



UNITED NATIONS  
DEVELOPMENT  
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OFFICE  
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COVID-19  
RESPONSE  
VACCINES

# COUNTRY ANNUAL RESULTS REPORT

July 2019-June 2020



March 2021





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RWANDA

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Photo on cover page: A teacher is supervising a braille typing practice at the Hill Side Hope in Musanze  
Credit: UNDP/Alice Kayibanda

Photo on page 3: Residents of Gakenke district received food supplies under CERF project for people affected by disasters.  
Credit: RCO/ Eugene Uwimana

# Foreword by UN resident coordinator



Fodé Ndiaye, UN Resident Coordinator

Two and a half years have passed since the start of the implementation of the UN Reform to reposition the UN development system (UNDS) 'focused on delivery on the ground, with clearer internal and external accountability for contributions to national needs, and with capacities, skillsets and resources better aligned to the 2030 Agenda', as stated by the UN Secretary-General. Since early 2020, a full-fledged Resident Coordinator Office (RCO) has enhanced the capacities of the Resident Coordinator and the UN Country Team (UNCT) to strategically lead with coordinated support. This reinvigorated RC System energizes UN to deliver more effectively and efficiently on the United Nations Development Assistance Plan 2018-2023 (UNDAP II) - our Cooperation Framework, in support of the National Strategy for Transformation 2017-2024 (NST1) and the Sustainable Development Agenda 2030.

Exceptionally this year, from mid-March 2020, Rwanda has been greatly impacted by the unprecedented COVID-19 pandemic. It halted some of the UN planned Activities; however, the UN took immediate measures to protect the staff well-being to stay and deliver; carried out a joint assessment; repurposed or mobilized additional resources and technical expertise; designed and approved a UN joint programme in assistance to the Government's Socio-Economic Response and Recovery Plan<sup>1</sup>, with a strong focus on gender, vulnerable people, human rights and the Leave No One Behind principle. The programme and our other operations enhanced the response and resilience capacity of the national health and other service delivery systems, in education with school feeding and e-learning, and of the vulnerable populations, thus mitigating the climate effects.

<sup>1</sup> Approved by the Government of Rwanda in September 2020

The swift, coherent and coordinated UN action and enhanced and stronger partnership with the Government, the private sector, the civil society, other Development Partners (DPs) have yielded greater results during the second year of the UNDAPII, demonstrating the value addition of UNDS Reform, including its efficiency and effectiveness gains through our Business Operations Strategy. Overall, our contributions included policy, strategy and plan design, changes and implementation, in nutrition, disability inclusion, and institutional capacity building. The Voluntary National Review (VNR, 2019) and Universal Periodic Review (UPR, 2021), the UN75, have been opportunities to discuss critical development and human rights areas, better understand the aspirations of a variety of stakeholders to renew commitment to multilateralism and UN relevance.

We have also supported the creation of decent jobs, enhancing gender equality and women economic empowerment, as well as assisting refugees and other populations of concerns. In this decade of action and the COVID-19 pandemic, UN provides financial and technical means to the much needed Integrated National Financing Framework (INFF) process to accelerate the Government's financing of SDGs and national priorities.

Moving forward, we plan to conduct a Common Country Analysis (CCA) which will capture emerging issues, assess the impact of COVID-19 and our joint action. It will provide the pathway to adjust our Cooperation Framework to do more and better in partnership with the Government and with a variety of stakeholders. I commend our UN collective leadership, the dedication of UN colleagues and our esteemed partners.

We thank our donors for the trust shown by entering in strategic partnerships and synergies and providing resources; most importantly we acknowledge the trusted cooperation with the Government. Our collective efforts, despite COVID-19, have yielded tangible results for all the people. Together, we stand stronger to fight the pandemics and build forward better. We are optimistic and hopeful.

I wish you a pleasant reading of the Country Annual Results Report July 2019-June 2020 but beyond data and numbers close your eyes and feel the transformation, so, little be it, in people's lives. Results are individuals, communities, institutions, stories and journeys.

Stay healthy and safe! Turi Kumwe!

# 1.0 UN country team



**Fodé Ndiaye**  
UN Resident Coordinator



**Ndong Jatta Ann Therese**  
UNESCO Regional Director



**Ahmed Baba Fall**  
UNHCR Representative



**Dr. Betru Tekle Woldesemayat**  
UNAIDS Country Director



**Dr. Kasonde Mwinga**  
WHO Representative



**Mark Bryan Schreiner**  
UNFPA Representative



**Edith Heines**  
WFP Representative



**Fatou Lo**  
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**Francesco Rispoli**  
IFAD Country Director



**Julianna Lindsey**  
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**Fruzsina Straus**  
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Regional portfolio on  
Urban Resilience



**Gualbert Gbehounou**  
FAO Representative



**Helene Fors**  
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**Jean-Philippe Rodde**  
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**Juliette Biao Koudenoukpo**  
UNEP Director and Regional  
Representative for Africa



**Maxwell Gomera**  
UNDP Resident Representative



**Ludmila Azo**  
ITC Country Manager



**Wellington Shibebe**  
ILO Director



**Mama Keita**  
UN ECA Director of the Office  
for Eastern Africa



**Andre Habimana**  
UNIDO Country Representative



**Odette Bagitengire**  
UNV Country Coordinator

## 2.0 Key development partners of the UN development system in the country

The UN in Rwanda has continued to strengthen existing partnerships and initiate new relationships with partners in and outside of Rwanda. In this reporting period the UN initiated dialogue with potential partners, mostly engaged as part of the UN's resource mobilisation for Rwanda's COVID-19 response, as well as to foster collaboration and partnership for development in different results areas of the UNDAF II. Moreover, the UN widened its partnership base by entering into a partnership with the Network of International Non-Government Organisations (NINGO). Terms of Reference for the collaboration with NINGO were developed and will guide operationalization of the partnership in 2020/21.

To increase visibility of UN's work in Rwanda as well as build new and strengthen existing partnerships globally, the UN hosted delegates from the UN Foundation and the US Congress in February 2020. The partnership with the Embassy of Sweden continued, with Sweden providing loosely earmarked funds allows the UNCT to make strategic prioritizations in the allocation of funds.

Key Funding Partners	Key Non-Funding Partners	Ministries
<ul style="list-style-type: none"> <li>DFID</li> <li>Embassy of Sweden</li> <li>Embassy of Japan</li> <li>Embassy of the Netherlands</li> <li>Embassy of the People's Republic of China in Rwanda</li> <li>Embassy of the Republic of Korea</li> <li>European Union</li> <li>KOICA</li> <li>Swiss Agency for Development and Cooperation (SDC)</li> <li>The United States Agency for International Development (USAID)</li> <li>United Nations Central Emergency Response Fund (CERF)</li> <li>Joint SDG Fund</li> <li>Peace Building Fund</li> </ul>	<ul style="list-style-type: none"> <li>World Bank</li> <li>International Monetary Fund</li> <li>African Development Bank</li> <li>International Fund for Agricultural Development (IFAD)</li> <li>International Climate Initiative of the German Environment Ministry</li> <li>International Water Management Institute</li> <li>OPEC Fund for International Development (OFID)</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Foreign Affairs and International Cooperation</li> <li>Ministry of Finance and Economic Planning</li> <li>Ministry of Agriculture and Animal Resources (MINAGRI)</li> <li>Ministry in Charge of Emergency Management</li> <li>Ministry of Health</li> <li>Ministry of Gender and Family Promotion</li> <li>Ministry of Education</li> <li>Ministry of Local Government</li> <li>Ministry of Justice</li> <li>Ministry of Environment</li> <li>Ministry of ICT and Innovation (MINICT)</li> <li>Ministry of Trade and Industry (MINICOM)</li> <li>Ministry of Youth and Culture (MYCULTURE)</li> </ul>

Lastly, in 2019/20 the UN Resident Coordinator (RC) continued to co-chair Development Partner meetings, where development partners in Rwanda discuss substantial issues on how to support the country in achieving transformative change and the Agenda 2030. The UN participated in the two Development Partner Group (DPG) sessions convened by MINECOFIN as well as the Annual Development Partner Retreat that was conducted a month before the coronavirus disease (COVID-19) hit the country, in March 2020. These forums bring together key representatives from the Government, development partners, private sector and civil society to exchange views and agree on recommendations to accelerate development in Rwanda.

Refugees following their daily activities in Kigeme Refugee Camp.

Credit: RCO/Eugene Uwimana



## Chapter 1: key developments in the country and regional context



The outbreak of COVID-19 caused by the severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2) has been spreading rapidly across the world since December 2019. The spread has been so rapid that the World Health Organization (WHO) declared it a global pandemic<sup>1</sup> on March 11, 2020. Three days later, Rwanda confirmed the first case of COVID-19. Containment measures were swiftly implemented thereafter to ensure public health and safety. COVID-19 cases continued to rise, albeit at a slower pace than would have been the case if Rwanda had not instituted stringent lockdown measures. As of 30 June 2020, Rwanda had recorded 1025 cases of which 447 people recovered and 2 deaths<sup>2</sup>. WHO observed that the 'doubling time' of rates of new infections had decreased from 43 days prior to April 14 to just 8 days after that date, and that incidences of community transmission had been initiated in Rwanda, compared to all earlier cases that were imported from overseas visitors.

Rwanda's COVID-19 containment measures were among the most stringent in Sub-Saharan Africa.<sup>3</sup> One week after the first recorded case, a full lockdown was implemented, which was extended two further times in April, to the end of that month. This required people to stay at home unless for emergency reasons and resulted in school closures and bans on public gatherings including places of worship and sports. All commercial passenger flights to and from Rwanda, including flights by the national carrier, were suspended and all public and private transportation severely restricted. Most individual and firm activity, including manufacturing, hospitality and entertainment businesses such as hotels, bars, and restaurants, were closed. For example, 90 percent of businesses in the hospitality sector and tour operators experienced a full suspension of business.

The fallout on the economy and people's livelihoods has been massive. Prior to the pandemic, Rwanda was in the middle of an economic boom with real economic growth of 9.4 percent in 2019 and strong average growth expected to continue in 2020 and 2021. The drastic fall in demand, disruption of supply chains for goods and services, the impact of COVID-19 public health measures in Rwanda and globally, have resulted in negative impacts across all aspects of the economy. Exports (in particular, agricultural commodities) and tourism are taking a strong hit amid disruption in international trade and travel. MINECOFIN recorded a 63 percent fall in economic activity in the first week of lockdown compared to the same period in the previous year, while the volume of transactions declined by 75 percent. Conservative economic growth estimates for 2020 forecast a reduction by about 7 percentage points. Balance of Payment and fiscal pressures are also mounting; the current account deficit is expected to deteriorate from 9.2 percent of GDP in 2019 to 16.7 percent in 2020 while the fiscal deficit is estimated to grow by 4.1 percentage points of GDP to 12.2 percent over this same period attributed to the urgent health and social welfare spending made to respond to the outbreak including food distribution<sup>4</sup>. An IMF macro assessment report also recently noted that Rwanda's risk of debt distress had been elevated from low to moderate.

Prior to the COVID-19 crisis, labor statistics were on largely positive trends. According to the Labour Force Survey (LFS) series unemployment had declined among female from 22.7 percent in 2016 to 17 percent in 2019, while the employment-to-population ratio and labour force participation rate were also increasing. In May 2020, the unemployment rate among women aged 16 years and above had increased to 25 percent up from 14 percent in February 2020, while for men it was estimated at 19 percent from 13 percent in the same period as a result of the rise of unemployed population due to COVID-19. The same survey found the female labour force participation rate at 47 percent, much lower than the male's (64.3%).

These unemployment figures amid COVID-19 pandemic underscore the severity of socio-economic impact of the pandemic on women, majority operating in the informal sector, which occupies 91.2 percent of employed women.

The Government of Rwanda developed a National COVID-19 Preparedness and Response Plan and put in place measures to limit the transmission and mitigate the impact of the pandemic to human lives and improve multi-sectoral coordination to confront multiple challenges simultaneously. Measures included strengthening health surveillance and capacity of testing and contact tracing systems and ensuring that delivery of essential health services for non-COVID-19 related conditions remained functional to reduce morbidity and mortality while ensuring the safety of health workers.

To mitigate the impact of the COVID-19 crisis on the economy and chart the desired recovery path, the Government of Rwanda has adopted a three-pronged approach. First, it elaborates an Economic Recovery Plan (ERP) that outlines national priorities and their respective set of comprehensive interventions to be implemented over Financial Years 2019/20 and 2020/21. The ERP is contextualized within the ongoing National Strategy of Transformation 2017-2024 (NST 1) and would be costed and implemented in line with an ongoing development strategy to leverage public investments in economic and social services in order to improve livelihoods and prosperity for all Rwandans.

The Plan furthermore outlines key approaches for supporting economic recovery in specific sectors hardest hit with the primary objective of maintaining their survival, resuming productive activities, and safeguarding employment. At the same time, it is recognized that longer-term interventions will also be required - to support certain key sectors and economic actors to shift their strategies and operations in order to align to the new realities of a post-COVID-19 world in terms of trade, investment, banking services, and use of digital technology. Second, within the larger ERP, a Social Protection Response and Recovery Plan (SPRRP) was developed to complement existing social protection initiatives and programmes by reaching target groups most affected by COVID-19 crisis.

The SPRRP measures are designed to cushion the loss of livelihoods of many vulnerable population groups and address the needs of a significant proportion of the population hitherto out of reach of traditional social protection benefits by virtue of being classified in the non-poor, or the non-poor but vulnerable categories. Third, the Government has additionally established the Economic Recovery Fund (ERF) to financially support recovery efforts in key sectors especially targeting MSMEs.

The Government of Rwanda recognises the need for increasing concessional external financing as well as leveraging public funding to mobilize increased private investment toward meeting its medium-long term infrastructure and service delivery priorities. The fall in domestic revenue collection and other macro-fiscal impacts from a global commodity shock has already shown signs of reducing fiscal space for Sustainable Development Goals (SDGs) priorities. Thus, it is more imperative than ever to allocate budgetary resources more effectively and to develop financing approaches to keep SDG targets on track. To this end, the UNCT within its current configuration, developed a Joint Programme<sup>5</sup> to support the Government Plan in integrating COVID-19 risks and opportunities toward its NST1 financing approaches linked to the aims of the ERP to crowd-in additional resources that can mitigate the worst impacts of the crisis.

<sup>1</sup><https://www.who.int/dg/speeches/detail/who-director-general-s-opening-remarks-at-the-media-briefing-on-COVID-19---11-march-2020>

<sup>2</sup>RBC Portal <https://www.rbc.gov.rw/index.php?id=188>

<sup>3</sup>Oxford University Blavatnick School of Government Stringency Index. <https://COVIDtracker.bsg.ox.ac.uk>

<sup>4</sup>MINECOFIN – Budget Framework Paper 2020-21

The CERF project supports resident to rebuild their houses which were destroyed by disasters in Gakenke district.

Credit: RCO/Eugene Uwimana



## Chapter 2: UN development system support to national development priorities through the cooperation framework



## 2.1 Overview of cooperation framework results

### Definition of the UNDAP II

The United Nations Development Assistance Plan, UNDAP II 2018-2023, outlines the areas of all UN cooperation contributing to the national development agenda, under the leadership of the UN country team (UNCT). The UNDAP II is informed by and responds to national, regional and global normative frameworks, including the National Strategy for Transformation 2017-2024, the 2030 UN Agenda for Sustainable Development and the Sustainable Development Goals (SDGs), the African Union Agenda 2063, and the East African Community (EAC) Vision 2050.

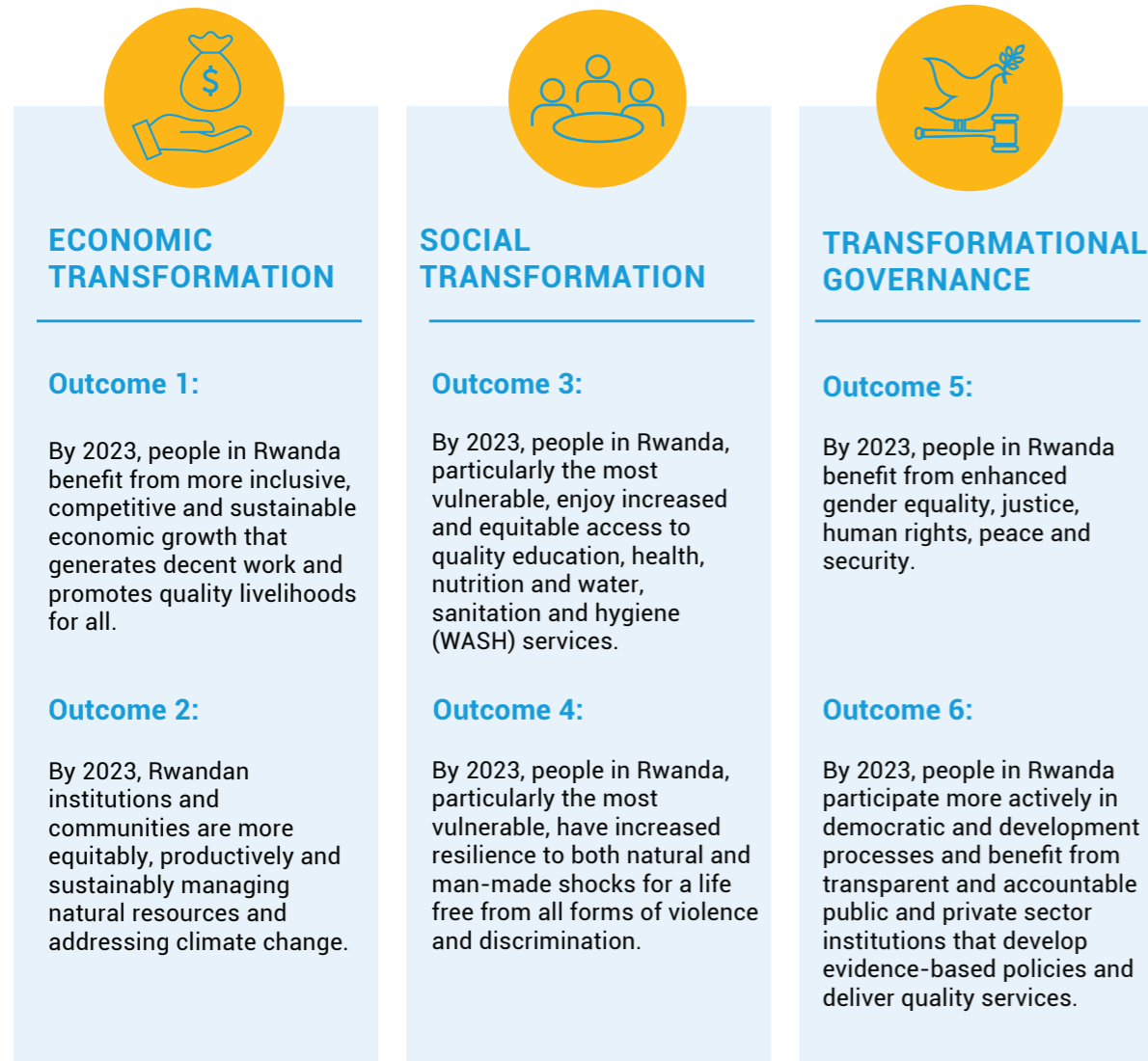
### Sustainable Development Goals in Rwanda

The UNDAP II and the agency-specific strategic documents have been developed through a joint and participatory process to the extent that the Government only discussed and approved the UNDAP. On this basis, the Government sent endorsement letter for agency country programme documents to the relevant Executive Board. This has generated more coherence, more possibilities of partnerships and synergies while reducing the transaction costs. The inclusive process brought together Government line ministries and departments, bilateral and multilateral partners, civil society organisations, the private sector and the media to review progress, challenges and lessons learned and to identify key areas of strategic intervention for the UN system in Rwanda. This interactive and iterative process resulted in the identification of three strategic priority areas for the UNDAP II aligned with the national development priorities: 1. Economic Transformation; 2. Social Transformation; and 3. Transformational Governance.



## Description of UNDP II alignment to national & global frameworks

These results areas are directly aligned to the national development priorities as outlined in the Vision 2050, the National Strategy for Transformation (NST1) 2017-2024 and the subsequent Sector Strategic Plans and District Development Strategies, grounded on Agenda 2030, AU Agenda 2063 and EAC Vision 2050. Optimizing the UN system's comparative advantage in the country, the UNDP II consists of six outcomes and 25 outputs, each with defined results and means of measurement and verification for accountability.



## Description of UNDP rationale & structure (results areas)

The overarching principle of the UNDP II is to 'leave no one behind' underpinned by other programming principles: human rights, gender equality and women's empowerment; sustainability and resilience; and accountability. Interventions focus on ensuring the targeting and prioritization of the most vulnerable populations, reaching first the furthest left behind prioritizing women, girls, all children, youth, refugees, persons with disability among others. In addition the UNDP is grounded on three important strategies: (1) human rights; (2) gender and (3) the humanitarian-development nexus extended later to the triple nexus, i.e. humanitarian-development-peace.

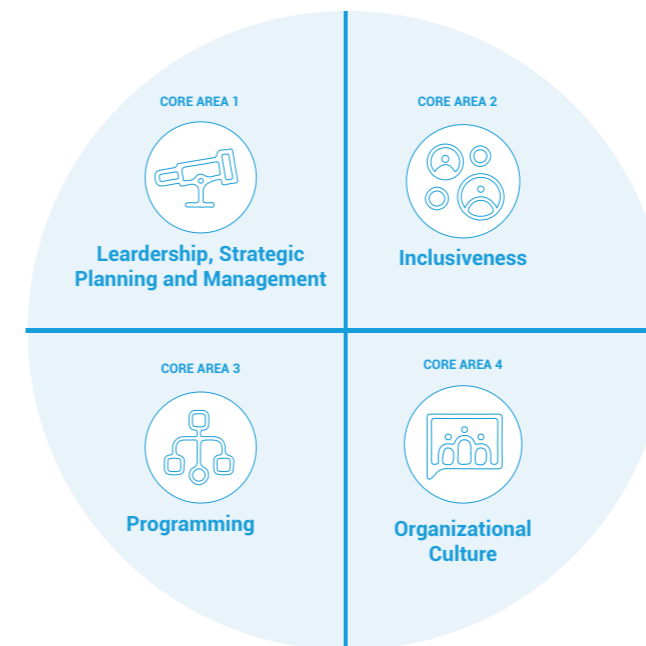


During the reporting year 2019/2020, the UN has continued its joint efforts to strengthen the leaving no one behind perspective, ensuring diversity and inclusion in all activities. In July 2019, the UN Disability Inclusion Strategy was launched, and the strategy sets the foundation for sustainable and transformative progress on disability inclusion through all pillars of the work of the United Nations, globally and in Rwanda. As a part of implementing the new strategy, initial discussions on coordinated efforts within the area of disability and inclusion have been held with the World Bank, the EU and other development partners.

The UN has enhanced its joint efforts to ensure the leaving no one behind perspective is mainstreamed throughout its programmes, internally as well as with partners such as the Government of Rwanda, private sector, development and civil society partners.

Among many initiatives, to ensure inclusion of people with disabilities, the UN has supported inclusive education with dedicated attention to children with disabilities and promoted sexual and reproductive rights of persons with disabilities, advocacy through photo exhibition, engagement with units promoting inclusion, workshop with the World Bank, specific agency programmes, engagement with the Ministry of Local Government (MINALOC) and the National council of people living with disabilities (NCPD).

Four pillars of the UN disability and inclusion strategy:



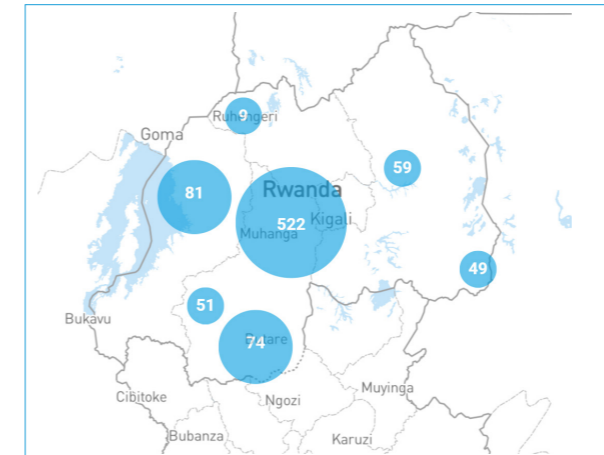
The efforts to ensure that UN programmes, operations, leadership, strategic planning and organizational culture leave no one behind and reflect diversity and inclusion is by no means a one-off exercise. The efforts undertaken during the reporting year June 2019-July 2020 are reflected throughout this report. In December 2020, the UN in Rwanda also reported on the UN Disability and Inclusion Scorecard for the first time. The scorecard will serve as an accountability tool, while also setting the baseline for future work.



Furthermore, the UNDP II seeks to strengthen the humanitarian-development-peace nexus and improve programmatic integration and coherence, including through appropriate integration between operational and programmatic action for more efficient implementation of interventions and more effective and impactful UN system support to national development. The UN has continued to successfully advocate for the inclusion of refugees across all strategic priorities, and there is enhanced integration between refugees and host communities, also ensuring a do no harm approach in the programmes. Examples of successful inclusion of refugees are described throughout this report.

Worth highlighting for this reporting period is also the new joint project "Creating peace dividends for women and youth through increased cross-border trade and strengthened food security". The project which is being implemented in collaboration with UN agencies in the Democratic Republic of Congo (DRC), brings together the aspects of development, resilience building, and sustaining peace, through its focus on sustainable agriculture and increasing livelihoods while at the same time facilitating cross-border trade, building relations and increasing social cohesion in the border areas of Rwanda and DRC. While this is the first joint cross-border project bringing together development and peace aspects for the UN in Rwanda, the learnings drawn from the project will feed into future work to integrate the development, humanitarian and peace aspects in UN programmes.

The UN also contributed to the elaboration of the UN Strategy of the Great Lakes Region, which seeks to leverage the comparative advantage of the UN through the development, humanitarian and peace nexus to further strengthen regional economic progress, security, and South-South Cooperation in the Great Lakes Region. The strategy is an opportunity for joint action of the UN and Governments in the region to achieve the SDGs, by improving relations and promote cross-border economic cooperation, trade, and investment.



