategy (EDPRS 2) covering the period 2013 – 2018, after a highly participatory process, to which the One UN Rwanda team made measurable contribution. EDPRS 2 is an ambitious but feasible poverty reduction and transformational agenda, aiming at sustaining double-digit real economic growth rates accompanied by deeper poverty reduction and improved income distribution. The transformational agenda of EDPRS 2 is underscored by the fact that Government plans to shift the economic over the next five years from an agrarian to a knowledge-based, industrialized and service-oriented economy, with annual economic growth rate of 11.5 per cent. Increased leveraging of economic integration within both the East African Community and the wider African and global markets constitute key elements this strategy.

Despite the persisting risks posed to Rwanda's development and transformational agenda by the continuing instability in the Eastern DRC, the UNDAP places high optimism in the UN Secretary-General's Peace, Security(PSC) and Cooperation framework for DRC and the Great Lakes Region as an important mitigating factor. Therefore, substantive support to the implementation of the PSC will be accorded priority by the UN System in Rwanda within the context of this UNDAP.

Rwanda UNDAP replaces the several joint UN programmes and multiple UN agency-supported initiatives previously captured in the UNDAF with a single, coherent business plan for all UN agencies, funds and programmes in Rwanda. This is consistent with the recommendations of the General Assembly resolution 67/226 of the Quadrennial Comprehensive Policy Review 2012 (QCPR).

The UN contributed to the positive development results Rwanda achieved over the past five years through the UNDAF 2008-2013, which provided the strategic framework for One UN support in the focus areas of Governance, Health, HIV, Nutrition and Population, Education, Environment, and Sustainable Growth and Social Protection.

RESULTS FROM UNDAF 2008-2013

During the UNDAF period, the UN mainly focused its interventions on strategic upstream support to advise policy and development, capacity building, evidence generation, innovations and modelling as well as advocacy. Particular attention was paid to initiatives aimed at advancing the rights of all people in Rwanda, with a focus on women, children, youth and the most vulnerable.

The UN contributed to the acceleration and deepening of the democratization process through the creation or reinforcement of responsive governance institutions and broadening the scope of participation through support to the National Parliament, the National Political Parties Forum, the National Electoral Commission, and the media. The UN was instrumental in enhancing considerably access to justice through support to Justice Sector reforms and the creation of the Justice Sector SWAp.

Significant contribution was made to the promotion of human rights through robust advocacy and support to the Government in the ratification of important human rights conventions and submission of reports on CEDAW, IC-CPR and on the Economic, Social and Cultural Rights Conventions. The UN contributed to the strengthening of evidence-based policy and decision-making processes through substantial technical and financial support, the production of disaggregated demographic and social statistical data.

The UN strengthened the One-Stop Centres which provided holistic services to 4,714 survivors of GBV (49 percent women, 46 percent children, 5 percent men). The One Stop Centre model culminated into Rwanda being selected to host a centre of excellence in the area of GBV prevention and response in the region. The UN contributed to the strengthening and implementation of a multi-sectoral HIV/AIDS prevention and treatment approach for better coordination and research. The HIV and Elimination of Mother-To-Child Transmission strategic plans were developed, as a result of which Rwanda is on track to achieve universal access to HIV testing and treatment, now at 91 percent.

The UN should better balance inclusiveness with the need to be focused and avoid fragmentation and that programmes should target more on piloting of innovations capable of national effect with an intensive M&E component in order to prove and document results, promote learning and scaling up

The UN supported the development of the Health Sector Strategic Plans, the Family Planning Policy, Adolescent Sexual and Reproductive Health Policy, Youth Policy as well as the Non-Communicable Diseases and Injuries Policy among others. Important contributions were made to scaling up the Rapid SMS technology to monitor maternal and neonatal life-cycles to reduce maternal and child mortality. The UN supported the implementation of the Joint Action Plan for the Elimination of Malnutrition and of District Plans, leading to halving Global Acute Malnutrition among children aged 6 months to 5 years to 3.6 per cent.

The UN assisted with the modelling and scaling-up of the Child-Friendly School standards, which were adopted as the national quality guidelines for school infrastructure and software inputs. The Learning Achievement in Rwandan Schools (LARS) Assessment was supported to improve the quality of education and to measure learning outcomes in literacy and numeracy. The Early Childhood Development (ECD) Policy was developed, and the UN provided a daily meal to 350,000 school children to reduce drop-out rates and improve enrolment rates. Support was also provided to the Ministry of Education in introducing for the first time entrepreneurship education in secondary schools. Furthermore, with the help of the UN, the government has built a functional system of food and nutrition security analysis, which produces a biannual report of the food and nutrition security situation of the country and improved early warning information.

The technical support provided by the UN in 2009, along with the other key Development Partners, enabled Rwanda to become the first country to formulate and adopt the Comprehensive African Agriculture Development Plan (CAADP) and COMPACT and develop an Agricultural Sector Investment Plan (ASIP), which led the country being a recipient of the Global Agricultural and Food Security Program (GAFSP) grant amounting to US$50 million.

The dramatic increase of production levels over the last 3 years is the result of the coherent plan embedded in the ASIP and the sustained investment made by the Government in the Agricultural sector.

UN contributions to enhancing the agricultural value chain through the Ministry of Agriculture and Animal Resources have led to farmers' skills development and the reduction of post-harvest losses. Improved market information and technical capacity development for smallholder farmers' cooperatives through training and provision of appropriate tools have resulted in over 25,000 farming families enhancing their income through increased sales of surplus quality production.

Private Sector Development (PSD) initiatives were also supported by the UN with a focus on advisory services for selected agro-industries and associations as the first building blocks for industrial growth. PSD services included the establishment of a national Resource Efficient and Cleaner Production Centre (RECPC) and support to rural enterprises in agro- processing.

A link between the environment and livelihoods is evident in the UN-funded rural energy programmes that have resulted in off-grid mini hydropower schemes in various locations in the country, demonstrating a participatory and affordable approach to Mini Hydro Power development, to meet energy needs in rural areas, using an innovative South-South cooperation approach. The initiative has also offered a test-bed for community and private sector mechanisms for energy ownership, operation, maintenance and management.

Over the past five years, the UN provided assistance to some 61,000 Rwandan returnees with initial reintegration assistance including reception and transportation to their places of origin in Rwanda. Equally, protection and assistance was given to some 78,000 refugees and nearly 1,500 asylum-seekers. In December 2011, the Comprehensive Strategy for the Cessation of Rwandan Refugee status was re-validated and a road map was endorsed by all stakeholders where Rwandans who fled between 1959 and 1998 would cease to be refugees on 30 June 2013. In the lead up to the invocation of cessation, the UN launched the Joint Return and Reintegration Programme for Returning Rwandans in November 2012. With support of the UN Rwanda has also signed and ratified the 2009 Kampala Convention on Internally Displaced Persons but has yet to deposit the instrument. The Kampala Convention puts Africa in a leading position when it comes to having a legal framework for protecting and helping the internally displaced.

LESSONS FROM THE RWANDA UNDAF 2008–2013 EVALUATION & THE UN DELIVERING AS ONE COUNTRY LED EVALUATION

Despite significant contributions to the country's development goals, findings from two evaluation reports – of the UNDAF process completed and submitted during the UN QCPR[28] and the UN Delivering as One in Rwanda[29] - raised pertinent issues on the adopted programming approach and methodology of the UN in Rwanda under the previous UNDAF which including the following:

Relevance: UNDAF objectives were relevant to the needs and priorities of Rwanda over the past 5 years and found to be well aligned with its EDPRS 1 and Vision 2020 as well as the priorities in key sectors. Amongst UN staff and government partners, satisfaction with the overall relevance UN programme was high, both with regard to linkages in the UNDAF to country priorities, vulnerable groups, as well as sensitive and cross cutting issues. The most important of the UNDAF's five cross-cutting priorities were those defining capacity developments in the context of key interventions, and the need to simplify the UN's M&E Results Framework.

Effectiveness of Coordination Structures: Delivery structures of the One UN in Rwanda had mixed reviews in the evaluation. UN Theme Groups earned the satisfaction of government partners in the way in which they harmonized their programming under the One Programme but Theme groups paid insufficient attention to results and in managing outputs for results. The existence of Task Forces in the same sectors (Gender or Human Rights) was perceived as duplicative to programmes. Reviews of the One Leader, One Voice and One Budget were less satisfactorily reviewed with particularly mixed reports on the effectiveness of the latter structure.

Efficiency: The evaluation suggests that more work continues to be required to bring UN Rwanda to its expected level of efficiency in the Delivering as One environment. Satisfaction with planning, measuring joint results, speed of disbursement and reaching consensus has generally been low. Moreover, the One UN in Rwanda has made little progress on its important Donor Performance Assessment Framework indicators, including its engagement in joint missions which is unchanged since 2010. On the other hand, the OMT has shown that, but

28 Universalia Management Group, Rwanda UNDAF 2008-2013 Evaluation, 2013
29 Universalia Management Group, Country Led Evaluation of Delivering as One in Rwanda, 2010

for agency-specific constraints, the Delivering as One in Rwanda could add to its already important cost savings.

Sustainability: There was insufficient explicit attention to sustainability of results in the UNDAF. While capacity building was central to most interventions, the absence of a common understanding, clear strategy, and systematic approach to capacity building within the entire One UN contributed to its mixed performance in supporting sustainable capacity building results. The UN Delivering as One during the UNDAF did not have a clear theory of change to guide its intended programming results, which were overly ambitious and were not adequately monitored or evaluated, nor was adequate attention being paid to the sustainability of results or what could better be termed as "handover". It contributed to individual capacity development in national departments as well as in decentralized services but there was no overarching vision to integrate these initiatives into an overall strategy for institutional development. This finding have been addressed in the UNDAP, which has a clear theory of change, reflected in the results framework and narrative.

Effectiveness of Development Results: The signatory agencies of the UNDAF made notable contributions to enhancing local and national government capabilities in line with the UNDAF priority areas, including valued and recognizable contributions in strengthening policy and legislative frameworks for evidence-based data. The strongest results were noted in the upstream policy work, research and evidence based data collection, and in some areas of technical support to government partners. However, the UN agencies missed opportunities to more fully exploit information learned from pilots and other innovations to demonstrate which of these succeeded and which ones might have failed. An absence of evaluative data of the UN's contribution to the EDPRS 1 in some sectors hindered the measurement of outcomes, specifically on reducing disparities and improving access to services for vulnerable populations.

These issues were addressed based on the following recommendations presented in the evaluation report:
1) That the upcoming UNDAP programme areas articulate a clear theory of change and define its role within the change process to maximize its comparative advantage and resources in Rwanda. This was achieved and the UNDAP results are formulated based on a clear theory of change.[30]
2) That in its upcoming programming in Rwanda, the UN RCO and the PPOC should define sustainability

strategies. These should include exit strategies, identification of risks and mitigation strategies to achieve sustainable results, and more sustainable approaches to capacity development.
3) That the UN should develop a more simplified results framework and a monitoring system to track and report on its performance in realizing planned objectives.
4) The UNCT should provide the required resources to enable the RCO to develop a more holistic approach to communication that complements the One UN's programming and ensures adequate provision for strategic needs.
5) The UNCT should determine a model whereby the RCO has greater support on M&E and policy leadership, thus bringing greater coherence to the One UN in this area.
6) The UNCT and RCO should revisit initial reflections on staff capacities with a view to enhancing the human resources required to meet changing and emerging needs.
7) The UNCT should continue to prioritize transparency with the Government in key areas, particularly related to funding mechanisms.

These recommendations have informed the development of the UNDAP, and have been addressed in this document.

LESSONS FROM ONE UN PROGRAMME: COMMON OPERATIONAL DOCUMENT (COD)

The experience of the Delivering as One Joint Programmes offered further lessons. The Common Operational Document (COD)[31] - developed after the UNDAF was finalised in order to operationalize the plan – was aligned to UNDAF and EDPRS 1 results and implemented through a number of inter-agency Joint Interventions (JIs). The JIs sought to respond to national priorities and represented sectors in which the UN had the capacity to respond to the development gaps. The JI approach involved establishing new collaborations amongst various UN agencies and partners requiring joint work plans, joint budgets and defining common results for the JIs, in parallel with (and in some cases superseding) agency activities identified for implementation in the UNDAF and agency CPs. These joint planning and reporting processes increased coherence and coordination. According to the findings of the Country-Led Evaluation of Delivering as One (2010), factors contributing to better programmes included: joint

---

30 See the following important report commissioned by the UNCT: William Paton and Clark Soriano, The Focus Study: Future UN Comparative Advantage in Rwanda, April 2012

31 One UN Programme Rwanda, Common Operational Document 2008-2012, 2008

programming; clear division of labour based on the comparative advantage and mandate of each agency; increased mutual accountability and performance based funding through the One Fund.[32]

Nevertheless, key challenges emerged, similar to those confronted in the UNDAF. In a process that strived for inclusiveness and participation, ensuring strategic focus has proved to be challenging. Through the One Fund the JIs received 80 percent of the funds while 20 percent was planned for the agency's specific activities, but without a concomitant analysis and review of the capacity of the recipient agency and national partner to successfully manage and absorb the resources. There was also a lack of specificity about what precisely the UN would contribute, thereby weakening monitoring and evaluation systems; participating agencies were therefore unaccountable for the achievement of common results, leaving considerable room for independent action. There were different processes for each agency to monitor and report on their Annual Work Plans.

Rwanda UNDAP enhances UN focus on results by bringing together agency specific planning requirements in a consistent and seamless manner, ensuring "necessary and sufficient" programme logic in results chains linked to resource requirements

It was further recommended that the United Nations focus on integrating best practices and lessons learned elsewhere into national policies, strategies and programmes by providing technical expertise and applied research; assisting with policy development; and contributing to human resource development to build better institutions.

UNDAP APPROACH AND METHODOLOGY

The Rwanda UNDAP programming approach and methodology is cognisant of the lessons learnt from the previous UNDAF cycle, the UN focus study, the CLE and the Delivering as One independent evaluation, and responds to the recommendations and lessons learned.

In the formulation of the UNDAP, UN Rwanda programme and operations team, Working Groups comprising Government representatives, Resident Agencies, Non-Resident agencies, Civil Society and DPs first participated in a gender and HRBA process of problem identification, causality analysis and duty bearer/claim holder role and capacity gap analysis (a mandatory process for all countries that are rolling out the UNDAF/UNDAP).

The outcome was the UNDAP roadmap, the first step in the UNDAP development.

A strategic planning retreat included the participation of the aforementioned groups. Where possible, areas of intervention by the UN were identified based on the following criteria: national priorities; the comparative advantage of the UN; capacity to deliver; overlap in areas of agency cooperation; alignment of implementing partners; and relevance to the EDPRS 2.

Working group technical consultations where held to refine the outcome statements reflecting the UNs' normative role in supporting the duty bearers' capacity to deliver on key national goals and targets. At every step, there were mechanisms to support the working groups mainstream Human Rights, Gender Equality, Environmental Sustainability, Capacity Development and Results Based Management.

The second phase of the technical meetings focused on developing the results framework, the outcome statements, outputs and their corresponding key actions. Attention was paid to cross-cutting areas, establishing the responsible agencies, implementing partners and budgets. This formed the programme results matrix.

A programme monitoring and evaluation framework was developed to complement the programme results matrix, with appropriate indicators, baselines, annual targets and specified means of verification. The Intego (di) Monitor, a real time system based on DevInfo software, will be used to track, monitor and report on the UNDAP results.

The matrices provided the framework for annual reporting and review of the UNDAP, and are flexible to provide for review and adjustment of results, activities, resources and setting future targets to ensure the UN's continued relevance in Rwanda.

Development Result Groups (DRGs) were formed around the main result areas of the UNDAP. The DRGs reflect the spirit of the One UN working for unified results and replace the previous UNDAF UN Thematic Groups that broadly focussed on activities. They have responsibility for developing flagship programmes, monitoring implementation, reporting on results, and ensuring government, development partners, and other stakeholders' participation. They are co-chaired by two head of agencies who are accountable to the UNCT.

---

32 Rwanda Country-led Evaluation, 2010

UNDAF AND UNDAP: WHAT IS DIFFERENT?

Rwanda UNDAP enhances UN focus on results by bringing together agency specific planning requirements consistently and seamlessly, ensuring "necessary and sufficient" programme logic in the results chains and links results to resource requirements. Through annual reviews conducted with government, development partners and stakeholders and necessary adjustments made, the UNDAP will ensure coherence and consistency between actions, results, resources, reporting and accountability. The implementation modalities within Delivering as One, which demonstrated real efficiency gains and cost reduction, will continue to minimize duplication between the UN and national systems. Quality plans and improved and simplified M&E framework in the UNDAP will support annual strategic reviews, reporting against clear targets and enhance performance based resource allocation. This will result in synergies across UN agencies.

Rwanda UNDAP is aligned to the Rwanda's national priorities and reflects UN's contribution to the EDPRS 2.

TABLE 5: UNDAF 2008-2012 TO UNDAP 2013-2018

UNDAF 2007-2102, extended to July 2013	UNDAP July 2013-June 2018
A framework for the UN agencies	A business plan and framework for the UN agencies in Rwanda
Echoes Rwandan development priorities to which the UN will contribute	Articulates the contribution of the UN to national priorities espoused in the EDPRS 2
Based on the Consolidated Action Plans, agencies developed individual plans using the UNDAF as the overarching framework	UNDAP is the plan for all UN agencies in Rwanda
Only Joint Programme reports reviewed	Entire UN Programme will be reviewed annually
Many (in most cases small) joint interventions, not necessarily cleared by the Government, were developed.	Fewer, result focused, coherent, integrated flagship programmes, and must be approved by the Government.
Broad thematic groups clustered around common activities	Results-oriented and output-directed Development Result Groups

Under the UNDAP's programme matrix, outcomes will be achieved by the collaborative efforts of several UN agencies. Respective outputs and key actions will similarly be achieved through the collaborative efforts of several agencies. Agency's specific contribution will be captured at the key action and activities level. At all levels of results, in the UNDAP, agencies will collaborate under multi-sector, multi-skilled teams and will be jointly accountable for the achievement of results. At the programme level, two heads of agencies are designated to co-lead the DRGs, ensure coordination and strengthening of partnerships both within UN and with government and other development partners in the country.

Rwanda UNDAP outcome statements articulate the desired results of the UN's programme of cooperation with implementing partners. The outputs specify the products, goods or development interventions required for the achievement of the desired outcomes. The key actions are broad sequenced interventions and describe the implementation strategies, agency specific accountability for its contribution towards the achievement of the result. The UNDAP programme framework is broad enough to allow planning for a five-year cycle, and detailed enough to highlight agency specific contribution. The key actions will guide the development of the Consolidated Annual Work Plans. The partnerships listed under key actions highlight UN Agencies, and implementing partners who will contribute to the achievement of the result, including the accountability at the different levels.

Annual work plans and budgets will be jointly developed, on the basis of agency comparative advantage, as identified in the UN focus study.

The Rwanda UNDAP is aligned to the EDPRS 2 and specifies UN's contribution to the EDPRS 2 results. For the Ex Com Agencies, the UNDAP suffices as the common cooperation instrument with the Government and suffices as the country planning document.

The ExCom participating Agencies (UNDP, UNICEF, WFP, UNWOMEN, UNFPA), as required by the Executive Board, complemented the UNDAP with the CCPD, elaborating further agency specific contribution to the UNDAP.

Figure 2: Rwanda UNDAP Results and Accountability
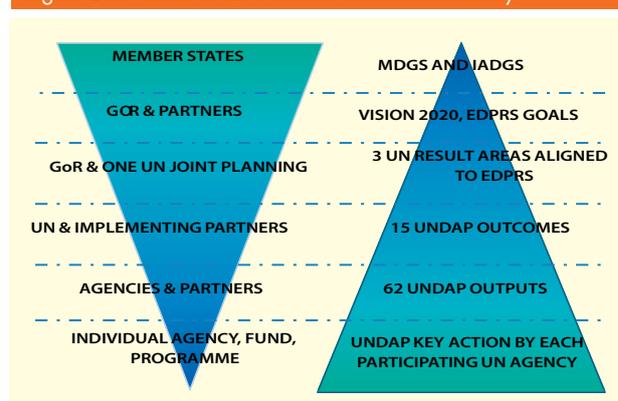
The UNDAP is aligned to the GoR fiscal year - July - June. The accountability of the UN system at normative, functional, and programmatic level is fully articulated, down to individual agency level, as guided by the Paris Declaration principles of effective development cooperation.

UNDAP Programme Activities and Strategies

For the next five year programme of cooperation and to enhance the UN Delivering as One, the Government of Rwanda and the UN agreed to develop a unified UN Development Assistance Plan (Rwanda UNDAP) that would be fully aligned to the Government's EDPRS 2, Vision 2020 and the country's regional, continental and global commitments.

UNDAP Overview

In response to the issues identified in the situation analysis, emerging and on-going national priorities, past lessons learnt from the previous UNDAF, the Rwanda UNDAP has focussed on three priority programme focus areas where the UN will contribute to the EDPRS 2: Inclusive Economic Transformation; Accountable Governance; and Human Development.

UN capacity development support to Rwanda targets specific strategic areas identified during the process of UNDAP engagement where there are acknowledged needs for support including for policy development, development of legal frameworks, resource mobilisation, strategy development and budget allocation, M&E and Knowledge Management, and Implementation Capacity Building.

Figure 3 : UNDAP: 3 Programme Results Areas

- Result Area 1: Inclusive Economic Transformation — 22%
- Result Area 2: Accountable Governance — 10%
- Result 3 Area: Human Development — 68%

Figure 5 : Developing the Capacity to Do What? (UNDAP Outputs)

- Resource Mobilization 5%
- M&E and Knowledge Management 15%
- Implementation Capacity Building 30%
- Strategy Development & Budget Allocation 10%
- Policy Development 30%
- Development of Legal Frameworks 10%

These areas respond directly to the key priorities articulated in EDPRS 2: Rapid Economic Growth; Youth Productivity and Employment; Rural Development; Accountable Governance; and Foundational Issues. They were agreed upon through a consultative process with the GoR, Development Partners, UN agencies in Rwanda, and other stakeholders. Policy development, knowledge management and capacity development are the overarching drivers that underpin the UN's combined contribution to the national development results under these focus areas.

The UN will strengthen the capacities of the Government at all levels in addition to other important Implementing Partners in the country.

Technical assistance, capacity development and the provision of specific supplies to be provided by the UN in the three programme Results Areas over the period July 2013 to June 2018 take the form of specific and key strategic actions and inputs which have been identified as key to the achievement of critical development results, including: development of key technical skills; formulation of standards, tools, plans, frameworks and guidelines; analytic work and information sharing; stakeholder consultation; inter-institutional co-ordination; behaviour change communication; high-level advocacy skills targeting decision-makers and to achieve maximum leverage; pilots in vulnerable and sub-national areas; and provision of essential commodities and material supplies (a minor component of the UNDAP key actions).

Figure 4 : UNDAP 2013–2018: Developing the Capacity of Whom? (UNDAP Outcomes)

- Communities & Citizens 10%
- CBOS/FBOS & NGOS 10%
- PRIVATE SECTOR 3%
- LEGISLATIVE & DEMOCRATIC 12%
- LOCAL GOVERNMENT AUTHORITIES/FACILITIES 12%
- JUDICIARY & ENFORCEMENT 10%
- MDAS 43%

Table 6: UNDAP2013–2018 Key Actions

Key Action	Value
FORMULATION OF STANDARDS, TOOLS, PLANS, FRAMEWORKS & GUIDELINES	10.6
EQUIPMENT, COMMODITIES & MATERIAL SUPPLIES	3.5
ANALYTICAL WORK & INFORMATION SHARING	18
STAKEHOLDER CONSULTATION	4.2
INTER-INSTITUTIONAL COORDINATION	5.2
BEHAVIOUR CHANGE COMMUNICATION(PUBLIC)	6.3
ADVOCACY (DECISION MAKERS, LEVERAGEING)	14
PILOTS & VULNERABLE SUB-NATIONAL AREAS	4.2
TECHNICAL SKILLS	34

UNDAP KEY RESULT AREAS

RESULT AREA A

INCLUSIVE ECONOMIC TRANSFORMATION
US$87,900,555
22% OF TOTAL FUNDS

> **MDGS 1, 3 and 8**
>
> **EDPRS Thematic Areas: Economic Transformation; Rural development; Productivity and Youth Employment**
>
> **UN Development Results Working Group: Inclusive Economic Transformation**
>
> **Contributing UN Agencies: UNECA, UNWOMEN, UNCTAD, ITC, UNIDO, UNW, UNEP, UNESCO, WFP, UNDP, UNEP, FAO, IFAD, UNHABITAT, ILO,**
>
> **Partners: MINAGRI, MINECOFIN, MIFOTRA, MINALOC, MINEAC, MINICOM, MINIRENA, MININFRA, NISR, PMO, RDB, RRA, NBR, RDB, PSF, COCAFEM, CEPGL, RECs**

The UN will support Rwanda's economic transformation agenda based on the thematic pillars of pro-poor economic growth, social inclusion and pro-poor environmental sustainability. This will not only broaden the productive base of the economy but will also make the agenda more inclusive and pro-poor, expand job creation, raise productivity, improve competitiveness and promote the greening of the growth and consumption patterns. The UN will support the Government in creating a more educated and better skilled workforce, introduce new technologies and

innovation, and expand trade with national, regional and global markets. The UN will explore policy options for pro-poor green growth to promote sustainable poverty reduction and transformative development.

Figure 6: Results Area 1: Inclusive Economic Tranformation
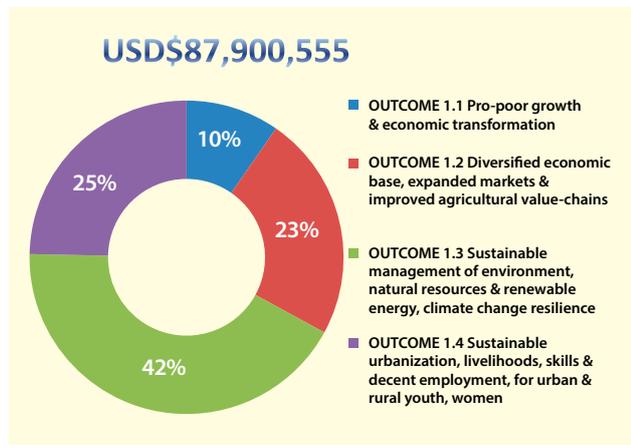
USD$87,900,555

- 10% **OUTCOME 1.1 Pro-poor growth & economic transformation**
- 23% **OUTCOME 1.2 Diversified economic base, expanded markets & improved agricultural value-chains**
- 42% **OUTCOME 1.3 Sustainable management of environment, natural resources & renewable energy, climate change resilience**
- 25% **OUTCOME 1.4 Sustainable urbanization, livelihoods, skills & decent employment, for urban & rural youth, women**

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

In its support to Government's efforts towards achieving economic transformation, the UN will focus on promoting strategies for pro-poor and inclusive growth through upstream policy advice, applied research and evidence-based analysis, as well as sustained and relevant monitoring and evaluation. The role of extractive industries and land and natural resources management will be critical components of support. Technical support will be provided to strengthen national capacities for effective resource mobilization and utilization, industrial and trade competitiveness through industrial diagnosis, trade competitiveness analysis and benchmarking for access to global sub-contracting and supply-chain and networks. Relevant ministries and the private sector will be strengthened to broaden economic and market opportunities, improve national capacities to promote regional integration and international trade, including within the East African Community (EAC) Common Market. South-South exchanges and cooperation will also be supported to enable sharing and learning of best practices and prompt adoption of techniques and initiatives from across the region and continent.