The UN's key activities in Rwanda.

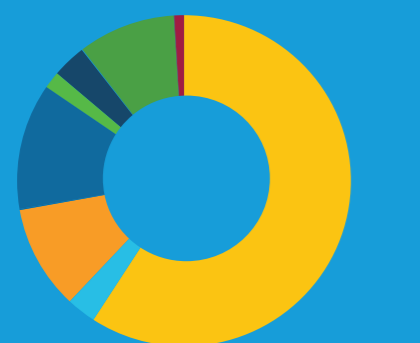
The UN developed a COVID-19 Coordination Mechanism, which spelled out the arrangements for efficient and effective support including optimal use of limited resources for more impactful fight against COVID-19, including the UN internal coordination mechanism; the coordination between the UN and the DP group; and the coordination between the DP Group and the Government. The UN supported the Government in developing, and implementing, the Rwanda COVID-19, National Preparedness and Recovery Plan and the National Economic Recovery Plan. Internally, all UN agencies worked as per their business continuity plans, and a joint programme criticality exercise was carried out to provide the framework to deliver operations based on their criticality compared to the residual risks. Regional and global coordination across the UN have enhanced efficiency in operations, as well as UN's ability to stay and deliver.

### The COVID-19 Response

The UN in Rwanda's objective to support the achievement of the NST1 is more relevant than ever in the current COVID-19 pandemic context. When the COVID-19 hit the country, mid-March 2020, the UN Country Team (UNCT) took immediate measures to protect UN staff safety and wellbeing, while staying and delivering.

Through partnerships with government and stakeholders, capacity building, system enhancing and innovation, the UN has continued and supplemented the delivery of a wide range of services across the country throughout the COVID-19 crisis. During the reporting year, coordinated support to various important processes yielded important results in mitigation of negative impacts of COVID-19. Examples of UN contributions are provided throughout this report.

### Distribution of key activities by QCPR<sup>5</sup> function



- Capacity Development/ Technical Assistance
- Convening/ Partnerships/ Knowledge Sharing
- Data Collection and Analysis
- Direct Support/ Service Delivery
- Normative Support
- Other ( Including Coordination )
- Policy Advice and Thought Leadership
- Support Functions

All the UN Rwanda's activities are tagged to the Quadrennial Comprehensive Policy Review of UN system operational activities (QCPR) undertaken by the UN General Assembly. The QCPR is the overarching tool for Member States to provide policy guidance to the UN Development System (UNDS) and to hold it accountable. The above graph reflects the areas of support provided by the UN during 2019-2020, showing that the main activities conducted are capacity development and technical assistance, followed by direct support/service delivery, data collection and analysis, and forth, policy advice and thought leadership. While normative support and convening/partnerships/knowledge sharing are among the smallest areas in the graph, they constitute an important part of most other QCPR functions.

<sup>5</sup> The Quadrennial Comprehensive Policy Review of operational activities is a policy instrument that defines the ways that the UN development system operates to support programme countries in their development efforts.



A man washing his hands on an automatic washing machine at a COVID-19 treatment center in Nyaruguru district.

Credit: RCO/Eugene Uwimana

## 2.2. Cooperation framework priorities, outcomes and outputs

### 2.2.1 STRATEGIC PRIORITY 1 - ECONOMIC TRANSFORMATION

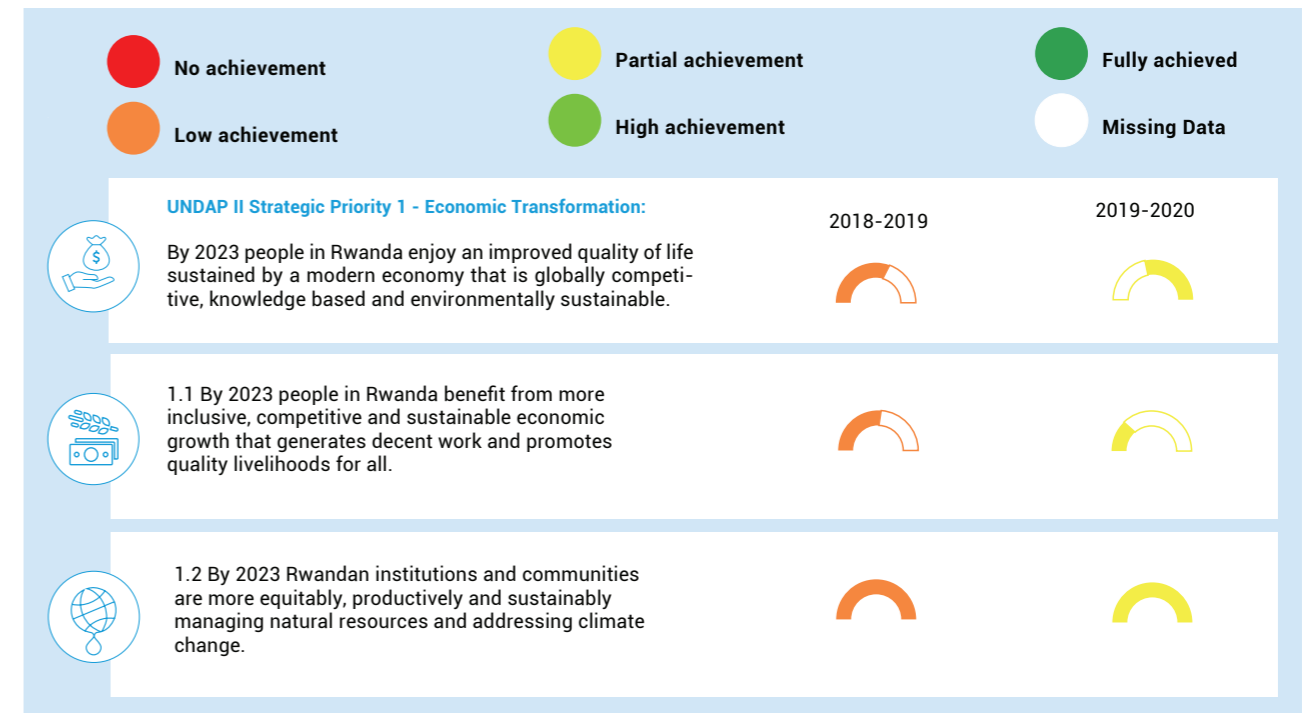
#### Summary rationale of economic transformation

Through the economic transformation strategic result area, the UN seeks to contribute to ensuring that Rwandans enjoy an improved quality of life sustained by a modern economy that is globally competitive, knowledge-based and environmentally sustainable. All initiatives under this UNDAP II strategic priority area are delivered through two outcomes linked to the national economic transformation pillar of the NST 1 that pursues accelerated inclusive economic development founded on the private sector, knowledge and Rwanda's natural resources.

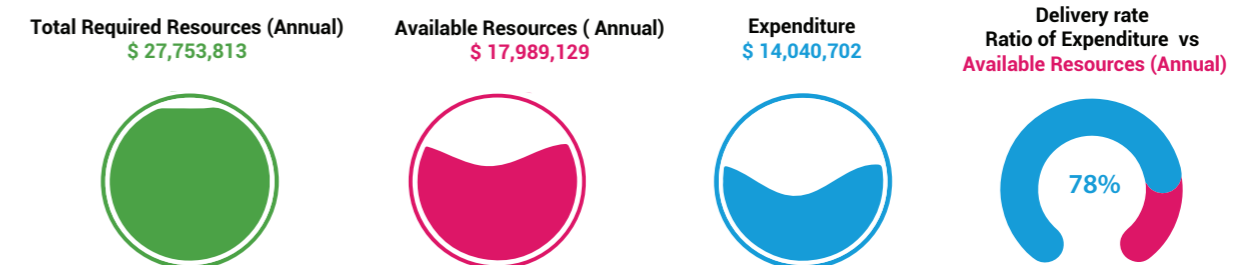
#### Sustainable Development Goals implemented through Strategic Priority 1 – Economic Transformation



Figure: Result Tracker<sup>7</sup>



#### Resources and delivery rates 2019-2020



Within the Economic transformation pillar, the UN mobilised 67% (USD \$ 17,989,129) of the resources required for implementation of the 2019/20 strategic priority's annual workplan. However, programmes in this priority area only spent 78% (USD \$ 14,040,702) of the available resources this year. This delivery rate is reflected in the results tracker where the annual targets under outcome one and two have been only partially achieved. This moderate delivery rate and partial achievement are mostly attributed to the slowed implementation of planned programme interventions from mostly March to June 2020 when various restrictions, especially to movement of people, were affected by the COVID-19 pandemic. Although movement of goods was permitted, programme implementation in trade and industrialization almost came to a standstill, youth employment interventions such as boot camps were halted and support to women in agriculture was postponed. The UN endeavored to mitigate some of these disruptions by activating its business continuity plan, conducting some planned interventions such as workshops virtually and repurposing resources to support the most impacted sectors, namely health.

<sup>7</sup> The percentage scores are calculated based on actual/target values in UN INFO. The five ranges are - 100; 76-99; 26-75; 1-25; 0

**OUTCOME 1: BY 2023 PEOPLE IN RWANDA BENEFIT FROM MORE INCLUSIVE COMPETITIVE AND SUSTAINABLE ECONOMIC GROWTH THAT GENERATES DECENT WORK AND PROMOTES QUALITY LIVELIHOODS FOR ALL.**

**Summary rationale of outcome one**

To fast track Rwanda's economic transformation to realise the country's mid and long-term goals, the UN is committed to implementing and supporting strategies which align with the SDG targets to generate decent work and employment opportunities, increase agricultural yields and mediate post-harvest losses for Rwanda's primarily agrarian population, increase access to economic resources and financial services particularly for women and vulnerable groups, and reduce extreme income inequalities.

The UN also promotes a supportive and enabling policy environment for the achievement of inclusive economic growth. To deliver against these strategic goals during this year, the UN implemented strategies and interventions that focus on increasing agriculture productivity and commercialization, enhancing competitiveness through inclusive trade and industrialization, promoting entrepreneurship and creating decent jobs, development financing and sustainable urbanization.

**Summary of results under five focus areas:**

**1. Agriculture**

**Increasing agricultural productivity, commercialization and resilience**

Through the Rural Women Economic Empowerment (RWEE) joint programme, women and girls have reduced unpaid work burden associated with water collection, and farmers have increased agricultural productivity and resilience to droughts following capacity enhancement of 238 women and 37 men farmers in rainwater harvesting, small-scale irrigation technologies and equipment management.

More than 30,000 healthy banana planting materials were produced and distributed to 291 farmers (43% women) in Gisagara, Muhanga, Karongi, Rwamagana and Rubavu districts as a result of capacity building in banana husbandry, pests and disease management to farmers, districts and sector agronomists, and farmer field schools' facilitators /farmer promoters.



**Reduction in maize rejection from 80% in 2017 to 5% of domestically produced maize rejected in 2019/20**



Increased reforestation through planting of 30,000 tree seedlings in homesteads and hillsides in Nyaruguru, Kirehe and Ngoma districts, following the training of farmers and cooperatives in environmental conservation and climate change



Reduction in deforestation and in women and girls' household chores such as firewood fetching following construction of energy saving stoves in 1,092 households in Nyaruguru, Kirehe and Ngoma districts.

74,818 (50% women) smallholder farmers have access to 6 formal private sector buyers.

“When MINIMEX started in 2006, it was almost impossible to run a factory solely on locally harvested maize. After involvement of agricultural promoters to assist the government such as FTMA, MINIMEX is able to run for 6 consecutive months on local maize and has experienced rejection level of less than 10% in the last 4 consecutive farming seasons.”

*Moses Ndayisenga, Quality manager at MINIMEX.*

To enhance self-reliance of refugees and host communities, a multi-partner agricultural project was used to secure employment in the agricultural sector for 300 Congolese refugees and 1,127 (79% women) host community members, from Mugombwa Refugee Camp and Misizi marshlands. Furthermore, 23 agri-business plans were formulated using RuralInvest toolkit as a result of 24 (8 women and 16 men) experts from public, private, civil society, academic institutions, NGOs, financial institutions, and district agribusiness officers trained on the use of the RuralInvest toolkit. RuralInvest toolkit is a multilingual toolkit that helps to prepare sustainable agricultural and rural investment projects and business plans, ensuring a more effective and efficient resource allocation by rural small and medium size enterprises (SMEs).

**COVID-19 response in agriculture**

UN emergency support on agriculture input has contributed to improved food security of 200 farmers (40% women) in Muhanga and Karongi districts.

UN support on improved seeds contributed to enhanced productivity and incomes of 1,181 farmers (75% women) from 12 cooperatives.

Improved hygiene and personal protection of 5,000 farmers (69% women) following receipt of hygiene education and personal protective equipment.

## Youth participation in agriculture policy and practice

The Ministry of Agriculture and Animal Resources (MINAGRI) has been supported to develop the National Strategy on Youth Employment in Agri-Food systems. This strategy is expected to orient and coordinate the country's efforts around youth employment in agri-food systems based on a common agenda defined in close consultation with stakeholders and responding to the needs of Rwandan youth. Also, to increase youth participation in agriculture, youth networks such as Rwanda Youth in Agribusiness Forum (RYAF); Youth Engagement in Agriculture Network (YEAN); and Young Professionals for Agriculture Development (YPARD), were engaged in identifying the needs and priorities of the youth in agriculture networks. As a result, RYAF is being supported in organizational development, i.e. to elaborate a five-year strategic plan and to review their status and internal rules and regulations. This support will streamline the network's operations and programmes with the primary goal to increase rural youth representation and participation in the agriculture sector.

### Empowering smallholder farmers to grow nutritious foods

Through the UN's capacity development initiative for farmers, Juliette was among ten farmers sponsored to undertake a three-week training at Songhai center in Benin to improve their farming activities.

“ I learnt a lot about organic farming which I'm practicing. My company, Fresh Basket, now employs about 60 young farmers and women. I have a huge market for my produce. customers like my products mostly because they are organic. Currently, I supply to a hotel that prepares meals for the national carrier, Rwandair and other high-end clients in Kigali. My vision is to establish a center to train farmers in integrated and sustainable agriculture. ”



Juliette increased her knowledge about organic farming.  
Credit: FAO

## 2. Trade and industrialization

### Enhancing trade competitiveness

The African Continental Free Trade Area (AfCFTA) aims to create a continental market for goods and services, with free movement of people and capital, and pave the way for creating a customs union. Rwanda ratified the AfCFTA agreement in May 2018 and is working with the UN and other development partners to ensure the country is well positioned to compete in trade and industry in Africa and to benefit more from regional integration. During the year, a readiness assessment of the country was completed with the support of the UN. To further ensure the country's effective participation in the AfCFTA, technical assistance is being provided in development of the National AfCFTA implementation strategy that will be completed by March 2021.

### COVID-19 response in trade & industry

30 Rwandan businesses had opportunity to participate in the United Fresh LIVE virtual trade fair after receiving business advisory support, catalogues, virtual booths and access to finance.

Border officials and health workers operating at Points of Entries have enhanced capacity in Ebola Virus Disease and COVID-19 screenings, detection, referral and mitigation measures – enabling cross-border trade to continue (EVD) and resume (COVID-19).

Coffee accounts for more than 50% of Rwanda's exports, ensuring global competitiveness of the sub-sector is a priority for the Government. With UN support, 24 coffee producers and exporters (50% women) attained certification from the Specialty Coffee Association (SCA), which increased the SME's competitiveness in the coffee sector by enhancing their credibility globally, offering better employment opportunities in the industry and facilitating better negotiations with international buyers. To complement this strategic support, an EAC Coffee Business Forum was organised in which 25 SMEs, including five from Rwanda, were connected to ten European roasters and buyers, improving the linkages between European buyers' direct market and the East African producers. The network has also enabled local SMEs better understand buyers' perspective thus improving their export strategies, marketing skills and business-to-business (B2B) activities.

Horticulture products, including fruits and vegetables, are in the country's top three exports. With the NST 1 ambition to grow high-value exports by 17% annually, the UN is working with the private sector in horticulture production, processing and exports to achieve this national target. To improve horticulture value chains, companies producing, aggregating and exporting fruits and vegetables received coaching support in post-harvest handling of horticulture produce through the MARKUP Project. This has improved their washing, packing and handling techniques.

### Supporting horticulture value chains



The private companies Effective M&N Ltd. and Nature Fresh Foods Ltd, reported having improved harvesting techniques, reduced pest infestation, improved irrigation systems and better water supply which improved their washing, packing and handling techniques.

### 3. Decent employment, entrepreneurship, and financial inclusion

#### Youth entrepreneurship and job creation

The NST 1 targets to create 214,000 decent jobs annually for economic development and poverty reduction. Towards that target, UN continued contributing to equipping young entrepreneurs with skills and values to support each entrepreneur setting his/her own company, to the extent that 3,579 jobs (1768 women), were created. In addition, through Eco-brigades, the UN contributed to creating 3,524 (48% women) green jobs. through skills development, entrepreneurship, enabling access to finance and developing sub-sectors with the high potential for growth and employment, with strategic focus on youth, women and vulnerable groups including persons with disabilities and refugees, UN participated in increasing job creation.

Youth entrepreneurship and job creation were boosted through various initiatives including bootcamps and competitions that engaged youth at national and provincial levels. Beneficiaries of these initiatives comprised mostly vulnerable young people including TVET graduates, teen mothers, refugees and people with disabilities. Through bootcamps, young entrepreneurs have gained entrepreneurship skills, scalable project development and management skills, as well as received toolkits and cash prizes to boost their businesses.

This has contributed to improving profitability and sustainability of youth-owned businesses and enabled young entrepreneurs gain visibility and networks with markets and investors. The key initiatives this year included the eco-brigade initiative that created livelihood opportunities for youth in environmental protection and the iAccelerator Phase II Bootcamp supported youth to develop innovative solutions that raise awareness of Sexual Reproductive Health (SRH) issues. Those results contributed to protecting the people and the planet.

#### Youth entrepreneurship promotion

630 youth (48% women) participated in entrepreneurship promotional initiatives at national and provincial levels

69 youth-owned enterprises in entrepreneurship boot camps and competitions received grants.

50 cooperatives of 4,905 youths (52% women) enhanced their skills in green jobs through the eco-brigade.

3,524 (48% women) green jobs created.

32 youth (31% women) participated in iAccelerator Phase II bootcamp. The three most innovate youth-owned enterprises each received USD 10,000 seed capital.

“ Now that I have rediscovered my self-confidence, despite being a woman living with HIV, I am hopeful that my future success will change people's negative view on women infected with HIV and will make them realize that we are more than capable of bringing about positive change in our families and communities. ”

*Philomene KAMABERA, a 30-year-old single mother of two*



*Women participating in handcraft activities.*

Credit: UN Women/Tumaini Ochieng



*Women participating in tailoring activities.*

Credit: UN Women/Tumaini Ochieng

The UN has supported the strengthening of entrepreneurship capacities and skills among 65 women living with HIV. Through partnership with ANSP+, the women participated in an eight-month training in tailoring and handicrafts to ensure the necessary skills to compete in professional markets and leverage existing and future economic opportunities. By selling handicrafts produced at the ICASA event, the trainees generated a total of 1000 USD which was used to start a cooperative and enabling a platform for WLHIV to share knowledge and support each other. The journey in eradicating the social stigma of WLHIV remains long, but the progress achieved provides hope that in the principle of 'Leaving No One Behind', a discrimination free world can be realized. Video available<sup>8</sup>

UN provided technical and financial expertise in designing a strategy and carrying out a market niche assessment to enhance access to higher value markets for the garments sub-sector. In partnership with the Rwanda Private Sector Federation (PSF), and through training, 30 tailors representing their respective cooperatives have improved the quality of garments produced, thus increasing the competitiveness of the garments sub-sector in the region. Additionally, to enhance the competitiveness of the construction sector as well, 150 painters received upgrading technical skills training through a partnership /with a local painting company.

<sup>8</sup><https://www.youtube.com/watch?v=yaDoaAszgok>

To provide young women with a platform to build their leadership capacities, the UN launched the “Girls Take Over” initiative in 2019 - a job shadowing experience offered to a diverse cohort of 25 young women, where they were allowed to shadow leaders at Embassies, UN Agencies, and leading companies, banks and Rwanda’s first woman neurosurgeon. This has strengthened mentorship and career guidance approaches used for young women as a key avenue to bridge gender economic gaps.

**In partnership with the Imbuto Foundation and INKOMOKO, rural women entrepreneurs’ knowledge and entrepreneurship have improved their skills in business management.**



As a result, seven women cooperatives of 637 members recorded increased revenues of 48% within six months.



The increase in income has contributed to 86% of the women reporting that they were able to pay medical insurance, buy school materials for their children and purchase new assets, such as livestock.

## Accelerating Progress Towards the Economic Empowerment of Rural Women



*Marie Goreth Uwintije improved her economic situation.*

Credit: UN Women/Tumaini Ochieng

“ In the past, I used to harvest around 370 kg of rice from my 12-acre garden but after receiving the trainings on how to use natural fertilizers and other improved farming techniques, my yield from the same garden has improved to over 500 kg per harvest. ”

*Marie Goreth Uwintije is a 39-year-old widow and a mother of four, in Ngoma district. Her economic situation has improved as a result of her increased harvests and she says she is, more than ever, confident of being able to take care of her children.*

## Financial inclusion and resilience in rural and refugee communities

The UN promoted entrepreneurship and job creation to enhance economic resilience of refugees through business skills development and increasing their access to formal financing. This has been mostly achieved through partnerships with INKOMOKO and Access to Finance Rwanda (AFR), enabling refugees’ access to affordable credit to finance their businesses. Refugees also received training in business development and started their own businesses in general trade, transport and agriculture.

### Promoting entrepreneurship and financial inclusion of refugees

Enhanced financial literacy of 2,301 members (84% women) of 95 village savings and loan associations.

Improved business skills of 8,400 refugees and host communities (70% refugees and 30% host communities).

Access to affordable business loans to 1,600 refugees engaged in small businesses.

616 trainees received loans and grants worth USD 220,000 in COVID-19 economic recovery response.

40,000 refugee families opened bank account with Equity Bank.

6,646 persons (62% women) opened bank account with financial institutions.

To contribute to the Ministry of Emergency Management (MINEMA) strategy to support self-reliance of refugees and their host communities, in partnership with Equity Bank and Umutanguha microfinance, a digital financial education application was developed to enhance refugees’ financial literacy and capabilities. This resulted in formal financial inclusion of refugees which has also streamlined the cash-based interventions (CBI) assistance and engagement in formal enterprises. 100 women in Burundian refugee women’s cooperatives in Mahama refugee camp were trained in weaving skills and connecting refugees with social enterprise partners to design, produce and market artisanal products around the world through the MADE51 initiative which brings refugee-made products to international markets.<sup>8</sup>

### Access to finance during COVID-19

To facilitate for refugees and host community entrepreneurs to cope with COVID-19 effects, penalties on delayed loan repayments were waived and financial service providers provided affordable loans and grants to entrepreneurs to revive their businesses.

Through partnering with the NGO World Relief, Inkomoko Business and two fintech companies, the UN contributed to the development of a digital savings solution which permitted 15 savings groups, each with 25 members from most vulnerable categories, to continue their savings activities during the crisis. The groups have now digitized their operations, enabling financial institutions to access the transaction and providing opportunities for better access to credit by the groups.

<sup>8</sup> <https://www.made51.org>

The COVID-19 crisis limited farmers' access to markets, resulting in production losses of perishable produce. Coaching and business advisory services have been used to increase farmers' groups' entrepreneurship skills and improve access to markets for 12 cooperatives in Muhanga, Gakenke and Nyagatare districts. This enabled cooperative COAFGA, in Gakenke district, composed of 100 members (47 women) to supply four tons of green pineapples valued at Rwf 560,000 to COVAFGA, a pineapple juice and wine processing plant. This increased revenue enabled the cooperative to purchase more land and access credit worth Rwf 4,000,000 to increase its productive capacity.



COAFGA farmers' groups' representatives in Gakenke district.

Credit: WHO



LEAVE NO ONE BEHIND

6,706 persons with disabilities among the refugee community (about 50% women and girls) redeemed their cash assistance at home through bank agent staff home visits.

Access to complaint and feedback mechanism in all refugee camps with specific measures to capture the voices of refugees with disabilities.

#### 4. Development financing

##### Leveraging Fintech

The UN has partnered with the Ministry of ICT & Innovation (MINICT) and the ICT chamber to establish a fintech innovation hub. The hub supports fintech companies to be investment ready and links them to the investors. It accelerates product development, develops financial sector expertise relevant for product development and market access, advocates for and facilitates engagement between fintech start-ups and regulators. The project targets ten Fintech companies grouped into two cohorts. Currently, the hub helps five fintech companies in digital saving groups platforms, factoring services, diaspora merchants' payments, ticketing platform for bus companies and a payment aggregator. The success of this partnership and model has resulted in replication of the fintech innovation hub by the UN in Tanzania, and so far two companies capacity from the Kigali hub have been enhanced to access the DRC market.

Rwanda is one of the 15 global pioneer countries undertaking the Integrated National Financing Framework (INFF), with the UN technical and financial assistance. Initiated at the end of 2019, the INFF development process brings together public and private actors to accelerate Rwanda's sustainable development through a strategic process of increasing investment, managing risks, and enhancing coherence and integration to planning priorities. The process is expected to build a wide constituency for reform, generating national dialogue around financing priorities beyond a narrow set of experts and decision makers. The INFF will build momentum for accelerating progress in reaching medium-term planning priorities and the SDGs and designing a very strong financing strategy.

To strengthen the government's capacity to catalyze resource mobilization from a variety of sources and maximize financing for national development, a feasibility study on the Blended Finance Facility was undertaken. The Finance Facility will provide both a platform for follow-up and mechanism to promote the wider use of blended finance in development cooperation, by bringing together a core team of relevant blended finance actors, providing specialized training to the Government on blended finance, strengthening relationships with DFIs and foundations and available de-risking windows and facilities.