In line with the key priorities of the tourism industry as identified in the EDPRS 2, the UN support will focus on addressing challenges facing the industry. In particular, this will entail proving technical support for the development of a diversified range of tourism products such as business,

cultural, eco-tourism and meetings, incentives, conferences and exhibitions, enhancing the country's visibility both in the region and internationally, human resource and institutional capacity development, policy and regulatory frameworks.

National efforts to mainstream regional integration will be supported at the national level by strengthening institutional capacities to develop and implement regulatory frameworks and strategies in compliance with regional agreements. The implementation of an environmentally sustainable and clean "Green Growth and Resilience Strategy" will entail exploiting 'green' economic opportunities and promoting Rwanda as a 'green' country with emphasis on land management and extractive industries.

Outcome1. 2 A diversified economic base allows Rwandans to tap into and benefit from expanded international, regional and local markets, and improved agriculture value-chains

The Government's economic diversification efforts will be supported in the following strategic areas:

AGRICULTURE

With regard to the Government's agriculture transformation priorities, the strategic response of the Rwanda UNDAP will focus on: intensification programmes in agriculture and animal resource; gender mainstreaming in planning, implementation, monitoring and reporting processes of the Strategic Plan for Agricultural Transformation (SPAT) 3 to ensure that women are empowered, contribute and benefit as equally as men; technology transfer and pro-fessionalization of all farmers irrespective of gender, eco-nomic status or location; technical support in institutional capacity development and mainstreaming of cross-cutting issues in agriculture sector; developing pro-poor agricul-tural value chains including agro-processing aiming at en-hanced food security through increasing productivity and value addition, improving employment opportunities, and promoting market access and higher export levels.

Furthermore, the UN will enhance the institutional and regulatory frameworks for food safety control and private sector compliance to standards. This will entail institutional coordination, policy reviews and capacity development to enable effective resource utilization, consumer protection and creation of a business environment conducive for private sector development. Institutional capacity will also be strengthened to participate in international standardization processes to increase national visibility at international arena and adoption of international recognized systems at national level.

Strengthening productive assets and 'know-how' among local farmers including women will result in increased agricultural productions and productivity. The UN will contribute to a stronger agricultural sector through increased local purchases and will underpin value chains development by increasing the volume of cash and voucher programmes benefitting the food insecure population. The increased dietary diversification will contribute to reduced chronic malnutrition among the most vulnerable households in the long term.

INDUSTRY

The UN's involvement in industry aims at supporting efforts to strengthen improvements in total factor productivity. The Accelerated Industrial Development for Africa (AIDA) will provide the framework to underpin UN's support to the industrialization drive in Rwanda through all stages of the industrial value chain. Capacity development for the operationalization of a National Industrial Policy and Master Plan will be prioritized. The government's effort to mainstream trade and investment policies into all national development strategies will continue to be supported.

Emphasis will be put on the need to ensure policy co-herence and consistence between industrial, trade and agriculture policies in compliance with standards, norms and regulations set up at international and regional levels. Strategies to promote industrial clusters will be developed and good practices on the establishment of incubation parks that support innovation, competitiveness, collabora-tion and technology diffusion will be documented and lessons for future implementation derived. Public-Private dialogue and partnerships will be promoted.

TRADE AND REGIONAL INTEGRATION

The UN will continue to support the Government's efforts to mainstream regional integration at the national level by further strengthening the strategic capacities of the institu-tions to develop and implement more effective regulatory frameworks and strategies in compliance with regional agreements. This will include: strengthening national poli-cy 'think-tanks' to better master the costs and benefits anal-ysis of regional integration; domesticate and popularize Rwanda's regional integration agenda to carry the nation forward together and scale-up efforts to harmonize and align policies, laws, regulations, standards and practices

with regional norms and treaties with the view to reducing transaction costs, incidence of cross-border trade generated gender-based violence and facilitate factor flows, namely goods services and people. Potentially, this can make Rwanda more competitive regionally and globally.

Through study tours, exchange visits and other peer learning approaches, Rwandan entrepreneurs and leaders of industry will be given opportunities to share experiences, learn-by-doing and build networks to support their growth and development.

Concomitantly, the UN will complement and support Government efforts to ensure that EDPRS 2 is compliant with regionally integration commitments. This includes strengthening platforms for dialogue and consultation, especially the sector working group on regional integration.

Outcome 1.3 Rwanda has in place improved systems for: sustainable management of the environment, natural resources and renewable energy resources, energy access and energy security, to achieve greater environmental and climate change resilience in line with Rio+20 recommendations on Sustainable Development

The UN participating agencies will further support the implementation of the Green Growth Strategy through strengthening the capacity of relevant institutions to implement national policies related to natural resources, climate change and environment. This includes the support to Government and the private sector to develop a low carbon energy supply and improve efficient and clean energy usage that contributes to the development of 'green' industry and services.

Furthermore, support will be provided to Government to institutionalize and mainstream 'Cleaner Production and Resource Efficient Production' approaches into programs and policies. The support will also be extended to the private sector through capacity development for industries to implement cleaner and resource-efficient production programs. Support will also be provided to institutions including the Ministry of Disaster and Refugee Affairs to establish the National Platform for Disaster Risk Reduction in line with the provisions of the Hyogo Framework for Action.

The UN aims to ensure that key sector ministries, departments, agencies and local government authorities integrate environmental concerns and climate-change adaptation and mitigation, disaster risk reduction strategies in their programs and plans. Special attention will be given to the mining, land, water, forests, and biodiversity areas. To this end, the UN will lend support to operationalize the National Climate and Environment Fund (FONERWA) as a reliable, flexible, and sustainable cross-sector funding source for natural resources, environment and climate-change financing.

UN agencies will support the scaling-up of renewable energy production and use, and promotion of efficient and well-regulated energy access, efficiency and security through increased private sector engagement, private-public partnerships and pursuing regional opportunities to engage in energy trading programmes and 'greening' of industries.

With UN support, the Government will integrate environmental concerns, and climate change adaptation into their programmes and plans, including the scaling-up of production and use of renewable energy. Other key issues that the UN through policy work, capacity development and research and knowledge management will assist the Government include: combating environmental and land degradation through agro-forestry; gully rehabilitation; land terracing; flood water capture and storage; and irrigation, all of which are effective long-term climate change adaptation and disaster risk reduction strategies, particularly for the poorer, most vulnerable segments of the society. Additionally, with UN support the Government will implement programmes in soil fertility enhancement through systematic use of animal dung and manure which will reduce the impact of soil erosion and increase agricultural productivity of soils.

The strategic support of the UN in the sector will also entail strengthening the policy link between poverty and environment by supporting the establishment of 'green' villages and cities as well as promoting Natural Capital Accounting.

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

The UN intends to sustain the provision of technical assistance to the government to transform the country's approach to quality livelihoods, skills development and decent employment for all, particularly the youth and women in the strategic areas of urbanization and employment and decent work.

URBANIZATION

The UN will support the Government in formulating a National Urban Policy that reiterates the role of cities and towns in national development. Capacity building of policy makers and relevant players involved in the urbanization process, including implementation of city master plans will be assessed and strengthened and sustainable urbanization programmes piloted in selected intermediate cities together with programs aimed at upgrading informal settlements.

Existing laws and regulations will be reviewed and reformed with a view to fast tracking urban development and the delivery of urban services. A model integrated approach
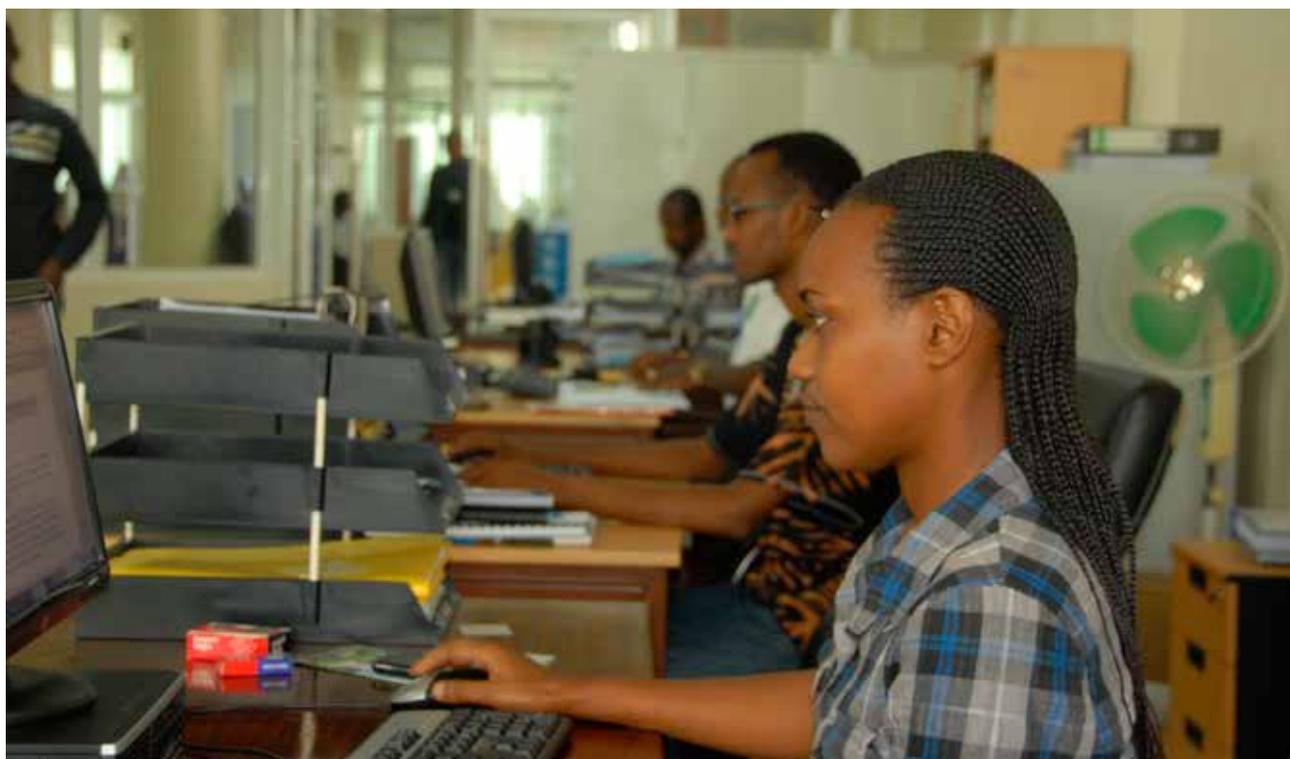
to promote an urban green economy and create urban jobs for youth and women will be set up. Feasibility studies and implementation plan of a pilot Green City will be undertaken and developed. Green building codes will be developed, innovative building techniques and materials will be investigated and promoted, and affordable housing finance mechanisms will be established.

YOUTH AND WOMEN EMPLOYMENT AND DECENT WORK PROMOTION

With UN capacity development support, employment will be mainstreamed into the national policies, strategies, programs and budget. Capacities of national institutions will be strengthened for effective employment coordination and development of employable and entrepreneurial skills and competencies for the youth and women. National

institutions will also be supported through technical assistance for more effective employment and labour market information mechanisms. Business Development Services providers capacities will be strengthened with a view to offering tailored made services to young men and women. Finally, efforts to increase access and utilization of financial services and ICT for youth and women through Government initiatives will be promoted

The UN programme will promote Government initiatives and actions that address the country's needs for an alternative structural path to shape the nature of its economic transformation, to expand the employment absorption capacity of the economy by shifting labor into high productivity industries and services and creating more off-farm employment whilst simultaneously enhancing agricultural development and generating decent work opportunities.

UNDAP KEY RESULT AREAS

| **RESULT AREA 2** | ACCOUNTABLE GOVERNANCE US$42,478,469 10% OF TOTAL FUNDS |

EDPRS 2 Thematic Area: Accountable Governance

MDG 8 and Cross-Cutting MDGs

Contributing UN Agencies: UNFPA, UNDP, UNICEF, UNWOMEN, UNV

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

Development Results Group: Accountable Governance

Figure 7: Results Area 2: Accountable Governance

USD$42 478 469

36%

64%

■ OUTCOME 2.1: CITIZEN PARTICIPATION AND EMPOWERMENT

■ OUTCOME 2.2: JUSTICE, GENDER EQUALITY AND HUMAN RIGHTS
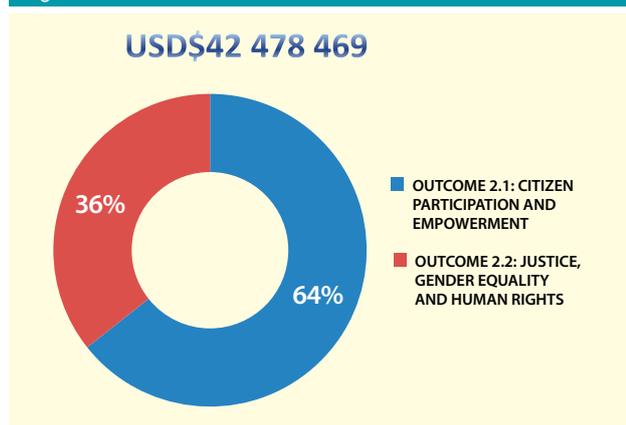
The UN will work with the Government to advance, reinforce and broaden good governance processes. This will entail support to peace building and strengthening democratic governance institutions resulting in an effective, accountable and transparent government that promotes a peaceful, just and equitable society. Emphasis will be placed on protection and promotion of human rights and elimination of all forms of violence. The electoral cycle, the Justice, Reconciliation and Rule of Law reform process, and the Universal Periodic Review are key entry points for the UN to deepen democracy, strengthen the rule of law, and promote and respect human rights.

Outcome 2.1: Accountability and citizen participation in sustainable development and decision-making processes at all levels improved.

The UN will contribute to the processes of deepening democracy and good governance, widening political space, and improving citizens' participation and accountability. Support will be provided to the development and strengthening of institutional frameworks and CSOs that promote inclusive, equitable and community-driven participation in development processes. Emphasis will be placed on strengthening the capacity of key institutions such as the Ministry of Local Government and Decentralization and the Rwanda Governance Board, to support the various democratic governance reforms including legislative, civil society and media sector reforms.

Building on the *Imihigo*[33] performance contracts and ac-

countability, the UN will support interventions to maximize participation and inclusiveness in decision-making at all levels. Support will focus on increasing citizens' contributions to inputs and ownership in legislative and policy dialogue, planning and budgeting.

The UN will strengthen the capacity of the National Electoral Commission to perform its constitutional mandate for: conducting and managing elections; creating space for political parties to engage in constructive political dialogue and participate in the political and electoral processes; and assist civil society and the media institutions to enhance their role in consolidating accountability processes. In the latter regard, institutional and legislative frameworks will be enhanced to strengthen the watch-dog role of the media and civil society in respect of adherence to human rights and national planning, budget formulation and programme implementation.

The UN will continue to build institutional capacity in the areas of research, generation and utilization of disaggregated data for participatory and evidence-based policy formulation, and planning at all levels. The UN will support the National Institute of Statistics of Rwanda (NISR) to conduct key population surveys such as analysis and dissemination of Census data; support the conduct of the Demographic Health Survey (DHS) and the Integrated Household Living Conditions Survey (EICV); support production of gender statistics; strengthen production of administrative data to continuously build the knowledge-base on population issues, monitor and inform the progress towards EDPRS 2 and the post-MDG targets. Emphasis will be on promoting operational research and policy dialogues that will provide data and evidence for informed decision-making. The interventions will be implemented in partnership with NISR, line ministries, institutions of higher learning and research institutions, and districts.

---

33 *Imihigo* performance contracts are one of the key tools introduced by the Government in 2006 for reinforcing local government through performance-based approaches where local governments articulate their own objectives reflecting priorities of the local population and develop realistic strategies to achieve these objectives. This cultural based performance approach was initiated out of the concern of top leadership of the country about the rate and quality of execution of government programs, thus, making the

public agencies more effective. See Rwanda Governance Board: Fostering Good Governance for Sustainable Development at http://www.rgb.rw/main-menu/innovation/imihigo.html

Outcome 2.2 Human rights, justice and gender equality promoted and implemented at all levels

The UN will support the promotion of the rule of law through development of a comprehensive programme on access to justice for women, children, and other vulnerable groups. Initiatives will be anchored within the justice sector plan, and will respond to immediate needs including support to provision of legal aid and strengthening existing dispute resolution mechanisms such as the Access to Justice Bureaus, *Abunzi* and the courts. The UN will complement the successful *Gacaca* experience with support to the special chamber of crimes against humanity.

Policy advice and support will be provided to build the capacity of national stakeholders to implement and monitor Rwanda's international human rights commitments, including the UPR, and other treaty body reporting obligations. Support will also be given to empower the civil society in human rights advocacy, specialized national institutions and grassroots initiatives. These measures will pay specific attention to promoting the rights of children, women and the most vulnerable.

The programme will support peace and reconciliation through strengthening the national capacities in crime prevention and response, particularly at the community level. The UN will continue to promote peace-building, national unity and reconciliation through community dialogue and production of knowledge products, including the Rwanda Reconciliation Barometer.

Emphasis will be put on strengthening the capacity of the National Gender Machinery (NGM) to implement the Institutional Development Framework, the strategic plan and to establish a coordination mechanism. Support will be provided to develop and implement the Gender Management Information System (GMIS).

UNDAP KEY RESULT AREAS

EDPRS 2 Thematic Areas: Accountable Governance; Foundational Issues
MDGS 2, 3, 4, 5, 6, 7 & Cross-cutting MDG's
Contributing UN Agencies: UNICEF, WFP, UNWOMEN, UNFPA, WHO, WFP, FAO, IOM, UNHCR, UNV, UNHABITAT, UNDP
Partners: MINISANTE, NISR, MIGEPROF, MINALOC, MINEDUC, MINAGRI, RBC, MIFOTRA, MIDIMAR, MININTER, NGO's
UN Development Result Group: Human Development/ Foundational Issues; Humanitarian Assistance

RESULT AREA A

INCLUSIVE ECONOMIC
TRANSFORMATION
US$87,900,555
22% OF TOTAL FUNDS

The UN will collaborate with the Government of Rwanda to improve health, nutritional status, and learning outcomes (literacy, numeracy, life skills) for all Rwandans, especially the most vulnerable within the context of efforts to accelerate human development. The Government will be supported to expand social protection and to empower women and girls in recognition of the importance of human development as a key pillar in sustainable economic growth and transformation.
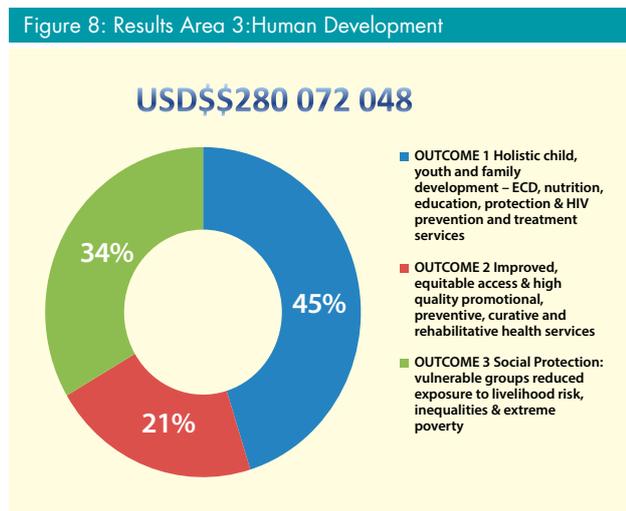
Figure 8: Results Area 3: Human Development

USD$$280 072 048

- OUTCOME 1 Holistic child, youth and family development – ECD, nutrition, education, protection & HIV prevention and treatment services
- OUTCOME 2 Improved, equitable access & high quality promotional, preventive, curative and rehabilitative health services
- OUTCOME 3 Social Protection: vulnerable groups reduced exposure to livelihood risk, inequalities & extreme poverty

Outcome 3.1 All Rwandan children, youth and families, especially the most vulnerable, access quality early childhood development, nutrition, education and protection

In its support to the Government the UN will apply a holistic and life cycle approach based on multi-sectoral strategies to sustainably improve the well-being and development of the young child and its family. Emphasis will be placed on bringing UN expertise to bear on helping Government to: design more effective strategies to reduce maternal and child malnutrition and mortality; promote adolescent sexual and reproductive health; replicate integrated early childhood development and family services; and support the Government's vision of ensuring that all children in Rwanda achieve their full potential by equipping families with the relevant skills so they are able to nurture and care for their young children's holistic development and well-being.

The programme will focus on building the national capacity for education policy and curriculum development and enhancement of education sector capacities to deliver inclusive quality basic education, including sexuality education. It will support the alignment of quality curricula with quality teacher training, classroom practices, quality assurance and learning assessments as well as further de-

velopment of teacher capacities in teaching methodology and promotion of reading.

The UN will target enhancement of good maternal nutrition, supporting the health and nutrition system to promote optimal feeding practices for pregnant women through messaging and support via ante-natal visits; strengthen the system and approach to support lactating mothers to consolidate and sustain optimal infant and young child feeding practices and promote appropriate complementary feeding practices of children between the ages of 6-23 months as part of the global 1,000 days campaign[34].

The UN will focus on assisting the Government in developing robust alternative care and protection systems for vulnerable women, children and youth to prevent and respond to all forms of violence, exploitation and abuse. Adolescents and youth, especially those most at risk, will be empowered with skills and knowledge to avoid the transmission of HIV and AIDS and to fully participate in Rwanda's society and economy. The delivery of equitable and quality services for the prevention of mother to child transmission and treatment and care services to HIV infected mothers, children, adolescents and youth and other targeted groups through capacity development and technical support to national institutions in line with EDPRS and multi-sector policies and programmes will also be a focus of the UN programme.

The UN will support the Government through operational research and evidence generation conducted in the area of early childhood development, elimination of chronic malnutrition, and reproductive health. The interventions will include a robust and rigorous monitoring and evaluation system in order to build an evidence base that can be utilised by government decision makers in programme and policy design and formulation. Technical assistance will be provided to develop and scale up national programmes.

Outcome 3.2 All people in Rwanda have improved and equitable access to and utilize high quality promotional, preventive, curative and rehabilitative health services

The UN programme will contribute to improvements in the delivery of quality health, water and sanitation services through strengthening national and sub-national capacities

---

34 The 1,000 Days partnership promotes targeted action and investment to improve nutrition for mothers and children in the 1,000 days between a woman's pregnancy and her child's 2nd birthday when better nutrition can have a life-changing impact on a child's future and help break the cycle of poverty. See http://www.thousanddays.org/about/

for health governance, financing, policy development, service delivery, monitoring and evaluation, management of quality lifesaving commodities and information systems. The UN will assist in the national provision of quality integrated health, including reproductive health and sexuality education for young people and family planning services. Community capacity will be strengthened through support to national programmes to: improve access to quality health, water and sanitation services; achieve behavioural change through the hygiene promotion programme; and improve water and sanitation in communities, schools and health centres.

The UN will focus its support on strengthening the supply of high quality national and community-based health services and on increasing the demand for these services. The programme will seek to reduce the vulnerability of identified groups, and improve sustainability and quality of health services, as well as improving the system to measure quality of those services. Emphasis will be placed on promoting the national provision of a comprehensive integrated health package along the continuum of care with particular attention to women, girls and vulnerable populations in order to reduce disparities in access and use of health services. Technical and financial assistance will be provided mainly to health sector institutions at national, decentralized and community levels, but also to other relevant service delivery institutions.

The UN will support a thorough examination and response to the social determinants of health in Rwanda, the identification of remaining vulnerable and excluded groups as well as a strong response to the continuing challenge of child malnutrition. The programme will work

with the national government to improve the quality of HIV prevention, treatment, care and support and reproductive health services among pregnant women, children, youth and other key populations. Interventions will be designed to improve emergency obstetric care and neonatal care by increasing uptake of family planning by choice and reduce teenage pregnancies to decrease maternal mortality in tandem with the development of national capacities to adopt and sustainably implement such.

Outcome 3.3 Vulnerable groups have reduced exposure to livelihood risk, inequalities and extreme poverty

The UN aims to contribute to reduced poverty and vulnerability through an intentional focus on nationally relevant and adopted resilience building programmes for the most vulnerable, including those affected by HIV/

AIDS, thereby promoting equitable and inclusive growth. The Rwanda UNDAP programmes will link directly to the EDPRS 2 objective of ensuring a better quality of life for all Rwandans by promoting growth, reducing poverty and vulnerabilities. The UN will contribute to strengthening the national social protection system by providing support to harmonisation of programmes, bringing new stakeholders into the sector, encouraging inter-ministerial and sectoral participation across the sector as well as removing the bottlenecks for citizens to claim and appeal their social security rights, and providing relevant and up-to-date evidence on poverty and vulnerability.

The UN will support the Government to strengthen capacities of national and sub-national institutions in the collection and analysis of data relating to food and nutrition security, and vulnerability to improve targeting, delivery, and monitoring and evaluation of equitable and holistic social protection services. In a bid to tackle GBV and Violence Against Children (VAC), support will be provided to scale up the One Stop Centre approach for the prevention and response to GBV/VAC.

The programme will support the social protection sector to develop an integrated system through modelling social protection programmes based on livelihood analysis and participatory community-led planning and prioritisation. The models will have a robust monitoring and evaluation component for programme and policy formulation. Technical assistance will be provided to develop and scale up national social protection programmes and to implement comprehensive child care system reform.

The UN will support the design and delivery of social assistance programmes for the most poor and vulnerable, through support to national social protection programmes, such as the Vision 2020 *Umurenge* Programme (VUP), *Mutuelle de santé*[35], piloting a home-grown school feeding programme, and others.

The programme will also support the Government with the sustainable reintegration of Rwandan returnees into their communities through reintegration packages to help build resilient livelihoods, and will support efforts to generate evidence on discrimination and support strategies to increase initiatives on Income Generating Activities, improve nutritional support for PLWH, and accelerate advocacy for the adoption of new legal clauses for the rights of PLWH.

Water Sanitation and Hygiene

The area of Water Sanitation and Hygiene (WASH) is an issue that cuts across the entire results framework and is likewise a national cross-cutting priority in the EDPRS 2. The WASH component of the UN programme will contribute to the prevention of diarrhoea and other water borne diseases through a strong multi-sectoral partnership with Government. It will support Government efforts to reduce school drop-out rates for adolescent girls and increase retention of all students through increasing access to proper water and sanitation facilities in schools and will contribute to improved nutrition status for the population, in particular for young children through national programmes. The UN will continue to support policy development within the water and sanitation sector, and will assist the government to implement sustained hygiene promotion programmes and facilitate access to water and sanitation for communities, school children within ECD services and for other institutions, based on government priorities. Also, in partnership with national departments and district authorities the UN will enhance a more adequate access to potable water through mountain spring rehabilitation, water catchments and the construction of water tanks.

Humanitarian Response and Disaster Management

The UN will help to further develop national capacities for emergency preparedness, resilience building, contingency planning and response at all levels through research and assessment, comprehensive risk analysis and policy and strategy formulation. The UN will assist the Government to: reinforce capacity development for the central and local bodies dealing with disaster management; develop an early warning system and monitoring; strengthen and operationalize the current national and district disaster management committees; raise awareness at community level on associated risks to different forms of humanitarian crises.

Refugees

The UN will support improved protection and self-reliance of refugees and other affected populations especially children, adolescents and women. Improved access to rights and to justice, healthcare and education for refugees and vulnerable groups to promote their human potential will be abetted with UN assistance.

---

35 *Mutuelle de santé* (part of the Community-Based Health Insurance system) is a modified version of social health insurance that provides health coverage through voluntary and affordable local insurance.

The management and accountability arrangements for the UNDAP aim to ensure a coherent, efficient and results-oriented management of the One Programme based on the M&E Framework and linked to resource allocations. The structures defined below will interact at defined periods during the Rwanda UNDAP cycle implementation as necessary for adequate management of the 'One UN Programme'.

Decision-Making Mechanisms

The organogram below summarizes the different levels and the coordination mechanisms for the different planning levels:

The Implementing UN Agencies are responsible for ensuring the implementation of the activities funded through the UN which are required to achieve the UNDAP outputs. The Implementing UN Agencies carry both programmatic and financial accountability for their activities.

These activities may be carried out by Implementing Partners (Government counterparts, NGOs, or even other UN Agencies) after the preparation and approval of Programme Documents (PRODOC) with Annual Work Plans (AWPs).

a) These PRODOCs and AWPs will be agreed between the Implementing Partners and the UN agency (or more than one agency, if a Joint/Flagship Programme). The AWPs will be derived from the approved UNDAP

Consolidated Action Plan, which are signed between the UN and MINECOFIN and based on the resources available (core and One Fund resources).

b) The PRODOCs and their AWPs form agreements between the UN Agency and their partners on the achievement of expected results, and the resources required for this.

The PRODOCS will be endorsed by the Implementing Partners as their commitment to implement the activities detailed in the AWP, and by the Agency to commit itself to providing the required financial and technical support.

Specifically, all cash transfers to the Implementing Partner will be based on the Annual Work Plans agreed between the Implementing Partner and the Agencies. The designated UN Agencies will be responsible for coordination, planning, monitoring, implementation and reporting of the delivery of each UNDAP output.

a) The Responsible UN Agencies are charged with the responsibility of coordinating the Implementing Partner's planning of activities that will result in the achievement of the UNDAP outputs and in determining the appropriate implementation modality (including joint programmes if necessary).

b) The Responsible UN Agencies will provide information to the UNDAP Development Result Groups for the preparation of consolidated planning documents.

Figure 9: ONE UN Decision Making Structures
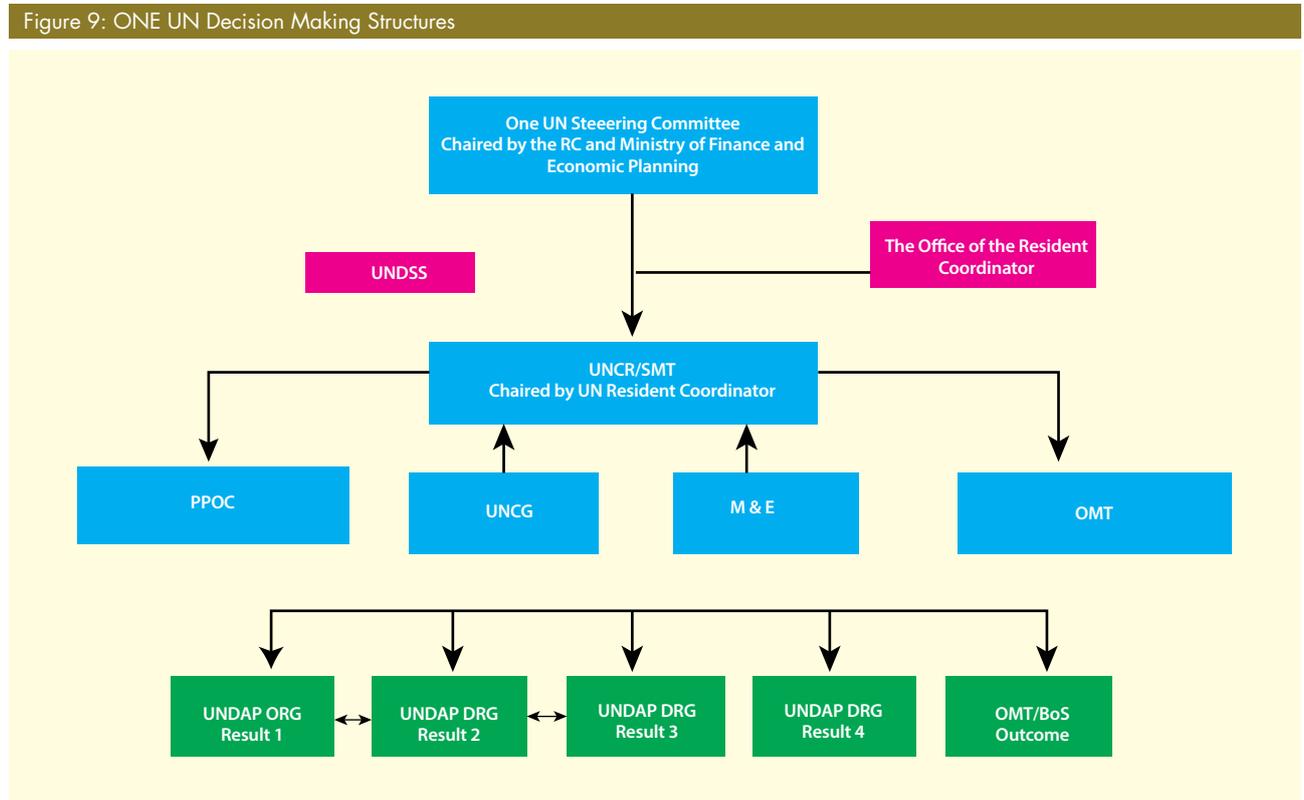
The Rwanda UNDAP comprises three Development Results Groups (DRGs) namely, Inclusive Economic Transformation, Accountable Governance, Human Development (Humanitarian Assistance and Disaster Management is a sub- result area under Human Development). The DRGs are aligned to the EDPRS 2 outcomes. The DRGs *also serve as coordination mechanisms to ensure the development, implementation, quality, coherence and consistency* of their UNDAP Results as well as monitoring and reporting on programme implementation.

The UNCT is responsible for ensuring achievement of results and adherence to the UNDAP:

a. As chair of the UNCT, the UN Resident Coordinator is the leader and the coordinator of the UNDAP and will oversee the implementation, monitoring, evaluation and reporting of the UNDAP through the Programme Planning and Oversight Committee (PPOC) and the M&E Task Force.

b. The Office of the Resident Coordinator will on the basis of documents submitted by the PPOC and the UNDAP DRGs, draft annual recommendations to the UNCT with suggested adjustments in programme activities and budgetary allocations required for the achievement of the UNDAP results in line with the strategic orientations defined by the steering committee.

c. In case of non-delivery of outputs, the UNCT will analyse the reasons for non-delivery, and propose reallocation of resources from the One UN Fund accordingly to the One UN Steering Committee, or use the resources for future use.

d. The UNCT will approve the Planning Documents taking into cognisant of adjustments proposed by the DRGs and PPOC.

The One UN Steering Committee will ensure that the UNDAP is closely aligned with the EDPRS 2, Vision 2020 and the MDGs:

a. The Steering Committee will decide on the strategic orientation for guidance of preparation of planning documents, monitoring progress of the implementation of the UNDAP and proposals for corrective measures, where appropriate. It will approve allocation of funding from the One UN Fund.

b. The Office of the Resident Coordinator will provide operational support for the functioning of the Steering Committee.

The Programme Planning and Oversight Committee (PPOC) will support the UNCT by providing strategic and technical recommendations to programme planning, implementation and reporting of the UNDAP. The PPOC will guide analytical work in the UNDAP implementation process. This responsibility includes planning, support to the management of the One UN Fund, quality performance oversight, policy dialogue and participation.

Funding and Administrative Arrangements

The Rwanda UNDAP is funded by a combination of allocated core and non-core resources of participating organizations as well as the mobilized resources for the One UN Fund for Rwanda. The One UN Fund is a last resort funding for the unfunded portion of the UNDAP. The One Fund management is based on the pass-through arrangement from the UNDG Joint Programme Guidelines. UNDP will perform the role of Administrative Agent for the One Fund.

One or more responsible UN agencies, in agreement with the Implementing Agencies, could choose the Joint Programme implementation modality for a specific portion of the UNDAP if this will reduce transaction costs, maximize synergies, result in improved effectiveness and coherence in the delivery of one or more UNDAP results, or meet specific donor requirements.

The Joint Programmes will use the agreed resource channelling modalities provided by the UNDG, and relevant rules and procedures will apply (see UNDG Guidance Note on Joint Programming[36]).

The One UN Fund will be used for capacity development, knowledge management and policy development for the beneficiaries. No staff or employee costs will be funded by the One Fund. According to UN rules and regulations, 1 percent of the budget will be used as administrative costs in case of pass through funding modality, and 7 percent in the case of pooled or parallel funding modality.

Representation

Technical experts from the different agencies will in their designated sector facilitate coordinated representation of the UN in technical discussions with Government, Donors and Civil Society. This is to ensure that the UN speaks

36 http://www.undg.org/content/programming_reference_guide_%28undaf%29/common_country_programming_processes_-_undaf/joint_programmes/policy_and_guidance

with one voice through the relevant coordination structures (Clusters, Sector Working Groups, etc.). The UN will be represented by the DRG co-chair agencies or by their designated representative.

Heads of Agencies will be responsible for representing the UN in policy dialogue at the ministerial level on issues within their mandates. The UN Resident Coordinator will represent the UN in political dialogue at the level of the Head of State, as well as in high level forums for policy dialogue, such as the Development Partners Coordination Group, Budget Support Harmonisation Group and the Development Partners Meeting, accompanied, as necessary, by heads of Agencies whose mandates are encompassed in the subsequent dialogue.

Financial Resources

Each agency's core resources will remain within the control of the agency, but programmed and disbursed in full alignment with the Rwanda UNDAP/One UN Programme. The alignment of the core resources to the One Programme will be monitored through the Consolidated Annual Report submitted to the UNCT by the UNDAP DRGs and will be overseen by the UNCT. Under the leadership of the Resident Coordinator, the UNCT will work together to develop a resource mobilization strategy to cover any funding gaps in the UNDAP.

In all resource mobilization efforts, strong preference will be given to un-earmarked contributions to the One UN Fund. In cases where the potential resources cannot be pooled into the One UN Fund, earmarked funding will be accepted as an option in consultation with the UNCT provided that its focus is clearly on the achievement of the UNDAP results.

The allocation of funds mobilized through the Resident Coordinator (RC) from the One Fund will be made on the basis of the following principles:
a) The allocation process should be transparent, objective, participatory, inclusive and consultative;
b) The resource allocation data/information should be simple, be based on objectives, be verifiable, minimize requirements for subjective judgments and be circulated to and received by all UNCT members at the same time;
c) The allocation process should be consistent and coherent with the UNDAP (and thus responsive to national priorities) and ensure equity between and within UNDAP Results.

During the year, if more funds are contributed to the One Fund, especially if the funds should be utilised within a short time frame, the RC will propose – in consultation with the UNCT – to the One UN Steering Committee members on a non-objection basis allocation of such funds according to the pre-existing criteria. Conversely, if the situation in the country changes such that the originally planned activities cannot be carried out, the RC and UNCT will propose reallocation of funds to otherwise-unfunded activities which can still be implemented.

The RCO will provide one consolidated report to the One UN Steering Committee and Donors on the use of contributions to the One Fund and on the overall progress of One UN Programme based upon the principles outlined in the Letter of Agreement (LoA). Agency reporting contributions to this will follow the standard practice for Joint Programme Pass-Through Reporting as outlined in a Memorandum of Understanding (MoU) for the One Fund. Individual agencies may continue using their normal reporting lines for Core Resources and Vertical Funds.

Agencies will continue to be audited internally and separately for the management of the resources and implementation of the activities under their responsibility in line with their established rules and regulations.

Pursuant to the UN General Assembly Resolution 56/201 on the Triennial Comprehensive Policy Review of operational activities for development of the UN System, UNDP, UNICEF, UNFPA and WFP adopted a Harmonized Approach to Cash Transfers (HACT) to government implementing partners, following the guidelines provided in the Framework for Cash Transfers to Implementing Partners.[37] To enhance harmonization and alignment within the UN system, the UNCT will explore the possibility of HACT modalities being extended to non Ex-Com agencies.

Cash transfers for activities (of those implementing HACT) detailed in AWPs can be made by the Agencies using the following modalities:
a) Cash transferred directly to the Implementing Partner:
   i. Prior to the start of activities (direct cash transfer), or
   ii. After activities have been completed (reimbursement);
b) 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
c) Direct payments to vendors or third parties for obligations incurred by UN agencies in support of activities agreed with Implementing Partners.

---

37 http://www.undg.org/content/programming_reference_guide_%28undaf%29/common_country_programming_process-es_-_undaf/harmonised_approach_to_cash_transfers

In case of direct cash transfer or reimbursement under the HACT, the Agencies shall notify the Implementing Partner of the amount approved by the Agencies and shall disburse funds to the Implementing Partner in 30 days. 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 Agencies in support of activities agreed with Implementing Partners, the Agencies shall proceed with the payment within 30 days. The Agencies shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor. Where the Agencies and other UN agencies provide cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN agencies.

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 agency shall not be obliged to reimburse expenditures made by the Implementing Partner over and above the authorized amounts. Following the completion of any activity, any balance of funds shall be reprogrammed by mutual agreement between the Implementing Partner and UN agency, or refunded. Cash transfer modalities, the size of disbursements, and the scope and frequency of insurance 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 an agency may conduct such an assessment, in which the Implementing Partner shall participate. Cash transfer modalities, the size of disbursements, and the scope and frequency of insurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting and audits.

OPERATING AS ONE

The UNCT with the support of the Operations Management Team (OMT) has developed a Business Operations Strategy (BoS) to support the delivery of the UNDAP.

The BoS focuses primarily on efficiency gains and reduction of costs. The BoS will reduce internal transaction costs and provide cost savings on externally sourced goods and services. It will do so by building on the lessons learned on how to improve the Operating as One management mechanisms, and by systematically implementing already established good practices on high impact transactions across the One UN Rwanda. The BoS objective is to save $13.67 million through efficiency gains by 2018.

The Rwanda BoS is based on five pillars; One House, Finance Management, ICT, Procurement and Human Resources. Each pillar is managed by an OMT Working Group.

One House. The One House is a central component of the BoS both as a cost reduction measure in itself and as an enabler of additional cooperation, harmonization and efficiency gains. A One House Project Manager has been recruited and the UNCT seeks to complete the relocation into One House by 2016.

The One UN Rwanda Business Operations Strategy 2013-2018 is a medium-term strategic plan that focuses on One UN support services and on benefits and opportunities arising from inter-agency coordination and cooperation on support service functions. The BoS is a subset of and complements the One UN Rwanda UNDAP 2

The One House will reduce costs of premises including rent, facility management and security. Once established the One House will also enable centralized Fleet Management that will result in a substantial cost reduction. Less tangible, but equally important, the One House will also facilitate UN cooperation through proximity and enable informal meeting of minds that are part of the informal structures, which are essential for a well-functioning Delivering as One.

Financial Management The BoS focus on already existing Good Practices in finance and seek to implement these practices across the One UN. The finance pillar outcome is to save $10 million for the One UN from currency exchange transactions.

The second finance priority is to support the UNCT and the individual agencies in the implementation of HACT by ensuing that Rwanda is fully compliant with the financial component of HACT.

The Finance WG will also seek to ensure the best possible banking services by leveraging the One UN as one customer and benefiting from economy of scale

Procurement The BoS will scale up the usage of Common Long Term Agreements (LTAs) from 7 to 20, and seek to improve the management of the common procurement set-up. This will results in higher quality of procurement services and expected accumulated savings of $1.19 million.

ICT Services and Infrastructure The ICT services and infrastructure is envisaged as a key enabler for Operating as One but also a key beneficiary. The One UN Rwanda will have shared internet, telephone and telecommunication systems and contracts. This will result in savings of $1.7 million and will enable shared video conferencing, shared drives, free internal telephone calls among other features.

Human Resources The BoS will provide a joint re-cruitment framework, a joint learning programme and will seek to harmonize Service Contract modalities to en-hance coherence within the One UN in Rwanda.

Communicating as One is critical for ensuring the strategic positioning of the UN in Rwanda in terms of its internal and external communication. Very fundamental to the relevance of the One UN will also be what is being communicated and how it is communicated. The UN will focus on developing common messages and policy positions; strengthening the outreach of the UN system by pooling efforts; supporting communication about the UN comparative advantages in the country to both internal and external stakeholders; and avoiding message duplication, inconsistencies and fragmentation. It implies developing common messaging and joint communication on key issues where the UN is active in the country.

Communicating as One will improve the efficiency and effectiveness of the UN and also bring to the fore the added value for the successful implementation of the "Delivering as One" with external partners and UN staff

The UNCG (United Nations Communication Group) will play a vital role in promoting the Communicating as One principle.

STRUCTURE AND COMPOSITION OF THE UNCG

The UNCG will be represented by communications focal points of all United Nations Agencies operating in Rwanda, including humanitarian agencies. It will be chaired by a UNCT member or the most senior Information/communication Officer of any UN agency represented in the country. Recognizing that communications specialists are present in only a few UN agencies, communications focal points will be appointed by UN agencies as they may deem appropriate. An alternate will also be appointed whenever possible. RCO communication specialist will act as the Secretariat for the UNCG.

The UN Communication group will be responsible for:
1. Identifying new and creative ways to show how UN programmes are delivering results (emphasizing inter-agency collaboration);
2. Promoting a coherent communication of the United Nations in Rwanda;
3. Serving as an advisory board to UNCT on strategic media and communication matters.
4. Facilitating the communication of the UN Reforms and other strategic policy decisions taken at the HQ level;
5. Increasing the United Nations profile among the media at the national and/or regional level.

A communications strategy will be developed which is aimed at promoting the United Nations in Rwanda as a family that speaks with One Voice on key development and humanitarian issues facing the people of Rwanda. The strategy will seek to increase stakeholder awareness and/or ownership of key UN achievements; ensure the awareness of Delivering as One processes and vision among the staff members and strengthen partnership and Resource mobilization efforts among others.

The Communication Group will thus support the implementation of the UN Communications strategy as a whole.

Since communication is one of the strategic pillars of the Delivering as One, the UNCG, in collaboration with the One UN Steering Committee and Heads of Agencies (HoA), will enhance the impact of UN Agency Programmes in the areas of Development and/or Humanitarian Assistance in Rwanda, in response to national needs and priorities.

In addition to the communications strategy, a knowledge management strategy will be developed that will enable the UN to apply knowledge to improve effectiveness, innovation and the quality of its work. It will be quintessential in turning personal knowledge into corporate knowledge, and corporate knowledge into individual capacity.

Knowledge Management will be a viable and effective programme and advocacy strategy to enhance the effectiveness of UN support to national development in Rwanda. The aim is to change the UNCT from being a predominant holder and broadcaster of information into an interactive sharer of appropriate knowledge at all levels (within and between agencies and other stakeholders, as well as with countries in the region), changing from the current structure of within-agency knowledge sharing to a common UN-wide knowledge sharing.

A well-implemented knowledge management strategy will allow:
a) appropriate expertise available to all agencies and clients, when needed;
b) a culture of building human networks of competence for delivery of specific solutions, rather than the production of documents or databases;
c) a more coordinated and coherent knowledge of products, which is more attractive and convincing with respect to donors and private investors;
d) Partnerships spreading across recipients of UN services in Rwanda.

The 2013-2018 United Nations Development Assistance Plan for Rwanda has a total budget of US$411,599,656. The budget is inclusive of resources required for the implementation of the UNDAP programme as well as all communications and operations, which are required to contribute to the achievement of the UNDAP results. It also includes all programme support costs. The UNDAP programmatic prioritization is reflected in the distribution of the budget across the three results areas: Results Area 1- Inclusive Economic Transformation, US$ 87,650,555; Results Area 2 – Accountable Governance, US$ 42,478,469; and Results Area 3: Human DevelopmentUS$280,072,048.[38]

The Rwanda UNDAP budget will be financed through the following sources: the funds UN agencies will invest from their agency core resources; the funds UN agencies have committed to mobilize; and resources that the UNCT, through the leadership of the Resident Coordinator, will collectively mobilize in Rwanda and channel through the One UN Fund. This Fund is operated on the basis of pass-through arrangements as per the UNDG Joint Programme Guidelines. UNDP will perform the role of Administrative Agent for the Fund. Based on funding trends over the past five years, the UNCT in Rwanda has a target of US$ 120 million for resources to be mobilized through the One UN Fund, which is approximately 30 percent of the total UN-DAP budget for 2013-2018.

Table 7: Rwanda UNDAP Resource Mobilization

Category	Amount
Total UNDAP Budget	$411 599 656
Agency Non-Core Resources	$191599,656
Agency Core Resources	$100 000 000
One UN Fund	$120 000 000
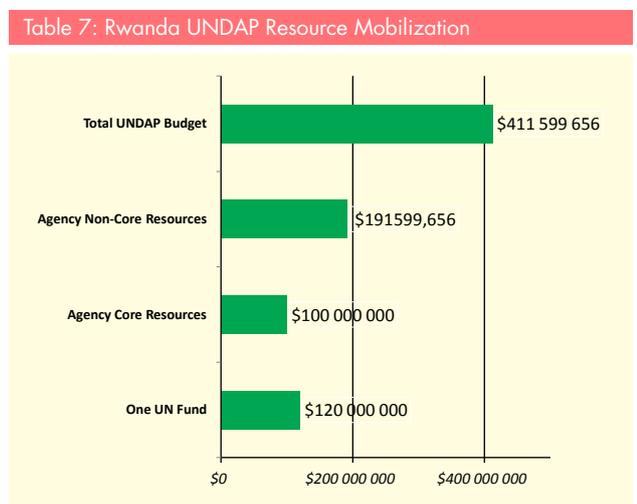
RWANDA UNDAP FINANCIAL RESOURCES REQUIREMENTS

The Resource requirements have been calculated on the basis of the funding necessary to achieve the UNDAP results. Each Outcome of the UNDAP is composed of several Outputs, each of which have a number of

Key Actions deemed necessary to achieve the relevant Output – see Annex II. For each Key Action a uniform and consistent costing method for unit costs and other assumptions has been applied across the entire UNDAP. The costing process was done from a results based perspective, rather than an Agency perspective.

The UN Agencies will support implementation of the Key Actions within the UNDAP Results area, that may take the form of technical support, financial support, supplies, commodities and equipment, procurement services, transport, funds for advocacy, research and studies, consultancies, programme development, monitoring and evaluation, training activities and staff support. Part of the UN Agencies' support may be provided to non-governmental (and political, social, professional and mass organizations) agencies as agreed within the framework of the individual work plans and programme documents.

The UN Agencies shall appoint staff and consultants to support programme development, programme support, technical assistance, as well as monitoring and evaluation of activities towards the achievement of the UNDAP results. Subject to annual reviews and progress in implementation of the programme, the UN Agencies' funds will be distributed in accordance with the UNDAP results framework. Annual budgets will be developed to achieve results included in joint annual work plans.

The UN head or representative of each agency in a country is accountable to the Executive Head (or governing body, if relevant) of his/her own agency for resources received from his/her own organization. These resources are subject to the external and internal audit procedures laid down in his/her own organization.

Resource mobilisation

Budgets and funding gaps are indicative and represent the basis for resource mobilization. Furthermore, total budgets for regular resources are also indicative as they may be subject to UN organizations' governing body and internal management decisions.

Over the course of the period of implementation of the UNDAF 2008-2013 the UN agencies contributed approximately US$ 100 million per year. The total amount of contributions received through the One UN fund was US$ 71 million for the reporting period of the UNDAF.

The UNCT under the leadership of the UN Resident Coordinator (RC) is collectively responsible for resource mobilization for the implementation of the entire UNDAP. Lead agencies for thematic areas and flagship

---

38 UN operating as One has a budget of $1,398,614 that is included in the total budget for the UNDAP

programmes will assist with mobilizing resources for the One UN Fund or through vertical funding.

For the period of the UNDAP (2013-2018), the UN Country Team will further develop a resource mobilization strategy that will set out the context for resource mobilization, establish benchmarks and indicators for resource mobilization and individual agency contributions, and outline responsibilities and guiding principles, mechanisms for fund-raising and accountability and reporting arrangements.

Key to resource mobilisation will be the achievement of results and the communication of those achievements to development partners

The UN Delivering as One in Rwanda has developed an online results monitoring tool Intego (di) Monitor) which will facilitate the timely reporting on progress and results within the UNDAP, and which can be accessed by development partners and other stakeholders to ensure accountability for the use of resources. The UN Communications Group will be empowered and supported to play a greater role in communicating the UNDAP results, in order to demonstrate the effectiveness of the UN programme in Rwanda, which will also underpin and reinforce resource mobilisation efforts.

The One UN will reach out the Government of Rwanda and development partners to engage in the Delivering as One process through the One UN Steering Committee, annual reviews, flagship programmes, sectoral meetings, and other means.

THE ONE UN FUND

The One UN Fund is the mechanism through which donors finance the funding gap of the UNDAP budget Establishment of the One Fund has proved to be critical and central in the Delivering as One architecture as it has been an effective catalyst for change. The Standard Operating Procedures for Delivering as One also refer to the One UN Fund as instrument to enhance coordination for the implementation of a coherent UNDAP in an effective and efficient manner.

The Joint Government of Rwanda and UN Steering Committee is responsible for overall management of the One UN Fund. The Joint Steering Committee provides strategic leadership of the One UN Fund and decides upon performance based allocation of funds to the 3 UNDAP results areas and participating UN agencies through a set of agreed eligibility and performance criteria.

To this end, the One UN in Rwanda developed the concept of flagship programmes. Flagship programmes are joint UN programmes that are responding to national development priorities based on the principles of comparative advantage, division of labour, and critical mass.

The One UN Fund aims to:
- Streamline the management of donor contributions to UNDAP;
- Provide for joint UN-Government ownership and leadership;
- Ensure a greater strategic focus on key results areas;

- Facilitate continued programmatic focus and inclusiveness;
- Ensure the effective application of performance based funding;
- Lower transaction costs with donors and Government and eliminate competition for funding;
- Allow better long-term planning and funding predictability; and
- Foster greater administrative and reporting harmonization.

Over the period 2008 to 2012, the One Fund was significant in supporting the Delivering as One in Rwanda and has supported the achievement of significant development results. In addition, it represents an important step towards more predictable and more effective funding of the Delivering as One Initiative at country level.