#### 5. Sustainable urbanization and rural settlements

Through its technical expertise, UN is contributing to the efforts of the City of Kigali to address further proliferation of unplanned and underserved settlements in Kigali and to improve the quality of life for inhabitants. The City-wide Strategy to Upgrade Underserved and Unplanned Settlements in Kigali includes formulation of tailored interventions for different categories of settlements and systematic actions for infrastructure development and land management at the city-wide level. The strategy also integrates socio-economic changes while facilitating pro-poor urban renewal processes and counter-balancing current socio-territorial segregation trends. The participatory process offers communities an alternative approach by involving them in planning and decision-making. It also endeavors to ensure fairness to low-income groups, while positively stimulating real estate dynamics.

The Ministry of Infrastructure (MININFRA) received technical expertise and tools in the development of the Spatial Development Framework (SDF) methodology, which aims to facilitate implementation of the National Urbanization Policy (NUP). Consequently, a final version of the National Strategic Action Plan of the Rwanda Spatial Development Framework (SDF-NSAP) was developed. The NSAP will enhance the planning process at central and district levels, especially by harmonizing spatial planning with economic planning and budgeting, monitoring implementation of the NUP spatially, and better direction of key investments at the territorial level.

#### The status of outcome indicators

Outcome Indicator	Outcome Indicator	Baseline 2018	Actual 2019-2020	Target 2023-2024
1.1	Gini coefficient	0.429	0.429	0.400
1.2	% Post harvest crop losses.	30%	25% <sup>9</sup>	5%
1.3	Agriculture value added as % of GDP.	34.63%	24.3%	No target
1.4	Unemployment rate by sex and age.	Total: 16.7% Youth: 21% Male: 16.1% Women: 17.5%	22.11 <sup>10</sup> 27.2% 19.6% 25.0%	17.8% <sup>11</sup> 21.7% 17.9% 26.1%
1.5	% of population living in urban areas.	17%	18.4%	No target
1.6	Total Investment (disaggregated by FDI / domestic) as % of GDP.	total investment/ GDP: 25.2% FDI: 0.006% Domestic: 13.5%	Domestic: 15.7%	Total investment/ GDP: 31.1% <sup>12</sup>
1.7	% of Total employment with main job in informal sector.	91%	73.4% <sup>13</sup>	85%

<sup>9</sup> Retrieved from: <https://www.globalcommunities.org/node/38301>. <sup>10</sup> NISR, Labour Force Survey Trends-May 2020 (Q2)

<sup>11</sup> NISR, Labour Force Survey August 2017

<sup>12</sup> MINECOFIN, National Strategy for Transformation 2017-2024













<sup>13</sup> Retrieved from: <https://www.newtimes.co.rw/section/read/215831>

## The outcome relates to the following SDGs

### Outcome 1

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

### SDGs

-  SDG 1: **No Poverty**
-  SDG 2: **No Hunger**
-  SDG 3: **Good Health and Well-being**
-  SDG 4: **Quality Education**
-  SDG 5: **Gender Equality**
-  SDG 6: **Clean Water and Sanitation**
-  SDG 8: **Decent Work and Economic Growth**
-  SDG 9: **Industry, Innovation and Infrastructure**
-  SDG 10: **Reduced Inequalities**
-  SDG 11: **Sustainable Cities and Communities**
-  SDG 16: **Peace, Justice and Strong Institutions**
-  SDG 17: **Partnerships for the Goals**

### Analysis of UN Contribution to Outcome One

Outcome one of the UNDAF II aims to contribute to inclusive, competitive sustainable economic growth. By increasing agricultural production and commercialization, job creation, promoting trade, industrialization and sustainable urbanization, this outcome will improve the quality of lives of Rwandans. The UN's contribution to these outcomes is measured through the seven outcome indicators above which measure periodic improvements in the Gini coefficient, agriculture production, employment and investments' contributions for gross domestic product (GDP).

The Gini coefficient measures income inequalities in Rwanda's economy. The baseline from 2017/18 showed a high-income inequality of 42.9%. Although there is no officially updated value for this measure the UN aims to contribute to reducing this to 40% by 2023/24. The UN's work in outcome one has majorly focused on most vulnerable groups such as smallholder farmers in rural areas, women, youth, refugees and people with disabilities. Through programmes such as RWEE and the Youth joint programmes, these marginalized groups were supported to not only enhance their productivity but also commercialize much of their subsistent work.

The UN will continue to dedicate attention to economic-recovery and business continuity of these groups mostly.

Reduction in post-harvest losses and agriculture contribution to GDP track the UN's contribution to the agriculture sector. The Post-harvest losses indicator is not straightforward as losses vary across all crops. Through assistance to farmers in post-harvest handling and storage, the UN contributed to a decrease in post-harvest losses in grain crops such as maize. Our aid to linking farmers to commercial buyers as well as in export promotion for coffee and horticulture has contributed to increasing commercialization and the contribution in value of the agriculture sector. However, national reports indicate a reduction in agriculture share to the GDP from 34% at baseline to 24% in 2019/20. This can be attributed to the fast-growing service sector in Rwanda as a main focus of the government as well as challenges faced in the agriculture sector including natural disasters such as floods and droughts, that the UN also endeavors to address through its resilience programmes.

The UN's decent work aims to contribute to reducing unemployment rates as well as increasing formal employment through promotion of entrepreneurship and access to decent jobs. The overall unemployment rate has increased from 16.7% to 22.1% as of May 2020, with the highest increases being among youth and women, and less among men.

This is mostly attributed to the growing population, especially increasing number of youths graduating from formal education, yet the job market is not creating employment opportunities at an equivalent rate. The UN has continued to focus on entrepreneurship and job creation mostly on youth and women, but clearly the efforts need to be scaled up to meet the building working-age population. However, the formal sector has grown substantially over the UNDAF II period reducing informal sector size from 91% to 73%, exceeding the UNDAF II 2023 target of 85%. The UN has contributed to this target by focusing on supporting MSME development through mostly its work in youth entrepreneurship that introduced many young people to the importance of operating in the formal sector for national development and more productive opportunities.

Although there are no updated statistics from the UNDAF II baseline on urbanization, the UN has continued to contribute to urban planning and development of nation capacities to implement the government's urbanization agenda. The upcoming national census will provide a comprehensive picture of urbanization, providing the UN with a basis upon which to measure the impact of its contribution to sustainable and inclusive urbanization.



## OUTCOME 2: BY 2023 RWANDAN INSTITUTIONS AND COMMUNITIES ARE MORE EQUITABLY PRODUCTIVELY AND SUSTAINABLY MANAGING NATURAL RESOURCES AND ADDRESSING CLIMATE CHANGE AND NATURAL DISASTERS.

### Summary rationale of outcome two

The UN is committed to ensuring that all strategies and policies that promote economic transformation are underpinned by knowledge of climate change and the practice of adaptation and mitigation methods to promote the resilience and safety of the poor and those in vulnerable situations. This includes protecting and restoring water-related ecosystems, including mountains, forests, wetlands, rivers and lakes, facilitating access to and use of clean energy sources, supporting civil society participation in urban planning and resource management, and reducing the country's material and carbon footprint. The UN contributes to the achievement of this outcome and SDG achievement through implementation of projects and programmes that focus on sustainable use of natural resources and climate change adaptation as well as building technical capacities and systems needed for robust disaster risk management.

### Summary of results under two focus areas

#### 1. Sustainable use of natural resources & climate change adaptation

##### Sustainable energy and reducing greenhouse gas emissions

For measurable greenhouse gas (GHG) emission reductions, the three model cities of Kigali, Muhanga and Rubavu develop Urban Low Emission Development Strategies (LEDS), thanks to our technical expertise assistance. To complement the strategies, urban stakeholders' capacities were built in data collection, GHG inventory, and Climate Risk and Vulnerability Assessments (CRVAs). Consequently, the three cities completed their greenhouse gas emissions inventories and climate risk and vulnerability assessments. In addition, the Climate Baseline Assessment Report (BAR) has identified climate mitigation and adaptation priorities as well as a gap review of current development planning, specifically in District and City Development Plans and the Draft Master Plans.

#### Reduced environmental degradation through:



Use of 4,500 fuel-efficient cooking stoves by local communities.



Enhanced skills of 286 charcoal makers in efficient green charcoal making technologies.



Community use of 991 solar panels.

The programme on Strengthening Capacities of the Environment and Natural Resources Sector for Green Economy Transformation (SCENR) develops the Kigali City Wetland Management Master Plan, with our technical assistance. The master plan provides guidance for sustainable use and restoration of wetlands in Kigali and has served as the basis for the 2019/20 relocation of economic activities and informal settlements from all the wetlands. Through the SCENR programme, the UN contributed to sustainable use of biomass as sources of energy for cooking, promotion of renewable energy use as well as building a knowledge base for sustainable resources management grounded in technology and innovation. Included in the Knowledge base, a study on open-source leather cleaning technologies was produced in collaboration with the Ministry of Environment (MoE) and National Industrial Research and Development Agency (NIRDA) and an online Center of Excellence for knowledge was established to support dissemination of knowledge on green technologies.

In collaboration with Rwanda Water and Forestry Authority (RWFA), the capacity of 21 experts from government institutions, private sectors, NGOs and academics were strengthened on the Bioenergy and Food Security (BEFS) approach and tools. The BEFS tools are being used to identify which bioenergy pathways and technologies can be viably and sustainably developed, which can reduce reliance on unsustainably harvested wood in the country.

##### Sustainable natural resources utilisation

As a part of the global project to improve and ensure sustainable resource utilization, the UN assisted in the revision of the biodiversity and wildlife law and the drafting of a Biodiversity Valorization Strategy. The strategy and law aim to increase communication and knowledge sharing among communities on traditional knowledge of genetic resources which is likely to turn into investment enhancement, especially from private sectors, academia, research institutions and civil society. This law will also be used by partner institutions such as the national fund for climate change, FONERWA, to establish a biodiversity finance facility and RDB to review guidelines on environmental impact assessment (EIA).

#### Climate change adaptation in refugee camps

A sustainable energy strategy was developed and implemented in all refugee settlements. Health facilities have access to electricity, and street lighting is provided through renewable energy sources. Over 2,000 refugee families have installed solar home systems in Gihembe, Nyabiheke and Kigeme. Additionally, UN operations in camps comply with the GoR's policy to cease the use of firewood in refugee camps since the start of 2019. Nearly, half of all refugee households have access to clean cooking fuel (LPG and briquettes/pellets).

To better adapt to climate change, water scarcity and increased competition for water resources in an equitable and sustainable manner, UN has supported the government in strengthening the water governance processes. A water resource assessment focused on understanding water allocation and management was conducted in three sites of Yanze River Basin, showing that frequent severe water shortage in the area particularly in dry season; limited knowledge on efficient water resource utilization by different water users (including WASAC, small scale irrigation farmers, coffee washing stations, water treatment plants and mineral extraction sites), unregulated water use and lack of regular monitoring contributed to significant conflict among different water users. Conducting water accounting, auditing and tenure in the catchment area is a step forward in addressing water conflicts. As a result, 50,679 Ha of geospatial database is being established using Water Productivity Open-access portal (WaPOR), a water productivity assessment tool, which uses satellite imagery to monitor agricultural water productivity. The availability of geospatial data for the period of ten years makes near real life assessment possible and as well as conducting comprehensive water assessment.

## 2. Disaster risk management

### Disaster and emergency preparedness

The country has strengthened its national and local Disaster Risk Management (DRM) capacity and resilience and enhancement of preparedness through development of the Early Warning System (EWS) with UN technical and financial contributive means. In particular, the national and local disaster communication system has been enhanced through establishment of the operation room in MINEMA, where hydro meteorological and disaster-related data are directly shared from the Rwanda Meteorology Agency to the Ministry in real-time. Also, institutions at national, district and community level have improved technical capacities to reduce risks, manage and respond to natural disasters and limit gender-differentiated impacts with disaster risk reduction and disaster management. For instance, to respond to lightning risks, the UN financially contributed to lightning rods that were installed in Rutsiro district's most disaster-prone areas as part of the district's disaster preparedness.

The GoR has established the One Health Multi-Sectoral Coordination Mechanism, thanks to UN assistance. This was developed as a result of effective collaboration, communication and coordination across the sectors responsible for addressing zoonotic diseases and other public health concerns at the human-animal-environment interface.

Subsequently, the One Health capacity to investigate and respond to priority zoonotic diseases was strengthened. Following the Rift Valley Fever outbreak alert in the horn of Africa countries, the UN advised Rwanda Agriculture and Animal Resources Development Board (RAB) on how to monitor and increase surveillance in livestock populations so as to remain vigilant to the potential occurrence and spread of Rift Valley Fever in humans and/or animals. As a result, in collaboration with the government Rwanda Agriculture Board (RAB), more than 250,000 susceptible species (cattle, sheep and goats) were vaccinated, preventing an outbreak of the disease in all districts of Rwanda.

### Responding to disasters and emergencies

Kirehe is one of the districts often most affected by floods and droughts in Rwanda. In 2019, floods destroyed more than 50 ha of rice fields and about 3,954 ha of cropland. In response, the UN supported a needs assessment to identify key interventions to address among key issues: mechanisms for most affected communities to mitigate impact of the disasters; assistance farmers need to sustain continuous crop production, and to enhance the resilience of agricultural production in an inclusive manner focusing on flood control through better water management and flood prevention. The findings of the needs assessment are being used by the UN and the government to structure the disaster response and prevention interventions needed to enhance resilience of the district.

### The status of outcome indicators

Outcome Indicator	Outcome Indicator	Baseline 2018	Actual 2019-2020	Target 2023-2024
2.1	% of public and expenditure in environment, natural resources, biodiversity, climate change, as part of total public expenditure.	2.5%	6.2%	5%
2.2	% of households using biomass as a source of energy for cooking. (Disaggregated by sex of HH).	83.3%	99% <sup>14</sup>	42%
2.3	Indicator on DRM (the extent or cost of damage).	No Data	No Data	No Data
2.4	National institutional structure for disaster and emergency preparedness and response fully functional in accordance to international standards.	Partially functional	Substantially functional	Fully functional

## The outcome relates to the following SDGs

### Outcome 2

By 2023 Rwandan Institutions and communities are more equitably productively and sustainably managing natural resources and addressing climate change and natural disasters.

### SDGs

-  SDG 1: **No Poverty**
-  SDG 2: **No Hunger**
-  SDG 4: **Quality Education**
-  SDG 5: **Gender Equality**
-  SDG 6: **Clean Water and Sanitation**
-  SDG 7: **Affordable and Clea Energy**
-  SDG 8: **Decent Work and Economic Growth**
-  SDG 9: **Industry, Innovation and Infrastructure**
-  SDG 11: **Sustainable Cities and Communities**
-  SDG 12: **Responsible Consumption and Production**
-  SDG 13: **Climate Action**
-  SDG 15: **Life on Land**
-  SDG 17: **Partnerships for the Goals**

### Analysis of UN contribution to outcome two

Outcome two of the UNDAP aims to contribute to ensuring economic transformation is achieved through climate change adaptation and sustainable resources utilisation. The UN's contribution to these outcomes is measured through the four outcome indicators above which measure periodic improvements in public expenditure on the climate change agenda, sustainable energy utilisation, the cost of disaster damages and national emergency preparedness capacities.

Public expenditure on environment, natural resources, biodiversity, climate change, as part of total public expenditure, increased from 2.5% at UNDAP II baseline to 6.2% in 2019/20. The UN contributed to this result through mostly building national capacities in the environment and natural resources (ENR) sector, enabling policy makers and practitioners to increase attention to ENR conservation, and in mainstreaming climate change in urbanization and overall national and district development planning. Consequently, implementation of interventions focused on production and utilisation of renewable energies such as biogas and solar in rural districts where most households rely on firewood and in refugee camps with large lighting and cooking energy demands have participated.

<sup>14</sup>Hakiziman, Sandoval & Venant. Environmental Impacts of Biomass Energy Sources in Rwanda. 2020. Energy and Environmental Engineering 7(3): 62-71

However, scaling up to these renewable energy interventions and mainstreaming climate change in the private sectors, especially industrialization needs concerted efforts from the government and the UN to further the ENR outcomes.

There is no updated data on the cost of damage caused by natural disasters and other shocks, and the level of functionality of national emergency preparedness in accordance with international standards. Although this data is not available the UN made notable contributions to building national capacities to respond to natural disasters. Through creation of structures such as the One Health Multi-Sectoral Coordination Mechanism and supporting districts be more prepared for common disasters, the UN has better positioned responsible institutions to monitor and respond appropriately. To enable more robust monitoring of DRM, the UN will continue to provide financial and technical assistance to support assessments to establish the cost of damage and use this as a basis for advocacy to enhance national DRM capacities to meet international standards.

### Emerging issues in economic transformation

In preparation for the forthcoming agriculture seasons and to ensure a comprehensive understanding of COVID-19 related issues with potential impact on the agriculture sector, the UN will conduct market-related assessments. These studies will provide the evidence base needed for programming in the second half of UNDP II, and they will be complemented by analytical studies that aim to better understand the gender dynamics within the agriculture sector.

In response to the COVID-19 emergency, Rwanda Youth in Agribusiness Forum (RYAF) was supported to engage with the International Cooperative Alliance (ICA) global initiative coping with COVID-19. The initiative aims to advocate for the concerns and proposed solutions of young Agripreneurs. Through its collaboration with UN, RYAF will strengthen its e-commerce capacities, to better design solutions to emerging issues faced by youth in agriculture and agri-business.

By the end of 2020, the UN, with national stakeholders and development partners, will carry out youth-centred analysis in four selected value chains in the horticulture sector. This will inform their upgrading strategy and action plan, and trigger interventions related to youth empowerment in horticulture.

In a rapid assessment of COVID-19 effects conducted by the Ministry of Youth and Culture, with UN support, it was concluded that 94.06% of young entrepreneurs' projects have been negatively affected by the pandemic. The assessment indicated that 49.9% of the youth are in the informal sector. In response to the issues identified through the assessment, a youth resilience plan was developed, and the UN will continue its support to it during implementation of, among other things to mitigate post- COVID-19 unemployment.

Rapid impact assessment of COVID-19 to Youth and CCI, June 2020

The completion of the mapping of women-owned businesses and a diagnostic assessment to assess their needs and business maturity through the Connected Girls hub launched a new phase. The project foresees upgrading of and deepening the support provided in management and capacity to increase women's participation in trade and industrialization.

With its ongoing technical expertise, in partnership with GS1 Global and Global LEI Foundation (GLEIF), for the project will enhance the entity unique identification systems, thus improving competitiveness against imports of local providers, expand compliance with food traceability, payments, e-commerce, banking, import country customs and logistics standards.

In sustainable urban development, although the city-wide strategy includes a general vision and systematic approach for upgrading settlements in Kigali, a deeper analysis will lead to a more inclusive implementation mechanism. Importantly, the combination of the strategies (city-wide and national urbanisation strategy for slum prevention) will be more effective.

The nation-wide approach facilitated by the Spatial Development Framework associated with the National Urbanisation Policy could mitigate the sprawl of informal settlements in and around Kigali.

## STRATEGIC PRIORITY 2 – SOCIAL TRANSFORMATION

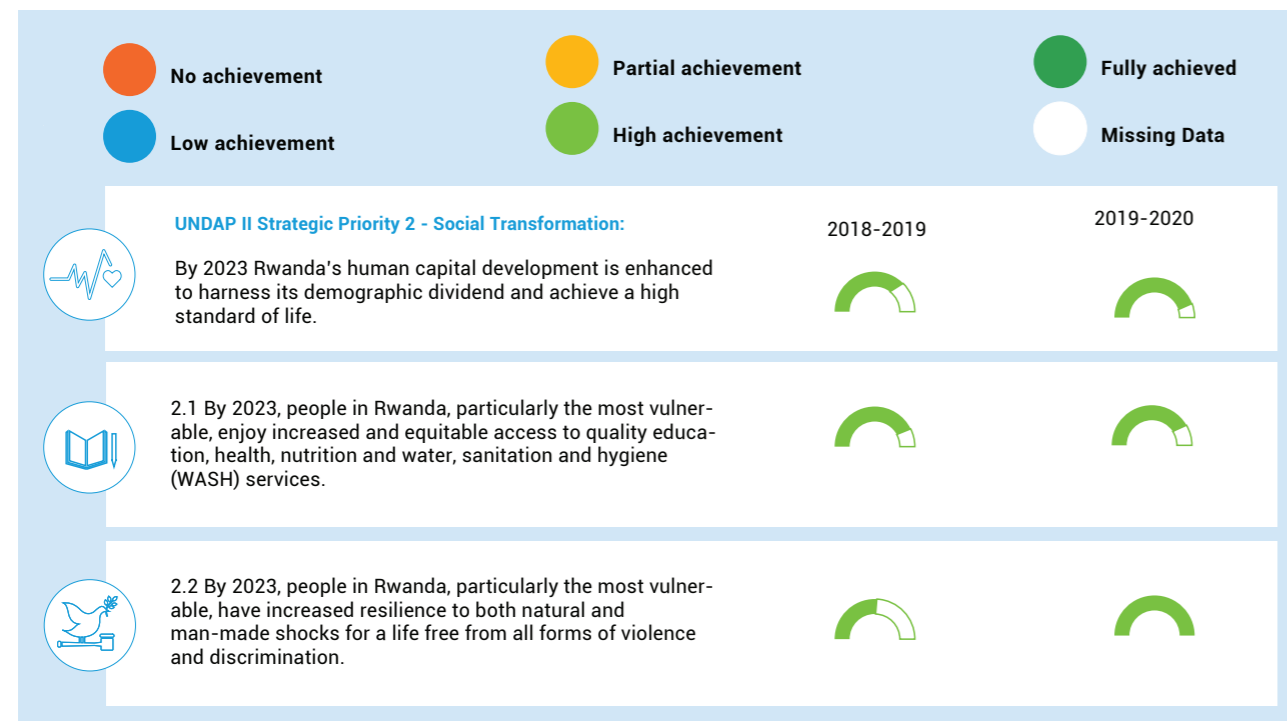
### Summary rationale of social transformation

The United Nations' overall vision for social transformation is that Rwanda's human capital development is enhanced to harness its demographic dividend and achieve a high standard of life. This strategic ambition of the UN is strongly aligned to the Government of Rwanda's (GoR) National Strategy for Transformation 1 (NST 1) social transformation pillar that aims to eradicate poverty, ensure a quality healthy population with access to quality education aimed at building a knowledge-based economy.

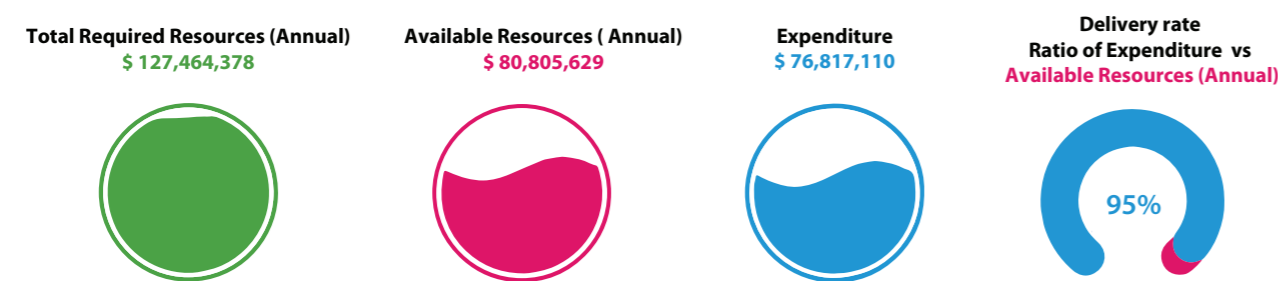
## Sustainable Development Goals implemented through Strategic Priority 2 – Social Transformation



Figure: Result Tracker<sup>15</sup>



### Resources and delivery rates 2019-2020



The Social transformation pillar mobilised 63% (USD \$ 80,805,629) of the resources required for implementation of the 2019/20 strategic priority's annual workplan. The delivery rate was high with programmes spending 95% (USD \$ 76,817,110) of the available resources this year. This delivery rate is reflected in the results tracker where the annual targets under outcome three and four are rated as highly achieved. This high delivery rate and high achievement are mostly attributed to the accelerated approval and implementation of key joint programmes. This has ensured that the resources necessary for implementation of interventions in HIV prevention, SRH promotion, social protection and reintegration of ex-combatants were readily available. Additionally, most of the UN COVID-19 response operations provided to the government and implementing partners was drawn from outcomes three and four. The continuity of education, health response and shock-responsive social protection were implemented with resources from the social transformation pillar.

<sup>15</sup> The percentage scores are calculated based on actual/target values in UN INFO. The five ranges are - 100; 76-99; 26-75; 1-25; 0

### OUTCOME 3: BY 2023 PEOPLE IN RWANDA PARTICULARLY THE MOST VULNERABLE ENJOY INCREASED AND EQUITABLE ACCESS TO QUALITY EDUCATION, HEALTH, NUTRITION, AND WASH SERVICES.

#### Summary rationale for outcome three

To address the challenges that hinder Rwanda from achieving equitable human capital development, outcome three aims to ensure that people in Rwanda, specifically the most vulnerable, benefit from increased and equitable access to quality education and health, nutrition, and WASH services. The UN is providing technical and financial means to health systems strengthening, infectious diseases prevention and control, food security and nutrition as well as access to quality basic and secondary education and water sanitation and hygiene (WASH). The interventions, in the reporting period, covered all districts of Rwanda with some programmes overlapping to ensure interventions target the most vulnerable groups in society including people in rural areas, women, girls, children, people with disabilities, high risk populations such as girls, victims of conflict and other humanitarian crises such as refugees in camps and internally displaced people, among others.

#### Summary of results under four focus areas

##### 1. Health

##### Institutional and technical capacities enhancement

The UN continued to contribute technically and financially in the development and revision of eight national policies in line with global health guidelines. These included the guidelines for delivery of quality sexual reproductive maternal newborn and child health-care that were reviewed and updated, as well as the antenatal care guidelines, that were updated in line with the UN recommendations for eight contacts.

Adoption of these revised guidelines contributes to improving quality of antenatal care (ANC) and overall positive pregnancy outcomes, improving maternal and neonatal health impact. Moreover, revision of the family planning guidelines, to include medical eligibility criteria for delivery of quality contraception services, has increased opportunities for women to make more informed family planning choices and enhanced the use of family planning services.