The strategic importance of country-level funding for the Delivering as One Initiative through the One Fund modality was recognized at the Hanoi Conference in June 2010, which noted that the One Fund is the "bedrock for achieving relevance, coherence and a more strategic focus of the UN system at the country level" and has facilitated improved programming, better management for results and effective prioritization of programming on the basis of national needs.

Table 8: Common Budgetary Framework: Funding Sources

Core funds: Predictable annual/biannual pledging or assessed contributions from member countries (especially for UN Funds and Programmes, with core budgets for programming cycles decided by their governing body). highly predictable over the entire programming cycle. Core funding for Specialized Agencies follows different budgetary cycles and availability depends on respective appropriation mechanisms determined by governing bodies – indications in these cases are tentative.

Vertical funds: Earmarked non-core/extra budgetary resources (in Rwanda referred to as Vertical Funds) are less predictable and depend on resource mobilization efforts glovally & at country level – thus these earmarked resources do not offer much flexibility to UN Country Team/Delivering as One.

One UN Fund: The One UN Fund is the mechanism to support the Delivering as One in Rwanda. Its establishment has proven to be critical and central in the Delivering as One architecture and an effective catalyst for change. In the Standard Operating Procedures for Delivering as One the One UN Fund is an instrument to coordinate implementation of the UNDAP in an effective and efficient manner. The One UN is overseen by the One UN Steering Committee.

Resources to be Mobilized: The areas for which mobilization effort will be launched collectively are related to the 'funding gap' which has been identified. The development of the Annual Common Budgetary Framework (CBF) will capture the actual receipt of funds and any change of status in pledges of specific result areas. The UN Country Team will develop a resource mobilization strategy to meet any funding gaps.

The United Nations in Rwanda is committed to strengthening management for results and measurement of the impact of supported programmes. Results Based Management principles have been adopted in the UNDAP development process. This will be used in planning, monitoring and evaluation of the UNDAP 2013-2018 to ensure a strong focus on achieving development results, a strong evidence base, and accountability for development results. A results framework has been developed for the UNDAP, clearly indicating UN's contribution to the EDPRS 2 results.

> *The Government of Rwanda and the United Nations Country Team Rwanda will collectively ensure regular monitoring and evaluation of the UNDAP*

Monitoring and Evaluation will be guided by the UNDAP M&E Framework and Plan and will be fully aligned with the EDPRS 2. The M&E systems will adopt participatory approaches, and will be harmonised with the Rwanda Info.

In line with the Paris Declaration, Accra Declaration and Hanoi Declaration on Aid Effectiveness, the United Nations system in Rwanda will support a national implementation modality as agreed in the harmonized programme and project management guidelines.

MONITORING AND EVALUATION ROLES AND RESPONSIBILITIES

During the UNDAP 2013-2018 programme cycle, the UN will strengthen the programme management practices. The Delivering as One governance structure, comprising of the One UN Steering Committee, UNCT, Development Results Groups, the Programme Planning and Oversight Committee, and the Monitoring and Evaluation Task Force will provide continued leadership, technical guidance and oversight for implementation, monitoring, reporting and evaluation of the UNDAP.

The Steering Committee will be responsible for ensuring that the UNDAP is closely aligned with the EDPRS 2, and operationalizes the UNDAP Outcomes, the EDPRS 2, Vision 2020 and the MDGs. It will also provide strategic direction to the UNDAP implementation processess.

The United Nations Country Team under the leadership and coordination of the Resident Coordinator, will be responsible for ensuring the achievement of the results and adherence to the UNDAP.

The Development Results Groups (Inclusive Economic Transformation, Accountable Governance, and Human Development (sub-result Humanitarian Response and Disaster Management) are the operational mechanisms for coordination to ensure the development, implementation, quality, coherence and consistency of their UNDAP results. The DRGs, under the leadership of Heads of Agencies, in collaboration with the Government of Rwanda (through the sector working groups) and other stakeholders will monitor, report and review the implementation of the UNDAP results. The DRGs will undertake policy advocacy, dialogue and research on identified thematic areas.

The Monitoring and Evaluation Task Force, composed of Monitoring and Evaluation specialists from the UN Agencies will provide technical advice, quality assurance and support to the DRGs, PPOC, agency specific needs on monitoring and evaluation. They will support development of harmonised monitoring, reporting and evaluation approaches for the Delivering as One in Rwanda. The task force will provide guidance on strengthening agency and partner M& E capacities.

PERFORMANCE MONITORING AND EVALUATION

The United Nations in Rwanda has developed a joint monitoring and evaluation framework and plan for the UNDAP. The United Nations,Government of Rwanda,development partners and key stakeholders will conduct joint monitoring and evaluation of the UNDAP 2013-2018. The progress towards achieving the results will be continuously monitored based on the indicators and targets of the UNDAP results matrix. Joint research, surveys, studies and reviews will also be conducted to enhance monitoring, evaluation and reporting. Where possible, the UN will support national efforts in these areas and utilise their data for evidence based decision making.

The UNDAP M&E Plan will enable joint, coordinated and coherent monitoring of progress towards results.The UNDAP indicators and targets (annualised in the Annual Work Plans) form the pillar for monitoring, reporting and evaluating results. The Monitoring and Evaluation Plan will be regularly updated and shared with all stakeholders. Substantive changes to the M&E Plan - including the key indicators identified will be tracked throughout the programme cycle. The targets will be annually reviewed and adjusted in collaboration with the M&E Task Force and the PPOC. These have to be approved by the UNCT and the Government of Rwanda.

Intego(DevInfo) Monitor, a web- based data management platform will facilitate regular and real time results based monitoring of the progress towards the

results, will support informed decision making, promote transparency, accountability and the data for advocacy. It will enhance tracking of the UNDAP results. This platform allows for integration of annual targets, systematic tracking of indicators against the baselines. It allows the UN System to review and report systematically and collectively, forecasting disbursements against available resources and identifies operational support requirements.

Consolidated Annual Work Plans (CAPS) will be developed by the DRGs and aligned to the Government fiscal year- July to June. The Consolidated Annual Work Plans will be developed at the DRG level in consultation with the implementing partners, supported by quality assurance form the M&E Task Force and the Programme Policy and Oversight Committee. This will ensure coherence between the UNDAP key actions and the AWP, and consideration of cross cutting issues. To improve transparency, the CAPs will define funding sources, and the finalised CAPS will be signed off by the Government at the Steering Committee.

The **UNDAP Annual Review** will be conducted annually by the UN, Government of Rwanda, Donors, CSOs and the private sector. The Annual Reviews will provide the opportunity for the UN System, and the Government of Rwanda and donors to review the progress and contribution towards the achievement of the UNDAP results. The Annual Reviews will report progress on the UNDAP results annual targets based on UNDAP M&E matrix ensuring that targets are relevant and updated. The review will report on progress towards the outputs, financial expenditure, major achievements and constraints. The review will take stock of lessons and good practices highlight key results achieved and, challenges. The Reviews will provide the opportunity to assess and make recommendations related to the planning assumptions, risks and emerging opportunities; continued relevance of the UNDAF results to national priorities; and any revisions to the Annual Work Plans, including the related strategies, partnerships and resource allocations. The feedback from the annual review will inform 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 will also inform the annual planning processes and commitments for the preceding year including any strategic and operational adjustments required for the UNDAP.

The Delivering as One Annual Report will be produced annually based on results reporting from the Development Results Groups. The report will contain an analysis of strategic issues, changes in strategic priorities, lessons learnt and corrective measures; Systematic reporting of progress towards UNDAP results- outcomes and outputs; Key achievements using the progress indicators.

UNDAP Evaluations will be conducted during the programming period. The evaluations will be conducted based on the periodicity as agreed upon with the Government of Rwanda and the UN. They will be conducted by external parties to the UN system. Select thematic outcome and project evaluations will be conducted in identified results areas- and their recommendations will inform the UNDAP End of Programme Evaluation. The evaluations are premised on the core UNEG evaluation pillars: relevance, efficiency, sustainability, effectiveness of the Delivering as One contribution to the UNDAP.

A formative **UNDAP mid-term review** will be conducted to allow for any programme adjustment based on the recommendations. The mid- term review will assess the UN contributions to the EDPRS 2 and the achievement of the MDGs.

The UNDAP will be evaluated in the penultimate implementation year. The evaluation will be premised on the four One of the salient pillars of the programme evaluations is measurement of the provision of policy advice, advocacy in identified thematic areas and their contribution to the UNDAP results

The UNDAP End of Programme Evaluation will be conducted in the penultimate implementation year. The recommendations will inform the next preceding programming period. Decentralised programme and project level evaluations will also inform the UNDAP evaluation. Salient pillars of the programme evaluations will be measurement of the provision of policy advice, advocacy in identified thematic areas and their contribution to the UNDAP results.

There will be specific emphasis paid to measurement of results of the UN contribution in the areas of policy research, technical advice and advocacy in respective thematic areas. Varying monitoring and evaluation approaches will be used to assess the results in these areas 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 will be an emphasis on measuring the changes for these respective groups, in collaboration with key national partners. National monitoring and evaluation systems will be utilised to the fullest extent possible. Joint research, surveys, studies and reviews will also be conducted to enhance monitoring, evaluation and reporting. Where possible, the UN will support national efforts in these

areas and utilise their data for evidence based decision making. The UNDAP monitoring and reporting system will be periodically updated and adjusted where necessary to ensure that the needs of the UNDAP and the Government of Rwanda are met.

An Independent Delivering as One Evaluation commissioned by the UN General Assembly will be conducted during the UNDAP period and the recommendations will inform further strengthening of the Delivering as One process. Assessment of the key Delivering as One pillars will be done through regular monitoring of the Monitoring and Evaluation matrix indicators and targets. These will include aid effectiveness, Implementation of the Delivering as One, Coordination, One Leader, One Voice, Common Premises, One Budgetary Framework and One Plan. The Delivering as One independent evaluation will support the assessment of these pillars.

Independent audits will be commissioned by the UN system and undertaken by private audit services in line with the UN guidelines and standards for auditing. Government implementing partners will cooperate with the UN agencies in monitoring and reporting on all activities supported by the direct implementation modality and cash transfers. They will facilitate access to relevant financial records and personnel responsible for cash administration. This will include programmatic monitoring of activities based on the UN agency standards and guidance for site visits and field monitoring; Special/scheduled audits where each UN Agency in collaboration with other agencies will establish an annual audit plan, giving priority to IPs audits with cash ceilings that necessitate the audit and those whose financial management capacity requires strengthening.

Risk management will be addressed through established procedures related to the Harmonized Approach to Cash Transfer (HACT) system, including a macro assessment of the public financial management system in Rwanda as well as micro assessments of implementing partners. The national implementation modality will be the preferred modality utilized in agreement with the Government in line with the Paris Declaration principles.

The Government of Rwanda and the UNCT will collectively ensure regular monitoring and evaluation of the UNDAP. Monitoring and Evaluation will be undertaken within the context of the UNDAP M&E Plan and will be fully aligned with the EDPRS 2 system. The M&E systems and tools will adopt results based and participatory approaches. Ouctomes and outputs will be tracked
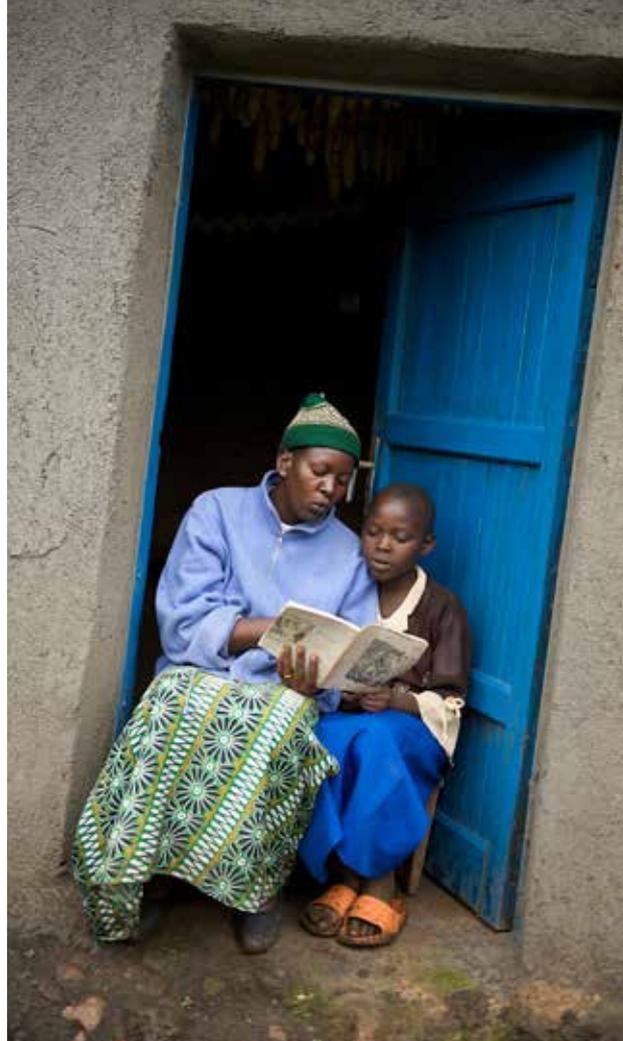
and monitored using national systems and data will be harmonised with the Government data base, including Rwanda Info. Capacities on results based management, monitoring and evalaution will be developed jointly by the Government of Rwanda. In line with the Paris Declaration, Accra Declaration and Hanoi Declaration on Aid Effectiveness, the United Nations system in Rwanda will support a national implementation modality as agreed in the harmonized programme and project management guidelines.

The United Nations in Rwanda is committed to strengthening management for results and will make greater use of annual reviews and evaluations to measure the impact of supported programmes. Results Based Management principles have been adopted in the UNDAP preparation and will be used in planning, monitoring and evaluation of the Rwanda UNDAP 2013-2018 to ensure a strong focus on achieving development results, a strong evidence base for decision making, and accountability for development results. A results framework has been developed for the Rwanda UNDAP, clearly indicating UN's contribution to the EDPRS 2 results. The independent Country Led Evaluation and the UNDAF End term evaluation provide baselines for monitoring and reporting on Delivering as One in Rwanda

Commitment by all the Parties

COMMITMENT OF THE GOVERNMENT OF RWANDA

The focus of the Rwanda UNDAP 2013-2018 is the achievement of national development priorities for which the leadership of Government is paramount. The Government is committed to achieve the national development priorities articulated in the EDPRS 2 to which the Rwanda UNDAP 2013-2018 is aligned. Government leadership and coordination is critical to the achievement of these commitments.

The government coordinating authority for the UN system is the One UN Steering Committee: UNDAP 2013-2018 also specifies the roles of line ministries as UN partners.

The Government will support the UN system agencies' efforts to raise funds required to meet the needs of this UNDAP 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 the private sector both internationally and in Rwanda;
- permitting contributions from individuals, corporations and foundations in Rwanda to support this programme to be tax exempt for the Donor, to the maximum extent permissible under applicable laws. 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 harmonized Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the CAPs, will be used by Implementing Partners to request the release of funds, or to secure the agreement that UN organizations will reimburse or directly pay for planned expenditure. The Implementing Partners will use the harmonized 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 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 CAPs 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 for activities as agreed in the CAPs, and ensuring that reports on the utilization of all received cash are submitted to the relevant UN organization within six months after receipt of the funds. Where any of the national regulations, policies and procedures is 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 INGO Implementing Partners, cash received shall be used in accordance with international standards, in particular ensuring that cash is expended for activities as agreed in the CAPs, and ensuring that reports on the full utilization of all received cash are submitted to the participating UN within six months after receipt of the funds.

To facilitate scheduled and special audits each Implementing Partner receiving cash from a UN organization will provide UN system agency or its representative with timely access to:
- all financial records which establish the transactional record of the cash transfers provided by a UN system agency, together with relevant documentation;
- all relevant documentation and personnel associated with the functioning of 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 the applicable UN organization. Each Implementing Partner will furthermore:
- Receive and review the audit report issued by the auditors;
- Provide a timely statement of the acceptance or rejection of any audit recommendation to the applicable UN organization so that the auditors include these statements in their final audit report before submitting it to applicable UN organization;
- Undertake timely actions to address the accepted audit recommendations;
- Report on the actions taken to implement accepted recommendations to the UN system agencies (and where the Auditor General has been identified to conduct the audits, add: and to the SAI), on a quarterly basis (or as locally agreed).

DONOR SUPPORT TO THE UNDAP 2013-2018

Recognizing the inclusive and participatory framework adopted in the drafting and approval of the Rwanda UNDAP 2013-2018, the Development Partners commit to continue their active participation in tripartite dialogue within an agreed governance structure in order to facilitate effective and systematic quality control of the implementation of the Rwanda UNDAP 2013-2018.

Recognizing the importance of adequate and predictable funding to sustain UN reform and focus attention on development results at the country level, development partners will encourage the Government and the UN Country Team to mobilize national and international resources for programmes under the Rwanda UNDAP 2013-2018. Donors will seek to promote multiannual funding instruments that support rational prioritization and funding predictability, in line with best practice in global UN reform.

Development Partners recognize the need for the UN and the Government to continue to prioritize UN support in order to most effectively and efficiently respond to Government needs in a strategic manner in the implementation of the Rwanda UNDAP. Development Partners will work together with the Government and the UN Country Team to improve the monitoring and evaluation system for the UNDAP to ensure that the UN delivers and captures development and policy influencing results, and that the Rwanda UNDAP remains relevant to the country's needs.

Development Partners undertake to disseminate the lessons learned from the Delivering as One Initiative in Rwanda and to realize opportunities to advocate for UN reform at an international level.

Rwanda UNDAP represents the full commitment of Participating UN System Agencies to seek funding and support national priorities as expressed by the set of development results in order to deliver support in the most effective way in line with aid effectiveness principles, as set out in the Paris Declaration and the Hanoi Core Statement.
Commitments by the UN
Rwanda UNDAP covers programme activities to be implemented during the period from 01 July 2013 through 31 June 2018, and will become effective on the signature of the document by all relevant parties.

The Government will honour its commitments to each of the Participating UN System Agencies in accordance with the provisions of respective Basic Agreements.

This UNDAP 2013-2018 relates to and regulates any project document signed between the Government and a participating UN System Agency after the date hereof, and shall have no effect on any programme or project documents signed with the Government before such date.

The contents of the footnotes, the appendices and the annexes of this document are an integral part of this document and have the same legal validity as the main body of the text of the Rwanda UNDAP 2013-2018.

OTHER PROVISIONS

In the event of any significant change in the situation requiring a change in objectives or a need to extend the duration and scope of the planned programme components, the Government will make a formal request to the UN system agencies through the UN Resident Coordinator and the UN Country Team and an appropriate amendment to the Rwanda UNDAP will be negotiated.

In the event of a failure by one party to fulfil any of its obligations under this UNDAP:
a) where the defaulting party is one of the UN system agencies, the Government may either (i) suspend the discharge of its own obligations vis-à-vis the defaulting party by giving written notice to that effect to the defaulting party; or (ii) terminate the UNDAP vis-à-vis the defaulting party by giving written notice of sixty (60) days to the defaulting party; and
b) where the defaulting party is the Government, the UN system agency as to which the Government has defaulted, either alone or together with all other UN system agencies, may either (i) suspend the discharge of its own obligations by giving written notice to that effect to the defaulting party or (ii) terminate the UNDAP by giving written notice of sixty (60) days to the defaulting party.

Any dispute between the Government and an UN system agency shall be resolved in accordance with the provisions of that Organization's basic agreement with the Government.

Any dispute among the UN system agencies shall be resolved exclusively among the UN system agencies through approaches identified in the UNDG-endorsed dispute resolution mechanism.

The Government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in the documents listed in the annexes to the Rwanda UNDAP herewith.

The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies to the Agencies' property, funds, and assets and to its officials and consultants. In addition the Government will 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.

The Government will be responsible for dealing with any claims, which may be brought by third parties against any of the Agencies and its officials, advisors and agents.

None of the Agencies nor any of their respective officials, advisors or persons performing services on their behalf will be held responsible for 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) PROGRAMME

RESULT AREA 1: INCLUSIVE ECONOMIC TRANSFORMATION

OUTCOME 1. PRO-POOR GROWTH AND ECONOMIC TRANSFORMATION ENHANCED FOR INCLUSIVE ECONOMIC DEVELOPMENT AND POVERTY REDUCTION

	Baseline	Targets
Outcome Indicator	1) % population below the poverty line 2) % exports to GDP(value of exports goods and services 3) Aid on budget	1) 44.9% Rwandans living below poverty line 2) 14.6% 3) 45% aid on budget	1) <30%Rwandans living below poverty line 2) 27.2% 3) 25% aid on budget
Assumptions	▪ Continued partnerships between Rwanda and DPs	
Risks	▪ Instability in the sub-region	

Output 1.1. 1	**Strengthened Leadership And National Capacities to Strategically Plan and Harness Opportunities for Structural Economic Transformation**	**Budget**	**2,706,032**

	Baseline	Targets	Targets
Output Indicator	1) No. of key sector strategies reflecting structural economic transformation 2) % population aware of regional integration process	1) 1 Sector strategy reflecting structural economic transformation 2) 20%	1) 4 sectors strategies reflecting structural economic transformation 2) 40%
Assumptions	▪ Continued prioritization of regional integration		
Risks	▪ Limited national capacity for implementation		
Mitigating Factors	▪ Provide support to strengthen national capacities.	**UN Agencies**	UNECA, UNWOMEN, UNCTAD, ITC, UNIDO
		Partners	MINECOFIN, MIFOTRA, MINALOC,MINEAC, MINICOM, RRA, NBR, RDB, PSF, COCAFEM, CEPGL, RECs

KEY ACTIONS	**UN AGENCIES**
TA to strengthen state capacities for strategic development planning	UNCTAD, UNW, ITC
1.1.2 TA to strengthen the Government capacity to coordinate implementation and dissemination of regional trade agreements at national level.	UNEP, UNESCO UNECA, UNCTAD, UNW, ITC
1.1.3 TA to strengthen the national systems and frameworks for regional integration to involve all stakeholders	WFP, UNDP, UNEP, UNECA, UNCTAD, UNW
1.1.4 TA to develop knowledge products for policy analysis on regional integration	UNDP, WFP, FAO, UNECA, UNCTAD, WHO, UNEP, IFAD, UNIDO, UNW
1.1.5 TA/FS to support pro- poor orientation of economic transformation agenda	UNDP, UNECA, UNIDO, UNCTAD, UNW
1.1.6 TA to strengthen national resources management in Green Economy context	UNDP, UNEP, UNIDO, UNCTAD
1.1.7 TA to support the implementation of the tourism policy, master plan and strategy formulation, including monitoring and evaluation frameworks	UNECA

Output 1.1.2. Strengthened National Capacity for Policy Coordination and Resource Mobilization | Budget 5,570,800

Output Indicator	Baseline:	Targets
1) Aid management system integrated with public financial management system fully functional and utilized. 2) Financing Committee established 3) Government Coordination mechanism in place	1) No [AIMS exist, but needs integration with smartFMS to be fully utilized for planning, budgeting and monitoring] 2) NO 3) No coordination mechanism	1) Yes [Fully integrated AIMS with SmartFMS in place hosted and managed by GoR] 2) YES 3) Functional coordination mechanism in place

Assumptions	Risks
▪ Commitment of the Government of Rwanda to aid and development effectiveness principles	▪ Global financial crisis ▪ Reduced aid and development finance accessible to Government of Rwanda

Mitigating Factors	UN Agencies
▪ Continued UN support to the to the Paris Principles	UNDP

	Partners
	MINECOFIN, MINALOC, RDB, MINEAC, MIFOTRA

KEY ACTIONS

		UN AGENCIES
1.2.1	TA and FA to support the development and strengthening of the institutional framework for strategic resource mobilization for inclusive economic transformation	UNDP
1.2.2	TA, policy and capacity building support to in strengthening country-level mutual accountability framework for development effectiveness	UNDP
1.2.3	TA and capacity building support to strengthening the Development Assistance Database (DAD) and its linkages to SmartFMS to be fully operational and managed by GoR	UNDP
1.2.4	TA and FS to strengthen national capacities to effectively coordinate and implement government policies and programs	UNDP
1.2.5	TA and FS to strengthen M&E functions at decentralized level	UNDP
1.2.6	TA to support resource generation by local government institutions	UNDP
1.2.7	TA to national and subnational institutions to effectively coordinate capacity building initiatives	UNDP
1.2.4	TA and FS to strengthen national capacities to effectively coordinate and implement government policies and programs	UNDP

Output 1.1.3. Strengthened National Capacities for Industrial and Trade Competitiveness | Budget 4,994,558

Output Indicator	Baseline:	Targets
1) No of value chain studies for priority commodities conducted 2) % of SMEs using the Investment Monitoring Platform (IMP)	1)2 value chain studies conducted 2)20 % SMEs use the IMP	1) 3 value chain studies conducted annually 2) 60% SMEs use IMP

Assumptions	Risks
▪ Continued Government commitment; ▪ Adequate Government resource allocation	▪ Inadequate resources; ▪ High staff turnover of national institutions

Mitigating Factors	UN Agencies
▪ Advocacy for continued commitment	UNIDO, UNCTAD, ILO, UNECA, ITC

	Partners
	MINICOM, RDB, PSF

KEY ACTIONS

		UN AGENCIES
1.3.1	TA to support industrial diagnosis, trade competitiveness analysis and benchmarking for the access to global sub-contracting and supply-chain and networks	UNIDO, UNCTAD, ITC
1.3.2	TA for policy and strategy development in the manufacturing sector	UNIDO, UNCTAD
1.3.4	TA to support industrial statistical databases, including industry and trade observatory and investment monitoring platform	UNIDO, UNCTAD

1.3.5	TA to support policy dialogue platform for public-private partnerships through Strategic Knowledge and Capacity Development			UNIDO, ITC, UNCTAD, UNECA, ILO
1.3.6	TA to enhance enterprise competitiveness through quality and productivity improvement			UNIDO, ILO

OUTCOME 2: DIVERSIFIED ECONOMIC BASE ALLOWS RWANDANS TO TAP INTO AND BENEFIT FROM EXPANDED INTERNATIONAL, REGIONAL AND LOCAL MARKETS, AND IMPROVED AGRICULTURE VALUE-CHAINS.

			Baseline:	Targets
Outcome Indicator	1) % increase in export growth rate of Rwanda products in international markets 2) % decrease of extreme poverty		1) 24.9% 2) 24.9%	1) 28% 2) 10%
Assumptions	• Conducive regional and global markets; • Regional political and economic stability		**Risks**	• Lack of respect to and uneven implementation of regional agreements • Extreme climate changes impacting negatively on agriculture

Output 1.2.1   Strengthened Agricultural Innovation and Value Chain   **Budget   15,544,246**

			Baseline:	Targets
Output Indicator	1) No of commodity value-chain upgrading strategies developed 2) No of functional Community Processing Centers for technology transfer owned by cooperatives 3) No of smallholder farmers including women skilled in value chain processes		1) 4 commodities with upgraded value-chain strategies 2) 3 functional Community Processing Centers 3) 19800 women;; 25200 men skilled small holder farmers	1) 20 commodities with upgraded value-chain strategies 2) 30 functional Community Processing Centers 3) 80,000 females;120,000 male skilled smallholder farmers
Assumptions	• Continued commitment of the Government and provision of d adequate resources by Government and partners; • Marketable surplus is available, government continues to support crop intensification;		**Risks**	• Commodity saturation at regional level • Inadequate marketing infrastructure • Unfavorable climate effects on agriculture
Mitigating Factors	• Diversification and marketing linkages to international markets; • Promotion of Value-addition systems and post-harvest technologies.		**UN Agencies**	**FAO, IFAD, UNIDO, WFP, UNWOMEN, UNECA, UNESCO,ITC**
			Partners	**MINAGRI, MINICOM, RDB, PSF, MINALOC**

KEY ACTIONS   **UN AGENCIES**

2.1.1	TA and FA to strengthen Government capacity to enable farmer organizations and smallholder farmers to produce quality commercial supplies and access to both local and international markets benefiting male and female farmers.			WFP, FAO, IFAD, UN WOMEN
2.1.2	TA to national institutions and cooperatives for the management of Strategic Food Reserve(s) and to promote t innovative agri-business solutions			WFP, FAO, IFAD, UNIDO
2.1.3.	TA to key national institutions and cooperatives to promote best agricultural practices and technology transfer in agriculture, livestock, fisheries sector			FAO, UNIDO, IFAD, UNDP , UNECA, WFP
2.1.4	TA and FA to farmer cooperatives to expand their application of innovative approaches for sustainable production of priority crops.			IFAD, FAO

Output 1.2.2:   Strengthened National Regulatory Frameworks for Quality Standards Compliance   **Budget   3,643,067**

			Baseline:	Targets
Output Indicator	1) No. of national systems accredited 2) % of industries ISO certified 3) National coordination committee established		1) 0 2) 11.2% 3) No	1. 20 2. 40% 3. Yes
Assumptions	• Local market demands certified products; • Continued Government commitment to quality standards		**Risks**	• Limited capacity for national institutions to develop and participate in standardization processes • Limited SME capacity to implement standards
Mitigating Factors	• Strengthening national capacity		**UN Agencies**	**UNIDO, FAO, WHO, ITC**
			Partners	**MINISANTE, MINAGRI, MINICOM, RBS, RAB, NAEB,**

2.2.1	TA to strengthen national systems for quality and food safety inspections, animal epidemio- surveillance, institutional coordination, and establish information exchange network systems.	UNIDO, FAO, WHO
2.2.2	TA to support establishment and management of testing and metrology laboratories towards international recognition	FAO, UNIDO, ITC
2.2.3	TA to support for SMEs under priority sectors for acquiring ISO certification.	UNIDO, FAO, ITC
2.2.4	TA to strengthen national capacities to participate in international standardization processes	WHO, FAO, UNIDO,ITC

OUTCOME 3: RWANDA HAS IN PLACE IMPROVED SYSTEMS FOR: SUSTAINABLE MANAGEMENT OF THE ENVIRONMENT, NATURAL RESOURCES AND RENEWABLE ENERGY RESOURCES, ENERGY ACCESS AND SECURITY, FOR ENVIRONMENTAL AND CLIMATE CHANGE RESILIENCE, IN LINE WITH RIO+20 RECOMMENDATIONS FOR SUSTAINABLE DEVELOPMENT.

Outcome Indicator	Baseline:	Targets
1) % of ecosystems rehabilitated	1)10.1% area of ecosystems rehabilitated (2012)	1) 17% area of ecosystems rehabilitated.
2) % increase in population access to modern energy source	2)10% population access modern energy source	2) 50% population access modern energy source

Assumptions	Risks
▪ Government commitment sustained ▪ Availability of funding	▪ Natural disasters; ▪ Increased population pressure on natural resources

Output 1.3.1.	Strengthened National Capacity to Scale-up Renewable Energy, Energy Efficiency, Access and Security	Budget	2,182,614

Output Indicator	Baseline:	Targets
1) Policy framework for energy efficiency, universal access and security in in place	1) No	2) Yes
2) % experts skilled in renewable energy technologies	2) 10% experts skilled in renewable energy	2) 30% experts skilled in renewable energy

Assumptions	Risks
▪ Continued Government commitment ▪ Continued adequate support from partners; ▪ Active participation of private sector	▪ Limited financial resources; weak PPPs

Mitigating Factors		
▪ Policy advocacy	UN Agencies	**UNIDO, UNEP, UNECA, UNESCO, UNHABITAT**
	Partners	**MININFRA; MINECOFIN; EWSA; MINIRENA; REMA**

KEY ACTIONS		UN AGENCIES
3.1.1	TA for institutional and technical capacity development, wider use and application of technologies for energy mix, including solar, biomass, geo-thermal, and hydropower.	UNIDO, UNEP, UNECA, UNESCO, UNHABITAT
3.1.2	TA support for policy and strategy formulation, including planning, monitoring and evaluation frameworks for energy access/ energy security/energy efficiency.	UNIDO, UNEP, UNECA, UNESCO, UNHABITAT, UNW

Output 1.3.2.	Strengthened Capacity for Sustainable Environment, Natural Resources Management, Climate Change Mitigation and Adaptation	Budget	17,927,974

Output Indicator	Baseline:	Targets
1) No of sector policies reflecting environment, climate change, disaster risk reduction and gender considerations	1) 2 sector policies reflecting environment, climate change, disaster risk reduction and gender considerations	1) 7 sector policies reflecting environment, climate change, disaster risk reduction and gender considerations
2) No of districts with environment, climate change, disaster risk reduction and gender mainstreamed in the development plan and budgets	2) 7 districts with environment, climate change, disaster risk reduction and gender mainstreamed in the development plan and budgets	2) 30 districts with environment, climate change, disaster risk reduction and gender mainstreamed in the development plan and budgets

Assumptions	• Continued government commitment	**Risks**	• Inadequate resources
Mitigating Factors		**UN Agencies**	UNDP, UNEP, WFP, UNECA, FAO, WHO, IFAD, UNESCO
		Partners	MINIRENA, REMA, RNRA, MINAGRI, RDB, MINICOM, MoH, MININFRA, MIDIMAR

KEY ACTIONS

		UN AGENCIES
3.2.1	TA for development/review/operationalization of relevant natural resources related frameworks (land, biosafety, biodiversity, forests, water, climate change)	UNEP, UNESCO, FAO, UNECA
3.2.2	TA and FA for development of comprehensive monitoring and early warning systems (including meteo data)	WFP, UNDP, UNEP, UNECA
3.2.3	TA to the Ministry of Natural Resources and affiliated agencies (REMA, RNRA) for sector coordination, ensuring poverty-environment linkages and environment mainstreaming in planning and budgeting	UNDP, WFP, FAO, UNECA, WHO, UNEP, IFAD, UNIDO
3.2.4	TA to build national capacity for the review and design of mineral policies and regulatory frameworks that are compliant with the principles of the Africa Mining Vision	UNIDO UNEP
3.2.5	TA/FA for FONERWA	UNDP, UNEP, UNECA
3.2.6	TA/FA support for the integration of Natural Capital Accounting within National Accounting Systems	UNECA, UNDP, UNEP

Output 1.3.3 — Strengthened Capacity of National and Local Institutions to Reduce Disasters and Risks | **Budget** 5,803,375

Output Indicator	1) National Disaster Observatory 2) No of districts in disaster- prone areas with DRR strategy	**Baseline:** 1)No 2) 7 Districts with DRR strategy	**Targets** 1)Yes 2)30 Districts with DRR strategy
Assumptions	• Continued Government commitment; • Adequate funding	**RISKS**	• Inadequate financing; • Natural disaster; • Regional conflict
Mitigating factors	1) Mainstreaming disaster risk reduction; 2) operationalization of National Disaster Risk Reduction Platform;	**UN AGENCIES**	UNDP,WFP, WHO, UNESCO FAO
		PARTNERS	MIDIMAR, MINAGRI, MINISANTE, MINERENA, MINALOC

KEY ACTIONS

		UN AGENCIES
3.3.1	TA and FA for capacity development of central institutions to identify, assess, and monitor disaster risks and mainstream disaster risk reduction into national planning	UNDP, WFP, UNEP, WHO
3.3.2	TA for research and assessment including comprehensive risk assessment (incl. vulnerability assessment and National Hazard Mapping)	WFP, UNEP, WHO

Output 1.3.4 — Strengthened Appropriate Technologies and Skills for Resource Efficiency and Cleaner Production | **Budget** 3,008,665

Output Indicator	1) Resource Efficiency and Cleaner Production Center managed by GoR 2) % SMEs using alternative technologies for resource efficiency and cleaner production; 3) % reduction of pollution levels at source;	**Baseline** 1) No 2) 15% SMEs use alternative technologies 3) 30% reduction of pollution level at source	**Targets** 1) Yes 2) 40% SMEs use alternative technologies 3) 50% reduction of pollution level reduced at source
Assumptions	• Continued Government commitment; • Adequate financial and human capacity; • Private sector involvement	**Risks**	• Inadequate resources; • Lack of private sector commitment
Mitigating Factors	• Advocacy; • Mainstreaming resource efficient and cleaner production into government policies and strategies	**UN Agencies**	UNIDO, UNEP, UNHABITAT
		Partners	MINICOM, PSF, REMA, MINIRENA, RNRA, EWSA, RHA, MININFRA, MOH, RBS

	KEY ACTIONS	UN AGENCIES
3.4.1	TA to small and medium-sized enterprises to develop, implement and monitor resource efficient and cleaner production programme in industries	UNEP, UNIDO
3.4.2	TA for the institutionalization of Rwanda National Resource Efficient and Cleaner Production Center and creation of national experts' pool on cleaner production.	UNIDO, UNEP
3.4.3	TA to key national institutions and stakeholders to develop and implement effective waste management technologies.	UNIDO, UNEP, WHO
3.4.4	TA to national institutions in identification of pollution point sources and strengthen the prevention and control mechanisms.	UNIDO, UNDP, WHO
Output 1. 3.5	**Strengthened National Capacities for Planning and Management of Green Villages**	**Budget**	**5,956,349**

Output Indicator		**Baseline:**		**Targets**	
1) Green Villages up-scaling Strategy in place			1) NO		1) YES
2) No of districts establishing a Green Village			2) 3 districts with green villages established		2) 30 districts with green villages established

Assumptions	▪ Continued development partner support and government commitment	**Risks**	▪ Limited resources of local governments
Mitigating Factors		**UN Agencies**	**UNEP, UNDP, UNHABITAT, UNIDO, WHO, UNECA, UNESCO**
		Partners	**MINALOC, MININRENA, MININFRA, Districts**

	KEY ACTIONS	UN AGENCIES
3.5.1	TA and FA to support the government institutions at national and district level to develop/update and implement national plans for the expansion of green villages	UNEP, UNDP, UNHABITAT, UNIDO, UNECA, FAO, WFP
3.5.2	TA and FA to existing and new green villages for participatory management and use of resource efficient green technologies including appropriate sustainable waste management	UNEP, UNHABITAT, UNDP, UNIDO, UNECA, WFP, FAO

OUTCOME 4: SUSTAINABLE URBANIZATION PROCESS TRANSFORMS THE QUALITY OF LIVELIHOODS AND PROMOTES SKILLS DEVELOPMENT AND DECENT EMPLOYMENT OPPORTUNITIES IN BOTH URBAN AND RURAL AREAS, ESPECIALLY FOR YOUTH AND WOMEN

Outcome Indicator		**Baseline**		**Targets**	
1) % of total population living in urban areas of proposed urban secondary cities			1) 16%(2012)		1) 32%
2) % urban households accessing water within 200 m			2) 59.5%		2) 100%
3) % supported graduates from training institutes accessing jobs			3) 0		3) 80%
4) No of off farm productive jobs created annually			4) 91,000		4) 200,000

Assumptions	▪ Favorable investment climate ▪ Continued GoR commitment to decentralization	**Risks**	▪ Massive population pressure in urban areas
Output 1. 4.1	**Enhanced National and Local Institutions Capacity to Design and Implement Inclusive Urban Policies for Sustainable Cities**	**Budget**	**2,264,575**

Output Indicator		**Baseline:**		**Targets**	
1) Comprehensive National Urban Policy			1) NO		1) YES
2) Sustainable Urban Plans and National Urban Observatory			2) NO		2) YES
3) Innovation Fund mechanism for sustainable urban development			3) NO		3) YES

Assumptions	▪ Continued development partner support and government commitment	**Risks**	▪ High staff turnover ▪ Adequate funds
Mitigating Factors	▪ Strengthening data collection capacity High sensitization of decision makers	**UN Agencies**	**UNHABITAT, UNESCO, UNW**
		Partners	**MININFRA, RHA, MINALOC, KCC, Districts, RNRA, MININRENA, REMA**

KEY ACTIONS

	KEY ACTIONS	UN AGENCIES
4.1.1	TA and FA to strengthen the capacity of policy makers and technical staff at national and decentralized level for urban policy and strategy formulation and implementation.	UNHABITAT, UNIDO, UNWOMEN
4.1.2	TA and FA to national institutions to undertake urban spatial analysis and development of other tools for the improvement of existing informal settlements as well as identification and design of new settlement sites.	UNHABITAT, UNIDO
4.1.3	TA and FA to national institutions to improve urban development data collection and analysis and M&E systems	UNHABITAT, UNIDO

Output 1.4.2 — Women and Youth with Enhanced Entrepreneurship Skills — Budget 7,562,292

Output Indicator	1) No of SMEs created and last over one year 2) No of women and youth with applied entrepreneurship skills	Baseline:	1) 17,000 2) 0	Targets	1) 40,000 2) 20,000 women,20,000 youth
Assumptions	■ Continued development partner support and government commitment ■ Clear definition and coordination between different BDS partners			Risks	■ Financial Resources and sustainability of SME development fund
Mitigating Factors				UN Agencies	ILO, UNHABITAT, UNIDO, UNWOMEN, UNDP/UNCDF,UNCTAD, UNESCO, ITC
				Partners	MYICT, MIFOTRA, MINICOM, PSF, RDB, Trade Unions, MIGEPROF, BDF, IFC, Financial Institutions

KEY ACTIONS

		UN AGENCIES
4.2.1	TA to strengthen business development service support institutions (including incubation centers) through technical advice, trainings in ICT and business management skills and equipment to respond to the needs of youth and women	UNIDO, ILO, UNCTAD,UNHABITAT, UNWOMEN, ITC
4.2.2	TA to industry support institutions (government and private sector) to enhance regulatory and administrative environment (policies, strategies and tools) that promote employment creation (for women and youth) and strengthen enterprise development for selected product clusters	UNIDO, ILO, UNWOMEN
4.2.3	TA to promote an effective and demand oriented national and decentralized training system for youth and women to learn technical and entrepreneurship skills and promote entrepreneurial culture.	UNIDO, ILO, UNWOMEN,ITC
4.2.4.	TA to support women entrepreneurs to improve and expand their business skills and businesses including women in informal cross border trade	UNWOMEN, ITC, UNDP

Output 1.4.3 — Increased Access to And Utilization of Financial Services Especially for Women and Youth — Budget 4,594,953

Output Indicator	1) % of youth and women accessing and using financial services and products 2) No of financial institutions providing women and youth friendly services and products 3)% youth and women supported entrepreneurs receiving financial support	Baseline:	1) 50.9 % women, 46.7% youth 2) 5 financial institutions 3) 0%	Targets	1)70 % women, 70% youth 2)10 financial institutions 3) 60%
Assumptions	■ Continued development partner support and government commitment			Risks	■ Limited resources to support youth investment programmes
Mitigating Factors				UN Agencies	UNDP, UNCDF, UNECA, UNWOMEN, UNHABITAT, FAO, ILO, ITC
				Partners	MYICT, MINECOFIN, MINAGRI, MINICOM, MIGEPROF, BRD, AMIR, MFIs, MIGEPROF, NWC, PSF, SACCOs, BNR, NYC, RDB, RCA

KEY ACTIONS

		UN AGENCIES
4.3.1	TA to support the development, review and implementation of enabling policies and build technical capacity of service providers for cooperatives owned by women and youth	UNDP, UNCDF, ILO, UNW
4.3.2	TA to strengthen the capacity of financial services providers/institutions to stimulate demand for financial services for young men and women entrepreneurs	UNDP, UNECA, UNCDF, ITC, UNW

		Baseline	Target
4.3.3	TA and FA to strengthen the capacity of cooperatives of youth and women entrepreneurs including women in informal cross border trade to identify and use available financial services.		UNDP, UNCDF, UNWOMEN, ILO, ITC, FAO
4.3.4	TA and FA to support prospective SMEs in the area of ICT (mobile based financial services) for women and youth entrepreneurs		, ILO, UNWOMEN
Output 1. 4.4	**Strengthened National Capacities for Mainstreaming Employment**		
Output Indicator	1) No of policies mainstreaming youth and women employment 2) Number of youth employment programmes implemented and coordinated 3) % annual funding increase for youth programmes	1) 0 2) 0 3) 0	1) 6 Monitoring Reports, 6 ministries, 20 districts 2) 4 monitoring reports 3) 30%
Assumptions	■ Macroeconomic stability will be maintained and Government owns employment mainstreaming as a major priority	**Risks**	■ Possible exogenous shocks that could negatively impact the economy
Mitigating Factors	■ Availability of guiding framework	**UN AGENCIES** **PARTNERS**	**UNDP, ILO, UNIDO, UNWOMEN** **MINECOFIN, MIFOTRA, MINICOM, MYICT, MINALOC, MINAGRI, MINIRENA**
	KEY ACTIONS		**UN AGENCIES**
4.4.1	TA and FA to develop an integrated framework for capturing regularly trends of labor statistics and develop a supportive database system;		UNDP, ILO, UN Women
4.4.2	Improved policy environment for labor migration and services for young people who migrate to urban areas		ILO, Un Habitat, UNWOMEN
4.4.3	TA and FA to set up an improved ownership and coordination of employment initiatives and action plans		UNDP, ILO, UNIDO
4.4.4	TA and FA for national programs targeting youth and women employment		ILO, UNDP, UN Women, UNIDO
4.4.5	TA and FA for national capacities to assess and mainstream employment in national and sectorial plans and budgets;		ILO, UNIDO, UN Women

RESULT AREA 2: ACCOUNTABLE GOVERNANCE

OUTCOME 1: CITIZEN PARTICIPATION AND EMPOWERMENT: ACCOUNTABILITY AND CITIZEN PARTICIPATION IN SUSTAINABLE DEVELOPMENT AND DECISION-MAKING PROCESSES AT ALL LEVELS IMPROVED

		Baseline	Targets
Outcome Indicator	1) % of citizens satisfied with timeliness and quality of service delivery at the local level 2) % citizens satisfied with gender parity in leadership 3) % of citizens satisfied with access to public information	1)70.4(RGS) 2)78.9(RGS) 3)57(RGS)	1)85(RGS) 2)81(RGS) 3)80 (RGS)
Assumptions	■ There is continuous freedom of speech and citizens are able to express themselves freely and openly	**Risks**	■ Limited awareness of principles among citizens
Output 2.1.1	**Strengthened Capacity of National and Local Institutions for Research Generation And Utilization of Disaggregated Data for Participatory and Evidence-Based Policy Formulation and Planning at all Levels**	**Budget:**	**12,951,325**

Output Indicator	1) Number of thematic analysis reports generated from census data
	2) Percentage of children < 5 registered with civil authorities
	3) DHS (2015) and EICV 4 reports available
	4) National Monitoring and Evaluation policy
	5) No. of districts using sex-disaggregated data for planning
	6) Number of operational research on population issues conducted by higher learning institutions and/or professional bodies
		Baseline:
		1) 0
		2) Karongi: 72.4%
		   Ngororero: 58.8%
		   Nyamasheke: 70.9%
		   Rubavu: 51.5%
		   Rusizi: 70.4%
		3) DHS(2010), EICV 3
		4) No
		5) 0
		6) 0
			Targets
			1) 17
			2) Karongi: 80%
			   Ngororero: 65%
			   Nyamasheke: 75%
			   Rubavu: 60%
			   Rusizi: 75%
			3) YES
			4) YES
			5) 30
			6) 4

				UN Agencies / Partners	
Assumptions	▪ NISR, sectors and districts continue to prioritize disaggregated data collection, analysis and reporting ▪ GoR and partners provide resources for regular disaggregated data collection	**Risks**	▪ Delays in planning/implementing surveys ▪ High rates of key staff turnover relevant institutions		
Mitigating Factors	▪ Advocacy with key institutions on importance of timely delivery of data ▪ Advocacy with key institutions to develop and implement staff retention strategies	**UN Agencies**	**UNFPA, UNDP, UNICEF, UNWOMEN**		
		Partners	**NISR, MINECOFIN**		
KEY ACTIONS				**UN AGENCIES**	
2.1.1	TA / FA for capacity development of key institutions in data gathering and management			UNFPA, UNDP, UNICEF, UNWOMEN	
2.1.2	TA/FA for building capacity on evidence-based programming and M&E at all levels			UNFPA, UNDP, UNICEF, UNW	
2.1.3	TA for establishment of forums, networks for applied research and policy debates			UNFPA, UNDP, UNW	
2.1.4	TA to build capacity of key institutions to conduct public perception surveys			UNDP	
Output 2.1.2	**Strengthened Capacity Of Central, Decentralized Entities and Communities to Promote Community-Driven Development Processes**			**Budget**	**4,032,916**
Output Indicator	1) No of district capacity development plans 2) No. of community driven development best practices documented (Citizen Report Card)	**Baseline:**	1) 0 2) 0	**Targets**	1) 30 Districts 2) 15 (CRC)
Assumptions	▪ Sufficient district financial and human resources; ▪ Gender parity principles are understood at local level; ▪ National policy on volunteerism is adopted.	**Risks**	▪ Lack of women's self confidence and trust from the community		
Mitigating Factors		**UN Agencies**	**UNDP, UNV**		
		Partners	**MINALOC, MYICT**		
KEY ACTIONS				**UN AGENCIES**	
2.2.1	TA/FS to key governance institutions for inclusive planning and CSO participation in national and district forums/processes.			UNDP, UNV	
2.2.2	TA/FS for the implementation of district capacity development plans.			UNDP, UNV,	
2.2.3	TA for development of an institutional framework for promotion of volunteerism and community engagement in development processes.			UNDP, UNV	
2.2.4	TA for strategic knowledge generation and documentation of best practices in community development.			UNDP, UNV,	
Output 2.1.3.	**Capacity of National Oversight Institutions to Promote and Demand for Accountability and Transparency Strengthened at all Levels**			**Budget**	**4,535,000**
Output Indicator	1) Media Self-regulatory mechanism developed 2) % recommendations of two oversight institutions (Parliament, Gender Monitoring Office)implemented	**Baseline:**	1) No 2) 30% recommendations implemented	**Targets**	1) Yes 2) 60% recommendations implemented
Assumptions	▪ Strong national commitment to public accountability is sustained; ▪ A representative body of Rwanda Journalists is registered.	**Risks**			
Mitigating Factors		**UN Agencies**	**UNDP, UNWOMEN**		
		Partners	**MHC, PARLIAMENT, GMO, MINALOC**		
KEY ACTIONS				**UN AGENCIES**	
2.3.1	TA/FS for capacity development for media professionalism			UNDP,UNWOMEN	
2.3.2	TA/FS for capacity development of parliament and oversight institutions			UNDP, UNWOMEN	
Output 2.1.4.	**Strengthened Capacity of Citizens, Communities and CSOs to Demand Accountability and Transparency at all Levels**			**Budget**	**1,372,148**
Output Indicator	1) No of sector gender-sensitive budget tracking assessment completed by CSOs 2)% CSOs influencing public policy 3)% of CSOs participating in political and electoral processes	**Baseline:**	1) 1 completed assessment 2) 57% 3) 54.3%	**Targets**	1) 5 2) 75% 3) 75%

Assumptions	▪ Favorable institutional and regulatory environment for CSOs sustained	**Risks**	▪ Limited funding of CSOs
Mitigating Factors	▪ Advocacy donors to support CSOs	**UN Agencies**	**UNDP/UNWOMEN**
		Partners	**MINALOC,MINJUST,MIGEPROF, GMO,**
UN AGENCIES			
2.4.1	TA/FA to CSOs to fulfill their representation, oversight and advocacy roles at all levels		UNDP, UNW
2.4.2	TA and FA for research and data management for evidence-based advocacy and programming		UNDP, UNW
KEY ACTIONS			

Output 2.1.5. — Increased Participation Especially of Women and Youth In Decision Making and Democratic Processes at all Levels — **Budget** 4,437,909

Output Indicator	Baseline	Targets
1) % of women and youth presented as candidates of political parties	1) 20% (Women); 26.4% (Youth)	1) 50% (youth) and 50% women)
2) % of women in key decision making positions (central government, parliament, district councils	2) 56.4% women (parliament) 41.7% Women (Central government) 36.5% Women (district level)	2) 57% women in parliament and 50% men/women (central government)and district level)

Assumptions	▪ Principles of inclusive governance (including gender parity) are understood at all levels;	**Risks**	
Mitigating Factors		**UN Agencies**	**UNDP, UNV, UNWOMEN**
		Partners	**MIGEPROF, NEC, GMO,MINALOC**
UN AGENCIES			
KEY ACTIONS			
2.5.1.	TA/FA support to build capacity for community dialogue and community sensitization in democratic processes		UNDP
2.5.2.	TA/ FA support to political and electoral stakeholders, with special focus on women and youth to strengthen their capacities to effectively participate in political processes		UNDP, UNWOMEN, UNV
2.5.3.	TA for building strategic knowledge for improved civic engagement in democratic and development processes, particularly by women, youth and vulnerable groups		UNDP, UNV, UNWOMEN

OUTCOME 2.2: HUMAN RIGHTS, JUSTICE, AND GENDER EQUALITY PROMOTED AND IMPLEMENTED AT ALL LEVELS.