In partnership with the USAID Ingobyi programme, the Ministry of Health (MoH) was assisted to adapt national standards for quality of care for Maternal, Newborn and Child Health (MNCAH) to the WHO MNCAH quality of care standards. These have since been integrated into the national accreditation system. The adapted standards for quality of care contribute to improving and guiding set-up of existing and new maternal health services at national and local health facilities.

The UN also gave technical assistance for the integration of Care for Child Development in the integrated management of childhood illnesses chart booklet. This has comprehensively included child development to enhance child brain development and stimulate child recovery from childhood illnesses, especially malnutrition.

Healthcare workers capacities were built to increase their knowledge and application of the new and revised policy guidelines in the delivery of quality health care at national and district levels. Healthcare providers capacity enhancement is contributing to improved management of mothers, newborns and children at all levels of the health system.

## Enhancing healthcare professionals' capacity

The Government has now enhanced capacity for post-abortion care, safe abortion and postpartum family planning and adolescent sexual and reproductive health following skills enhancement of 235 healthcare providers from six districts and 90 healthcare providers, respectively.

Institutional capacity of the Rwanda National Council of Nurses and Midwives (NCNM) was enhanced through development of a web-based application for the NCNM. The application has enabled expedited on-line license applications, continuous professional development, and monitoring mobility of nurses and midwives. This has increased managerial capacity of the council by improving collection and analysis of data on human resources for health and enabled evidence-based planning to achieve equity in deployment and better human resource management. This will positively impact mostly maternal and child morbidity and mortality, especially in remote areas. Furthermore, the UN supported the NCNM to validate standards of practice for nursing and midwifery profession in Rwanda.

## Reproductive health services for refugees

1,465 refugees from Burundi and DRC residing in camps, as well as their host communities, received comprehensive free reproductive health and HIV healthcare services including provision of anti-retroviral therapy (ART) to refugee people living with HIV (PLWH), from the UN. The healthcare services included antenatal care, delivery and postnatal care as well as family planning services.

Refugees in urban settings continued to have full access to comprehensive reproductive health services. Access to reproductive health services for urban refugees, including ante-natal care (ANC) and delivery, with financial contribution, while immunization and family planning services were accessed at no charge in government health facilities. This partnership between the UN and the GoR enabled affordable access to mostly vulnerable women refugees residing in urban settings. Increased access to affordable quality maternal healthcare has had a positive impact to the reduction in maternal death in refugee communities where only one death was recorded in 2019/20 compared to four in 2018/19<sup>17</sup>.

The health services provided through the UN increased the high proportion of safe-child delivery in public health facilities from 97% in 2018/19 to 99% in 2019/20, surpassing the standard national target of 90%.

Also, about 80% of HIV positive refugees have the same access to ART services as the local community.

## Expanding access to reproductive health services

Capacity was strengthened in monitoring and evaluation of reproductive maternal newborn child and adolescents' health in Rwanda, through analysis and reporting of maternal, perinatal and child death surveillance and response. The improved data use enabled more efficient identification of major causes of maternal and child mortality, resulting in better design of responsive interventions to address incidence.

The MoH's Maternal Child and Community Health Division adapted an ANC digital tool based on the WHO ANC digital module to integrate the new ANC guidelines.



The UN demonstrates the new ANC digital tool.

Credit: UNFPA

The ANC digital tool facilitates decision making and person-centered data tracking by healthcare providers. The digital tool monitors patient level data and integrates it in ANC M&E indicators which enhances the quality of ANC and subsequently leads to the improvement of reproductive, maternal, newborn and child health outcomes.

In 2018, the UN supported RBC to introduce the mobile learning system (MLS) as a lightweight, palm-sized projector with a built-in android tablet, and ten pre-loaded multimedia, interactive e-learning modules covering all major maternal and new-born life-saving skills. In 2019/20 the MLS project was scaled-up to 26 health facilities enabling monitoring of the MLS project across 44 health facilities of Rutsiro and Karongi district. The two districts can now better manage emergency obstetrics and newborn care towards achieving zero preventable maternal deaths in Rwanda.

## COVID-19 Response for RMNCAH Services

The Sexual Reproductive Health Sub-Working Group was established to ensure continuity of essential reproductive, maternal, newborn, child and adolescent health (RMNCAH) services amidst the COVID-19 pandemic. The working group brought on board USAID, Enabel, Swedish Embassy, in addition to UNFPA, WHO and UNICEF. Through technical discussions on SRH issues including the continuum of RMNCAH services and supply chain management of health commodities such as contraceptives and maternal life-saving medicines, the sub-group successfully advocated for a rapid assessment of RMNCAH services that generated evidence of disruption caused by the COVID-19 pandemic at health facilities. The findings are being used to inform the response plan for RMNCAH services.

For COVID-19 prevention and control, the UN provided the GoR with personal protective equipment (PPE) worth USD 80,000 and financial assistance of USD 250,000 to strengthen coordination, contact tracing, surveillance, risk communication and community engagement. To further contain the spread of COVID-19 in refugee camps hand washing stations were constructed in the Mahama refugee targeting mostly mothers and girls accessing maternal health facilities. Also, health services providers around camps received online learning material and PPE.

<sup>17</sup> UNHCR iRHIS: Integrated Refugee Health Information System

The RMNCAH policy, its strategic plans and the family planning business case were disseminated to religious leaders, local government authorities and family planning focal points from all districts. This SRH sensitization increased HIV testing rates and use of different family planning methods in Karongi, Rusizi and Nyamasheke districts.



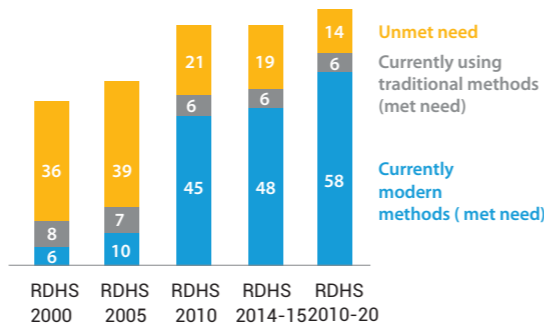
The woman receives sessions in family planning.

Credit: UNFPA

To sustain these results, the UN continued to ensure consistent supply chain management of family planning resources to service delivery points in especially targeted rural areas. In this year alone family planning worth USD 1,534,667 was procured and supplied. This has contributed to establishing resilient systems.

The GoR was supported to formulate the Rwanda Commitments on ICPD25 presented at the Nairobi Summit on the 25th Anniversary of the International Conference on Population and Development (ICPD). The GoR committed to support universal access to sexual, reproductive, maternal, new-born, child and adolescent health through six commitments. The commitments aim at reducing maternal mortality, neonatal mortality, under 5 mortalities, unmet need for family planning, teenage pregnancy, and eliminating the transmission of HIV from mother to child and gender-based violence.

Trends un use, need, and demand for family planning  
Percentage of currently married women age 15-49



Credit: UNFPA



H.E Mrs Jeannette Kagame, First Lady of Rwanda, addressing a high-level dialogue on Women leadership at the ICPD25 Nairobi Summit 2019.

Credit: UNFPA

## Infectious diseases prevention

Rwanda was quick to identify cases and respond to COVID-19 pandemic in a comprehensive and robust manner. The GoR and its partners including the UN developed a preparedness and response plan, mobilized resources for the plan and developed a targeted socio-economic recovery plan. Consequently, the spread of COVID-19 has slowed down with statistics indicating 1,025 cases of which 447 people recovered and 2 deaths recorded by end June 2020<sup>18</sup>.

In the fight against HIV/AIDS, the design and implementation of the Rwanda Population-based HIV Impact Assessment (RPHIA) was supported. This enabled the health sector to establish Rwanda's progress towards achieving the 90-90-90 global targets. To mobilise resources needed to combat HIV/AIDS, the MoH, through the Rwanda Biomedical Centre (RBC) was provided with technical and financial assistance to develop Rwanda's 2020 – 2022 HIV and TB funding request to the Global Fund that secured USD 140,208,665. Additionally, in collaboration with the United States' President's Emergency Plan for AIDS Relief (PEPFAR), the Country Operational Plan (COP 2020) endorsed an allocation of USD 74, 000,000 to the country. The UN financial support is an essential contribution to mostly CSOs working in the response to combating HIV/AIDS in the country.

Through Rwanda Biomedical Center, the UN supported MoH to mobilise international and national stakeholders and in coordination of the 20th International Conference on AIDS and Sexually Transmitted Infections (STIs) in Africa (ICASA), as MoH is a co-organiser of ICASA in collaboration with the Society of AIDS Africa (SAA). Several events were hosted during the conference, which had over 10,000 participants from 150 countries, to raise awareness, promote inclusion and prioritize financing for gender intervention in responses<sup>19</sup>. UN continued to provide technical and financial support to 30 youth-led organizations under the umbrella of AfriYAN (African Youth and Adolescents Network on Population and Development) through capacity building of the network. As part of the AfriYAN action plan 2020-2021, the network held its 4th General Assembly, Annual Retreat, and contributed to many activities related to the Rwanda Commitments on ICPD25, such as involvement in the development of the ICPD25 Rwanda Commitments Action Plan. The annual retreat in particular, provided member organizations with training on the national legal framework on Sexual Reproductive Health and Rights (SRHR), SRHR information and services including the Ministerial Order on access to safe abortion, and advocacy skills and strategies for the realization of young people's SRHR. The active involvement and visibility in ASRH and young people's rights earned the network a long-term partnership with PROMUNDO and the Health Development Initiative which will further promote young people's voice in national.

## Access to SRH information and services

7,250 people increased awareness about sexual reproductive health (SRH)

56,875 new users of family methods registered in 3 rural districts.

99% of pregnant women living with HIV received ART.

94% of live births attended to by skilled health personnel.

92% of new-borns received postnatal care within two days of births.

<sup>18</sup> RBC Portal <https://www.rbc.gov.rw/index.php?id=188>

<sup>19</sup> Video: <https://www.youtube.com/watch?v=yaDoaAszgek>

In 2019/20, the UN provided technical and financial means to RBC to revise the national nutrition guidelines for People Living with HIV (PLHIV). The revised guidelines, which include a new chapter on adolescents with HIV, is helping healthcare providers deliver tailored support to adolescents and PLHIVs in general. The guidelines have accompanying counseling cards to ensure the provision of standardized nutritional care and support to PLHIV for improved and maintained good nutritional status. This has strengthened the National Nutrition Assessment Counselling and Support (NACS) programme implemented by the GoR.

Through advocacy and payment of premiums by the UN, the GoR extended the Community Based Health Insurance (CBHI) to all refugees in urban settings. Primary care services including care for refugees living with HIV, TB and other chronic diseases are now accessible to refugees at public health centres. Referrals made to secondary or tertiary reference hospitals are also covered by the CBHI. The UN continued to ensure all camp-based health facilities are maintained, equipped, with essential drugs and run by qualified personnel. The MoH integrated refugees in camps into the national viral hepatitis management and elimination program following advocacy by the UN. This integration of refugees, especially those infected with hepatitis B and C has enabled affordable access to hepatitis treatment previously not available to refugees.

### Increasing refugees' access to healthcare

9,460 out of 13,825 urban refugees and students are enrolled in the CBHI

7 health facilities are available to all refugees in camps

305,597 patients served by camp-based health facilities

13% of patients at camp-based facilities originate from host communities

Refugee crude mortality rate is below 0.75 death per 1000 refugees/month.

To respond to challenges related to COVID-19, including restrictions of movements and to ensure continuity of delivery of health services, particularly for people living with HIV, and in collaboration with the Network of PLHIV, a community call center with a toll-free line (1245) was set up. The call center gathered real-time feedback on disruptions in delivery of health services to PLHIV, and the feedback provided evidence for advocacy, design and implementation of rapid response actions that ensured continuity of essential services, including counselling, referral and other support.

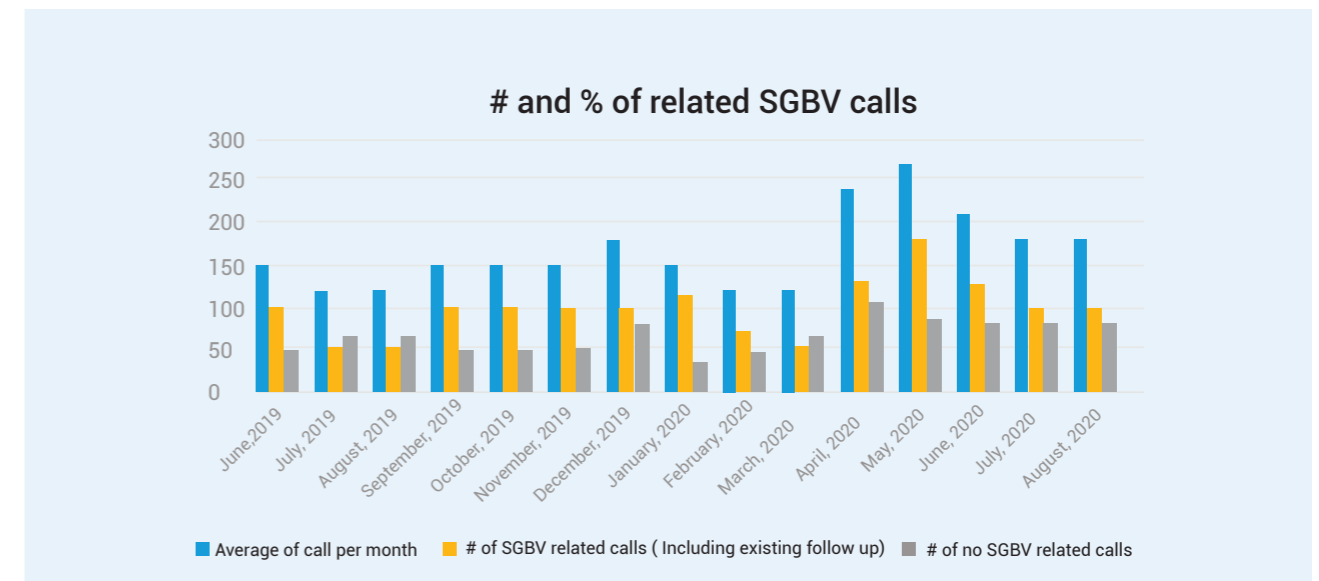
### Fast-Track Agenda to end AIDS by 2030

Kigali has a HIV prevalence rate on 6.3% - more than twice the national average of 3%. Within the Fast-Track Agenda to end AIDS by 2030, the UN in partnership with International Association of providers of AIDS Care (IAPAC) and in collaboration with the City of Kigali (CoK), RBC and CSOs, designed and implemented different interventions. Among them, the SMS-based Weltel service care platform which enabled health facilities send text messages to ART clients to check on their needs in between clinical visits, contributing to improving retention in care. The service rolled out at WE-ACTx for Hope clinics countrywide in 2018 and has registered over 1,000 ART clients. The extension to more clinics in the City of Kigali will enroll an estimated additional 4,600 ART clients.

Through peer education networks, community mobilisation and advocacy 2,087 people tested for HIV and 214 were screened for TB in the three districts of Kigali.

The CoK developed an HIV monitoring data dashboard. This has enabled visualization of key data including progress to 90-90-90 targets; mapping HIV services; highlighting community advocacy all strengthening policy and decision making in regard to HIV response at city level.

In addition, the UN supported RBC to provide a one-month nutrition assistance to 16,250 PLHIV who had been negatively affected by the COVID-19 restrictions and were at risk of food insecurity to protect their nutrition and contribute to adherence to ART.



### Enhancing national health systems

The UN continued to contribute to enhancing efficiency of Rwanda's health systems. A market analysis of the private health sector produced recommendations that have informed policy makers in the formulation of strategies to increase private players engagement and investment in the health sector. Furthermore, an actuarial assessment of the Community-Based Health Insurance established the CBHI risks profile and required insurance reserves. The findings of this assessment were used to design the CBHI sustainability plan. An action plan has been developed for implementation of the recommendations.

To accredit the National Reference Laboratory (NRL), an assessment was conducted by the Kenya Accreditation Service (KENAS). Almost 32 non-conformities from the KENAS report were analyzed and corrective action undertaken with the UN's assistance. The NRL has since been accredited.

The Rwanda Medical Procedure Coding (RMPC), the first national standardized nomenclature of medical acts and diagnoses was developed and countrywide cascading of training on the RMPC was supported. 200 master trainers from hospitals and health insurance providers were enabled to mentor their peers. Harmonization of medical procedures is strengthening quality of healthcare, precision of epidemiological data and increasing efficiency of billing processes. Also, national capacities were enhanced for analysis of maternal, child and neonatal deaths. 32 personnel from MoH, Rwanda National Institute of Statistics NISR) and University of Rwanda (UR) learned how to use WHO's tools to conduct comprehensive analysis of mortality data as well as ICD-11, the latest version of the International Classification of Diseases. Moreover, the "Confidential Enquiry into Maternal deaths" was supported to inform the health sector of prevailing factors and causes of preventable maternal deaths in Rwanda. The findings are assisting decision-makers design and implement systematic solutions for improving Emergency Obstetric Care at all levels.

Partnerships were strengthened with the RBC and health profession associations to scale up the on-site mentorship of Emergency Obstetric and Newborn Care (EmONC) across 61 facilities located in Karongi, Nyamasheke and Rusizi district. Under this project, EmONC refresher capacity building of 23 mentors was conducted, enabling transfer of knowledge and skills. Moreover, new guidelines and implementation protocols for EmONC, safe abortion and post abortion care were developed. To enhance health digital systems a new Electronic Medical Records was developed to integrate RMNCAH services. Also, the rapid SMS system was upgraded to an improved RapidPro system, ensuring real time health data reporting, facilitating program monitoring. These upgrades contributed to evidence-based decision making for community health programs.

## 2. Nutrition and food security

The National School Feeding Programme, which the government is starting to roll-out from pre-primary to secondary level across all public schools will be one of the key nutrition interventions in Rwanda to alleviate hunger and malnutrition in public schools. To enhance the effectiveness of this programme the nutrition-sensitive school meal guidelines were developed with the UN's support. This has allowed identification of parameters used for realizing optimal nutrition in the school feeding programme. The guidelines informed stakeholders of the required nutritive quality of school meals and provided information to support nutrition profiling of school meals. The guidelines will be continued to be used by school authorities, school feeding programme management committees, students, local government entities, and most importantly Ministry of Education (MINEDUC), agencies and partners involved in school food and nutrition programmes.

UN is supporting the development of National Food-Based Dietary Guidelines (FBDGs). The guidelines are expected to influence consumer behavior and inform national food, nutrition, and health policies and programs. The FBDGs will propose a set of recommendations in terms of foods, food groups and dietary patterns to provide the required nutrients to promote overall health and prevent chronic diseases. Additionally, FBDG will inform the public about consuming foods that are more nutritious and living a healthier lifestyle. FBDGs also expected guides to nutrition education programs and inform policies and programs in various sectors like agriculture, education and social protection. To that end, a set of twelve FBDGs messages, two visual aids (food guides) and posters with supplementary nutrition messages have been drafted to serve as a nutrition education tool. The correct interpretation, suitability, practicality and acceptability of FBDGs messages are evaluated at community level across 13 districts through field-testing.

At national policy level, the UN contributed to the operationalization of the National Early Childhood Development Programme (NECDP) mainly through development of the organisation's strategic plan. The strategic plan was informed by other interventions including development of the national nutrition policy and integration of nutrition services in the CHWs national curriculum and training materials targeting healthcare providers on "Nutritional care for prevention and management of Non-Communicable diseases". To advance operations, 7,000 community health workers (CHWs) and 158 healthcare personnel have improved their knowledge in nutrition counseling to strengthen surveillance and prevention of malnutrition in Maternal, Infant and Young Child Nutrition (MIYCN).

## Eradicating malnutrition



UN contributed to improved nutrition of children in 30 districts as a result of distributing 9,200 cartons of RUTF and 1,065 cartons of therapeutic.



UN support of 4.63 metric tons of fortified blended food contributed to improved health of 91,600 children and 21,700 pregnant and lactating women.



UN contributed to improved nutrition of 230,000 children (6 – 23 months) following distribution of micronutrient powder.



UN assisted to feeding 79,000 school children through the Home Grown School Feeding Programme



UN Contributed to improved health of 1.2 million children under 5 years after deworming and receiving supplements.

Through UN's assistance the Rwanda Biomedical Center has improved its monitoring of the nutrition situation including closely following cases of severe acute malnutrition (SAM). Treatment outcomes for SAM remained good with 93% recovery and only 2% default among outpatients and inpatients combined. Ready-to-use therapeutic food (RUTF) and therapeutic milk were supplied to cover national needs in all 30 districts while advocacy through the Women Parliamentary Forum (FFRP) for their inclusion along with other nutrition commodities in the national budget continued.

The development of guidelines including measures to reduce the risk of transmission of the virus helped ensure continuity of nutrition services during the COVID-19 pandemic. Subsequently, the integrated nutrition-sensitive social protection modelling project, implemented in partnership with World Relief, the Local Administrative Entities Development Agency (LODA) and NECDP, continued through the COVID-19 pandemic lockdown.

Since initiation of this project, there has been increased community use of social services such as growth monitoring and ECD centres. Furthermore, the project expanded into four new sectors in the four districts and baseline data allowed analysis of the impact of the project on key indicators including youth participation and coverage of social protection programmes such as VUP.

The UN supported the NECDP to roll out the innovative Smart Simplicity "Stunting Free Village model" to ensure all nutrition services are provided to eligible households in prevention of stunting, and tracking, monitoring and referral tools are operationalized effectively. After being piloted in one district, the project is being scaled up to national level by the NECDP. Through this project a child scorecard has been developed to consolidate nutrition-related data and enable timely analysis of nutritional status of children and at the village level to empower local authorities to make data-informed decisions. The child scorecard is being used to update the national child health card as well as digitization and integration into existing national M&E systems.





The contrast between old (left) and new (right) kitchen is stark. School cook Felicien Rwatangaro is pleased with the new facilities and looks forward to welcoming students back.

Credit: WFP/Daniel Kibsgaard

## Facilities Support Safe and Nutritious School Meals for Rwandan Children

Provision of WASH facilities and other complementary activities form part of the McGovern-Dole Home-Grown School Feeding (HGSF) program's holistic approach to improve educational outcomes and bring about changes in the wider community that reinforce safe and nutritious eating habits.

Ruhinga and Bwama Primary Schools, both located in southern Rwanda, built new kitchens, latrines, hand washing stations, girls' sanitary rooms, established vegetable seed gardens and were connected to water pipelines. These facilities will enable the schools to provide sanitary and nutritious school meals for their students.

Felicien Rwatangaro, a cook at Kibirizi Primary School, is relieved to have a new kitchen to prepare meals for students, once they are able to return back to school. *"As a parent, it makes me so happy to be able to support the school as well as my own child with nutritious meals. The new kitchen will ensure the food is prepared in a more sanitary and hygienic way, the dirt floor in the old kitchen was difficult to clean, and the open fire put us at risk of burns while poor ventilation resulted in smoke filling up the room causing headaches and irritation in our eyes".*

The schools will also save a significant amount of money and greatly reduce the amount of firewood required to cook with the installation of new fuel-efficient stoves. Kibirizi Primary School expects to reduce what is typically spent on firewood by 50 percent (approximately US \$918 per year). This will free up funding that can support other school activities.

## 3. Education for all

### Expanding early childhood development

Cabinet approval of guidelines for implementation of the NECDP enhanced the programmes mandate to execute integrated coordination and implementation of all key thematic areas of early learning and stimulation, health, nutrition, protection, WASH and education contributing to holistic child growth and development. The UN is instrumental as the co-chair of the national ECD sub-cluster. This collaboration has contributed to streamlining operationalization of the ECD policy and overall NECDP structure. Strategic positioning of the UN has also provided opportunity for the organisation to influence ECD policy and programming as well as for coordination of key thematic areas.

#### Expanding access to inclusive education

515% increase in ECD spaces (from 4,501 in 2018 to 23,191 in 2020).

Access to ECD spaces for 758,505 children (0-6 years).

382,238 families enhanced their parenting skills and knowledge.

250,000 children (3 – 6 years) accessed ECD services during COVID-19 lockdown.

8,000 caregivers for children (0 – 23 months) equipped with infant and child feeding skills.

Subsequently, the number of ECD spaces increased by 515% from last year. This tremendous increase is attributed to the high-level government commitment and program of establishing at least two home-based ECD centres per village. The home-based ECD model, each with an average of ten children per village, were initiated through support to the Imbuto Foundation in eleven districts. Through this home-based approach, children access ECD services in one of the parents' houses and parents are trained to facilitate ECD sessions on a rotational basis. Government is scaling the programme across the country based on this model. Also, the NECDP was facilitated to develop a national parenting curriculum to enhance provision of nurturing care and positive parenting.

In the COVID-19 response, NECDP and Rwanda Education Board (REB) were supported to broadcast messages on childcare, stimulation and learning for continued child growth and development. This was critical as most parents had inadequate skills and knowledge on child stimulation and learning. Key messages to promote maternal, infant and young child feeding were also delivered along with counseling. This ensured continued provision of nutrition services to children to avoid malnutrition hindering child development.

#### Leaving No Refugee Child in Early Childhood Development

Development gains for pre-school as demonstrated below:

- ECD services provided to children in Mahama refugee camp hosting 15,733 children below 6 years. In partnership with ADRA NGO, 7,175 children received ECD services.
- Over 90% (10,600 children) of children under 6 years were enrolled in ECD programmes in other camps across Rwanda.
- Over 10,000 children (3 to 12 years) accessing to multi-purpose play parks which provide safe spaces for them.

## Access to inclusive education

As co-chair of the Education Sector Working Group with DFID, the UN continued to play a critical role in sector coordination. This was significantly evident in the work undertaken to respond and coordinate the response to COVID-19 within the education sector. As a result, more than 1.7 million Rwandan students were ensured continuity of learning; a comprehensive school reopening plan developed; and fund mobilization ensured, particularly with the Global Partnership for Education (GPE) Accelerated Funds.