JUSTICE, GENDER EQUALITY AND HUMAN RIGHTS:

Outcome Indicator	Baseline	Targets
1) % of public confident with the justice system (disaggregated by age and sex)	1) 60% public confident with justice system(disaggregated by age and sex);	1) 80% public confident with justice system(disaggregated by age and sex)
2) % of district budgets allocated to gender priorities	2) 30% district budget allocated for gender priorities	2) 50% district budget allocated for gender priorities
3) % adult population confident with the respect for human rights(political rights and civil liberties)	3) 77.1% confident with respect for human rights	3) 79% confident with respect for human rights

Assumptions	▪ GoR commitment to promotion of human rights	**Risks**	▪ Weak national capacity to implement policy and strategies on gender equality and human rights ▪ Lack of understanding on human rights and gender equality among citizens

Output 2.2.1 — Strengthened Capacity of the Justice Sector to Increase Access to Justice, Including for Women, Children, and the Most Vulnerable — **Budget** 5,301,741

Output Indicator	Baseline:	Targets
1) Functional automated case management system	1) NO	1) YES
2) % population including women and the most vulnerable satisfied with the justice system (Abunzi, Judicial Police, Prosecution, Judiciary)	2) Fairness in courts = 77.9% (RGS)	2) 90%, Fairness in courts (RGS)
3) % population including women and the most vulnerable satisfied with Police and Prosecution services%	3) RNP 94% (RGS)	3) RNP= 94% (RGS)

		Risks	• Limited awareness on existing laws and rights
Assumptions	• Citizens, especially women, children and vulnerable people are aware of the existing justice services at their disposal		
Mitigating Factors	• Undertake legal awareness clinics	UN Agencies	UNW, UNDP, UNICEF
		Partners	MINJUST, MIGEPROF, GMO

KEY ACTIONS — **UN AGENCIES**

2.1.1	FA and TA to justice system to improve case management including setting up an automated and well-coordinated systems	UNDP
2.1.2	TA and FA support to strengthen capacities for improved service delivery in the justice sector	UNW, UNDP, UNICEF
2.1.3	TA to justice sector to improve the vertical and horizontal coordination of justice segments including monitoring and evaluation	UNDP, UNICEF
2.1.4	TA to improve performance of alternative (including restorative) justice mechanisms.	UNDP, UNICEF, UNWOMEN
2.1.5	TA for provision of legal aid to targeted vulnerable groups including women, children and in-mates	UNDP, UNICEF, UNWOMEN

Output 2.2.2	Strengthened Capacity of Institutions to Mainstream Gender Equality in Policies, Strategies and Budgets		**Budget**	**2,238,523**
Output Indicator	1) No of sectors with a gender strategy 2) No. of ministries with gender budget statements;	**Baseline:** 1) 2 Sectors, 2) 4 ministries	**Targets**	1) 10 Sectors, 2) 14 ministries

		Risks	• Limited financial and technical capacities to implement GRB at central and local level
Assumptions	• Government of Rwanda and development partners continue support to gender-responsive budgeting (GRB) and gender and economic policy management (GEPM) Programme		
Mitigating Factors	• Institutionalized GRB by MINECOFIN • Continued advocacy with donors and government on financing for gender equality within the aid effectiveness agenda	UN Agencies	**UNDP, UNFPA,UNWOMEN**
		Partners	**MIGEPROF, GMO, MINECOFIN**

KEY ACTIONS — **UN AGENCIES**

2.2.1	TA and FA support to develop/implement gender strategies in key ministries and districts	UNW, UNFPA
2.2.2.	TA and FA support to national and decentralized institutions to apply the Gender Statistical Framework	UNDP, UNW, UNFPA
2.2.3	TA to build sectors and districts capacity to undertake gender analysis and mainstreaming in sector strategies and district development plans and budgets as well as annual action plans and M&E frameworks.	UNW, UNFPA, UNDP

Output 2.2.3.	Enhanced Capacity of National Gender Machinery for Oversight and Coordination of Gender Equality Commitments		**Budget**	**1,607,444**
Output Indicator	1) Harmonized gender capacity building plan 2) % of National Gender Machinery recommendations developed and submitted for adoption	**Baseline:** 1) 1)No, 2) 50% National Gender Machinery recommendations	**Targets**	1) Yes, 2) 80% National Gender Machinery recommendations

		Risks	• Limited capacity of gender machineries to implement ratified treaties and conventions
Assumptions	• Continued Government commitment to implement ratified agreements and conventions; • Financial support from development partners • GMO has the financial and technical capacity to conduct gender audits at central and local level	UN Agencies	**UNW, UNDP, UNFPA**
Mitigating Factors	• Continued advocacy with government on sustained commitment	Partners	**MIGEPROF, GMO**

KEY ACTIONS — **UN AGENCIES**

2.3.1	TA to build capacities of National Gender Machineries on effective vertical and horizontal oversight and coordination	UNW, UNDP, UNFPA
2.3.2.	TA to generate and disseminate knowledge products to raise awareness on gender equality principles and international instruments at all levels.	UNW, UNDP, UNFPA
2.3.3	TA and FA to build capacity of the National Gender Machineries to coordinate the implementation and reporting on relevant Treaty Body and UPR obligations and recommendations	UNW, UNDP, UNFPA

Output 2.2.4. — Enhanced National Capacities for Promotion , Mainstreaming Human Rights and Implementing Treaty Body and UPR Recommendations

Budget: 1,545,732

Output Indicator	1) No of CSOs participating in parallel reporting 2) % of reports submitted timely by national actors as required of HR obligations	**Baseline:** 1) 2 CSOs participating in parallel reporting 2) 67% reports submitted timely	**Targets** 1) 5 CSOs participating in parallel reporting 2) 90 % reports submitted timely
Assumptions	▪ Treaty body task force is fully operational ▪ Human rights considered as a national priority in Rwanda ▪ Capacity building strategies cognizant of human rights	**Risks** ▪ Delays in preparation/ submission of Treaty Body and UPR reports	
Mitigating Factors	▪ Technical support to responsible institutions ▪ Continued dialogue on importance of timely reporting	**UN Agencies** UNDP, UNW, UNICEF **Partners**	

KEY ACTIONS — **UN AGENCIES**

2.4.1	TA/FS for capacity building of CSOs to effectively participate in the preparation of parallel reports on the implementation of international conventions.	UNDP, UNW, UNICEF
2.4.2	TA/FA support to build the capacity of the Treaty Body Reporting Task Force for effective and timely reporting (Treaty Body and UPR) and oversight on the implementation of recommendations.	UNDP, UNICEF, UNWOMEN, UNFPA
2.4.3	Support capacity building of the National Commission for Human Rights and relevant stakeholders to develop and implement Human Rights related policies.	UNDP, UNICEFM UNWOMEN

Output 2.2.5. — Enhanced Mechanisms for Sustainable Peace Consolidation, Unity and Reconciliation

Budget: 1,607,444

Output Indicator	1) % of citizens satisfied with reconciliation, social cohesion and unity mechanisms 2) No of Reconciliation Barometer conducted every two years	**Baseline:** 1) 83.57% 2) 1 Reconciliation Barometer Report	**Targets** 1) 90% 2) 2 Reconciliation Barometer Report produced on time
Assumptions	▪ Conducive environment for peaceful co-existence sustained	**Risks** ▪ Regional instability spillover ▪ Divisive ideologies	
Mitigating Factors	▪ Supportive political environment, internal and external	**UN Agencies** UNDP, UNWOMEN **Partners** NURC, RNP	

KEY ACTIONS — **UN AGENCIES**

2.5.1	TA and FA support to key national and community actors to promote dialogue, mediation, peace, unity and reconciliation processes.	UNDP, UNW
2.5.2	Generate and disseminate knowledge products on peace, dialogue, mediation, unity and reconciliation	UNDP, UNW
2.5.3	TA and FS to support key national security organs to prevent and fight crime including conducting a crime survey	UNDP, UNWOMEN
2.5.4.	TA and FS to support national efforts in peace keeping institutions to manage conflict related sexual violence.	UNDP, UNWOMEN

RESULT AREA: 3 HUMAN DEVELOPMENT

Holistic Child, Youth And Family Development

OUTCOME 3. 1: ALL RWANDAN CHILDREN, YOUTH AND FAMILIES, ESPECIALLY THE MOST VULNERABLE, ACCESS QUALITY EARLY CHILDHOOD DEVELOPMENT, NUTRITION, EDUCATION, PROTECTION AND HIV PREVENTION AND TREATMENT SERVICES

		Baseline	Targets
Outcome Indicator	1) % of children under five stunted disaggregated by sex	1) 47% males; 41% females (DHS 2010)	1) 35% males; 31% females
	2) Prevalence of HIV in 15-24 year olds disaggregated by sex	2) 1.5% females; 0.5% males (DHS 2010)	2) 0.75% females; 0.2% females
	3) % of children meeting curriculum expectations at P 3 (literacy achievement test)	3) 63%	3) 83%
	4) % of children meeting curriculum expectations at P 3 (numeracy achievement test)	4) 54%	4) 64%
	5) Attitudes towards domestic violence and abuse **(% of women age 15–49 who agree that a husband is justified in hitting or beating his wife for specific reasons)**	5) 56.2%	5) 25%

		Risks
Assumptions	▪ Political will continues in support of these areas; ▪ Favorable policy environment	▪ Limited awareness of actors on ECD ▪ Limited capacities to implement ECD

Output 3.1.1 | **Improved Capacity of Government Institutions and Communities to Expand Equitable Access to Quality Integrated Child and Family Services** | **Budget** | **12,361,860**

		Baseline:	Targets
Output Indicator	1) Number of districts including integrated ECD in their DDPs and budgets	1) 0	1) 30
	2) Percentage of families accessing integrated ECD services within catchment areas of UN supported model facilities	2) 0	2) 100
	3) National standard for ECD professionals used for all training	3) NO	3) YES

		Risks
Assumptions	▪ GOR will develop integrated ECD facilities/services at sector/cell level nation wide ▪ GOR will develop a framework for training ECD professional ▪ ECD coordination committees at national and sub-national level are resourced and operational	▪ Limited capacity of implementing actors ▪ Limited resources for integrating ECD countrywide
Mitigating Factors	▪ Assumptions will be monitored throughout the course of the programme to ensure that they remain valid. If assumptions change, then mitigating factors will be put in place to address the changed circumstances.	**UN Agencies**	**UNICEF, WFP, UNWOMEN, UNFPA, WHO, FAO**
		Partners	**MOH, MIGEPROF**

KEY ACTIONS

		UN AGENCIES
3.1.1	TA and advocacy for (1 integration of ECD in policies, planning and budgeting processes at national and sub-national levels and (2) inter-sectorial coordination	UNICEF, WFP, UNWOMEN, UNFPA, WHO, FAO
3.1.2	TA and advocacy for integration of holistic ECD into existing vertical services (CHW, CBN, health facilities, child protection services, police, preschools, PMTCT, IMCI, ANC, prisons, public works, etc.)	UNICEF, WFP, UNWOMEN, UNFPA, WHO, FAO
3.1.3	TA and FA For Model facilities integration ECD and family services to demonstrate impact on holistic child development (health, nutrition, ability to learn, safety and protection, etc.) particularly the most vulnerable children, that will inform roll-out of government supported modeling as well as mobilizing resources	UNICEF, WFP, UNWOMEN, UNFPA, WHO, FAO
3.1.4	TA and FA for communication campaigns on child and family development (including MCH, nutrition, early stimulation, positive parenting, child safety, involvement of men in maternal, newborn and childcare, civil registration) for women and men of child-bearing age, parents and caregivers	UNICEF, WFP, UNWOMEN, UNFPA, WHO, FAO
3.1.5	TA to strengthen HR for the delivery of integrated ECD services (ECD professionals, caregivers, pre-school teachers, social workers, CHW, police, etc.	UNICEF, WFP, UNWOMEN, UNFPA, WHO, FAO

Output 3.1.2 | **Strengthened, Coordinated and Monitored Multi-Sectorial Strategies for Sustained Reduction Of Child and Maternal Malnutrition** | **Budget** | **22,083,994**

		Baseline:	Targets
Output Indicator	1) % of U5 children stunted	1) 44%	1) 37%
	2) Pregnant women attending 4 ANC sessions	2) 34%	2) 51%
	3) Updated Nutrition Policy	3) NO	3) YES
	4) No of DDPs that have integrated elimination of malnutrition	4) 1	4) 30

	Risks
Assumptions (i) GoR commitment to fight malnutrition and prioritize nutrition as a development agenda sustained (ii) Funding for nutrition sector is steady and predictable (iii) Administrative structures remain unchanged at decentralized levels	▪ Climate change negatively affects food production hence increase of stunted children and reduce ANC attendance ▪ Inequitable access to social services esp. those that are nutrition-sensitive ▪ Inadequate resources and poor coordination ▪ Target locations and project reliability unattained due to change of administrative structures at imidugudu levels

Mitigating Factors	**UN Agencies**	**UNICEF, WHO, WFP, FAO, UNHCR**
(i) Strong coordination with GoR Nutrition desk, use of GoR framework and guidelines (ii) Advocate for equitable access to nutrition services and scale up community based approaches for malnutrition management (iii) Translate policies, strategy protocols into agreed actions with all stakeholders with clear measurable indicators (iv) Mobilize funds to ensure appropriate support for the operationalization of policies and strategies (v) Reinforce coordination mechanism and partnership to ensure the multisectoral approach to eliminate malnutrition (vi) Agree on selected districts, imidugudu that the UN will support	**Partners**	**MOH, RBC, MIGEPROF, MINAGRI,MIDIMAR**

KEY ACTIONS — **UN AGENCIES**

3.2.1	TA to build capacity of key ministries to develop and/or review policies/strategies/protocols for improved programming	UNICEF, WHO, WFP, FAO, UNHCR
3.2.2	TA and FA to scale-up integrated community-based food and nutrition interventions	UNICEF, WHO, WFP, FAO, UNHCR
3.2.3	TA and FA to strengthen capacity (technical, supplies, etc.) of service providers on appropriate maternal and child food and nutrition security services	UNICEF, WHO, WFP, FAO, UNHCR
3.2.4	Advocacy for and promote key evidence-based nutrition actions	UNICEF, WHO, WFP, FAO, UNHCR
3.2.5	TA and FA to strengthen the capacity of the key sectors to monitor and coordinate implementation of pro-nutrition evidence-based interventions at national and decentralized levels	UNICEF, WHO, WFP, FAO, UNHCR

Output 3.1.3	Strengthened Capacities of the Education Sector to Deliver Inclusive Quality Basic Education	**Budget**	**22,273,918**

Output Indicator	**Baseline:**	**Targets**
(1) Learning assessments system established (2) Reviewed curriculum piloted (3) Standardized school readiness programme developed	1) NO 2) NO 3) NO	1) YES 2) YES 3) YES

Assumptions	**Risks**
▪ Curriculum review and inclusive education given adequate priority and resources by GOR and partners ▪ GOR and development partners are committed to the development of a quality school readiness programme	▪ Limited resources to implement the curriculum nationwide

Mitigating Factors	**UN Agencies**	**UNICEF,UNESCO, WFP, UNFPA, UNIDO, WHO**
▪ Assumptions will be monitored throughout the course of the programme to ensure that they remain valid. If assumptions change, then mitigating factors will be put in place to address the changed circumstances.	**Partners**	**MINEDUC, REB,**

KEY ACTIONS — **UN AGENCIES**

3.3.1	TA to review and standardize school readiness programme including the development of early learning and development standards	UNICEF,UNESCO
3.3.2	TA and FA to the REB to support the appraisal and revision of the basic education curriculum to provide a solid foundation for learning and skills development, fostering creative and critical thinking, problem solving and analytical skills, and the mainstreaming of cross cutting issues (gender, HIV, health and hygiene, adolescents, life skills)	UNICEF,UNESCO,UNIDO
3.3.4	TA and FA to the REB to improve quality assurance mechanisms, in-service teacher training systems, and to institutionalize learning achievement testing	UNICEF,UNESCO

3.3.5	TA and FA to support the development and implementation of evidence-based policies and strategies addressing barriers to participation and learning for the most vulnerable children, including adolescent girls, children with disabilities, children living with HIV and children from poorer backgrounds		UNICEF,UNESCO, WFP, UNFPA, WHO
3.3.6	TA to support the development and implementation of evidence-based policies and strategies addressing barriers to participation and learning for the most vulnerable children, including adolescent girls, children with disabilities, children living with HIV and children from poorer backgrounds		UNICEF,UNESCO, WFP, UNFPA, WHO,UNIDP
3.3.7	TA t for Model 'Whole School Development' approach (best practices in teaching and learning, school management, and parental involvement) to demonstrate impact on learning outcomes and inclusive education and influence quality education policies and strategies		UNICEF,UNESCO, WFP, UNFPA, WHO

Output 3.1.4	**Strengthened Capacities of the National Protection System Responsible for Prevention, Alternative Care, Response to Violence, Exploitation and Abuse Of Vulnerable Women, Children and Youth**	**Budget**	**12,947,635**
Output Indicator	1) No of children in need who are integrated into family-based care 2) No of vulnerable women, men, girls and boys receiving treatment for GBV and child abuse at DHs 3) % of women aged 15-49 who have ever experienced physical or sexual violence and sought help	**Baseline:** 1) 0 2) 8,549 (**MOH data on GBV for Jan-Sept 2012**) 3) 42.4%	**Targets** 1) 3,323 2) 85,000 3) 75%
Assumptions	▪ Families are willing to become foster parents ▪ Protection of vulnerable groups remains a priority for GoR and partners ▪ Higher number of children to be reintegrated than foster families ▪ Fear of stigma ▪ Capacity strengthening of DHs and awareness raising in communities will lead to increase in # of people seeking treatment for GBV and child abuse	**Risks** ▪ Limited resources to implement the curriculum nationwide ▪ Limited awareness of communities on foster parenthood.	
Mitigating Factors	▪ Accurate baseline and reintegration roadmap available ▪ Awareness-raising on protection and rights issues	**UN Agencies**	**UNFPA, UN WOMEN, UNICEF**
		Partners	

KEY ACTIONS			**UN AGENCIES**
3.4.1	TA to support the development of standards and guidelines on alternative care and protection services		UNFPA, UN WOMEN, UNICEF
3.4.2	TA and FA to strengthen the capacity of the social workforce at national and subnational levels to deliver multi-sectorial protection services and capacities of vulnerable groups to seek services		UNFPA, UN WOMEN, UNICEF
3.4.3	TA and FA to support the review of current policies, legislative frameworks and delivery modalities of protection services to identify gaps and propose remedial actions		UNFPA, UN WOMEN, UNICEF
3.4.4	TA to support effective implementation of essential protection services at grassroots level and specialized referral structures for vulnerable women, children and youth		UNFPA, UN WOMEN, UNICEF
3.4.5	TA and FA to strengthen the capacities of protection coordinating structures to improve multi-sectorial programming and implementation and to establish an integrated information management system and generate knowledge		UNFPA, UN WOMEN, UNICEF

Output 3.1.5	**Expanded Quality Integrated Comprehensive HIV Prevention Knowledge and Services for Pregnant Women, Children and Young People**	**Budget**	**4,224,142**
Output Indicator	1) % of 15-24 year olds with comprehensive HIV knowledge(disaggregated by sex) 2) % 15-24 year receiving combined HIV prevention services 3) % of health facilities providing quality comprehensive eMTCT services/package. 4) % of health facilities offering quality integrated adolescent and youth friendly sexual and reproductive health services	**Baseline:** 1) 52.6% females; 47.4% males(DHS 2010) 2) 41% (DHS 2010) 3) 72% 4) 20%	**Targets** 1) 90% (male / females) 2) 80% 3) 100% 4) 70%
Assumptions	▪ Increase in domestic resource allocation to HIV	**Risks**	▪ Limited resources for HIV /AIDS interventions
Mitigating Factors	▪ Strong leadership and commitment to the national HIV response	**UN Agencies**	**UNICEF, UNFPA, UNAIDS**
		Partners	**MOH, RBC**

	KEY ACTIONS					UN AGENCIES
3.5.1	TA and FA to implement the district level eMTCT operational plans in identified districts and refugee camps					UNICEF, UNFPA, UNAIDS
3.5.2	TA and FA to strengthen the capacity, at all levels, for the delivery and management of innovative combined HIV prevention approaches (ASRH, HTC, MMC and CCP) for adolescents and youth					UNICEF, UNFPA, UNAIDS
3.5.3	TA to strengthen the capacity of community and other mechanisms for the promotion of comprehensive knowledge and behavior change, for HIV prevention amongst youth in and out of school					UNICEF, UNFPA, UNAIDS

HEALTH:

OUTCOME 3.2: ALL PEOPLE IN RWANDA HAVE IMPROVED AND EQUITABLE ACCESS TO AND UTILIZE HIGH QUALITY PROMOTIONAL, PREVENTIVE, CURATIVE AND REHABILITATIVE HEALTH SERVICES

		Baseline		Targets		
Outcome Indicator	1) Under 5 mortality rate 2) Maternal mortality ratio 3) % of assisted deliveries at the national level		1) 4.6. 2) 476 3) 67%		1) 3.2. 2) 300 3) 80%	
Assumptions	■ Health remains an ongoing priority; ■ There will be enough funds to conduct all key activities; ■ There will be enough motivated and qualified health providers to deliver activities; ■ Political stability in the sub region	Risks				■ Limited resources and donor support to the health sector impacts implementation negatively

Output 3.2.1	Strengthened National Capacities for Health Governance (Policies, Tools, Plans, Strategies, And Standards), Management, Financing, Human Resource and Management of Information Systems	Budget				11,481,988
		Baseline:		Targets		
Output Indicator	1) No of policies developed during HSSP III implementation 2) No of strategic plans developed during HSSP III implementation 3) No of health sector reviews conducted annually		1) 0 2) 0 3) 2 reviews annually		1) 5 2) 15 3) 2 reviews annually	
Assumptions	■ Inadequate and not timely available data make it difficult to analyze trends in health issues, identify needs and priorities to formulate appropriate policies ■ Obstacles to obtain up to date information	Risks				■ Limited resources to support implementation ■ Limited capacity to conduct research
Mitigating Factors	■ Provide technical support for data quality assurance	UN Agencies				**WHO,UNICEF,WHO,UNFPA**
		Partners				**MOH, RBC**

	KEY ACTIONS					UN AGENCIES
3.2.1	TA and FA to develop/revise and monitor health policies, strategies and standards (health financing, HRH, Health commodities, HIS, communicable and non-communicable diseases) (national and decentralized)					WHO,UNICEF,WHO,UNFPA
3.2.2	TA to strengthen capacity for evidence based information to guide decision making for policy formulation, planning processes, advocacy, quality improvement of health services and evaluation function (National and Decentralized)					WHO,UNICEF,WHO,UNFPA
3.2.3	TA to strengthen health sector coordination mechanisms to improve performance, compliance and accountability to attain national development priorities.					WHO,UNICEF,WHO,UNFPA

Output 3.2.2	Strengthened National and Sub National Capacity to Provide Quality Integrated Health Services	Budget				18,277,702
		Baseline:		Targets		
Output Indicator	(1)% of health facilities providing integrated health services (2)% health facilities with functional IMNCI and EmONC		1) 66.4% 2) 80%		1) 95% 2) 90%	
Assumptions	■ Gap Between knowledge and application; ■ High turnover of trained health providers	Risks				■ Limited capacity of actors in the health sector to implement programmes ■ Limited resources to support implementation

			UN Agencies	IOM, UNFPA, UNICEF, WHO
Mitigating Factors	▪ Continuous training and technical support; ▪ Strengthen coaching and mentoring; ▪ On the job training; ▪ Advocacy for PBF; ▪ South-South cooperation		Partners	MOH ,RBC
	KEY ACTIONS			**UN AGENCES**
3.2.1	TA to provide a comprehensive integrated health service package along the continuum of care (including emergency obstetric and new born care, MDA, fistula, FP, GBV, Immunization, nutrition, WASH, HIV, NCD) to key target populations			UNFPA, UNICEF
3.2.2.	TA and FA to strengthen capacity of the health system to deliver high quality services (infrastructure, medical equipment, capacity building of HRH and commodities)			UNFPA, UNICEF, WHO
3.2.3	TA to improve detection, coordination and response to epidemics and other public health emergencies			WHO, UNFPA, UNICEF
3.2.4	TA to implement innovative strategies for delivery of quality health care services to enhance equitable access			UNFPA, UNICEF, WHO
3.2.5	TA/ FA to targeted health institutions through Diaspora and other highly qualified health professionals			IOM, UNFPA, UNICEF, WHO
Output 3.2.3	**Strengthened Community Capacity to Demand Quality Health Services at all Levels**			**Budget** 1,091,970
Output Indicator	1) % of population satisfied with health services 2) % population satisfied with WASH. services	Baseline:	(1)82% (2)74%	**Targets** 1) 93% 2) 85%
Assumptions	▪ Socio-cultural barriers to seek health services		Risks	
Mitigating Factors	▪ BCC to promote health seeking behaviors; ▪ Partnership with community leaders, FBOs and opinion leaders		UN Agencies	**UNFPA, UNICEF, WHO, UNAIDS, WFP, UNHCR**
			Partners	MOH,RBC
	KEY ACTIONS			**UN AGENCIES**
3.3.1	TA to support behavior change communication for health promotion and increase demand for and utilization of quality health services at community and family levels			UNFPA, UNICEF, WHO, UNAIDS,
3.3.2	TA for capacity development for community for innovative approaches to support national institutions, health facilities and CSOs to address barriers to and promote access to rights-based, nondiscriminatory health services for women, girls and vulnerable populations			UNFPA, UNICEF, WHO, UNAIDS, WFP, UNHCR
Output 3.2.4	**Increased Capacity of National Service Providers, Civil Society And Private Sector to Accelerate Development and Implementation of Evidence-Oriented Integrated HIV/AIDS Prevention, Treatment Care and Support Programs for Key Populations**			**Budget** 2,201,950
Output Indicator	1) % of female sex workers who have HIV comprehensive knowledge 2) % female sex workers who reported having had voluntary HIV testing and counseling in the last 12 months 3) Baseline data available on key populations other than female sex workers	Baseline:	1) 22% 2) 89% 3) NO	**Targets** 1) 60% 2) 100 3) YES
Assumptions	Data on each of the key population is available		Risks	▪ Stigma and discrimination preventing different key populations from accessing HIV/AIDS prevention, care and treatment
Mitigating Factors	Heighten advocacy work related to stigma and discrimination for key populations Decriminalization of sex workers		UN Agencies	**UNAIDS, UNAIDS, WHO, UNICEF,UNHCR, WFP, UNWOMEN,IOM, UNV**
			Partners	MOH, MINIRENA,MINALOC
	KEY ACTIONS			**UN AGENCIES**
3.4.1	TA and FA to strengthen the capacity of service providers and implementing partners to effectively implement the minimum package of services for key populations (create a facilitative environment for the target population to use facilities and services provided)			UNAIDS, UNAIDS, WHO, UNICEF,UNHCR, WFP,
3.4.2	TA and FA to strengthen the capacity for the collection, analysis and use of strategic information (surveillance) to develop and coordinate the implementation of strategies to provide HIV/AIDS/STI treatment services for key populations			UNAIDS, UNAIDS, WHO, UNICEF,UNHCR, WFP, UNWOMEN,IOM,UNV

OUTCOME 3.3: VULNERABLE GROUPS HAVE REDUCED EXPOSURE TO LIVELIHOOD RISK, INEQUALITIES AND EXTREME POVERTY

Outcome Indicator	1) No of eligible people benefitting from a SP programme (disaggregated by programme)	**Baseline**	1) Baseline: 497,000 (programme disaggregation, 414,459 VUP PW, 62,854 VUP DS, 23,360 FARG DS) (2011/12)	**Targets**	1) 1,096,000
Assumptions	Continued favorable policy environment			**Risks**	▪ Reduced resources to support social protection and vulnerability ▪ Natural disasters increase vulnerability levels
Output 3.3.1	**Strengthened Capacity of National And Sub-National Institutions in Targeting, Delivery, M&E Of Equitable and Holistic Social Protection Services to Vulnerable Groups**			**Budget**	**4,536,043**
Output Indicator	1) Updated social protection targeting guidelines in place; 2) National SP information management system established 3) Disaggregated poverty and vulnerability data available;	**Baseline:**	1) NO 2) NO 3) NO	**Targets**	1) YES 2) YES 3) YES
Assumptions	▪ GoR commitment to social protection and reducing inequalities			**Risks**	▪ Reduced resources to support social protection and vulnerability ▪ Natural disasters increase vulnerability levels
Mitigating Factors				**UN Agencies**	**UNICEF, WHO, WFP**
				Partners	**MIGEPROF, MOH,MINECOFIN**
KEY ACTIONS					**UN AGENCIES**
3.1.1	TA to strengthen the human resources, technical and systems capacities of the social protection sector to implement, monitor and evaluate SP policies and services				UNICEF
3.1.2	TA to strengthen and develop accountability mechanisms for vulnerable and at risk populations to claim their rights and entitlements in order to increase equitable access to SP services				UNICEF, WHO
3.1.3	TA to facilitate the review and update of social protection targeting guidelines and mechanisms				UNICEF
3.1.4	TA to support national and sub-national institutions in data collection and research on poverty and vulnerability				UNICEF, WHO
3.1.5	TA to support implementation of the social protection component within the package of minimum social services for vulnerable children and women				UNICEF, WFP, WHO
3.1.5	TA and FA to develop prototype, implement and scale-up home-grown school feeding				WFP, UNICEF
3.1.6	TA to build and support financial reporting and management systems at the sub-national levels to increase ownership and to ensure long-term sustainability of SP services				UNICEF, WFP, WHO
Output 3.3.2:	**Strengthened National and Sub- National Capacity to Increase Access to Social Security Services - Especially For Youth and Women**			**Budget**	**1,031,301**
Output Indicator	1) % of women and youth in the informal sector accessing social security benefits	**Baseline:**	1) 10%	**Targets**	1) 50%
Assumptions	▪ Social security remains a priority in the national agenda			**Risks**	▪ Inadequate funding for social protection programmes ▪ Weak adherence of informal sectors employers to new social security scheme
Mitigating Factors	▪ Increased national awareness through advocacy, participation and involvement of trade unions and the private sector federation			**UN Agencies**	**ILO, UNICEF, WHO, WFP, UNHCR,IOM**
				Partners	**MINEFRA, MINICOM,MYICT,MIGEPROG**
KEY ACTIONS					**UN AGENCIES**
3.2.1	TA to facilitate the establishment of a data collection and analysis system to measure informal sector social security coverage				ILO, UNICEF, WHO, WFP, UNHCR,IOM

Ref	Description	Baseline	Targets	Agencies
3.2.2	TA to review and revise social security policy to identify existing gaps and propose remedial actions			ILO, UNICEF, WHO, WFP, UNHCR, IOM
3.2.3	Strengthen the capacities of the RSSB to extend SS to informal sector			ILO, UNICEF, WHO, WFP, UNHCR, IOM
	TA to strengthen capacity of informal sector workers to access SS through communication and advocacy			ILO, UNICEF, WHO, WFP, UNHCR, IOM

Output 3.3.3 — Strengthened National Capacity for Sustainable Reintegration of Rwandan Refugees — Budget **41,190,074**

	Description	Baseline	Targets
Output Indicator	1) % returnees property restituted 2) % returnees accessing social services (Education, health, insurance and IDs)	Baseline: 1) 62% 2) 28%	1) 90% 2) 80%

Assumptions	▪ Funds for the GoR and One UN "Joint Intervention for Sustainable Return and Reintegration of Rwandan Returnees" will be made available to ensure the effective, dignified and sustainable reintegration of Rwandan returnees into their communities	**Risks** ▪ Inadequate funding to support returned reintegration ▪ Reluctance of Rwandan refugees to return home
Mitigating Factors	▪ Mobilization of the international community through meetings with diplomatic missions to support return and reintegration efforts	**UN Agencies** FAO, UNHCR, WFP, UNICEF, UN-Habitat, UNDP, IOM **Partners** MIDIMAR, MINIRENA, MINEFRA, EWSA

UN AGENCIES

KEY ACTIONS

Ref	Description	Agencies
3.3.1	TA support to strengthen disaggregated data collection and analysis of data specific to returnees	FAO, UNHCR, WFP, UNICEF, UN-Habitat, UNDP, IOM
3.3.2	FA to ensure basic needs are met for all returnees during the initial reintegration period	FAO, UNHCR, WFP, UNICEF, UN-Habitat, UNDP, IOM
3.3.3	TA/FA to support the economic empowerment of returnees	FAO, UNHCR, WFP, UNICEF, UN-Habitat, UNDP, IOM
3.3.4	TA / FA to support housing and social infrastructure in returnee communities	FAO, UNHCR, WFP, UNICEF, UN-Habitat, UNDP, IOM

Output 3.3.4 — Capacity of Planners, Decision-Makers, and Key Stakeholders Strengthened to Ensure a Protective Legal and Policy Environment for PLHIV and their Families — Budget **4,822,350**

	Description	Baseline	Targets
Output Indicator	1) % of people living with HIV knowledgeable on Rwandan law protecting the rights of PLHIV (disaggregated by sex) 2) % of people living with HIV involved HIV legislation, policies and guidelines development (disaggregated by sex)	1) 27.7% female, 28% male (Stigma Index 2009) 2) 45.7% female, 47% male (Stigma Index 2009)	1) 50% female; 50% males 2) 70% female, 70% male

Assumptions		**RISKS** ▪ Resources allocated to this area may not be prioritized in view of diminishing resources ▪ Stigma is a politically sensitive issue. ▪ Buy-in of local leaders and community members
Mitigating Factors	▪ Awareness raising amongst PLHIV and strategic advocacy with high level and local leaders	**UN AGENCIES** UNAIDS, UNWOMEN, WHO, UNFPA, UNICEF, ILO, WFP **Partners** RBC, MOH

UN AGENCIES

KEY ACTIONS

Ref	Description	Agencies
3.4.1	TA/ FA to strengthen the capacity of Government and CSOs to effectively mainstream gender and human rights in HIV programming, policies and plans.	UNAIDS, UNWOMEN, WHO, UNFPA, UNICEF, ILO, WFP
3.4.2	TA / FA to enable advocacy to address all forms of HIV-related stigma and discrimination, review/update laws and policies that present obstacles to effective HIV prevention.	UNAIDS, UNWOMEN, WHO, UNFPA, UNICEF, ILO, WFP
3.4.3	TA/FA support provided to Networks of PLWHIV, CSOs and specifc marginalized groups (FSW, MSM) to increase capability to advance human rights-based implementation of social protection measures and access to HIV services.	UNAIDS, UNWOMEN, WHO, UNFPA, UNICEF, ILO, WFP

RESULT AREA 3B: HUMANITARIAN RESPONSE AND DISASTER MANAGEMENT

OUTCOME 3B.1: REDUCED NEGATIVE IMPACT AND IMPROVED RECOVERY OF AFFECTED POPULATIONS DUE TO HUMANITARIAN CRISES

	Description	Baseline	Targets
Outcome Indicator	1) % of affected HH above the national poverty line	1)30%	1) 10%

Assumptions	1) Continued favorable policy environment	**Risks** 2) Extreme Scale of Regional instability 3) Inadequate resources (financial and human)

Output 3B.1.1	Strengthened National Capacities for Emergency/Humanitarian Preparedness and Response at all Levels		Budget	1,031,678
Output Indicator	1) National preparedness and response strategy and plan in place 2) Yearly updated disaster risk map in place 3) Refugee data integrated in National M&E System	**Baseline:** 1) NO 2) NO 3) NO	**Targets**	1) YES 2) YES 3) YES
Assumptions	▪ Continued Government commitment; ▪ Adequate funding	**Risks**	▪ Inadequate financing; ▪ Natural disaster; ▪ Regional conflict	
Mitigating Factors	4) Mainstreaming disaster risk reduction; Operationalization of National Disaster Risk Reduction Platform	**UN Agencies**	**WFP, UNICEF, UNHCR UNFPA, WHO, UNDP, UNWOMEN, IOM,UNEP, FAO**	
		Partners	**MIDIMAR, MINISANTE, NISR, MIGEPROF, MINALOC, MINEDUC, MINAGRI**	
KEY ACTIONS			**AGENCY**	
4.1.1	TA and FA for capacity development of central and local institutions to identify, assess, and monitor disaster risks and mainstream disaster risk reduction into national planning, including early warning		WFP, UNICEF, UNHCR UNFPA, WHO, UNDP, UNWOMEN, IOM,UNEP, FAO	
4.1.2	TA for research and assessment including comprehensive risk assessment (incl. vulnerability assessment and National Hazard Mapping)		WFP, UNICEF, UNHCR UNFPA, WHO, UNDP, UNWOMEN, IOM, FAO	
4.1.3	TA for policy and strategy formulation, including disaster management and preparedness		WFP, UNICEF, UNHCR UNFPA, WHO, UNDP, UNWOMEN, IOM, FAO	
Output 3B.1.2	**Improved Protection, Self-Reliance of Refugees and Other Affected Populations Especially Children, Adolescents, Women**		**Budget**	**120,515,412**
Output Indicator	1) United National Coordinated Rapid Assessment within 48hrs 2) No of GBV prevention and response initiatives in refugee camps and prisons	**Baseline:** 1) No 2) 0 in refugee camps; 5 in prisons3)	**Targets**	1) YES 2) 10 in refugee camps, 5 in prisons
Assumptions	▪ Continued favorable policy environment;	**Risks**	▪ Underfunding of refugee programme; ▪ Massive influx of refugees/IDPs beyond capacity; ▪ Inadequate Gov. resource allocated	
Mitigating Factors	▪ Strengthen resource mobilization through targeted donor missions ▪ Increase awareness of refugee's issues among humanitarian and development communities	**UN Agencies**	**WHO, UNHCR, WFP, UNFPA, UNICEF, UN WOMEN, FAO**	
		Partners	**MIDIMAR, MINISANTE, MINALOC, MIGEPROF**	
KEY ACTIONS			**UN AGENCIES**	
4.2.1	FS and OS for timely provision of basic needs to refugees		WFP, UNICEF, UNHCR UNFPA, WHO, UNDP, UNWOMEN, IOM,	
4.2.2	Ensure Access to Rights and to Justice for refugees to live in a safe and dignified manner		WFP, UNICEF, UNHCR UNFPA, WHO, UNDP, UNWOMEN, IOM	
4.2.3	Reduce malnutrition/anemia and provide adequate health services		WFP, UNICEF, UNHCR UNFPA, WHO, UNDP, UNWOMEN, IOM, FAO	
4.2.4	TA and FA to promote human potential through education, training, livelihoods support and income generation		WFP, UNICEF, UNHCR UNFPA, WHO, UNDP, UNWOMEN, IOM, FAO	

B) OPERATIONS

RESULT AREA 5: ONE UN BUISNESS OPERATIONS

COMMON FINANCES:

OUTCOME 5.1: US$ 10 MILLION SAVINGS REALIZED FROM HARMONIZED ONE UN FINANCIAL OPERATIONS BY 2018

		Baseline		Target	
Indicator	1) US$ amount accumulated earnings from currency exchange best practice		1) 0		1) $ 10,00000
Assumptions				**Risks**	

Output 1 — **All One UN Agencies Utilize Currency Exchange Best Practice**

		Baseline		target	
Indicator	1) No of agencies using identified currency exchange best practice		1		7
Risks				**Assumptions**	
Mitigating Actions				**Agency**	UNDP, UNICEF, FAO, WFP, UNHCR, WHO, UNECA

KEY ACTIONS	**Budget**	**Agency**
1.1. Communicate Best Practice identified to respective Agency HQs		UNDP, UNICEF, FAO, WFP, UNHCR, WHO, UNECA
1.2 Follow up on best practice implementation		UNDP, UNICEF, FAO, WFP, UNHCR, WHO, UNECA

Output 2 — **All Rwanda Excom agencies fully compliant with financial components of HACT**

		Baseline		Target	
Indicator	1. No of agencies fully compliant with HACT financial component		1) 0		2) 5
Risks				**Assumptions**	
Mitigation				**Agencies**	**UNDP, UNICEF, FAO, WFP, UNHCR, WHO, UNECA**

KEY ACTIONS	**Budget**	**Agency**
2.1 Conduct Macro assessment		UNDP, UNICEF, FAO, WFP, UNHCR, WHO, UNECA
2.2 Conduct Micro assessments.		UNDP, UNICEF, FAO, WFP, UNHCR, WHO, UNECA
2.3 ExCom agencies conduct assurance activities jointly for common IPs		UNDP, UNICEF, FAO, WFP, UNHCR, WHO, UNECA
2.4 ExCom agencies hold Joint trainings.		UNDP, UNICEF, FAO, WFP, UNHCR, WHO, UNECA
2.5 Conduct joint audits for common IPs.		UNDP, UNICEF, FAO, WFP, UNHCR, WHO, UNECA

Output 3 — **One UN Agencies banking costs reduced by 75%**

		Baseline		Target	
Indicator	1) One UN banking agreement		1) No		1) Yes
Risks				**Assumptions**	
Mitigation				**Agencies**	UNDP, UNICEF, FAO, WFP, UNHCR, WHO, UNECA

KEY ACTIONS	**Budget**	**Agencies**
3.1 Conduct tender and negotiate with banks for new agreement on behalf of all UN Agencies		UNDP, UNICEF, FAO, WFP, UNHCR, WHO, UNECA

ONE UN HOUSE:

OUTCOME 5.2: ALL UN AGENCIES ARE LOCATED IN THE ONE UN HOUSE WITH CENTRALIZED FACILITY MANAGEMENT; FLEET MANAGEMENT; AND COMPOUND SECURITY BY 2018

		Baseline		Target	
Indicator	1) US$ aggregated savings		1) 0	**Target**	1) $1,725,172
Risks			**Assumptions**		
Mitigation					

Output 1 — All UN Agencies Located in Fully Operational One UN House by October 2016

		Baseline		Target	
Indicator	1) All agencies have moved into One UN House by October 2016		1) NO	**Target**	1) YES
Risks			**Assumption**		
Mitigation			**Agencies** ALL AFPs	**ALL AFPs**	
KEY ACTIONS			**Agencies**	**Budget**	
1.1	Planning, Design and construction and move		ALL AFPs		

Output 2 — One House Arrangement Reduces Annual Costs for Occupying Premises (and eventually leads to FREE occupation of premises)

		Baseline		Target	
Indicator	4) US$ One UN annual costs for occupying premises		4) $1,56 million	**Target**	$1.52 million
Risks			**Assumption**		
Mitigation			**Agencies**		
KEY ACTIONS			**AGENCIES**	**BUDGET**	
2.1	TA to develop MOU amongst UN Agencies				
2.2	TTA to develop MOA with Government of Rwanda				
2.3	TA for efficient space planning and sustainable building				

Output 3 — Security Services Provided to One UN Compound Instead of Multiple Compounds Reduces Costs by $ 180,000 by 2017

		Baseline		Target	
Indicator	1) US$ reduction costs in compound security		$252,720	**Target**	$64,800
			Agencies		
			Agencies	**Budget**	
KEY ACTIONs			**Agencies**		
3.1	Change One UN security contract				

Output 4 — Centralized Fleet Management Reduces One UN Fleet Size by 25% by 2017

		Baseline		Target	
Indicator	1) No of One UN vehicles 2) US$ savings annually from reduction of fleet		1) 127 2) 0	**Target**	1) 96 2) 245000annually
Risks			**Assumptions**		
Mitigation			**Agencies**		
KEY ACTIONS			**Agencies**	**Budget**	
4.1	TA to phase our part UN fleet Planned phasing out of part of fleet				
4.2	TA to set up interagency policies/ procedures for common vehicle use				

	Baseline	Target
Output 5	**Established Single Facilities Management Unit Reduces Costs and Creates Surplus Staff Hours by 2016**	
Indicator	1) One centralized Facility Management Unit established	No	1) Yes
Risks	**Assumptions**	
Mitigation	**Agencies**	
	Agencies	**Budget**
1.1	Restructuring process for creation of One Facilities Management	

KEY ACTIONS

OUTCOME5. 3: IMPROVED PROCUREMENT SERVICES ACHIEVES 5% LTA DISCOUNTS ON GOODS AND SERVICES TOTALING US$1.4 MILLION AND CREATES EFFICIENCY GAIN OF $81,500 ANNUALLY ON TRANSACTIONAL COST BY 2018

	Baseline	Target
COMMON PROCUREMENT:		
Indicator	1) Accumulated US$ savings from One UN LTAs (5%) 2) Reduction in transaction costs in US4	1) 0 2) 0	1) $1,400,000 2) $ 407,487
Risks	**Assumptions**	
Mitigation	**AGENCIES**	UNDP, UNFPA, UN Women, WFP, WHO, UNECA, FAO, UNICEF

		Baseline	Target
Output 1	**20 Categories of One UN Goods and Services Under Operational LTAs by 2018**		
Indicator	1) No of goods and services categories covered by LTA's	1) 7	1) 20
Risks	**Assumptions**		
Mitigation	**Agencies**		

KEY ACTIONS

1.1	TA to identify and recommend LTA categories to OMT
1.2	TA to develop & validate the Terms of Reference's
1.3	TA to publish
1.4	Selection approval
1.5	Conduct quality assurance and site visits
1.6	Review by CAL/RACP to review and award
1.7.	LTAs signed

		Baseline	Target
Output 2	**Improved Management LTAs, and Approved One UN Procurement SOP**		
Indicator	1) Length of time taken to renew LTAs before they expire.	1) 3 Months after expiration	by 2018	1) 2 Months before expiration by 2018
Risks	**Assumption**		
Mitigation	**Agencies**		

KEY ACTIONS		Agencies		Budget
2.1	Develop SOP			
2.2	Implement SOP			
2.3	Conduct spot site visits			
2.4	Evaluation of LTAs			

COMMON ICT SERVICES:

OUTCOME 5.4: HARMONIZED ICT SYSTEMS REDUCE ICT OPERATIONAL COSTS BY $ 1.5M BY 2018

Indicator	1) US$ accumulated One UN savings from cost reductions in ITC Operations	Baseline	1) 0$	Target		Budget 1) $1,542,000
Risks				Assumptions		
Mitigation				Agencies		

Output 1 | One Shared Internet Connection From One Internet Service Provider By 2013

Indicator	1) Annual internet (Local ISP & VSAT) operational costs reduced by 50%	Baseline	1) $528,684	Target		1) $265,152
Risks				Assumptions		
Mitigation				AGENCIES	UNDP, UNFPA, UN Women, WFP, UNHCR, UNDSS, WHO, UNECA, FAO, UNAIDS, UNICEF	
				AGENCIES		BUDGETS

KEY ACTIONS

1.1	Prepare RFP and Technical Evaluation of bids;
1.2	Work with selected ISP to ensure internet connectivity to all UN agencies;

Output 2 | Established Common Virtual Local Area Network (telephone, share drives, Video conference, etc.) by 2014

Indicator	1) Common VLAN established by 2014	Baseline	1) NO	Target		1) YES
Risks				Assumptions		
Mitigation				Agencies		
				AGENCIES		BUDGETS

KEY ACTIONS

2.1	Connect all UN agencies to a single VLAN;
2.2	Ensure that common telephone system & Video conference facilities are operational;
2.3.	Management of shared drives

Output 3 | One UN Telephone System Integrated with Skype and One UN Closed User Group Service (fixed rate for unlimited calls) by 2014

Indicator	1) US$ reduction of annual telephone costs	Baseline	1) $259,861	Target		1) $182,056
Risks				Assumptions		
Mitigation				Agencies		
				AGENCIES		BUDGET

KEY ACTIONS

3.1	Procurement and installation of Skype gateway;
3.2	Prepare RFP for CUG and implement CUG services;

Output 4 — Common Maintenance Contract for ICT Equipment by 2014

	Baseline	Target
Indicator 1) Common ITC equipment maintenance contract in place by 2014	1) No	1) Yes
Risks	Assumption	
Mitigation	Agencies	
	AGENCIES	BUDGET

KEY ACTIONS

4.1 Prepare RFP and Evaluation of the bids for Maintenance contract of ICT equipment;

Output 5 — Existing 7 VSATs Reduced by 2016

	Baseline	Target
Indicator 1) No of VSATs by 2016	1) 7	1) 2
Risks	Assumption	
Mitigation	Agencies	
	AGENCIES	BUDGET

KEY ACTIONS

5.1 Use only two VSAT as backup links

Output 6 — Common ICT Helpdesk by 2016

	Baseline	Target
Indicator 1) Common One UN ICT Help Desk established by 2016	1) No	1) Yes
Risks	Assumption	
Mitigation	Agencies	
	AGENCIES	BUDGET

KEY ACTIONS

6.1 Implement Helpdesk services

Output 7 — Common One UN Business Continuity Plan (including Disaster Recovery and Contingency) by 2017

	Baseline	Target
Indicator 1) One UN BCP by 2017	1) No	1) Yes
Risks	Assumption	
Mitigation	Agencies	
	AGENCIES	BUDGET

KEY ACTIONS

7.1 Prepare and test a common BCP&DRP;

HUMAN RESOURCE:

OUTCOME 5.5: HARMONIZED ONE UN HUMAN RESOURCE MANAGEMENT BY 2018

	Baseline	Target
Indicator n/a	n/a	n/a
Assumptions	Risks	
Mitigation	Agencies	

Output 1 — Joint Recruitment Framework

	Baseline	Target
Indicator 1) No of UN staff (G5/equivalent and above) trained in CBI. 2) Joint roster in place	1) 0 2) No	1) 500 2) YES

Risks		Assumptions
Mitigation		Agencies

KEY ACTIONS	BUDGET	AGENCIES
1.1 Database / roster development		
1.2 Inter-agency panels		
1.3 Joint recruitment plan		
1.4 Learning programme/CBI skills		

Output 2 Implemented Joint Learning Programme

Indicator	Baseline	Target	Budget
1) No of staff trained annually through joint learning	1) 0	1) 500	

Risks		Assumptions
Mitigation		Agencies

KEY ACTIONS	BUDGET	AGENCIES
2.1 Joint learning needs assessment		
2.2. Joint Learning programme		
2.3 DaO Induction for new staff		
2.1 Joint learning needs assessment		
2.2. Joint Learning programme		

Output 3 Harmonized Service Contract Modality

Indicator	Baseline	Target	Budget
1) One UN SC user guide	1) No	1) Yes	

Risks		Assumptions
Mitigation		Agencies

KEY ACTIONS
3.1 Review of agency policies and rules governing SC modalities
3.2 Find out similarities and differences
3.3 Review rules and regulation governing civil servant locally
3.4 Harmonization of SC modalities

UNDAP Results Framework with Cost

Result Area	Number	Outcomes/Outputs/Key Actions	Total cost
		Result 1: Inclusive Economic Transformation	**87,650,555**
		OUTCOME 1.1 : Pro-poor growth and economic transformation enhanced for inclusive economic development and poverty reduction	**7,950,590**
		Output 1.1.1 Strengthened leadership and capacities of national institutions to strategically plan and harness opportunities for structural economic transformation	2,706,032
		Output 1.1.2 Strengthened national capacity for policy coordination and resource mobilization	5,570,800
		Output 1.1.3 Strengthened national capacities for industrial and trade competitiveness	4,994,558
		OUTCOME 1.2: A diversified economic base allows Rwandans to tap into and benefit from expanded international, regional and local markets, and improved agriculture value-chains.	19,187,313
		Output 1.2.1 Strengthened agricultural innovation and value chain	15,544,246
		Output 1.2.2. Strengthened national regulatory frameworks for quality standards compliance	3,643,067
		OUTCOME 1.3: Rwanda has in place improved systems for: sustainable management of the environment, natural resources and renewable energy resources, energy access and security for environmental and climate change resilience in line with Rio+20 Recommendations for Sustainable Development	**34,878,977**
		Output 1.3.1 Strengthened National Capacity To Scale Up Renewable Energy, Energy Efficiency, Access and Security	2,182,614
		Output 1.3.2 Strengthened capacity for sustainable environment, natural resources management, and climate change mitigation and adaptation.	17,927,974
		Output 1.3.3 Strengthened Capacity Of National And Local Institutions To Reduce Disasters And Risks	5,803,375
		Output 1.3.4 Strengthened Appropriate Technologies And Skills For Resource Efficiency And Cleaner Production	3,008,665
		Output 1.3.5 Strengthened National Capacities For Planning And Management Of Green Villages	5,956,349
		OUTCOME 1.4 : Sustainable urbanization process transforms the quality of livelihoods and promotes skills development and decent employment opportunities in both urban and rural areas, especially for youth and women	**20,312,875**
		Output 1.4.1 Enhanced national and local institutions capacity to design and implement inclusive urban policies for sustainable	2,264,575
		Output 1.4.2. Women and youth with enhanced entrepreneurship skills	7,562,292
		Output 1.4.3 Increased access to and utilisation of financial services especially for women and youth	4,594,953
		Output 1.4.4 Strengthened national capacities for mainstreaming employment	5,891,055
		Result 2: Accountable Governance	**42,478,469**
		OUTCOME 2.1 : CITIZEN PARTICIPATION AND EMPOWERMENT: Accountability and citizen participation in sustainable development and decision-making processes at all levels improved	**27,329,298**
		Output 2.1.1 Strengthened capacity of national and local institutions for research generation and utilization of disaggregated data for participatory and evidence-based policy formulation and planning at all levels	12,951,325
		Output 2.1.2 Strengthened capacity of central, decentralized entities and communities to promote community-driven development processes	4,032,916
		Output 2.1.3 Strengthened capacity of national oversight institutions to promote and demand for accountability and transparency at all levels	4,535,000
		Output 2.1.4 Capacity of citizens, communities and CSOs to demand accountability and transparency strengthened at all levels.	1,372,148
		Output 2.1.5 Increased participation especially of women and youth in decision making and democratic processes at all levels	4,437,909