30,000 refugee children, representing 85% of primary school-going age enrolled in primary education. To ensure host communities can accommodate the student population new schools were constructed, and school feeding and educational materials provided. To improve girl's attendance, "girls' safe room" services were availed at all schools supported. Additionally, about 38% of refugees of secondary school-going age were enrolled in secondary education. At least 568 refugees were supported to attend tertiary education. To further support refugee integration at least 100 persons of concern among evacuees from Libya in the Gashora transit centre were enrolled in English language classes.

The UN worked with GoR in implementation of the national ICT in education policy, and subsequently, 160 facilitators and teachers enhanced their capacity in ICT essentials. Also, the University of Rwanda and teacher training colleges have greater capacity in Open and Distance E-Learning (ODEL) management and production following training of educators in content development and delivery during COVID-19 school closures. An electronic assessment system for various subjects in Primary and Secondary education was also established. Technical support has also been provided in development of the digital talent policy which includes guidelines on inclusion of people with disabilities (PWD) in ICT, this is guiding ICT interventions for PWDs. Moreover, in collaboration with REB, a pilot exercise to enhance inclusive education teaching and learning methodologies was conducted for training master trainers in primary and secondary schools. A manual of practical teaching strategies and activities was delivered to support teachers in the classroom.

This tested model on inclusive education was rolled out nationally. As a result, there is increased enrollment of students with special needs education and students with disabilities and increased support to students with disabilities from fellow students, teachers, parents and school communities.

## 3. Water, sanitation & hygiene

### Expanding national WASH capacity and services

To address the high risk of health care-associated infections (HCAIs) associated with poor water, sanitation and hygiene (WASH) and infection prevention and control (IPC) in health care facilities, technical assistance was provided by building capacity of 200 IPC/WASH focal points in hospitals and health centers. As a result, WASH teams were created at all health care facilities to cascade the knowledge transfer, conduct WASH facility assessments, and identifying hazards, risk levels, and actions. The teams developed and revised the WASH in health care facilities improvement plan and routine supervision and monitoring plans.

In strengthening the national WASH system for sustainable progress, a national baseline was conducted in ten districts, and national level data included in the new WASH MIS. Furthermore, to address sustainable financing for rural water supply, the UN is reviewing the rural water tariff structure and tariff-setting methodology, including undertaking an affordability study to provide recommendations to the Rwanda Utility Regulatory Authority (RURA). Moreover, RURA's capacity is being strengthened to regulate private operators for improved reporting to enhance effectiveness and efficiency of the regulatory system.

The UN sanitation and hygiene program focuses primarily on households with both district-level and national systems strengthening interventions. After three districts received assistance to improve household sanitation and hygiene, 8% (24,584) of households hosting 105,711 people accessed and used basic sanitation services. Also, 29,821 households, 10% of the total population, acquired handwashing facilities.

COVID-19 provided opportunities to engage MINEDUC on handwashing in schools, in anticipation of safe school reopening. Technical assistance for designs to effectively advocate for a durable solution to enable handwashing was provided and durable, low-cost handwashing stations were installed in 3,000 schools. The designs will minimize water tariffs and time spent for children to wash hands.

MOH was supported to streamline WASH within EVD preparedness which was integrated with the COVID-19 response. Technical advice was provided on SOPs, guidance, infrastructure development and comprehensive training on WASH aspects of IPC. Also, critical IPC supplies were procured including 12,000 N95 masks and materials for preparation, testing and application of chlorine at NRL and others.

### Maintaining WASH for refugees

At least 3,000 meters of retaining wall and drainage channels were built and maintained in all refugee camps and Gashora emergency transit management (ETM) centre. In addition to public hygiene, this contributes to soil and water conservation, as well as rainwater harvesting. Sanitary facilities were constructed in both locations. This contributed to maintaining the person of concern per drop-hole below 30 people. Also, to ensure hygiene in camps, desludging trucks continued for desludging human waste. Meanwhile, 200 landfills were used along with garbage trucks for solid waste management. The UN also continued to ensure adequate clean water supply in all refugee camps and health facilities in hosting areas. This was done through repair and maintenance of existing water infrastructure and rehabilitation of over 760 water taps. This has maintained access to water within the standard of at least 20 liters per person per day, ensuring access to water for over 140,000 camp-based refugees and at least 30,000 people in host communities.

### New WASH facilities support safe schools for Rwandan children



Ruhinga Early Primary School's old (left) and new (right) latrines.

Credit: WFP/Daniel Kibsgaard

The new latrines and handwashing stations have improved schools' hygiene standards, particularly crucial amidst the ongoing COVID-19 pandemic as the Government prepares for students across Rwanda to gradually return to school beginning in November 2020. Ruhinga Primary School has more than doubled its number of latrines stances from 12 to 26, including a toilet for disabled students.

*"Now that toilets are separated by gender, girls will feel much safer going to the bathroom. The new handwashing stations will also encourage better hygiene after using the latrines and before eating meals at school in addition to helping promote these practices at home."*

Viateur Bizumuremyi, Head Teacher of Ruhinga Primary School

## The status of the outcome indicators

Outcome Indicator	Outcome Indicator	Baseline 2018	Actual 2019-2020	Target 2023-2024
3.1	Net enrolment rate in primary education	98	98.5	98.2
3.2	Net enrolment rate in pre-primary education	20.9	24.66	27.8
3.3	Transition rate from primary to lower secondary	74.5	86.1	85
3.4	Contraceptive prevalence rate.	47.5	47.5	60
3.5	Proportion of pregnant women attending four ANC clinic	44	44	51
3.6	Percentage of HIV+ patients receiving ART, Percent, Pregnant women	93	95% (All Patients)	No Data
3.7	Percentage of children receiving minimum acceptable diet.	16.7	40	70
3.8	Proportion of population using safely managed drinking water services	60	67	No Data
3.9	Proportion of population using basic sanitation services	83	70	No Data
3.10	Percentage of households that are food secure	80	No Data	No Data

## The outcome relates to the following SDGs

### Outcome 3

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

### SDGs

-  SDG 1: **No Poverty**
-  SDG 2: **No Hunger**
-  SDG 3: **Good Health and Well-being**
-  SDG 4: **Quality Education**
-  SDG 5: **Gender Equality**
-  SDG 6: **Clean Water and Sanitation**
-  SDG 9: **Industry, Innovation and Infrastructure**
-  SDG 13: **Climate Action**
-  SDG 16: **Peace, Justice and Strong Institutions**

## Analysis of UN contribution to outcome three

Outcome three aims to enhance Rwanda's human capital to harness its demographic dividend. The UN's contribution to this outcome is measured through ten outcome indicators that measure periodic improvements in formal education enrollment rates, maternal health, HIV prevention and treatment, child nutrition, WASH practices and food security.

The education enrollment and transition rates have improved across all basic levels from pre-primary to secondary, indicating the education sector is on track to meeting all outcome targets by 2023. The UN made key contributions to realization of these targets at all levels. The most notable has been in the scaling up of ECD services following introduction of the home-based care approach. Also support to establishing schools' infrastructure and increasing enrollment of refugees in schools has contributed to this increase. However, the issue of quality education remains a challenge in the public education system with the student to teacher ratio still high and learning outcomes not showing big improvements. The UN will continue to invest in addressing quality of education content and methods of delivery to enhance learning outcomes.

Regarding sexual reproductive and maternal health, there are no updated statistics on the use of contraceptives and pregnant women's attendance of antenatal care for review of progress at outcome levels. Most of the relevant data will be obtained from the upcoming 2019/2020 Demographic Health Survey (DHS). Nevertheless, the UN has continued to make substantial contributions in these areas. Most of the work this year has involved the development and revision of relevant health policies and guidelines and capacity building of health care providers to ensure they have the necessary skills and knowledge to deliver the quality health care required to realise progress in these outcomes. The UN remains optimistic that the national survey will record positive progress in these outcome indicators.

Rwanda has made great strides in the elimination of HIV/AIDS and treatment for people living with HIV. The latest update indicates a 2% increase in PLWHIV receiving anti-retroviral treatment. The UN contributed to this outcome through various awareness creation interventions, supporting supply chains of necessary drugs and technical assistance in the securing of funding necessary to ensure access to ART is inhibited in Rwanda. Also, during the COVID-19 pandemic lockdown, the UN played a pivotal role in advocating for continued prioritization of access to health services including ART for PLWHIV.

In food security and nutrition, the UN continued to contribute to various efforts to eliminate malnutrition in Rwanda and ensure food supply chains, especially for key nutrients to most vulnerable groups continue to work. Through the national school feeding programme and nutrition-sensitive social protection advocacy, the percentage of children with access to minimal acceptable diets increased from 17% to 40%.

Support to WASH has increased mostly access to water for targeted populations such as refugees in camps. Most of the UN support this year has focused on strengthening national WASH management systems, hence not considerable change has been realised in mostly the expansion of sanitation services. This will remain a key focus in coming years.

**OUTCOME 4: BY 2023 PEOPLE IN RWANDA PARTICULARLY THE MOST VULNERABLE HAVE INCREASED RESILIENCE TO BOTH NATURAL AND MAN-MADE SHOCKS AND ENJOY A LIFE FREE FROM ALL FORMS OF VIOLENCE AND DISCRIMINATION.**

**Summary rationale for outcome four**

In response to natural and man-made shocks and all forms of violence, through outcome four, the UN aims to enhance the resilience of the people of Rwanda, especially the most vulnerable by focusing on three key areas including: **social protection; violence prevention and response; and institutional capacity and resilience to shocks** related to refugee influxes and others.

**Summary of results under three focus areas:**

**1. Social protection**

**Strengthening social protection systems**

Advances have been made in child and nutrition-sensitive social protection and the national coverage of households supported by social protection schemes has increased by 11.9% over the last year. This increase has been realised with considerable contribution from continued advocacy and systems' strengthening by the UN and its partners. The UN has continued to support additional child-sensitive social protection measures like expanded public works (ePW) and nutrition-sensitive direct support that has enabled children in vulnerable households to benefit from social protection schemes.

**Coverage of social protection**

**Increase in number of vulnerable households benefiting from social protection scheme from 351,650 in 2018 to 393,496 in 2020.**

**397,300 children in poorest households benefited from social protection schemes.**

In strengthening Rwanda's social protection systems, MINAGRI was supported by the UN to develop the Food and Nutrition Security Monitoring System (FNSMS) led by the Rwanda national institute of statistics (NISR). The FNSMS will supplement the Comprehensive Food Security and Vulnerability Assessment (CFSVA) that the Government carries out every 3 years with UN support, with the next round scheduled for 2021. Together, the FNSMS and CFSVA ensure continuous availability of updated food and nutrition security data.

Child-sensitive social protection lessons from the mobile creche pilot were used to inform the home-based childcare model. The home-based childcare model is now implemented alongside ePW in 300 sectors across the country, targeting most vulnerable mothers with children below 6 years. Furthermore, technical inputs were provided in development of the Joint Multisectoral Action Plan to eradicate extreme poverty in 17 districts. The plan enabled integration of social protection, nutrition, and the ECD one-district approach.

The UN's technical advice in development of the Nutrition-Sensitive Direct Support (NSDS) scheme, funded by the World Bank, has facilitated government to develop a pilot project for the business model for case management and referral in support of extremely poor and vulnerable households in eight sectors. The model strengthens social protection case management while guiding referrals to other basic social services and community workforces at decentralized levels. It also proposes approaches to strengthen coordination, joint planning, monitoring and evaluation to ensure successful delivery of integrated and nutrition-sensitive services in especially rural and vulnerable communities.

Through the joint programme, accelerating integrated policy interventions to promote social protection in Rwanda, a diagnostic study was used to identify opportunities for shock-responsive social protection. The study enhanced national dialogue around identifying actions to operationalize the policy vision of more shock-responsive social protection and provides a basis for further consultations on the options identified to enhance the shock-responsiveness of the social protection system and specific programmes. The diagnosis will contribute to advancement of shock-responsive social protection and inter-linkages between disaster management, agriculture, and social protection.

The Rwanda Demobilization and Reintegration Commission (RDRC) in partnership with the UN carried out an assessment of the support needs of Ex-FDLR combatants and their dependents repatriated to Rwanda from Democratic Republic of Congo (DRC). The assessment informed a new project to respond to the immediate need of emergency support towards social and economic reintegration of ex-combatants. The project focuses on supporting 65 ex-combatants access social and economic services through government institutions; improve their productive skills and those of their dependents; raising awareness among ex-combatants remaining in armed groups outside Rwanda about the reintegration opportunities; and mainstreaming gender throughout repatriation and reintegration process and services. Additional financial support was channeled to RDRC to provide cash transfers to ex-combatants in response to the COVID-19 crisis.

**2. Violence prevention & response**

**Strengthening child protection systems**

The UN continued to contribute to violence protection and response, especially for children and most vulnerable groups such as women and girls through integration of children without adequate parental care into family-based care, awareness raising on birth registration and increasing national and decentralized capacities to prevent and respond to sexual and gender-based violence (GBV), child abuse, exploitation, and neglect. Most achievements were realised through partnerships with the GoR, especially the National Commission for Children (NCC), Ministry for Gender and Family Promotion (MIGEPROF), Ministry of Justice (MINIJUST) and the Rwanda Investigation Bureau (RIB).

**Reintegration of ex-combatants**



**Access to finance to 816 ex-combatants (39% women).**

**1030 ex-combatants and dependents (31% women) enhanced their income generating and mentorship skills.**

**Enhanced vocation skills of 163 ex-combatants and dependents.**

To enhance the effectiveness and efficiency of the national frameworks guiding child protection in Rwanda, the UN supported development of a costed strategic plan for the integrated child rights policy. This policy provides an overarching guiding national framework for child protection in Rwanda. Subsequently, the strategy contributed to guiding all activities related to child protection and childcare, including capacity development of the child protection workforce, the childcare reform programme, addressing social norms around violence and disabilities, and supporting justice for children. These strategic efforts have resulted in concerted advocacy for a comprehensive shift from an issues-based approach to child protection to a system-wide approach. With the national focus shifted towards a system-wide approach to child protection, the social workforce that was previously primarily focused on de-institutionalization of children and post-placement follow-up has now been re-adjusted and deployed across the country with responsibility for all child protection needs and not only placement.

During the year, the UN partnered with World Vision Rwanda (WVR) to support community-based child protection workers (Friends of the Family, *inshuti z'umuryango* (IZU) to improve their capacity and coordination in 22 districts. This partnership has facilitated the scaling up of operationalization of IZU. Ensuring that 50% of the IZU are women has contributed to extending focus on gender issues, emergencies, disability and GBV. IZU typically identify children in need and provide referrals and information. They also raise awareness about key child protection issues within their communities, liaising with local leaders to address critical issues in time. The work with IZU has contributed to identification of children with varying protection needs and enhanced follow-up on all child protection cases receiving statutory support from district child protection services. Furthermore, as part of capacity enhancement, through a UN developed digital platform, IZUs are now able to provide remote case management support through phones to families and ensure childcare and protection cases are reported through the platform.

The UN is also working to integrate refugee children into the national child protection system. A thematic training module for the IZU is being developed, and the national social service workforce will acquire knowledge and skills related to working with refugee children and ensuring that refugees children who experience violence, neglect, exploitation and abuse are facilitated to access specialized services, including health and justice administration by the national social workforce. The UN supported the childcare reform programme to become more inclusive of children with disabilities, recognizing the different needs that must be assessed and met. The support to inclusion of children with disabilities culminated in development of national guidelines for inclusive deinstitutionalization.

### Strengthening child protection



**14,211 community-based child protection workers' (IZU) capacities strengthened.**

**IZU operations scaled up from 11 to 22 districts.**

**3,303 out of 3,782 children transferred from institutional to family-based care.**

**12 children with disabilities placed in family-based alternative care.**



The UN contributed to the national childcare reform programme *Tubarere Mu Muryango (TMM)*: *let's raise children in families* and new national guidelines contributing to 87% of the children moving from institutions to families

### COVID-19 child protection response

With the onset of COVID-19 from March 2020, in partnership with NCC, the UN advocated for child protection as an essential service to ensure 29,704 child protection personnel could still visit families and children in need of protection during the lockdown period. The UN worked with the GoR to create awareness of child protection risks under COVID-19 such as risks of violence during lockdown and school closures, as well as risks of online sexual abuse and exploitation. Also, to prevent the spread of COVID-19, hygiene and cleaning supplies were provided to protect the most vulnerable, including over 2,069 children with disabilities in residential care facilities and 1,044 children in detention centers.

Technical and financial support to effectiveness and coverage of the national birth registration system modernized the initially paper-based system. The old system required parents to separately apply for registration after the birth of a child. The digitized system now links birth registration directly to hospitals and civil registration services at sector level enabling children to be automatically registered at birth. This resulted in increased birth registration rate from 67% in 2017 to 89% in 2020. Registration of children at birth contributes to enhancing access to social services by children.

### GBV prevention and response

In addressing issues of social norms and cultural mindsets that continue to advance the prevalence of Gender-Based Violence (GBV), the UN with support from Netherlands, and in partnership with the Rwanda Investigation Bureau increased public awareness and knowledge through educational programmes targeting the general public and more specifically young people. At least 5 million people were reached with information related to GBV, child abuse and timely reporting mechanisms. Additionally, the UN in collaboration with the Gender Monitoring Office (GMO) used a serial drama programme (*Ziririza, stop violence against women*) broadcast on national and community radios to raise awareness. The broadcast included the publicization of the GMO-GBV toll-free line that resulted in the reporting of 39 GBV cases.

All the reported cases received rapid assistance and referrals to the relevant public institutions for support. In the same framework, the UN in collaboration with Rwanda Religious Leaders Initiative (RRLI), an umbrella organisation of churches and religions enhanced awareness on GBV prevention and response through radio and TV Programmes during the COVID-19 lockdown period when access to GBV response services was limited.

The programmes demonstrated the importance of engaging faith leaders in the effort to transform negative masculinities and building synergies for effective GBV prevention, especially at community level.

In collaboration with Rwanda National Police (RNP) through the GBV Centre of Excellence, the UN provided technical and financial support in the capacity building of security personnel including 100 police gender focal points from RNP, Rwanda Defense Forces (RDF), Rwanda Correctional Service (RCS), National Security Service (NSS) and District Administration Security Organ (DASSO). The capacity building has increased the security personnel's knowledge and understanding of GBV and other forms of violence prevention and response.

The Isange One-stop center (IOSC) five-year strategic plan (2018 – 2024) was developed in collaboration with RIB. This strategy now serves as a guiding document for GBV prevention and response implementation countrywide. To complement operationalization of the IOSC strategic plan the UN also supported the development of a GBV training manual that will harmonize training content used in the capacity building of the different GBV prevention and response service providers.

## GBV prevention and response

Enhanced timely reporting of abuse with 39 cases reported on GMO's GBV toll-free line. Cases included:



Contributed to improved GoR capacity to prevent and respond to GBV through enhanced skills of:



Increased capacity of 500 community members in Nyaruguru to prevent and respond to GBV and on gender equality

## Girls' rooms supporting young girls in schools



Jaqueline Uwizeye, Head Teacher of Bwama Primary School, stands in front of her school's new girl's room.

Credit: WFP/Daniel Kibsgaard

“ I am very thankful for the girl's room as it will provide my 15-year-old daughter, Sarah, with a safe and sanitary place during her period. Now she can stay at school and enjoy greater privacy. ”

*Seraphine Mukanyarwaya, a mother of a student attending Bwama Primary School*

World Vision constructed girl rooms in 33 HGSF-supported schools, providing a private space for female students to shower and change sanitary pads without fear of embarrassment in front of peers during menstruation. The construction of girl's rooms is part of the broader efforts to increase regular attendance at school and improve school sanitation measures.

On average at Bwama Primary School, seven to nine girls are typically absent each month due to having their period. The school's newly constructed girl's room features a bed and a shower and provides free sanitary pads. In addition, teachers receive training on how to provide guidance to female students on what to expect from menstruation and how to handle these challenges.

## GBV prevention and response in refugee communities

Increasing the knowledge and awareness of different GBV and protection against sexual exploitation and abuse (PSEA) related topics among refugee and host communities remained a priority this year. Though sensitization was slowed down by the COVID-19 pandemic lockdowns, trainees continued to support their communities in prevention and increasing awareness of reporting GBV crimes. This enhanced awareness contributed to an increase in reporting of GBV incidents all refugee locations including from Congolese refugees' communities in Kigeme, Mugombwa, Kiziba, Gihembe and Nyabiheke camps, and Burundians in Mahama camps as well as transit centers in Nyanza, Gatore, Gashora and kijote and urban areas around Kigali and Huye. Following the reporting, the UN supported over 130 GBV survivors to access legal assistance in the camps. Legal assistance included, providing counselling on available options for the way forward, supporting them throughout the case investigation processes and representing them for court hearings.

Through a partnership between the UN and the NGO Alight Rwanda, a GBV Helpline initiated in Mahama refugee camp was very effective resulting in an average of 2,490 calls each month including 1,484 of GBV and 1,006 non-GBV cases. This toll-free line is increasing the capacity of refugee community to report GBV cases confidentially. Since the toll-free line was introduced refugee camps have recorded an increase in the number of referrals of victims and survivors of GBV to health facilities and safe spaces from within the refugee camps.

## SGBV prevention and response in refugee communities

2,000 persons of concern from 70 refugee community groups skilled in PSEA.

731 GBV incidents reported in camps, transit centers and urban areas.

130 GBV survivors accessed legal assistance.

62 survivors received legal counsel, opted to drop cases.

68 survivors filed cases against perpetrators.

39 prosecuted cases closed before hearing.

29 cases prosecuted in courts of law.

16 perpetrators convicted for GBV related crimes.

364 GBV survivors received medical assistance.

430 most vulnerable GBV survivors received material assistance

212 survivors assisted provided safety and security services

## Conflict prevention between refugees and host communities

Conflict management committees "Abunzi" from the refugee and host community are now working closely to remedy any conflict arising between the two communities. Youth are performing cultural and peace promotion activities through socio-therapy groups that also engage in economic activities such as savings and small business development. The UN in collaboration with GIZ, Indego Africa and other partners supported implementation of 12 peaceful coexistence and livelihoods projects.

### Refugees and Host communities conflict prevention

To prevent potential conflicts linked to shared basic needs between camp-based refugees and host communities, over 200 community leaders from camps and host communities were trained on collaboration in problem solving that affects peaceful coexistence. Subsequently, leaders from camps and host communities gathered for monthly peace dialogue meetings, a forum to address potential conflict issues through common solutions between refugee and host community leaders. The dialogue forums have contributed considerably to reducing conflicts that frequently arose and were usually handled by public institutions in charge of solving conflicts including police, villages and cells authorities as well as MINEMA, UN partner NGOs, Legal Aid Forum and others.

## 3. Disaster response

### Institutional capacity for shock-resilience

During 2019/20, Rwanda faced a risk of Ebola Virus Disease (EVD) importation and a COVID-19 outbreak, along with weather-related shocks. In the EVD prevention response, cross-border collaboration was facilitated with neighboring DRC. A high-level ministerial dialogue agreed on mechanisms for enhancing collaboration and coordination between the countries for cross-border preparedness, information sharing and response to the EVD outbreak. This South-South collaboration facilitated by the UN resulted in about 15 health professionals from Rwanda participating in the EVD response in DRC which built capacity and practical experiences that increased both EVD preparedness and COVID-19 response capacity.

With the spread of COVID-19 to districts, decentralization of the national COVID-19 response was prioritised and national COVID-19 coordination structure was adjusted to include public health emergency operations centers at provincial level. Subsequently, the UN provided support through deployment of technical teams to three provinces and Kigali City.

The technical teams built capacities of the decentralized teams for COVID-19 and other public health emergencies. This model provided an opportunity to accelerate achievement of the core International Health Regulations (IHR 2005) capacities at the decentralized levels will be useful to maintain beyond the COVID-19 pandemic.

Real time surveillance capacities were strengthened at national and decentralized levels through increased national reference laboratory diagnostic capacities for COVID-19, EVD and RVF. The capacity enhancement included the recruitment of 11 laboratory personnel that contributed to developing the national action plan to scale up SARS - CoV2 testing, guidelines, SOPs, and testing algorithms. Surge capacity staff were deployed to the National Reference Laboratory. The team supported the establishment of 14 decentralized laboratories through on-site capacity building sessions. Enhancing laboratory capacities contributed to early detection, and isolation of confirmed cases, thus reducing the spread of COVID-19. In addition, the additional laboratories and scaled up capacity have enhanced Rwanda's capacity for detection of public health threats.

### Strengthening COVID-19 prevention capacities

SARS-COV2 daily testing capacity increased from 300 tests in March to 3,500 tests per day by June.

Laboratories with SARS-COV2 testing capabilities increased from one to 14

60 National trainers trained on infection prevention control for Rwanda

All of Rwanda's main points of entries were equipped with thermo scanner machines for early detection of suspected cases of EVD and COVID-19 etc. Additionally, construction and/or rehabilitation of isolation rooms in all district hospitals and one health facility was rehabilitated to serve as an isolation center and PPEs were procured. The UN emergency team contributed to development of infection prevention control (IPC) training materials for Rwanda and training of key groups including airport staff, security guards and hotels. The UN team is currently working on modalities for conducting IPC trainings for health care workers. Through the provision of PPEs, infection prevention, and control training; the spread of COVID-19 among health workers has been 0.046%, which is lower than the global data.<sup>22</sup>

In partnership with the Ministry of Health (MoH) and Media High Council (MHC), the UN contributed to strengthened capacities of media houses, in risk communication and community engagement (RCCE). This resulted in the publication of weekly bulletins, media monitoring reports and daily situation reports disseminated through WHO channels. Communication and community awareness materials were developed and updated according to the evolving situation of COVID-19. Coordinated communication has further contributed to containing the spread of COVID-19 in Rwanda.

<sup>22</sup> WHO Situation report June 2020



The UN provided meals for sick patients and women in maternity.