Result Area	Number	Outcomes/Outputs/Key Actions	Total cost
OUTCOME 2.2: JUSTICE, GENDER EQUALITY AND HUMAN RIGHTS: Human rights, justice, and gender equality promoted and implemented at all levels.			**15,149,171**
Output 2.2.1 Strengthened capacity of the justice sector to increase access to justice, including for women, children and the most vulnerable.			**5,301,741**
Output 2.2.2 Strengthened capacity of institutions to mainstream gender equality in policies, strategies and budgets			**2,238,523**
Output 2.2.3 Enhanced capacity of National Gender Machinery for oversight and coordination of gender equality commitments			**1,607,444**
Output 2.2.4 Enhanced national capacities for promotion , mainstreaming Human Rights and implementing Treaty Body and UPR recommendations			**1,545,732**
Output 2.2.5 Enhanced mechanisms for sustainable peace consolidation, unity and reconciliation			**4,455,731**
Result 3A: Human Development			**158,524,928**
OUTCOME 3.1: Holistic child, youth and family development. All Rwandan children, youth and families, especially the most vulnerable access quality early childhood development, nutrition, education, protection and HIV prevention and treatment services			**69,667,407**
Output 3.1.1 Improved capacity of government institutions and communities to expand equitable access to quality integrated child and family services			**12,361,860**
Output 3.1.2. Strengthened, coordinated and monitored multi-sectoral strategies for sustained reduction of child and maternal malnutrition			**22,083,994**
Output 3.1.3 Strengthened capacities of the education sector to deliver inclusive quality basic education			**22,273,918**
Output 3.1.4 Strengthened capacities of the national protection system responsible for prevention, alternative care, response to violence, exploitation and abuse of vulnerable women, children and youth			**12,947,635**
Output 3.1.5 Expanded quality Integrated comprehensive HIV Prevention knowledge and services for pregnant women, children and young people			**4,224,142**
OUTCOME 3.2 : All people in Rwanda have improved and equitable access to and utilise high quality promotional, preventive, curative and rehabilitative health services			**33,053,610**
Output 3.2.1 Strengthened national capacities for health governance (policies, tools, plans, strategies, and standards), management, financing, human resource and management of information systems			**11,481,988**
Output 3.2.2 Strengthened national and sub national capacity to provide quality integrated health services			**18,277,702**
Output 3.2.3 Strengthened community capacity to demand quality health services at all levels			**1,091,970**
Output 3.2.4 Increased capacity of national service providers, civil society and private sector to accelerate development and implementation of evidence-oriented integrated HIV/AIDS prevention, treatment care and support programs for key populations			**2,201,950**
OUTCOME 3.3: SOCIAL PROTECTION. Vulnerable groups have reduced exposure to livelihood risk, inequalities and extreme poverty			**51,579,768**
Output 3.3.1 Strengthened capacity of national and sub-national institutions in targeting, delivery, M&E of equitable and holistic social protection services to vulnerable groups			**4,536,043**
Output 3.3.2 Strengthened capacity of national and sub-national institutions to increase access to social security services – especially for youth and women-			**1,031,301**
Output 3.3.3 Strengthened capacity of institutions responsible for sustainable reintegration of Rwandese returnees			**41,190,074**
Output 3.3.4 Capacity of planners, decision-makers, and key stakeholders strengthened to ensure a protective legal and policy environment for PLHIV and their families			**4,822,350**
Result 3B: Humanitarian response and disaster management			**121,547,090**
OUTCOME 3B.1 : HUMANITARIAN RESPONSE AND DISASTER MANAGEMENT: Reduced impact and improved recovery of affected populations as result of humanitarian crises			**121,547,090**
Output 3B.1.1 Strengthened national capacities for emergency/humanitarian preparedness and response at all levels			**1,031,678**
Output 3B.1.2: Improved protection and self-reliance of refugees and other affected populations especially children, adolescent, and women.			**120,515,412**

Result Area	Number	Outcomes/Outputs/Key Actions	Total cost
		RESULT 4: One UN Business Operations	**1,398,614**
COMMON FINANCES: **OUTCOME 4.1: US $ 10 million savings realized from harmonized one un financial operations by 2018.**			**4,000**
ONE UN HOUSE: **OUTCOME 4.2: All UN Agencies are located in the One UN House with Centralized Facility Management; fleet management; warehouse management and compound security by 2018.**			**28,000**
COMMON PROCUREMENT: **OUTCOME4. 3: Improved procurement services achieves 5% LTA discounts on goods and services totalling US $1.4 million and creates efficiency gain of $81,500 annually on transactional cost by 2018**			**18,000**
COMMON ICT SERVICES: **OUTCOME 4.4: Harmonized ICT systems reduce ICT operational costs by $ 1.5m by 2018**			**354,000**
OUTCOME 4.5: HUMAN RESOURCE **Harmonized One Un human resource management By 2018**			**994,614**
		TOTAL (PROGRAMME & OPERATIONS)	**411,599,656**

UNDAP RWANDA Monitoring and Evaluation Plan

UNCT M&E activities

M&E	2013	2014	2015	2016	2017
Surveys/ studies	1. Analysis of secondary data and administrative records in identified thematic areas (tbd) 2. Rwanda MDG Report 3. Rwanda National Human Development Report	1. Analysis of secondary data and administrative records in identified thematic areas (tbd)	1. Analysis of secondary data and administrative records in identified thematic areas (tbd) 2. MDG Report 3. National Human Development Report	1. Analysis of secondary data and administrative records in identified thematic areas (tbd)	1. Analysis of secondary data and administrative records in identified thematic areas (tbd)
Evaluations	1. UNDAP End of Programme Evaluation (January 2013)	1. HLP External Evaluation of Delivering as One in Rwanda	1. Mid-Term Review of the Rwanda UNDAP and its contribution to the UN Reform process		1. End-Of Programme Evaluation of the UNDAP and its contribution to the UN Reform process (Mid 2017)
Monitoring systems	1. Rwanda DI monitor operational Rwanda DevInfo operational 2. Development Results Groups Annual Planning for June–Dec 2013 3. DRG Monitoring Reports 4. Implementing Partners meetings/ Workshops 5. Steering Committee Meetings 6. Delivering as One Annual Report 7. MDG Monitoring 8. UN Rwanda Business Operational Strategy	1. DI monitor operational and updated 2. Development Results Groups Annual Planning for June–Dec 2013 3. DRG Monitoring Reports 4. Implementing Partners meetings/ Workshops 5. Steering Committee Meetings 6. Delivering as One Annual Report 7. MDG Monitoring 8. UN Rwanda Business Operational Strategy	1. DI Monitor update and operational 2. Development Results Groups Annual Planning for June–Dec 2013 3. DRG Monitoring Reports 4. Implementing Partners meetings/ Workshops 5. Steering Committee Meetings 6. Delivering as One Annual Report 7. MDG Monitoring 8. UN Rwanda Business Operational Strategy updated	1. Rwanda Country Profile DevInfo Update (DHS+, DES) 2. Development Results Groups Annual Planning for June–Dec 2013 3. DRG Monitoring Reports 4. Implementing Partners meetings/Workshops 5. Steering Committee Meetings 6. Delivering as One Annual Report 7. MDG Monitoring 8. UN Rwanda Business Operational Strategy	1. Rwanda Country Profile DevInfo Update (EICV III) 2. Development Results Groups Annual Planning for June–Dec 2013 3. DRG Monitoring Reports 4. Implementing Partners meetings/Workshops 5. Steering Committee Meetings 6. Delivering as One Annual Report 7. MDG Monitoring 8. UN Rwanda Business Operational Strategy
Reviews	1. MDG Report 2. Rwanda National Human Development Report	1. First Annual Review of the UNDAP implementation (January 2014) 2. Audit	1. 2nd year Annual Progress Review of UNDAP and Delivering as One implementation (January 2015) 2. Rwanda National Human Development Report 3. Audit	1. Annual Progress Review of UNDAP and Delivering as One implementation (January 2016) 2. Audit.	1. Annual Review of UNDAP implementation, mid-term evaluation recommendations (January 2017) 2. Audit

M&E	2013	2014	2015	2016	2017
UNDAF evaluation milestone	1. UNDAF End of Programme Evaluation finalized and recommendations feeding into UNDAP. 2. DI Monitor Framework developed and used for UNDAP roll out.	1. Rwanda Independent Country Led Evaluation of Delivering as One finalized. 2. DPCG meeting 3. Steering Committee Meeting held	1. Mid-term UNDAF Evaluation completed 2. DPCG meeting 3. Steering Committee Meeting Held	5. Impact data available (DHS/ MICS, DES, EICV III) for End-of-cycle summative evaluation of UNDAF Dev Info Updated	4. End-of-cycle UNDAF evaluation completed and informing next programme planning process
M&E capacity development	1. Rwanda DI Monitor Cascaded training for data base administrators, users (UNCT, UN teams, counterparts, partners) 2. Training on Human Rights Based Approach for Programming 3. Training on gender mainstreaming	1. Training of UNCT, UN teams and counterparts in results based management, monitoring and evaluation concepts and methods. 2. Training on Human Rights Based Approach for Programming 3. Training on gender mainstreaming	1. RBM Training of Trainers for UN System and Implementing Partners. 2. Refresher training on HRBA / Gender Mainstreaming	1. RBM Cascaded training conducted in preparation of EDPRS II and UNDAF III Development for implementing partners and UN system	
Use of information	The information will also be used for planning purposes at the Development Partner Coordination Group meeting on EDPRS 11 Results and priority setting; • Steering Committee, • Development Partners Coordination Group • UN Agency specific annual planning and reporting • Preparation of the reports: Delivering as One Annual Report, MDG progress reports, National human development reports • Situational analysis and programme reviews **All the partners and stakeholders will have access to the information including access to the UN Rwanda Di Monitor Data Base**				
Partner Activities	1. Participation in UNDAF End of Programme evaluation 2. Preparation of the Rwanda MDG Progress Report 3. Participation in research, surveys and studies in collaboration with UN agencies, NGOs and other stakeholders	1. Participation in UNDAF Annual Progress Review 2. Participation on perception / partner surveys 3. Participation in joint field missions 4. Participation in Country Led Evaluation Participation in research, surveys and studies in collaboration with UN agencies, NGOs and other stakeholders	1. Participation in UNDAF Annual Progress Review 2. Participation on perception / partner surveys 3. Participation in joint field missions 4. Participation in Mid –Term evaluation 5. Participation in RBM/ M&E training	1. Particiaption in UNDAP Annual Progress Review 2. Participation in joint field missions 3. Participation in RBM training 4. Lead successor EDPRS development	

Planning references

Commitment to the Vision of Delivering as One UN

- We, Heads of Agencies of the United Nations Country Team in Rwanda, comprising Resident and Non Resident Agencies agree that UN Rwanda's Delivering as One is at the critical junction.

- We are cognisant of the importance of advancing sustainable development and implementation of the outcomes of the High Level Forum in Busan, the Rio+20 conference, and work on accelerating progress towards the MDGs, and discussion on the post-2015 development agenda, which all have important implications for the work of the UN development system at country, regional, and global level. We further recognise the upcoming discussions at the General Assembly level leading to the 2012 Quadrennial Comprehensive Policy Review for UN Operational Activities for Development (QCPR), that provides a critical process in which the future direction of the UN System-Wide Coherence and Delivering as One agenda will be set, taking on board the progress, challenges and lessons learned from the Delivering as One implementation in the last 4 years.

- We recognise the Government of Rwanda's ambitious development programme encapsulated in Vision 2020, and elaborated in the Economic Development and Poverty Reduction Strategy (EDPRS-2). In view of this, we are committed to achieving greater impact; relevance and efficiency in our support to Rwanda's aspirations through the United Nations Development Action Plan (UNDAP) 2013-2017. The UNDAP, building on the achievements, challenges and lessons learned from the UNDAF-2008- 2012 will therefore, be realigned and developed to reflect the national aspirations, while respecting Agencies' respective mandates, normative obligations and comparative advantages.

- We acknowledge the importance of engaging in national strategic dialogue alongside Development Partners and other stakeholders, including the private sector and civil society organizations.

We recognise and are committed to:

i) Strengthening effective participation and engagement in key national development policy dialogue, such as Government of Rwanda and Development Partners Meeting (DPM), the Government of Rwanda and Development Partners Retreat (DPR), the Development Partners Coordination Group (DPCG), Joint Budget Support Reviews (JBSRs), as well as Sector-Working Groups (SWGs).

ii. Strengthening UN relevance and significance through focusing on a maximum of five development areas for which the UN in Rwanda will scale up its joint and relevant contributions under the next UNDAP. The selected focused development areas shall be fully aligned with EDPRS-2 priorities and guided by UN comparative advantage, that is, those areas in which the UN can contribute most meaningfully and effectively. The selected focus areas will cover: Sustainable Development and Inclusive growth; Social Protection (addressing extreme poverty and vulnerability); Social services (maximising access and quality); and Governance. Specific outcomes (results and outputs) will be identified in each of these focus areas, in consultation with the Government, Development Partners and other stakeholders.

iii. Streamlining and reinforcing our internal structures for Delivering as One. Notably, we agree to:
a) Support strengthening of the UN Resident Coordinator's Office through recruitment of a Strategic Policy Advisor and a Monitoring and Evaluation Advisor, and to review the communication function of the RCO with a view to making it more strategic and effective.
b) Establish Development Results Groups (DRGs) – in place of the Theme Groups – to strengthen accountability and to better focus on development outcomes. Heads of Agencies will lead the DRGs, report and be accountable to the UNCT for their performance and results. We are committed to ensuring that the DRGs lead and ensure a focus on programming and results rather than resource sharing.

c) The Programme Planning and Oversight Committee (PPOC) and the Operations Management Team (OMT) will evolve to provide strategic technical support to the DRGs and UNCT.

iv. Strengthening the One Budgetary Framework that includes our core, vertical and One Fund resources, providing total programme resource picture of the UNDAP.

v. Endorsing a strategic approach to resource mobilisation for the One Budgetary Framework, so as to ensure adequate resources to enable the UN System in Rwanda to provide significant and relevant support and better deliver as one. Resource mobilisation will be conducted "as one", that is, led by the Resident Coordinator, but with full involvement of all the Agency representatives. In the spirit of transparency and complete disclosure, Agency representatives will consult and inform the Resident Coordination of their resource mobilization efforts and outcomes

vi. Ensuring that the One Fund is used primarily to advance development results and strategic engagement with national stakeholders. To this end, we agree on the following two principles in terms of One Fund allocation: (i) Government involvement and consultation on conceptualisation, prioritisation and allocation; and (ii) bringing Agencies together to achieve results and focus on key Delivering as One priorities.

vii. Affirming a "One Voice" for the UN through co-leadership in advocacy and communications underpinned by coherent messaging. This implies appropriate roles by Heads of Agencies and other key colleagues to amplify the One Voice projected by the Resident Coordinator

By signing this document, I as representative of my organisation in Rwanda, commit and engage my organisation to work according to the principles and agreements outlined in this UNDAP in implementing Delivering as One agenda in Rwanda

UNICEF Representative	WFP Representative and Country Director	UNFPA Representative
UNDP Country Director	WHO Representative	UNAIDS UCC
FAO Representative	UN Women Representative	UNHCR Representative
ILO Regional Director	UNIDO Regional Director	UNECA Director
UN-HABITAT Reg. Director	IOM Chief of Mission	WFP Representative
UNESCO Regional Director	IFAD Country Program Manager	UNV Senior Portfolio Manager
ITC Executive Director	UNCTAD Chief TCS	UNCDF Head of Africa Office
UNEP Director and Regional Coordinator	OHCHR Chief of Africa	UN Resident Coordinator
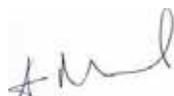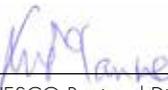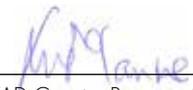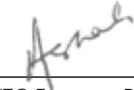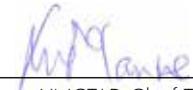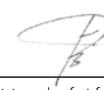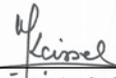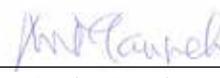
Code of Conduct – UNCT Rwanda

The United Nations Country Team of Rwanda (both resident and non-resident agencies) is committed to working together closely in order to 'Deliver as One', to help the people and Government of Rwanda fulfill their development aspirations. In order to achieve this, each member of the UNCT commits him/herself to the following principles of interaction.

1. All the UN staff are expected to adhere to the UN Standards of Conduct for the International Civil Service of UN staff members. As heads of office for their agencies, UNCT members are under particular public scrutiny, and should be particularly careful to reflect and uphold those standards.

2. In order to work effectively as a team, UNCT members must exercise those skills and attributes which lead to good team-work: commitment, clear communication, good listening skills, flexibility, negotiation and mutual respect.

3. Each member of the UNCT realizes that (s)he represents not only his/her own agency, but the entire UN in all their external interactions. Heads of Agencies must bring the issues of their agencies mandate to bear, but must do so in a way that does not undermine the advocacy work of other members of the team.

4. Heads of Agencies, as members of the UNCT, will make decisions by consensus. Discussions or decisions should come openly, collegially and constructively within the team. If no consensus can be reached, the Resident Coordinator (RC) can make the ultimate decision.

5. Any dispute among the UN Agencies shall be resolved exclusively among the UN Agencies through good faith consultations, using existing mechanisms1.

6. When the RC or other UNCT member is representing the UNCT, it is vital that the person is briefed before the meeting on the views and advocacy/policy agenda of agencies being represented, speaks only the language of the UNCT, and reports back to those agencies afterwards on how the advocacy/policy agenda was advanced.

7. If a UNCT member assigned to represent others is unable to accomplish the task, due to any kind of absence, an alternative member of the UNCT will be chosen to do so.

8. In the United Nations Assistance Development Plan (UNDAP) for 2013-2018, all UNCT members have agreed not to fund-raise for their agency in-country, except for the activities linked to humanitarian emergencies. Rather, any in-country fund-raising efforts should be directed to mobilization of resources for the One Programme as a whole.

9. In the United Nations Assistance Plan (UNDAP) for 2013-2018, no other additional activities, except for the activities linked to humanitarian emergencies, will be developed without the agreement of the RC who will decide after discussion with the UNCT.

10. In developing and implementing the United Nations Assistance Plan (UNDAP) for 2013-2018, the co-chairing principle will be applied to the Development Group Results (DRGs). The co-chairs have equal responsibilities and they work in close consultation to facilitate the work of the other members of their group.

11. When a co-chair of a DRG is absent for any reason, the other co-chair will represent the group.

Annex to the Code of Conduct

In the following table, some of the functions of different members of the UNCT are identified, with particular roles and responsibilities assigned to each. Three categories of UNCT members are identified: the RC, a Head of Agency acting on behalf of the UNCT (e.g. UNDAF Theme Group or in sector discussions), and an Agency representative acting on behalf of his/her agency. Direct accountability is vertical (to regional or headquarters staff of the same agency). What is described below is horizontal' responsibilities/accountabilities, the performance of which should be reflected in the vertical performance assessment mechanisms.

The proposed principles can be reviewed at any time if the Heads of Agencies deem this necessary.

Responsible for	RC	Heads of Agency representing the UNCT	Heads of Agency representing his agency
Nomination	The RC will continue to be selected on the basis of merit and competition drawn from the best talent within and outside the UN System. She/he is nominated by the UN Secretary-General	--	Nominated according to agency specific rules
Representation	At highest level, joined by a Head of Agency if needed. The RC is the primary contact with the Head of State.	Usually up to ministerial level	Usually up to ministerial level.
Representation during absence RC	Designate, following consultations with UNCT members, a senior representative of the UN System to act as RC a.i in his/her absence from the country	Will act according to the responsibilities and accountabilities for the RC as highlighted in this document	--
Programme Design, implementation, monitoring and evaluation	Guide and facilitate the reaching of UNCT consensus and ultimately decide	Guide and facilitate the reaching of UNCT consensus and take note of unresolved matters for higher level (RC) guidance.	Contribute and carry out responsively and assume responsibility and accountability
Programme reporting	Lead UNCT member's contribution, consolidate and ensure quality of overall report	Consolidate, ensure quality of and validate thematic and overall report	Contribute responsively to ensure quality of thematic report
Financial reporting	Lead UNCT member's contribution, consolidate and ensure quality of overall report	Consolidate, ensure quality of and validate DRG and overall report	Agency-specific reporting on core and vertical resources as well as providing quality and timely inputs to RC/UNCT's reports
Administrative reporting	Lead and consolidate UNCT members contribution to the Annual report of the RC. The RC reports to the Chair of the UNDG	Ensure quality and validation of the annual report of RC	Agency-specific reporting as well as inputs to the annual report of the RC
Resource mobilization	Lead design and conduct resource mobilization on behalf of the UNCT in Rwanda in accordance with the agreed principles as in the UNDAP	–	Ensure availability of global core resources (including vertical funds) through her/his agency-specific channels
Allocation of resources	Guide and facilitate (according the principles of the UNDAP) the reaching of UNCT consensus and ultimately take a decision	The UNCT approves the planning documents as described in the UNDAP.	--
Management of HR	Manage RCO, guide and assess staff working in the RCO	Will validate ToR of new RCO staff and be part of the recruitment process. Provide input to the assessments of staff of the RCO (e.g. Senior Policy Advisor, Coordination Officers and Communications Officer) and the UN Policy Advisors.	Provide and supervise /manage staff paid by the agency (including the UN Policy Advisors)
Advocacy	Highest-level, overall/general UN Results, joined by Head of Agency if needed	Sectoral (on behalf of all agencies in sector)	Agency-mandated, in coherence with other agencies in the UNCT
Security	Designated Official for Security (DO). She/he is accountable according to the rules of the " Framework for Accountability for the UN Security Management System"	Ensure the quality and validate the decisions taken by the Security Management Team (SMT)	Accountable for their agency and MOSS compliance and application of SMT recommendations at agency level
Assessments	The RC and UNCT have to operate in a spirit of mutual accountability and in accordance with the UNDAP and MOU which will be reflected in the **180 assessment tool.** The Regional Directors Team will assess the performance of the RC and UNCT members against the 5 key Results. This assessment will be a significant part of the annual performance review of the RC and UNCT members through their respective processes. The outcome of the Regional Directors' review will be presented at the annual appraisal of the RC performance by the UNDG Chair.		
Accreditation	Accredited by the President of the Republic of Rwanda	--	Maintain current diplomatic status	

Definition of UNCTs

The UN Country Team is composed of representatives of the UN funds, programmes, specialized agencies and other UN entities accredited to or having activities in the country. It can also include representatives of the Bretton Woods institutions.

In the event that a Head of Agency cannot attend the UNCT meetings, (s)he can designate a senior official with full authority to commit the agency.

AIDA	Accelerated Industrial Development for Africa
ARJ	Rwanda Journalist's Association
ASIP	Agricultural Sector Investment Plan
AWP	Annual Work Plan
BA	Basic Agreement
BCA	Basic Cooperation Agreement
BOS	Business Operations Strategy
CAP	Consolidated Annual Plan
CCA	Common Country Assessment
CCM	Common Coordinating Mechanisms
CEPGL	Economic Community of the Great Lakes Countries
CFSVA	Comprehensive Food Security and Vulnerability Assessment
CIP	Crop Intensification Programme
CLE	Country Led Evaluation
COCAFEM	Consultative Umbrella of Women's Associations
COD	Common Operational Document
CPAF	Common Performance Assessment Framework
CPAP	Country Programme Action Plan
CSO	Civil Society organizations
CAAPD	Comprehensive African Agriculture Development Plan
DAC	Donor Assistance Committee
DaO	Delivering as One
DHS	Demographic Health Survey
DI	Development Information
DOCO	UN Development Operations Coordination Office
DPAF	Development Partners Assessment Framework
DPCG	Development Partners Coordination Group
DPR	Development Partners Retreat
DRC	Democratic Republic of Congo
DRG	Development Results Group
DPs	Development partners
EAC	Eastern African Community
ECD	Early Childhood Development
EDPRS	Economic Development and Poverty Reduction Strategy
EICD	Household Living Conditions Survey
ENR	Environment and Natural Resources
ExCom	Executive Committee Members (UNDP, UNFPA, UNICEF, WFP)
FACE	Financial Authorisation and Certificate of Expenditure
FAO	Food and Agriculture Organization
FFRP	Rwanda National Parliament
FONERWA	Fund for Environment and Climate Change
GAFSP	Global Agricultural and Food Security Programme
GBV	Gender-Based Violence
GMIS	Government Management Information System
GMO	Gender Monitoring Office
GoR	Government of the Republic of Rwanda
HACT	Harmonized Approach for Cash Transfers

HDI	Human Development Index
HQ	Headquarters
HRBAP	Human Rights Based approach to programming
ICTR	International Criminal Tribunal for Rwanda
IFAD	International Fund for Agricultural Development
IGAD	Intergovernmental Authority on Development
IT	Information Technology
LARS	Learning Achievement in Rwandan Schools
LTA	Long Term Agreement
M&E	Monitoring & Evaluation
MDG	Millennium Development Goal
MHC	Media High Council
MIDIMAR	Ministry of Disaster Management and Refugee Affairs
MIFOTRA	Ministry of Public Service and Labour
MIGEPROF	Ministry of Gender and Family Protection
MINADEF	Ministry of Defence
MINAFFET	Ministry of Foreign Affairs and Cooperation
MINAGRI	Ministry of Agriculture and Animal Resources
MINALOC	Ministry of Local Government, Good Governance, Rural Development and Social Affairs
MINEAC	Ministry of East African Community
MINECOFIN	Ministry of Finance and Economic Planning
MINEDUC	Ministry of Education and Scientific Research
MINICOM	Ministry of Commerce, Industry, Investment Promotion, Tourism and Cooperatives
MINIJUST	Ministry of Justice
MININFRA	Ministry of Infrastructure
MININTER	Ministry of Internal Security
MINIRENA	Ministry of Natural Resources
MINISANTE	Ministry of Health
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
MTR	Mid-Term Review
MYICT	Ministry of Youth and ICT
NBR	National Bank for Rwanda
NEC	National Electoral Commission
NER	Net Enrolment Rate
NFPO	National Consultative Forum of Political Organisations
NGO	Non Governmental Organization
NGM	National Gender Machinery
NHRC	National Human Rights Commission
NISR	National Institute of Statistics of Rwanda
NPPF	National Political Parties Forum
NRA	Non Resident Agency
NURC	National Unit and Reconciliation Commission
NWC	National Youth Council
ODA	Official Development Assistance
ORINFOR	Rwanda Bureau of Information and Broadcasting
OMT	Operations Management Team
PIU	Programme Implementation Unit
PMO	Prime Minister's Office
PMTCT	Prevention of Mother to Child Transmission
PPOC	Programme Planning and Oversight Committee
PRODOC	Programme Documents
PRSP	Poverty Reduction Strategy Paper
PSF	Private Sector Federation of Rwanda

PSD	Private Sector Development
QCPR	Quadrennial Comprehensive Policy Review
RBM	Results Based Management
RBC	Rwanda Biomedical Centre
RC	Resident Coordinator
RCO	Resident Coordinator Office
RDB	Rwanda Bureau of Standards
RDF	Rwanda Defence Force
RDT	Regional Directors Team
REC	Rwanda Environment Care
RECPC	Resource Efficient and Cleaner Production Centre
RGB	Rwanda Governance Board
RNP	Rwanda National Police
RO	Regional Office
RRA	Rwanda Revenue Authority
RRF	Resources and Results Frameworks
RR	Resident Representative
RWF	Rwandan Franc
SBAA	Standard Basic Assistance Agreement
SPAT	Strategic Plan for Agricultural Transformation
SWAp	Sector Wide approach to Programming
TCPR	Triennial Comprehensive Programme Review
TG	Theme group
TOR	Terms of Reference
TVET	Technical and Vocational Education and Training
UN	United Nations
UNAIDS	United Nations Joint Programme on HIV
UNCDF	United Nations Capital Development Fund
UNCG	UN Communication Groups
UNCT	United Nations Country Team
UNDAF	UN Development Assistance Framework
UNDP	United Nations Development Fund
UNECA	United Nations Economic Commission for Africa
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Program
UNESCO	United Nations Educational Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for the refugees
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
UNOPS	United Nations Office for Project Services
UPR	Universal Periodic Review
VAC	Violence against Children
WASH	Water, Sanitation and Hygiene
WB	World Bank
WFP	World Food Programme

ANNEX VII:
UN Basic Agreements

Agency	Agreement	Date Signed
FAO		
IFAD		
ILO		
IOM		
UNDP		
UNICEF		
UNAIDS		
UNFPA		
UNECA		
WHO		
UNHCR		
WFP		
UN WOMEN		
IFAD		
UNEP		
UNESCO		
UN-Habitat		
UNIDO		
UNV		
UNCTAD		
ITC		
OCCHR		