Credit: UN Women

As part of the COVID-19 response, the UN supported female-led CSO's to meet emerging needs resulting from consequences of COVID-19 pandemic. As women constitute the majority of health workers (70%) and do often carry the burden as primary caregivers for the family, support was provided to reach a minimum of 800 patients per day in four hospitals (Masaka, Muhima, Kibagabaga, CHUK) with three nutritious and balanced meals daily. This contributed to relieving caregivers' burden of preparing food and deliver it to the inpatients and allowed inpatients to focus on their recovery, with adequate food and nutrition security. Nearly 50,000 meals were prepared during a two-month period and benefitted sick patients and women in maternity wards. Food items were mainly purchased from women farmers as a way of securing their income and reducing the socio-economic impacts of women in agriculture. Additionally, 4,100 protective face masks were ordered and purchased from women tailors and distributed to the patients and their caregivers, together with basic hygiene products to prevent COVID-19 infection amongst the beneficiaries. The protective face masks were produced by UN supported women volunteers who enhanced their tailoring skills and gained an income during the COVID-19 crisis.

## The status of outcome indicators








Outcome Indicator	Outcome Indicator	Baseline 2018	Targets 2019-2020	Actual 2019-2020	Targets 2022-2023
4.1	% of extremely poor population benefitting from Direct Income Support schemes.	VUP DS; 107,000 VUP ePW: 29,768 FARG DS: 23,000 RDRC DS:30,000	VUP DS; 107000 VUP ePW: 56250 FARG DS: 27650 RDRC DS: 3500	VUP DS; 119,025 VUP ePW: 42,052 FARG DS: 26,629 RDRC DS: 3,224	VUP DS; 107,000 VUP ePW: 90,000 FARG DS: 29,003 RDRC DS: 3,500
4.2	% of women aged 15-49 who have ever experienced violence (by type).	Sexual violence: 22% Physical violence : 35% IPV : 37%	Sexual Violence : NA Physical violence : NA IPV: NA	Sexual violence: 22% Physical violence : 35% IPV : NA	Sexual violence : 15% Physical violence : 30% IPV : 32%
4.3	% of children (boys and girls) under-five registered at birth.	Total: 56% Boys: 56% Girls: 56% Refugees: 33%	Total: 79% Boys: 79% Girls: 79% Refugees: 100%	Total: 89% Boys: 89% Girls: 89% Refugees: 100 %	Total: 85% Boys: 85% Girls: 85% Refugees: 100%
4.4	National institutional structure for disaster and emergency preparedness and response fully functional in accordance to international standards.	Partially functional	Substantially functional	Substantially functional The UN works with GoR & partners to assess probable refugee inflows, determines potential impact of inflows on national response mechanisms & implements preparedness actions.	Fully functional

## The outcome relates to the following SDGs

### Outcome 4

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

### SDGs

-  SDG 1: **No Poverty**
-  SDG 2: **No Hunger**
-  SDG 3: **Good Health and Well-being**
-  SDG 5: **Gender Equality**
-  SDG 6: **Clean Water and Sanitation**
-  SDG 8: **Decent Work and Economic Growth**
-  SDG 11: **Sustainable Cities and Communities**
-  SDG 13: **Climate Action**

## Analysis of UN contribution to outcome four

Outcome four aims to enhance resilience of the people of Rwanda, especially the most vulnerable through scaling up social protection and eliminating all forms of violence. The UN's contribution to this outcome is measured through four outcome indicators that measure periodic improvements in delivery of income support, prevalence of violence, birth registration and disaster emergency preparedness.

The UN has contributed mostly to deepening of Rwanda's social protection scheme, especially through strengthening the system's child and nutrition responsiveness. By strengthening food and nutrition security monitoring systems, enhanced data is available to inform social protection interventions. Also, technical guidance to the nutrition-sensitive direct support scheme as well integration of ECD lessons in the multi-sectoral approach to social protection have all contributed to broadening and deepening of social protection in Rwanda, contributing to the 11% increase in coverage, implying the UNDAF II target is on track.

The UN's contributions to eliminate all forms of violence during the year have focused on mainly child protection and elimination of GBV. In child protection, the UN has been instrumental in scaling up of the IZU across the country and developing systems that ease timely reporting and response to child protection. Also, advocacy and support in the move from an issues-based to a sector-wide approach in child protection has increased the potential effectiveness of the overall system. In eliminating GBV the UN has strengthened coordination mechanisms and the capacity of public institutions in building their capacities to prevent and respond to incidents of GBV. In addition, substantial awareness creation of response mechanisms including reporting has increased reporting of GBV cases reflected in numbers at national level. Although no updated national statistics on violence were available by June 2020, the UN anticipates that the next RDHS (2019/20) will reflect a reduction in violence, including IPV.

The last outcome indicator that focuses on national preparedness to respond to emergencies has also been contributed to substantially by the UN.

The COVID-19 Pandemic outbreak in the first half of 2020 not only exposed the continued need to maintain emergency response on guard, but also highlighted the relevance and comparative advantage of the UN in Rwanda. The UN has been able to provide technical advice and guidance to the government and key stakeholders in the response and prevention of further spread of the virus, which has resulted in global recognition of Rwanda as one of the countries that responded well to the COVID-19. Through UN technical and financial support, testing, tracing, treatment and other capacities were enhanced at national and decentralized levels, including points of entry, which ensured containment of the spread. Overall, the UN contributed to the substantial functionality of the national institutional structure for disaster and emergency preparedness and response.

## Emerging issues in Social Transformation

### Summary of issues arising under social transformation

Global recommendations for prevention, care and treatment of malaria, neglected tropical diseases, HIV, STIs, hepatitis and TB can be adapted at country level and translated into programmatic interventions that bring services to populations. There is urgent need for Rwanda to develop and implement sustainable financing mechanism for these diseases in the current context of strained external funding.

Rwanda needs to invest in comprehensive digitalization of health services to promote integrated people-centered health services, strengthen and scale up capacity building of health care providers, and to enhance M&E of programmes to inform policy making. Systematic implementation of the digital health policy achieves this at a lower cost and contribute to mitigating COVID-19 impact on the health sector.

The negative economic consequences of the COVID-19 pandemic, including loss of income and rising food prices, are likely to have a negative impact on the nutrition situation.



The long-term vision for operations of refugee camps to integrate all WASH structures and programmes to existing national structures shall involve redevelopment of the camps to national settlements. The UN will support master plans to be incorporated to respective district development master layouts and WASH activities to be supported directly through the district WASH Boards.

Although ART initiation coverage is improving among children, the pace of improvement is slow compared to adults. Some children are identified late as PLHIV and some could be lost to follow up. Also, targeting adolescents with HIV prevention and ART services remains a challenge.

Considerable proportions of refugee children have enrolled in schools, but adequacy of school infrastructure remains a challenge as the ratio remains at 1 classroom for 100 children against a target of 45 children.

The social protection COVID-19 response plan was initially designed to last until December 2020. Discussions are ongoing to extend a number of the planned measures into 2021 as the crisis unfolds. Also, given the impact of COVID-19 on the most vulnerable, social protection interventions will need to be scaled-up and intensified at community level. The current country context has highlighted the importance of resilience and the vulnerability of the population, especially the poorest, to natural disasters and shocks such as pandemics. Developing robust shock-responsive social protection is a priority.

The new Ubudehe categorization process puts more emphasis on shifting mindsets, moving towards graduation and promoting social behaviour change. To contribute to the categorization process, the UN will support the further strengthening of the Household Profiling system and its M&E framework.

There are still challenges in awareness of the existence of toll-free helplines and the benefits of using them in GBV prevention and response. Increasing awareness and adding functionalities such as auto-responders to make the helplines more user-friendly and responsive is a priority going forward.

## STRATEGIC PRIORITY 3 – TRANSFORMATIONAL GOVERNANCE

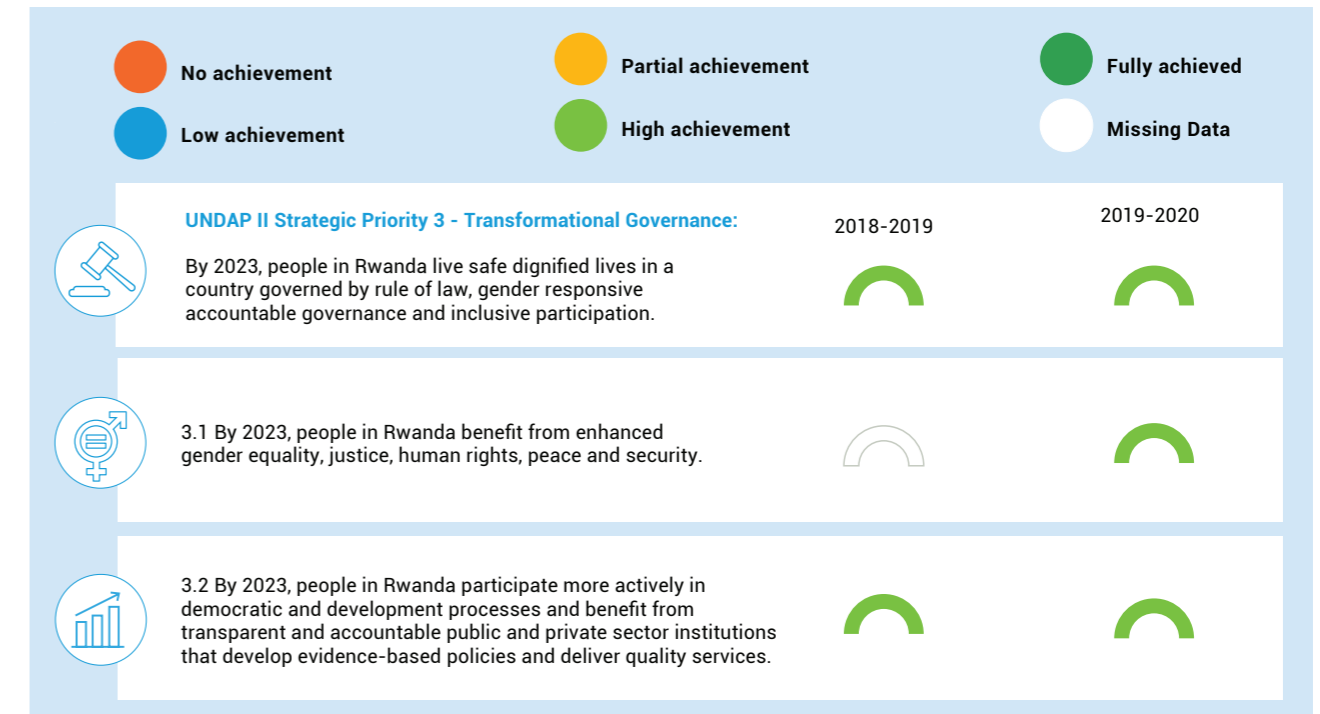
### Summary rationale of transformational governance

The Transformational Governance strategic priority of the UNDP II seeks to consolidate good governance and justice as building blocks for equitable and sustainable national development. This ambition is fully aligned to the NST 1. The UN contributes to transformational governance through two outcomes; these entail supporting Rwanda to ensure that by 2023, more people live safe and dignified lives in a country governed by human rights and the rule of law, with gender-responsive, accountable governance and inclusive participation in public and private sector institutions.

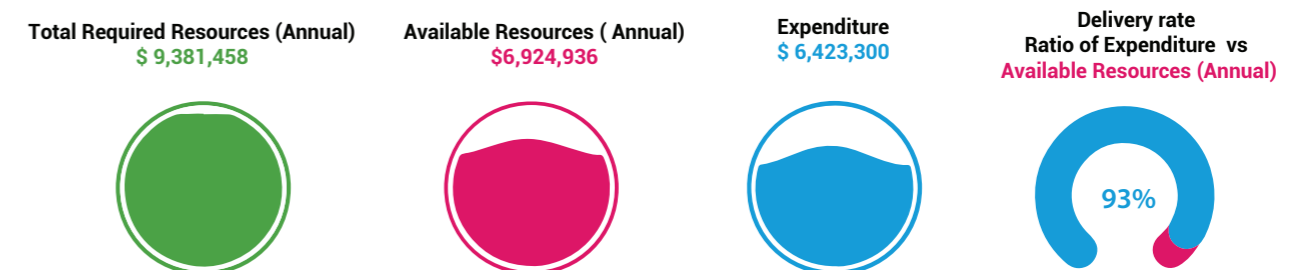
### Sustainable Development Goals implemented through Strategic Priority 3 – Transformational Governance



Figure of Result Tracker<sup>23</sup>



### Resources and delivery rates 2019 - 2020



The Transformational Governance pillar mobilised 73% (USD \$ 6,924,936) of the resources required for implementation of the 2019/20 strategic priority's annual workplan. The delivery rate was high with programmes in this priority area spending USD \$ 6,423,300 (93%) of the available resources this year. This delivery rate is reflected in the results tracker where the annual targets under outcome five and six are rated as highly achieved. This high delivery rate and high achievement is mostly attributed to the accelerated approval and implementation of key joint programmes that ensured resources necessary for implementation of interventions in availing data for development and supporting gender equality. Also, most of the work in this area of provision of legal aid, strategic support to policy revision and formulation as well as enhancement of capacities of national institutions and structures, most of which was completed or had commenced in the first half of the year and was not significantly hindered by the COVID-19 restrictions.

<sup>23</sup> The percentage scores are calculated based on actual/target values in UN INFO. The five ranges are - 100; 76-99; 26-75; 1-25; 0

## OUTCOME 5: BY 2023 PEOPLE IN RWANDA BENEFIT FROM ENHANCED GENDER EQUALITY, JUSTICE, HUMAN RIGHTS, PEACE AND SECURITY.

### Summary rationale for outcome five

The UN contributes to transformational governance in Rwanda by ensuring all citizens, especially women, girls and the most vulnerable have full and equal opportunity to leadership and decision-making roles in political, economic and public life by revising and eliminating discriminatory laws, policies and practices and promoting the rule of law. The NSTI states that "Transformational Governance pillar builds on the strong governance architecture to consolidate and provide building blocks for equitable transformational and sustainable national development". This underscores the importance of effective rule of law, the prevalence of peace and security as well as social cohesion as the backbone of the country's economic transformation and poverty eradication. The UN working through partnerships is investing in promoting **gender equality and empowering women**, expanding **access to justice and human rights** and promoting **social cohesion, peace, safety and security**.

### Summary of results under three focus areas:

#### 1. Gender equality & women's empowerment

##### Gender equality mainstreaming and policy influencing

Technical advisory support was provided to the Ministry of Gender and Family Promotion to enhance the effectiveness of the national gender and family cluster co-chaired by UN Women. This enhanced the Ministry's capacity to provide more robust coordination and strategic planning of the Cluster.

Consequently, a sector-wide approach was adopted for effective coordination of stakeholders and work across four sub-clusters including GEWE; family promotion and GBV prevention; ECD; and Child Protection.

The GoR received technical guidance to take stock of achievements in implementing the Beijing Platform for Action. The Beijing+25 country report identified five key priorities for GEWE in Rwanda, including addressing negative social norms by promoting behaviour change. The findings from this analysis are being used to design and implement UN projects and programmes addressing gender equality in the UNDP II. Additionally, the National Gender Policy and the Girls' Education Policy were reviewed and revised. These essential policy instruments will serve as updated guiding tools for mainstreaming gender equality principles in programmes, planning and decision making at central, sectoral and local levels.

The Ministry of Finance and Economic Planning reviewed 12 gender response economic policy management modules to meet the current country context and serve as training tools for planners, budget officers and policymakers including legislators. This has enhanced state institutions capacity to ensure budget planning process and implementation meet gender responsive planning and budgeting principles is evidenced in their respective gender budget statements (GBS). For instance, during the recent planning of Districts' Imihigo (Performance contracts), each district of Kigali City (Gasabo, Kicukiro, Nyarugenge) prepared their own GBS with the aim to reduce the gender gap in service delivery.

Legal reforms have been prompted by a comprehensive legal assessment of compliance of Rwandan Laws with gender equality principles. The assessment initiated by the UN in partnership with the Legal Aid Forum (LAF) and the Parliament has identified discriminatory provisions in different laws that are being repealed.

Example of these include articles 215 and 243 of the Law n° 32/2016 of 28/08/2016 governing persons and family which were repealed from March 2020. The current Article 215.3 of the law prohibits widowed women to remarry before expiration of 300 days following the death of their husband. While, Article 243.3 of the law, provides that in case of divorce, children under the age of six years must live with their mother unless the interests of the children are in danger.

The GoR is set to prepare a report for the Universal Periodic Review (UPR) on the accepted 50 recommendations including five on gender equality. All five recommendations have been fully implemented with the UN recognized as the main contributor to this outcome. These achievements are in the areas of building capacities of women across sectors, including parliamentarians, media, advocates and others, fighting GBV and violence against women and girls (VAWG), and creating an environment conducive for women to lead, participate in and benefit equally from governance systems.

#### 2. Access to justice and human rights

##### Increasing access to legal aid

With financial support from the Government of the Netherlands, the UN in partnership with the NGO, Haguruka and Rwanda Bar Association (RBA) enabled GBV survivors from most vulnerable socio-economic categories access justice. The access to justice was provided through legal representation and payment for DNA exams' fees. In addition, legal services and assistance were provided to the most vulnerable groups including refugees, PWDs and incarcerated people with no financial means to meet their legal fees. The legal aid resulted in several acquittals and reduced sentences. Moreover, outreach advising citizens on GBV prevention and response pathways resulted in more referrals of cases for prosecution.

##### Increasing access to justice for vulnerable groups

- 178 (80% women) GBV survivors accessed justice.
- Residents from 7 districts have access to 35 mobile legal clinics.
- 18 women victims of GBV represented in court.
- 10 women victims of GBV financed for DNA testing.
- 1614 refugees received legal assistance.
- 51 persons with disabilities accessed legal aid.
- 453 inmates (36% women) received legal representation resulting in:
  - 107 (60% women) acquittals
  - 72 (49% women) reduced sentences
  - 94 GBV cases referred for prosecution
- 494 (12% women) refugees received representation for criminal cases
- 434 cases against refugees were dropped after receiving legal aid
- 40 refugees filed cases with legal representation
- 1,224 refugees (54% women) assisted with civil law suits in mediation and settlement
- 36 refugees assisted with civil law suits in courts of low
- 4,272 child refugees (51% girls) received birth certificates
- 109 refugees received marriage and death certificates



In partnership with Legal Aid Forum (LAF) and Prison Fellowship Rwanda (PFR) legal counsel and representation was provided to refugees for criminal and civil cases at RNP, RIB, National Public Prosecution Authority (NPPA) and Court level. Most of the criminal cases included illegal crossing of borders, breach of trust, murder, theft and others allegedly committed by refugees. Fair legal representation resulted in dropping of 88% of cases raised against refugees. Also, refugees were provided with legal assistance to file cases against various defendants resulting in a 30% conviction rate. Refugees were also provided with legal counsel, mediation and out of court settlements in civil lawsuits mostly regarding search for paternity, and civil damages. Additionally, refugees received legal assistance in obtaining legal documents including birth, marriage and death certificates.

### A GBV victim who received support through DNA testing:

“It seemed impossible for me to search the paternity of my son, Kevin, due to lack of strong evidences to prove that Francois is the biological father of my son. I have tried all possible pieces of evidence to support my case, but all of them have failed to support my case at Abunzi committee. After approaching Haguruka, the lawyers analyzed my case along with the presented evidence. My case was submitted before the court of law and using DNA paternity test was the only way to help me and my son access justice. My case was handled well after completing the DNA test. Now, my child has both known biological parents.”

*Clementine Kankundiye (mother)*

### Improving the Justice, Reconciliation, Law and Order Sector

To ensure the justice system remain child and gender sensitive, a partnership was established with the Institute of Legal Practice and Development (ILPD) to develop a Justice for Children Diploma programme targeting justice professionals including lawyers, prosecutors and judges. In addition, a partnership with RIB resulted in the drafting of child and gender sensitive SOP's for RIB with a dedicated section on children. Also, the UN supported the inclusion of a Child Friendly Space (CFS) in one RIB station in Kigali as an initial pilot. This CFS includes a separate waiting room, interviewing room and toilets for children being interviewed by RIB, inclusive of child victims, witnesses or suspects.

Following a capacity needs assessment of the RBA, critical gender gaps were identified in the legal profession including the challenges in sustainability of women advocates' private practice. Consequently, the UN is providing technical assistance to the RBA through for instance capacity building for women advocates in partnership building across genders in the legal profession. Also, to address inclusion of PWD, training of lawyers in sign language has been conducted.

### Access to justice during the COVID-19 Pandemic

The Integrated Electronic Case Management system (IECMS) launched in the justice sector in 2016 as a web-based platform has transformed the way litigation cases are filed and managed in Rwanda. The UN has continued to focus on building capacities of platform users across different levels of the judicial system. The IECMS proved instrumental by ensuring continuity of the justice system during the COVID-19 lockdown. Between March 16, 2020 and June 31, 14,675 were lodged through the IECMS, countrywide. The system has also streamlined delivery of justice, making work processes seamless and reducing transaction costs for citizens and justice sector institutions.

The Justice, Reconciliation, Law and Order Sector (JRLOS) was supported to elaborate a disability mainstreaming strategy and harmonization of UN Convention on the Rights of Persons with Disabilities (UNCPRD) with national legal frameworks. The strategy is informing policies, strategies and policy actions in the JRLOS and enhancing capacities of JRLOS institutions in mainstreaming disability and inclusion in their work. This is instrumental in disability awareness in the sector contributing to access to justice by PWD.

The UN enhanced Rwanda's readiness for the 2020 UPR reporting by supporting the national participatory review processes pertaining to implementation of the 2015 UPR recommendations. A forum for discussion between the Government, civil Society and development partners on the UPR process was established at a high level to provide strategic recommendations on how Rwanda can fast track fulfilment of human rights commitments ahead of the 2020 UPR review. A dedicated partnership with the Swiss Development Cooperation (SDC) was used by a coalition of 32 CSOs to prepare and submit a shadow report to the National Human Rights Commission (NHRC), while the GoR prepared its UPR state report with inputs from various stakeholders. This collaborative process between state and non-state actors is fast tracking efforts to realise human rights and contributing to transparency and accountability between stakeholders.

## Dealing with Violence and Rape

In her search for employment, Claudine a resident of Kamonyi District, fell prey in the hands of an impostor who later violated her. Two years ago, a stranger contacted her on the phone promising to offer her a job. At first, she was hesitant since she did not know the man, but she later decided to meet him and try out her luck.

*“The man kept insisting that he knew me and that he wanted me to go work with him and his wife. That someone had recommended me as a good girl who was also hard working,” she recalls.*

She eventually agreed to meet the man, but as they set out to the purported place of employment, Niyonsaba found herself being drawn towards an isolated place. She tried to resist but it was too late.

*“This strange man took me to a forest, he threatened me with a knife and told me not to fight or scream. This is when he raped me, he also took photos of me when I was naked and ran away with my phone as well,” the 25-year-old recounts.”*

Niyonsaba says she narrowly survived with her life and when she was finally left to go, she went straight to her aunt at home and told her what had happened.

*“I was immediately taken to the hospital for medical help and we also reported the case to local authorities. This helped us in retaining evidence,” she says*

However, though they had sought justice early, nothing seemed to work and the perpetrator was still on the loose.

*“Eventually we were recommended to approach Rwanda Bar Association. When we approached them, they immediately helped us find a lawyer who defended me,” Niyonsaba says.*

She says regardless of the pain and trauma she suffered; it gives her a sigh of relief that her betrayer is now behind bars.

*“The man was eventually arrested, the police was able to track him through my phone he had taken with him.”*

### 3. Social cohesion, peace, safety and security

#### Fostering reconciliation, peace and safety

The UN in partnership with the National Unity and Reconciliation Commission (NURC) and PFR have used community healing and social reintegration interventions in areas most affected by the Genocide against Tutsis, including in Nyanza and Bugesera districts. The social cohesion interventions reached 4,100 genocide survivors, perpetrators and their families and 498 youth affected by the Genocide. Social healing sessions in prisons and at the community level, sensitizing prisoners convicted for genocide crimes and their families, as well as survivors of the genocide contributed to truth-telling and forgiveness, the main drivers for social healing and social cohesion. Genocide perpetrators and survivors have jointly created community cooperatives to ensure food security and other income generating projects to encourage and sustain reconciliation.

The capacities of the Rwanda Peace Academy (RPA) were enhanced through training of peace staff personnel from the East African Standby Force (EASF) countries. In 2019/20, the skills of an additional 119 peace support personnel were enhanced through training and research. This has enhanced EASF capacity in timely deployment of highly skilled personnel in peace support operations. Furthermore, the research capacity of the RPA was enhanced through an assessment of the role of women in peacebuilding and peace consolidation, and research on the impact of RPA training on peace building in Africa.

Both studies enhanced trainees and trainers' capacities in conducting research as part of the courses delivered by RPA. Some of the impact realised in RPA's capacity enhancement is evidenced by the quality of services offered by participants in peace support settings. Rwanda is ranked third in the world and second in Africa with 6,363 peacekeeping personnel serving in UN Peace Missions in 2020.

The UN supported GoR's efforts to counter human trafficking by strengthening institutional capacity with new knowledge to enhance evidence-based policy and legal frameworks as well as equipment for detection and collection of forensic evidence. A baseline study was conducted on trafficking in persons in Rwanda and a reference guide developed for legal practitioners in prosecution and trials of trafficking in person related cases. Also, an awareness raising strategy was developed for implementation of sensitization on trafficking in persons in all six refugee camps in Rwanda. This resulted in a step-by-step guide to applying Communication for Development (C4D) to counter-trafficking activities. The baseline and legal framework guide have provided a mechanism through which practitioners in Rwanda will increase their capacity to improve coordination and positively impact response towards human trafficking.

#### The status of outcome indicators

Outcome Indicator	Outcome Indicator	Baseline 2018	Actual 2019-2020	Target 2023-2024
5.1	Citizen satisfaction with access to legal aid.	64.4% (2016)	64.4%	75%
5.2	Level of citizen satisfaction in the use of ICT in justice delivery.	82.85% (2016)	80.23%	90%
5.3	Level of Citizens trust in security organs (RNP).	89.78% (2016)	96.5%	94%
5.4	Level of cohesion and mutual trust among Rwandans.	75.8% (2016)	93.87%	85%
5.5	Gender Gap Index (GGI).	0.822 (2017)	0.791	0.85
5.6	% of women holding positions in decision making organs.	Lower chamber: 63.7 Senate: 38 Cabinet: 40 Districts Mayors: 20	64 37 52 23	63.7 40 45 30
5.7	Number of state institutions (disaggregated by ministries and districts) whose budget planning process and implementation meet gender responsive planning and budgeting principles.	Allocation Ministries: 8 Districts: 15 Budget expenditure Ministries: 10 Districts: 15	Allocation 17 30 Budget exp 17 30	Allocation 17 30 Budget exp. 17 30

#### The outcome relates to the following SDGs

#### Outcome 5

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

#### SDGs

-  SDG 10: **Reduced Inequalities**
-  SDG 5: **Gender Equality**
-  SDG 1: **No Poverty**
-  SDG 16: **Peace, Justice and Strong Institutions**
-  SDG 17: **Partnerships for the Goals**
-  SDG 8: **Decent Work and Economic Growth**

## Analysis of UN contribution to outcome five

Outcome five aims to consolidate good governance and justice as building blocks for equitable and sustainable national development. The UN's contribution to this outcome is measured through seven outcome indicators that measure periodic improvements in access to justice, levels of security, social cohesion, gender equality and government capacities to mainstream gender in national development.

Although there is no updated date on citizen satisfaction with legal aid since the UNDAP II baseline in 2017/18 the UN and its implementing partners have made considerable contribution to enabling access to legal aid for especially the most vulnerable. Achievements above indicate that more than 2,000 people from vulnerable groups including refugees, children, women and inmates with limited finances have been provided with legal presentation at various levels. Also, support has been provided to the JRLS institutions to enhance their capacities in especially dealing with justice for children. Moreover, the UN has continued to invest in the usage of the IECMS to ensure the continuity of the justice system even during the COVID-19 lockdown. However, the use of ICT in justice sector has declined by 2% since the baseline. The UN will continue to conduct assessment of the application of ICT in the justice sector to establish the main sources of dissatisfaction among citizens.

Trust in the security organs, especially the national police has notably increased by more than 7% since the baseline. This has been contributed to by the UN especially through capacity building of the police in mostly areas of GBV prevention and response. Also, collaboration with the police through community policing interventions has contributed to this increase in trust of the policy by the citizens.

The levels of social cohesion have increased by almost 14% as reported by the latest edition of the reconciliation barometer. This is attributed to mostly efforts by the government in social healing and reconciliation efforts especially between survivors of the genocide against the Tutsis and recently released perpetrators. The UN has contributed to social healing process through collaboration with NGOs working peacebuilding and the national unity and reconciliation commission.

Rwanda continues to make strides in gender equality and women's empowerment. However, the gender gap index has slightly declined from 82.2% to 79.1% since the UNDAP II baseline. Although the UN has made considerable contribution to GEWE in Rwanda, attention will be focused on analyzing causes of the drop in GGI which the World Economic Forum gender gap report attributes to limited human capital development and gaps in women's economic participation and opportunity. Meanwhile efforts to strengthen gender budget statements and female representation at especially local government levels continue with this shaping the priorities in 2021, when the next local government elections will be conducted and progress against these indicators updated.

## OUTCOME 6: BY 2023 PEOPLE IN RWANDA PARTICIPATE MORE ACTIVELY IN DEMOCRATIC AND DEVELOPMENT PROCESSES AND BENEFIT FROM TRANSPARENT AND ACCOUNTABLE PUBLIC AND PRIVATE SECTOR INSTITUTIONS THAT DEVELOP EVIDENCE-BASED POLICIES AND DELIVER QUALITY SERVICES.

### Summary rationale for outcome six

Through outcome six the UN aims to contribute to improving transparency of democratic and development processes and systems that contribute to reducing inequalities, promoting peace, justice and strong institutions. All this will be achieved through strong partnerships and support to relevant stakeholder. In the second year of UNDAP II implementation, the UN has been contributing to the achievement of the outcome through four inter-linked outputs, with a broad range of strategies and implementing partners including: support to availability and use of data to inform policies and programmes, strengthening participation in development process, enhancing access to information, promoting accountable governance and improving service delivery.

### Summary of results under three focus areas:

#### 1. Data for development

##### Increasing availability and use of data

The UN continues to contribute to evidence-based policy influencing and decision making through support to design and implementation of various national surveys including: the 6th Rwanda Demographic Health Survey (RDHS6), 6th Integrated Household Living Conditions Survey (EICV6) and preparatory activities for the 2022 Rwanda Population and Housing Census (RPHC 2022). Through technical assistance new indicators were added to the RDHS6 and EICV6. The new parameters have enabled detailed monitoring of the status of GBV and child-related SDG indicators such as ECD, disability, and WASH.

These technical advancements in national status monitoring tools increased Rwanda's capacity to report against and provide updates on the status of relevant SDG indicators such as GBV and nutrition. NISR's capacity was also enhanced in analyzing gender-related labour market indicators. The UN in partnership with NISR supported preparations for the 2022 Rwanda Population and Housing Census (RPHC) including the development of the Census Project Document that will guide the conduct of the Census and the Census mapping exercise.

The RPHC will provide Rwanda's key demographic, social and economic data, which is essential for evidence-based planning, policymaking and programming towards vision 2050. Additionally, NISR and MoH were provided with international guidance on recording of causes of deaths, including COVID-19 death that was integrated into the revised MoH's eLearning course on medical certification of causes of death (MCCOD). NISR's capacity was built in analyzing mortality data that was then published in the 2019 Vital Statistics Report. Information on deaths and causes of death is used SDGs monitoring.

Implementation of the Civil Registration and Vital Statistics system (CRVS) was strengthened to register births and deaths, issue birth and death certificates, and compile and disseminate vital statistics, including cause of death information, and record marriages and divorces. The CRVS is improving monitoring and planning service delivery at health facilities and local administration levels as well as ensuring robust planning and SDG monitoring. The CRVS was also used to register births of refugees in camps and has facilitated refugee documentation and issuing of identification documents to the refugees as much as citizens. Furthermore, the National Identification Agency (NIDA) was supported to facilitate issuance of IDs to refugees.

Also, the Rwanda Directorate General of Immigration and Emigration (DGIE) provided Machine-Readable Convention Travel Documents (MRCTDs) to refugees while MINEMA continued to issue Proof of Registration (PoR) documents to all refugee families as a protection document in Rwanda. NIDA was also facilitated to identify more effective means of collecting information on deaths and causes of deaths through the new National Centralized and Integrated CRVS (NCI-CRVS) system. Over 30,000 refugees received IDs and MRCTDs in 2019/20.

Through the Rwanda Governance Board (RGB), governance data was produced and disseminated in the 2019 Rwanda Governance Scorecard (RGS) and Citizen Report Card (CRC). These tools present the state of governance and of service delivery in Rwanda. They facilitate monitoring of SDGs' domestication and were both used in the 2019 SDGs voluntary national review process. Findings of the CRC 2019 have also triggered dialogue among local leaders, service providers and citizens at provincial and district levels. Furthermore, an assessment by RGB of inclusive service delivery for PWD in the health, education and decentralization sectors was concluded. Comprehensive recommendations from the assessment have been disseminated to government and civil society stakeholders and will be used to inform policies and strategies on mainstreaming inclusion of PWD, with support from the UN.

The UN continued to advance enhancing capacity of CSOs in research and strategic dialogue to influence policymaking and planning. In partnership with the Rwanda Civil Society Platform (RCSP) and RGB, a strategic dialogue on teenage pregnancy was organized in 2019. As a result of the built capacity and in preparation for the dialogue, the civil society collected data and evidence and developed a joint position paper on teenage pregnancy that was used in the dialogue with national stakeholders. This contributed to increasing CSOs' ability to complement national data generation and constructive discourse.

## 2. Democratic participation

### Strengthening vibrancy of civil society organisation

The CSO support facility implemented by RGB aims to strengthen capacities of CSOs, including their advocacy and contribute to an enabling environment for CSOs to operate. The CSOs supported by this facility accessed micro-grants to implement projects in 11 thematic areas through a coaching and capacity strengthening framework, while ensuring gender and a human rights-based approach are mainstreamed in their projects. So far, this facility has enabled CSOs, mainly community-based, to support their beneficiaries, strengthen their voice, and build organizational capacities.

Through one-on-one coaching and capacity building, CSO technical staff and leaders' knowledge and skills were enhanced in project management, financial management, resource mobilization, gender mainstreaming, leadership and organizational development. The facility also contributed to strengthened relations and created partnerships among CSOs delivering a networked civil society. Moreover, grantees attracted additional donor funding after their participation in the UNDP-RGB capacity strengthening programme.

### Strengthening civil society for impact

67 CSOs supported their beneficiaries to actively engage in various community fora as a result of capacity enhancement and access to micro-grants (33 in 2019 and 34 in 2020).

50% of CSO attracted additional funding from other donors.

88% of CSO introduced new organizational policies and practices.

Enhanced protection of Umuvumba watershed through planting of 200,000 trees.

Contributed to improved livelihood of 2,588 citizens in ubudehe categories one and two following distribution of livestock.

Contribute to increased access to finance following creation of 68 Village Savings and Loan Association (VSLAs).

Improved storage as a result of constructing 12-ton storage capacity warehouse.

Improved health of 90 children under 5 years after graduating from malnutrition.

To improve civil society coordination mechanisms the RCSP was supported to develop a 5-year strategic plan and capacity development plan, which provides strategic guidance for civil society to better deliver on its mandate. Implementation of the capacity development plan commenced with capacity building of member CSOs in various critical areas including research, resource mobilization, proposal writing and others.

### Enhancing capacities of CSOs working in disability

The UN supported disabled persons organizations and disability rights CSOs in implementing flagship initiatives aimed at empowering persons with disabilities and addressing stigma and discrimination. In the COVID-19 response, working with the National Council for persons with Disabilities (NCPD) and National Union of Disability Organisations in Rwanda (NUDOR) food aid and hygiene products were provided to PWDs. Through NUDOR, 1,945 PWDs were provided with food and hygiene assistance and through NCPD, 196 children with disabilities in 11 residential centers were provided with food provisions for 6 months. The social protection and socio-economic recovery support contributed to ensuring PWD receive dedicated focus to recover from effects of the pandemic.

## 3. Accountable governance & service delivery

### Enhancing professionalism in the media sector

An assessment was conducted of the 2013 media sector reforms' impact on media sector development and the sector's contribution to national socio-economic and political transformation. The study showed a 77.2% contribution of the access to information law to the promotion of transparency and accountable governance. Based on recommendations of this study, mostly focused on sustainability and capacity of the media sector, the UN structured its support to the sector with an aim of increasing coverage and access to information as well as freedom of expression. Consequently, a media capacity building needs assessment was conducted to inform the new strategic plan for development to improve media professionalism standards in Rwanda and enhance media business for sustainability 2020-2024.

Based on this plan, journalists' awareness and knowledge was increased in areas of ethical publication through online channels, public protection against abuse and operating within laws, regulations and code of ethics. Through capacity building, the gender mainstreaming strategy in media houses was integrated. This resulted in capacity building of women journalists through the interventions. Capacity building also focused on critical areas such as inclusive access to information for PWD and human security among others. Additionally, the media code of ethics and operations of the media's self-regulating body, Rwanda Media Commission (RMC) were supported to enhance professionalism of the sector. This contributed to continued accreditation of journalists in the media market, adjudication of media-related disputes.

### Strengthening the media



29 women journalists trained in fundable projects



14 journalists from 12 TV stations trained in sign language



27 journalists published 108 human security stories



1,214 (23% women) journalists accredited.



41 media-related disputes adjudicated by the RMC

### Increasing access to information and accountability

In the COVID-19 response, through partnership with Rwanda Media Network Against HIV/AIDS and for Health Promotion (ABASIRWA), Internews, and RBC the RMC was supported reinforce capacities of journalists working as frontline workers to address misinformation and professional health reporting to promote public access to fact-based information about the pandemic. Media practitioners' awareness and Knowledge was increased in safety and security mechanisms for journalists based on the UN plan of action for safety of journalists. Also, community media and networks were mobilized to disseminate and translate fact-based, quality audio resources on COVID-19 to local audiences.

Through collaboration with the NGO, CLADHO and MINECOFIN, the UN supported production and dissemination of national and social sector-related budget briefs, highlighting government investment in priorities affecting children. District budget briefs were developed for pilot districts. The dissemination of the briefs and citizen's guide to the national budget reached over 150 development partners, NGOs, youth and children representatives and journalists. This has increase citizen awareness of public budgeting and prioritisation, providing opportunity for community feedback during implementation and monitoring.

As part of the Gender Seal Certification process to enhance gender accountability in the private sector, the first tier, 10 private companies and 2 public institutions completed the Gender Organizational diagnosis and began implementing gender equality action plans based on the diagnosis. In 2020, the Gender Equality Seal Standards and Certification framework were validated to guide the certification process. This project has increased gender equality awareness in participating companies and public institutions and further contributed to practical changes in workplace including establishment of nursing rooms and promotion of women to decision making positions among others.

With the support of the UN, the Private Sector Federation (PSF) produced the second-generation gender mainstreaming strategy 2020-2024 and the gender training manual for capacity building of private companies.

The capacity and skills development of the private sector operators on gender accountability is still underway. This support to PSF has contributed to empowerment of PSF in gender equality and gender analysis and capacity to play a critical role in coordination and implementation of the gender equality seal initiative for private sector.

### The status of outcome indicators

Outcome Indicator	Outcome Indicator	Baseline 2018	Actual 2019-2020	Target 2023-2024
6.1	Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group	77.01%	76.8%	80%
6.2	% of refugees above 16 years with valid ID cards	55% (2016)	53.0%	100%
6.3	% of citizen satisfaction in their participation in elections	87%	91.4%	90%
6.4	% of people satisfied with access to public information	78%	86.8%	80%
6.5	% of citizens satisfaction with holding leaders accountable	81.60%	75.8%	85%
6.6	% of people satisfied with timeliness and quality of services at the local level.	74.30%	70.5%	79%

### The outcome relates to the following SDGs

#### Outcome 6

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

#### SDGs



SDG 10: **Reduced Inequalities**



SDG 16: **Peace, Justice and Strong Institutions**



SDG 17: **Partnerships for the Goals**

## Analysis of UN Contribution to Outcome six

Outcome six aims to contribute to accountable governance and improve transparency of democratic and development processes and systems. The UN's contribution to this outcome is measured through six outcome indicators that measure periodic improvements inclusiveness of decision-making, refugee rights, electoral processes, access to information, leadership accountability and quality of service delivery.

The proportion of citizens that consider decision-making in Rwanda as inclusive has slightly dropped from 77% to 76.8%. Although the drop is small, the UN will analyse its efforts to ensure a continued trajectory to achieve the 2023 target. However, most of the interventions this year have focused more on strengthening CSO participation in local and national dialogue with limited evidence of direct engagement in enhancing citizen participation in decision-making processes. Strengthening this area will take shape in the next years. Also, other related indicators such as holding leaders accountable and satisfaction with quality-of-service delivery have dropped during this first half of the UNDAF II. The UN will review its approach in enhancing citizen engagement in this second half to ensure citizen satisfaction is increased in the coming years.

Although no elections have been conducted in the last two years, the citizen satisfaction with participation in elections has gone up by over 4%. This can be attributed to interventions supported in the previous UNDAF I (2013 -18) that served a critical role in increasing citizen participation in electoral processes.

Lastly the indicator in percentage of refugees above 16 years with ID cards indicates a 2% drop. This can be attributed to influx of refugees from Burundi between 2015 – 2016 that increased the number of youth in transition that have not yet been captured by the ID issuance activities. The UN in collaboration with MINEMA and other agencies will rump up the ID issuance for refugees to ensure the 100% target is achieved by 2023.

## Emerging issues in Transformational Governance

### Summary of issues arising under transformational governance

Rwanda expects the future release of thousands of genocide crimes convicts in the next five years. This will require strengthening of support to social healing that will remain a high priority for the UN. More investment will be needed to prepare communities and ex-convicts for peaceful reintegration and reconciliation.

Following an assessment conducted by the NHRC on the impact of COVID-19 on human rights to identify areas of potential partnership with responsible state or non-state institutions, the UN will conduct a review of the findings of the assessment in designing interventions to address the arising issues.

Funding for the 2022 Population and Housing Census (RPHC) and related preparatory activities remains a key challenge. The Census will provide critical data necessary for evidence-based planning and decision making. While the main census activity will be in 2022, preparations for key activities such as the census mapping exercise in 2020 and the pilot census in 2021 are underway and funding remain a huge challenge. This calls for partners to come together in support of this critical national undertaking.

Monitoring of Health-SDGs requires strengthening of administrative systems such as the CRVS and the electronic health records to gather information on deaths and their causes. Also conducting innovative household surveys to collect information on risk factors such as indoor air pollution are resource intensive activities demanding substantial resources mobilization.

While increasing media outlets, especially through online channels contributes to greater access to information, maintaining and promoting professional standards in production and dissemination of content is a challenge.

Expansion of the sector requires a review of journalism accreditation protocol and increased investment in ethics and professional journalism to ensure information disseminated is constructive. Respect of professional standards for practice in the media sector and promotion of responsible consumption of media content remains a challenge to be addressed by the sector moving forward.

Public service delivery, while sometimes delivered by a single institution does require inputs and clearance from various institutions and harmonization of processes for effective and efficient public service delivery is an issue. Technology has contributed to efficiencies in service delivery, but citizens' awareness and capacity to use ICTs is still low. This will be an area of focus for the UN in coming years.

### UN's comparative advantage

The government's financial year differs from that of various programmes. This poses a challenge in aligning resources within the government's planning framework. To address this issue, the UN is enhancing the delivering as one approach within the UNDAF framework to enhance chronological and funding alignment.

The Government is planning a scale up of some key programmes such as the home-based ECD, school feeding programme and others that the UN is well positioned to provide the required technical assistance needed for the effective and efficient delivery of this national programme.

Within the current COVID-19 context that remains unpredictable, the UN will continue to work in reinforcing national preparedness capacity for health emergencies through strengthening national and subnational capacity for surveillance, early detection of epidemics and other public health threats. Specifically, support to the decentralized level will include maintaining personnel at the decentralized levels to support in accelerating attainment of core IHR capacities at the provincial and district levels.

The UN will also continue to support the Government of Rwanda in its implementation of the SDGs. A crucial factor in doing this is the accessibility to data, including disaggregated data. The UN will continue to support the National Institute of Statistics with the development of indicators and generation of data. In addition, the UN will continue supporting the data analysis and finalization of the 2019/2020 DHS and the census preparatory activities, all of which provide important data for planning and decision-making.



## 2.3. Support to partnerships and financing the 2030 agenda

The United Nations in Rwanda has established strong and robust partnerships that enhance the execution of UNDAPII which is aligned to the national priorities as defined in NST1, agenda 2030 and vision 2050. The government of Rwanda and donors are fundamental partners to the United Nations and continue to play a vital role in the implementation of the UNDAPII humanitarian and development programming. Most of the funding come from UN agency headquarters or regional level, global funding mechanisms and multi-donor trust funds. All of which support the UNDAPII strategic areas including Social Transformation, Economic Transformation and Transformational Governance.

The adoption of the Integrated Financing Framework (INFF) by Rwanda as one of the pioneer countries on the globe is a key milestone. The INFF is a tool that will help the government of Rwanda to mobilise and align financial resources to achieve SDGs. The funds for implementation of the INFF have been secured thanks to the advocacy of the UNCT. This has leveraged new partnership including but not limited to the European Union (EU)

that has joined to provided financial assistance to MINECOFIN in support of implementation of the INFF. This collaboration towards achievement of SDGs highlights the role of the UN as a convener. The UN has continued to support south-south cooperation, for example through YouthConnekt bringing youth from across Africa together, and the support to the Rwanda Cooperation Initiative (RCI) that was set up in order to share knowledge of so called "home grown solutions" with other countries. For example, through UNITAR in cooperation with RCI, delegates from West Africa visited Rwanda and learned about the anti-corruption work in Rwanda.

Lastly, the launched the Women in Procurement Report: A study on Gender-Responsive Public Procurement in Rwanda. The UN supported the Government to analyze the procurement policies applied, understand the capacities and constraints of women-owned enterprises and proposed concrete measures for Gender-Responsive public procurement in Rwanda with the view to promote gender equality and women empowerment.



*Rt. Hon. Dr. Ngirente Edouard, Prime Minister of Rwanda, delivering his speech at the INFF launch.*

Credit: RCO/Eugene Uwimana

## 2.4. Results of the UN working more and better together. UN coherence, effectiveness and efficiency

The UNDAPII was collectively designed by UNCT and taking into account strategic considerations of the Human Rights, LNOB, Gender, Triple Nexus aligned to the National Strategy for Transformation NSTI. This led to the endorsement by the Government. With UNDAPII, the UNCT is able to better rationalized and coordinate with focus on key strategic areas, supporting convergence and working together through, joint and collective advocacy with donors/partners and henceforth facilitates resource mobilisation.

The UNCT has governance and management arrangements in place to support the implementation of UN activities, such as Results Groups, Monitoring and Evaluation Facilitation Task Team, Operations Management Team, Communication Group, etc. During the last year, the inter-agency teams have continued their work, and there are joint results in all areas. A Programme Management Team (PMT), mainly consisting of deputy representatives, has also been set up to support driving all programme related issues forward. The PMT has the programmatic overview of the UNDAPII, bringing together learnings and making strategic priorities around all result areas, hence ensuring effective delivery on the UNDAPII.

As for the four Result Groups (RGs), each work on a thematic area which is in alignment with the NSTI and its sector working groups. The role of the result groups is to lead the strategic work within the four areas (economic transformation; social transformation with two groups - demographic dividend; resilience; transformational governance), to ensure joint coordinated efforts as well as joint planning, reporting and resource mobilization. All 22 UN agencies are members of the four RGs in the country. Through RGs, agencies prepare joint workplans (JWPs), ensuring synergies and avoiding duplications where possible. The work plans are also based on the planning taking place in joint programmes (JPs), covering UNDAPII outcomes. RGs use UN INFO in planning, monitoring, and reporting JWPs and JPs.

It minimizes logistical costs, reduces repetitions and omissions of key information. The UNCT has developed a medium term common budgetary framework in UN INFO. It is costed at outcome level and disaggregated by source of funds and UN entity. It identifies the core resources available, the resources to be mobilized, and the total cost of annual JWP.

The UNCT Rwanda has also created and strengthened interagency working groups to support cross-cutting areas such as Prevention of Sexual Exploitation and Abuse (PSEA) and Human Rights Task Force (HRTF). Rwanda endorsed the UNCT PSEA action plan 2020-2021 and its cost shared budget for its implementation. To ensure the efficiency in the fulfilment of UNCT Rwanda's PSEA obligations, the existing Gender Technical Reference Group (GTRG) and PSEA working group were merged under the leadership of UNWOMEN and UNFPA to strengthen interagency collaboration and knowledge sharing. In addition, the appointment of a PSEA Coordinator at RCO permits resourceful coordination of joint initiatives to be implemented. UNCT Rwanda has also constituted an interagency Human Rights Task Force (HRTF) complemented by the technical and knowledge assistance from OHCHR senior advisor.

Throughout the year, the involvement of agencies without physical representation has increased, for instance through enhanced cooperation with agencies with mandates in finance, ITC and environment. The agencies have provided their expertise and inputs at different occasions, leading to strengthened relations with the RC/UNCT/RCO, and an enhanced involvement of agencies without physical representation also in other processes, such as in Result Groups. When COVID-19 hit the country, meetings went virtual, with the positive side-affect that it allowed agencies without physical representation to be involved on equal terms in UNCT and RG meetings.

The UNCT has identified priority joint programmes developed with consideration of the “delivering as one approach” and agency’s comparative advantages, by agencies with coordination of the RCO. This has led to mobilisation of \$60,967,973 from July 2018 to June 2020 and reducing the financing gap to \$317,067,378 by June 2020.

In the COVID-19 response, the UNCT delivered jointly, with a clear division of labor based on the Agencies’ different mandates. Together with other development partners, the UN also, as co-chair of the DP group set up four sub-groups that collaborated to ensure a coordinated and effective response and support to Government, in the following areas: socioeconomic, agriculture and food security, health, social protection.

The Re-invigorated RC System with a full-fledged RCO staff supporting substantive coordination within UN and with government and other partners has played a key role. The RCO core functions have greatly supported the UNCT and has enabled the RC to provide strategic direction and the RCO to better coordinate. This includes coordination of Joint Programmes, quality reporting, timely government and donor engagement among others.

Promotion of Pooled Funding i.e. Rwanda SDG Fund: This catalytic Rwanda SDG Fund has promoted resource mobilization efforts. Embassy of Sweden, SDC and Netherlands have remained as key partners supporting the UN work through this mechanism that facilitates joint programming, and reduces duplication well aligned to the UN Reforms.

### Leveraging regional and global level assets

Under the overall leadership of the RCO, UN Rwanda is revising its Common Country Analysis (CCA) last conducted in 2017. As per the new guidance, the CCA will address the linkages between macroeconomic and structural policies and economic resilience. The CCA will examine the relationship between global and regional economic governance architecture, trade regimes, foreign direct investment, as well as vulnerabilities and risks. In the prevailing climate, Rwanda’s CCA 2020 will also look at the impact of COVID-19 on all facets.

In particular, macroeconomic projections are key to underpin this work. RCO is engaging the Economic Commission for Africa; ECA/SROEA to support towards the development of a customized macro model that forecasts the impact of the pandemic on growth of the Rwandan economy in 2020 (and medium term), as well as the fiscal deficits and debt, inflation and trade effects. The RCO and ECA are collaborating closely in this respect in the provision of coherent technical support to the RC and UNCT through the use of the projections of the ECA macro model, and subsequent UN programmatic recommendations with respect to entrenching macroeconomic stability for Rwanda and reforms that can further support private sector growth to complement Governments financing needs. In addition, drawing on ECA existing capacity in country, the RCO team will include a transboundary and regional context analysis in the updated CCA.

## Communication and Advocacy

### Achievements of joint communications

Communicating for visibility of the UN’s contribution to Rwanda’s development is a priority of the UN in Rwanda. During 2019-20 the United Nations Communication Group (UNCG), comprised of communications’ experts from all UN agencies operating in Rwanda, continued to lead the UN system-wide advocacy, communication and partnership strategy. A collaborative approach has been used to operationalize the UN joint communication strategy focusing on joint advocacy on common issues; joint communication of results; online presence and enhancing partnerships with the media. This has contributed to further integration of communication in the UN joint programmes.

During the year, the UN in Rwanda’s online presence has grown with its social media following on Twitter rising from 8,789 to 15,000 followers. The growth in following and visibility is attributed to key interventions including the revamping of the UN Rwanda website, regular broadcasting of human-interest stories and campaigns on the online platforms and increased branding at national and international events.

UN communication off-line continued with the publication of the One UN quarterly newsletter “Turi Kumwe” that showcases the various joint programmes’ works in Rwanda. During the year, readership of the newsletter grew from 25 to 902 recipients including ministries, development partners, private sector and NGO partners, UN staff and global platforms.

The UN has continued its efforts to strive for joint communication of joint programmes. UN agencies now better understand that the common and shared communication strategy really justifies the importance of the synergy. The last year, the UN has improved its communication around joint programmes such as the DRC-Rwanda cross border trade and social cohesion project, Social Protection and COVID-19 response. The communication not only serves to inform about UN programmes; it also raises awareness around the issues related to the programmes. Also, it’s a way to ensure that the UN amplifies the voices of beneficiaries.<sup>25</sup>

Another big achievement is that through close coordination social media content from different UN agencies and the RCO is now being widely shared across the UN communication channels,



Three young volunteers getting on board to sensitize the UN75 online survey in Karongi district.

Credit: RCO/Eugene Uwimana

thus reaching a larger number of people. A very tangible example on joint efforts is also how all UNCG members joined efforts in the social media campaign on the UN75th Anniversary aimed to inform about the UN’s anniversary but also to encourage them to take part in UN75 Online survey on the future of the UN. Through the campaign, more than eleven thousand responses were recorded to the survey.<sup>26</sup>

This year, the UNCG has also improved its collaboration with communication teams of different development partners, increasing efficiency in the communication and reaching larger audiences. Also, as part of the growing partnership with media, more than 100 agency and joint programme stories were published through mainstream media. TV, print, radio and online coverage of UN events and field stories of UN work in Rwanda was done. With the UN supporting specialized TV programmes including: Itetero; Inspire Me, as well as the COVID-19 mass media awareness campaigns, specific issues within Rwanda’s society were given more attention by mostly the public, policy makers and development partners.



Nadia Umugwaneza from Karongi district is making her voice heard in the UN75 online survey.

Credit: RCO/Eugene Uwimana

<sup>25</sup>Video on UN contributions to COVID-19 JP can be accessed here <https://www.youtube.com/watch?v=sj-90pcfmh8>. The video on UN contribution to COVID-19 covers beyond the reporting period.

<sup>26</sup>A video documentary was produced and screened during the UN anniversary celebrations. The video can be watched through this link. <https://www.youtube.com/watch?v=7Ze2a-23D94&feature=youtu.be> The video covers beyond the reporting period.

## Lessons from joint communication

Communicating with one voice has boosted the UN's advocacy, giving each activity a higher weight and making communication activities more instrumental. In addition, joint communication supports the UN's resource mobilization, and through joint communication material, the UN has been able to communicate clearer where the needs are greatest. It has also prevented overlapping and duplication among UN agencies. The enhanced joint communication efforts and increased efficiencies have also facilitated a swift and improved collaboration with communications teams of the government, which the UN will continue to build on.

## Future of communication including suggested improvements to the communications strategy

Going forward, the communications within the UN in Rwanda will emphasize the following focus areas:

- Strengthen public and private media engagement with the UNCT to enhance public knowledge of the UN and its work as well as specific issues the in which the UN will intervene
- Enhance the capacity of the UNCG members to effectively and efficiently implement the UN communication strategy and provide all agencies with necessary communications support.
- Enhance the joint communication strategy of joint programmes.
- Enhance accountability through ensure implementation of UNCT retreat recommendations by tracking, communicating and keeping records of recommendations and resolutions taken in UNCT retreats to improve joint UN communication.

## Business Operations

As a pilot country for the harmonization of business practices concept put forward by the United Nations Development Group in 2012, the UN in Rwanda prepared one of the global organization's first Business Operations Strategies (BOS). The objective was to harmonize agency business processes, reduce transaction costs and enhance efficiencies in support of UNDP implementation under Delivering as One in Rwanda. The Business Operations Strategy 2018-2023 (BOSII) was elaborated by the UNCT with the support of the Operations Management Team (OMT) and its pillars to support the delivery of the UNDP II, has allowed the UN to focus on delivering results as effectively and efficiently as possible.

The BOS II intends to optimize and build on the first BOS successes on monetary savings and go beyond to focus more on the quality of the common services, such as timeliness, responsiveness, flexibility and professionalism. The BOS II has five pillars of service: common procurement; information and communication technology; human resources; finance; and common premises. Additionally, innovative approaches including the development of common platforms and databases are encouraged to further enhance the effectiveness of the UN in Rwanda.

A common gender sensitive and human rights-based approach, leaving no-one behind is also applied to the business operations, notably towards ensuring that gender and human rights is integrated into the work done in human resources and procurement processes.



Most results that can be seen within joint business operations comes out of processes that started during the BOS I implementation. The most significant results are:



### Finance Services:

The aim is to ensure cost-savings and enhanced programme delivery as a result of timely and cost-effective financial services. Through joint negotiation, the UN now has improved quality of the banking services and more favorable foreign exchange (FX) rates. Savings on banking services and FX transactions during 2019-2020 were estimated to be US\$ 110,000, and US\$ 1,260,000 respectively, money that is being used for programme activities. Also, as a result of negotiation, the banks have maintained zero fees for bank account services for both foreign and local currency accounts.



### Human Resources:

The inter-agency collaboration in recruitment processes, and a common HR Roster has been optimized to further shorten recruitment and selection procedures saving time and money and fostering collaboration instead of competition amongst UN agencies. Groundwork for harmonization of local consultant fees among agencies has been completed.

### Leave No One Behind

In line with UN disability inclusion strategy, the UN is revising the operational processes to ensure that UN buildings are more accessible to persons with disabilities, dedicated job opportunities are created to attract new talents and colleagues with disabilities are welcomed.



### Procurement:

The UN continued to record time and resource savings through cost avoidance opportunities and discount savings on long-term agreements (LTAs) during the reporting period. The UN now has LTAs across 18 common services categories, of which three are new LTAs, established during the reporting period resulting in savings of US\$382,775 for 2019-2020. 15 LTAs were carried forward from BOS I, including three old LTAs that were renewed, some with additional discounts up to 3% as the case of interpretation and translation services.

The establishment of new joint LTAs including printing services, premises consumables, heating, cooling and ventilation services and renewed existing agreements for common services and internet have permitted the UN to get better deals, using economies of scale and negotiating discounts. Agencies part of the procurement group have introduced good practices with regard to gender sensitive process and commitment to achieve diversity in the workforce.

Among the good practices: Expressed of Interest issued out encourage women entrepreneurs to apply and the Private Sector Federation is also encouraged to invite women members of the federation to apply. Moreover, in some specific contracts, like construction, contractors are encouraged to have a minimum percentage of workers on sited to be women



### ICT:

Achievements have created an enabling environment for delivery of UNDAPII outcomes and a more efficient delivery of the BOS II. Through joint negotiation, the UN has achieved cost savings on a reliable internet connection. In addition, the common online platform for the OMT, has allowed the team to share and collaborate on documents and hold meetings online, an essential communication medium when implementing the Business Continuity plans (BCP) during the lockdown resulting from the COVID-19 pandemic whereby staff were working from home.

This has enabled essential activities to continue, increased team productivity, reducing transport requirements and the UN's carbon footprint.

A clear advantage of joint operations is that the UN agencies have increased efficiency through collaborating smartly and leveraging available resources and expertise of different agencies in favor of leaner processes and coordinated implementation as the UN in Rwanda.

## 2.5. Evaluations and lessons learned

Through joint planning and reporting processes in Result Groups and Joint Programmes, the UN aims to increase synergies, avoid duplication and ensure transparency and accountability towards Government, donors, partners, beneficiaries and other stakeholders. Joint efforts on planning, monitoring, evaluation and reporting has been carried out throughout the year.

Together with RCO, the inter-agency Monitoring and Evaluation Facilitation Task Team contributes to overcoming challenges and streamlining processes in RGs and agencies, to ensure efficient and quality planning and reporting. The task team that was set up early 2019 has continued to meet regularly to prepare and support the joint processes in the Result Groups and Joint Programmes. The task team has also served as a forum for discussion of common challenges and exchange of knowledge and experiences between different agencies.

A milestone was reached this year: With the planning and monitoring system UN INFO fully implemented, the UN is able to generate reports directly from the system to inform the Result Groups' and UN Country Team's strategic discussions and decision-making. UN INFO is now the main source of information about UN's activities in Rwanda, and it is being used for producing reports in-country and to different regional and global bodies. This increases efficiency and transparency of reporting and, in the long run, decreases transaction costs in terms of time spent on reporting to different stakeholders with different requirements.

Furthermore, data from UN INFO is used to showcase the UN Rwanda's contributions to the SDGs, financial figures on budget and expenditure, as well as other information related to the UNDAPII implementation through the One UN website.

In 2019, a project with UN Rwanda, UN Department of Economic and Social Affairs (DESA) in New York and the Rwanda National Institute of Statistics (NISR) was initiated, with the aim to publish DESA and NISR national data on SDG indicators, together with data from UN INFO on the One UN Rwanda website. This will allow the public to see how the UN is contributing to Rwanda's development, in relation to the SDG indicators.<sup>27</sup>

The UN has also cooperated on supporting the M&E capacities in the country, through technical support and capacity building efforts enhancing the capacity Rwanda Monitoring and Evaluation Organization (RMEO) and its 26 members. Building on the Evaluation development training held in November 2019 with the participation of 26 monitoring and evaluation practitioners from government agencies, parliament and the private sector, the UN supported the development of Internal Operational Procedures Manual which was finalized in April 2020. In coordination with the Rwanda Management Institute (RMI), the UN developed Result Based Management (RBM) skills, focusing on nutrition-related programme intervention.

The programme covered 17 districts and 170 district officials were trained in RBM which was followed by mentorship and coaching programme by RMI facilitators. Also, as part of the UN's contribution to enhancing national M&E capacities, the UN provided technical and financial support to NISR in the development of SDGs Metadata that provides indicator definitions and methodologies to monitor progress to SDGs.

<sup>27</sup> Expected date to publish the data is end of 2020.

## Challenges

Despite the many successes, there are still challenges to overcome. While UN INFO captures and documents data at output and outcome level, the process to move from activity focused reporting to analysis of the UN's contribution to results at outcome level is ongoing. Ownership and accountability towards reporting is also challenging, some agencies remain understaffed overstressing the available human resources and agency staff have expressed they feel UNDAP planning and reporting often comes 'on top of other tasks.' To overcome this, the UNCT has agreed UN interagency processes, such as M&E should be part of the appraisal process for staff. Efforts have also been made throughout the year to strengthen joint planning and joint analysis at different levels, i.e., through ensuring regular strategic RG meetings.

Another example of challenges is the (lack of) harmonization between the UNDAP II and agency's own programmes, projects and plans. While some agencies have been successful in aligning their plans to the UNDAP II, others still have not. This has consequences at both agency and UNDAP level, for instance in relation to budgeting and reporting of expenditure in UN INFO, where each agency plan and report as per their global agency guidance. While these matters are being discussed at headquarter level, with inputs from the UN in Rwanda and other countries, it takes time to change structures.

The COVID-19 situation disrupted the planning process for 2020/21, and the joint planning workshops aimed to bring agencies' technical staff closer together and create further synergies was postponed. Instead, much of the work done this year has been virtual. The situation also led to the cancellation of planned inter-agency trainings and knowledge exchange opportunities on Result Based Management and other related topics aimed to strengthen the joint M&E work. Instead, the UN in Rwanda has taken advantage of the many webinars organized online during this year, enhancing staffs' skills in data management and statistics, human rights reporting in times of COVID-19, etc.

Capacity building of staff at different levels, through meetings, internal dialogue and dialogue partners such as the Embassy of Sweden as well as a webinar for agency staff organized by the RCO, was also carried out to improve result-based reporting and joint analysis of results.

## Lessons learned from design and implementation

Lessons learned and challenges from this first half of implementation of the UNDAP cut across all strategic priorities. While the alignment to national agendas and the SDGs is crucial to ensure that the UN is relevant and best fit for purpose in everything that is being done in Rwanda, it also requires close coordination not only between UN agencies, but also with Government and its institutions at all levels, and partners.

## Implementation challenges

The COVID-19 crisis affected almost all interventions planned in 2019/20 across all priority areas. Activities that required physical engagement, such as trainings, sensitizations, validation workshops and other consultative activities were severely affected. While this has contributed to under-spending, some of the remaining funds have been repurposed to support the response and recovery. Going forward the UNDAP joint workplans and outcome targets will be readjusted to factor the hinderances in implementation.

Joint programming continues to face challenges with funding, limiting the rates of approval and implementation. The UN continues to harness joint planning strategies and structure more innovative mechanisms to mobilize resources for under-funded programmes.

## Mitigation measures

To ensure timeliness of technical support to the government, trainings and strategic document development are taking a blended approach of both virtual and face-to-face to mitigate the impact of COVID-19 related restrictions. Programmes will continue to adjust and adapt to conducting virtual interventions such as trainings, meetings, workshops, field monitoring and others.

Given the impact of COVID-19 on the broader Rwandan society, and worse on the most vulnerable with limited opportunities to improve their livelihoods, social protection interventions will need to be scaled-up and intensified at community level. This needs to be done to reduce the risk of most vulnerable categories resurging below the poverty line. Through the Joint Programme on Social Protection, activities at community level will commence in late 2020, and while part of this support will focus on strengthening capacities of local government and proximity workforces to deliver integrated services, seed funding will also be provided to support community-led innovative solutions for poverty reduction.

Evidenced in the mix of policy strategies implemented by the Government to promote inclusive trade, the UN will need to adjust to a multi-faceted approach as well to move in tandem with national development priorities and relevant SDGs. Trade and industrialization need to be more inclusive, cover all cross-cutting issues, including but not limited to disability, gender, environment, peace and security, for sustainability.

## Lessons from cross-cutting issues and inter-agency synergy

The EVD and COVID-19 experiences have taught us that preparedness and response to health crisis is paramount. An after-action review on the ongoing COVID-19 action is crucial to be better prepared for the future. The current country context has highlighted vulnerability of the population, especially the poorest, and the importance of building resilience to natural disasters and shocks such as pandemics. Therefore, the UN will continue to provide financial and technical support for developing disaster management systems and their leveraging of the existing social protection system. Support in this area will include but not be limited to policy dialogue on shock-responsive social protection, updating key elements of the Disaster Management policy framework to include social protection and its contribution to disaster risk management, and technical assistance to operationalize the Disaster Response Fund, inter alia.

The COVID-19 pandemic and subsequent school closures resulted in significant need to re-programme the UN's joint programmes' work to ensure children have opportunities to continue learning, while supporting the government in planning for school reopening. Challenges remained in reaching the most marginalized students, those with disabilities and those from lower wealth quintiles. Adjustments need to be made to all existing partnerships to respond to this complex, dynamic and unpredictable situation.

Regional integration has supported policy uptake and domestication in Rwanda as evidenced by the country's ratification of the AfCFTA in 2018, and further review of the national industrial policy and development of national AfCFTA implementation strategies that aim at promoting exports of Rwanda to the region. Through supporting inclusive industrialization, the UN has learnt that demand-driven interventions yield better outcomes than top-down approaches. There is increased ownership and policy uptake by Rwanda as a champion in the implementation of the AfCFTA in the region, and it will be important for the UN to continue supporting the process of implementation of the AfCFTA.

The challenges posed by COVID-19 need a pragmatic approach to digitizing trade since the pandemic could have on-going impacts that may continue to hinder regional integration and trade. The UN will continue to assist the government in harnessing opportunities of technology to optimize international trade.

The Eco-brigade Initiative in addition to skills development enabled young people to access finance and increased their practice of saving. This contributed to noticeable job creation and financial resilience. Other similar youth-entrepreneurship initiatives include the Art-Rwanda Ubuhanuzi provided beneficiaries with start-up capital, mentorship and incubation facilities. This holistic approach to supporting youth entrepreneurship was a lesson in how to approach job creation not only focused on a single intervention.

In response to the weather shocks in the earlier part of 2020, the UN will provide shelter materials in some of the most affected districts of Gakenke, Ngororero, and Nyabihu. This response will follow the Build Back Better approach that not only responds to the damages caused by previous rain seasons, but also increase resilience to further natural disasters. This is done by strengthening shelters while at the same time providing resilience to infectious diseases like COVID-19 by decreasing crowding and increased hygiene.

## Going forward

As per new global guidance from the UN Development Coordination Office, the forecasted mid-term evaluation of the UNDAP II that was to take place in 2020-21 will not be conducted.

Instead, having concluded the first two years of implementation of the UNDAP II, the result framework will be reviewed in an annual review. The result of the review will feed into the planned reformulation of the UNDAP to a Cooperation Framework, together with the conclusions from the Common Country Analysis undertaken late 2020, reporting by Result Groups, discussions in UNCT and with stakeholders (Government, donors, partners, civil society, private sector, etc.) on UN's contribution to the country's development goals and the SDGs, as well as lessons learned, challenges and opportunities for the UN going forward.

The annual reporting process showed that there is need to revise the results framework, to ensure accuracy in indicators as well as availability of data for all indicators on a regular basis. Measuring UN contributions to outcome indicators continues to be a challenge as many indicators are related to the Rwanda Demographic and Health Survey (RDHS), which is being published only every 5 years. Also, indicators allowing for disaggregation of data related to gender, people with disability, refugees/host communities and youth are further needed. This will also be considered in the reformulation of the UNDAP II.

Going forward, UN INFO is including the Business Operations Strategy, and from 2021 the BOS will be monitored and reported on in the same system. In addition, the M&E facilitation task team and RCO will support the capacity building of UN staff, as well as partners, on result-based management, disability & inclusion, leave no one behind, human-rights based approach and other aspects that are of importance to ensure a successful implementation of the UNDAP II.

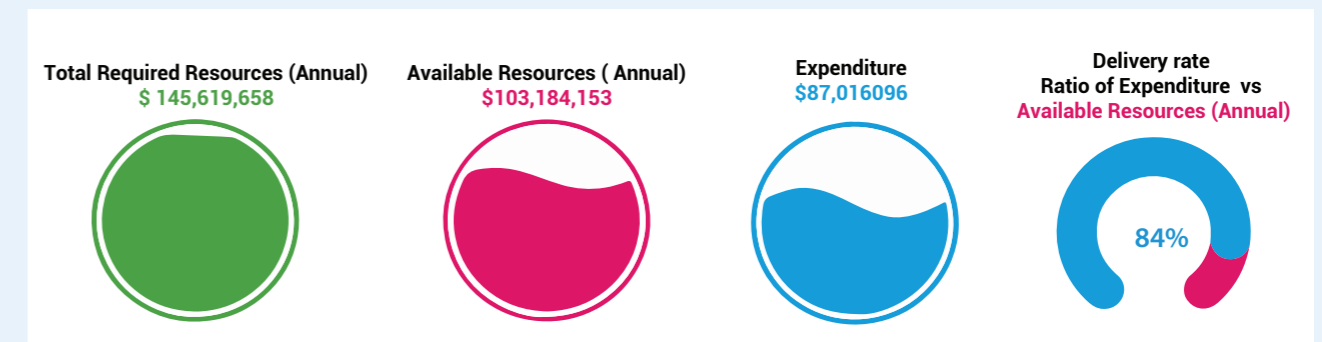
## 2.6. Financial overview and resource mobilization

### 2.6.1. FINANCIAL OVERVIEW

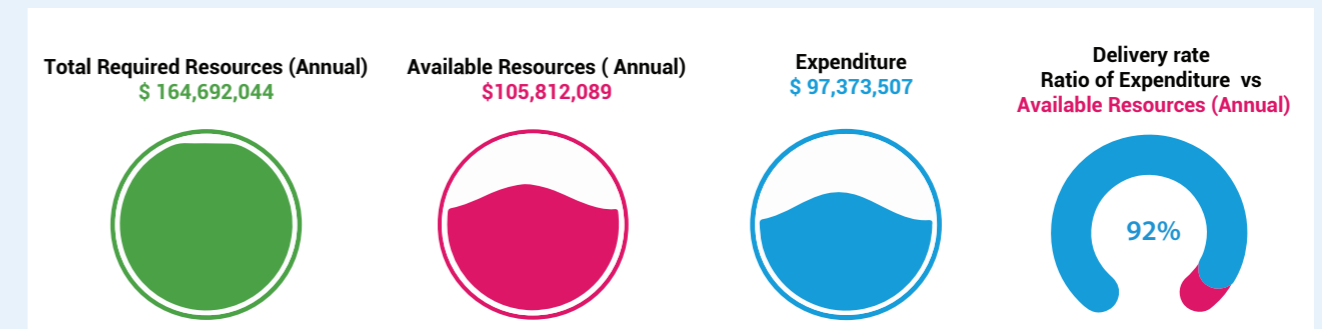
The indicative budget for UNDAP II was estimated to USD \$630,691,127, of which USD \$252,655,776 (40%) was available at the signing of the UNDAP. 43% of the original budget relates to humanitarian response, while the remaining 56% is the indicative budget for development programmes. The balance was planned to be mobilized through various initiatives, including resource mobilization for joint programmes.

The common budgetary framework for the second year of the UNDAP II had an indicative budget of USD \$164,692,044, with available resources summing up to USD \$105,812,089. Available resources for 2019-2020 amounted to 64.2% of the required. The funding gap led to agencies needing to make prioritizations in their original plan for the year, and while some of the original activities were canceled, other have been postponed.

#### Required resources, available resources, expenditure and delivery rate 2018/2019



#### Required resources, available resources, expenditure and delivery rate 2019/2020



As shown above, the delivery rate is 92% (USD \$97,373,507 in expenditure), with delays in implementation being the main reason to the 7% gap in delivery. The delivery rate was higher than 2018/2019, with 84%, even though the COVID-19 pandemic affected both resource allocation and expenditure with certain areas such as emergency response interventions being prioritized and activities that required physical gathering either conducted virtually or postpone to 2020/21, thus reducing expenditure in some areas and raising it in others.

As shown below, the required resources are highest in the social transformation pillar (USD \$127,556,772), which also has the highest expenditure, 95%. This strategic priority has also mobilised the highest amount of resources (USD 80,898,023). From the total expenditure of USD \$ 97,373,507 on programmes under the three strategic priority areas 79% was spent on social transformation, 14% on economic transformation and 7% on transformational governance.

### Expenditure and total required resources per strategic priority area (USD\$ 2019 – 2020)



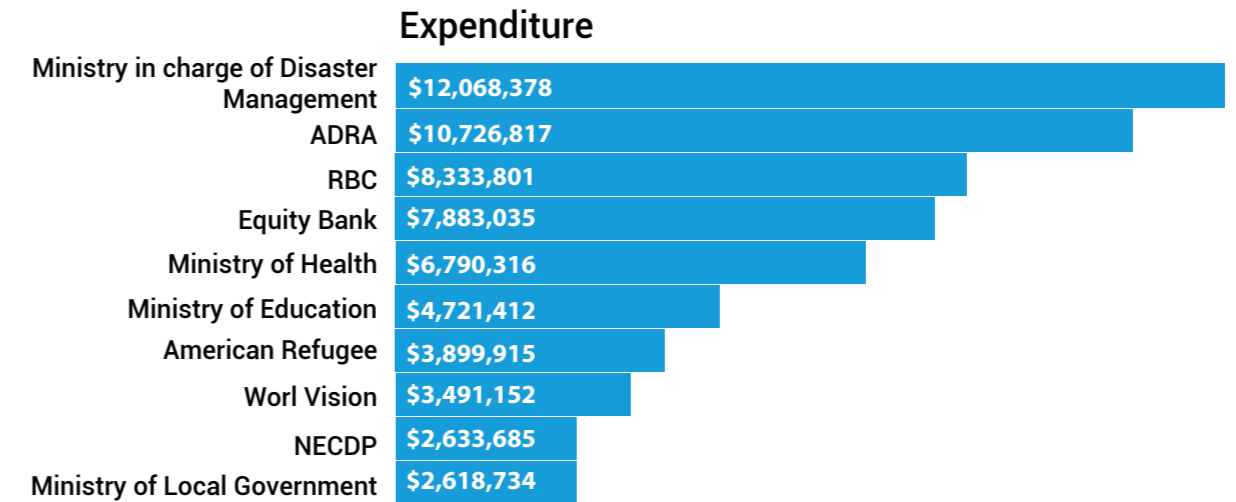
A large share of the programmes within social transformation consists of support to education, nutrition and health, with a large reach among the population. Also, most of the work in the COVID-19 response was drawn from the disaster response, social protection and infectious disease prevention health programmes under this strategic priority. The smallest share of the expenditures occurred within transformational governance. This is a strategic priority with less contributing agencies, but it is also traditionally an area of work which requires less funding, with a large focus on technical support to policy work. The economic transformation area allocation and expenditures is also relatively high mostly because of the work in agriculture, youth and women employment programmes that are implemented on a large scale and integration of the COVID-19 economic response in this year contributed to the high expenditure.

The expenditure by implementing partners presented below evidences highest spending has been made with partners mostly dealing with the emergency and humanitarian response work. The highest expenditure is with the Ministry of Emergency Management (19%) and ADRA (17%) both mostly working in the refugee crisis response. The Rwanda Biomedical Centre (13%) and the Ministry of Health (11%) are mostly lead the COVID-19 response preventing further spread and ensuring quality health care of all cases. Other key implementing partners are the Ministry of Education and Ministry of Local Government mostly working in the education sector and social protection responses.

### UN expenditure by the top ten implementing partners (2019 – 2020)

As shown in the table below, expenditure is highest at national level mostly because most programmes have been implemented through national structures and institutions in to ensure the UN aligns its programmes with government priorities. The districts in the top 10 represent among Rwanda's rural and most poor districts indicating a continued focus on leaving no one being in the UN's development agenda, while the two sites of Mahama and Mugombwa are sites of refugee camps where most emergency response programming occurred.

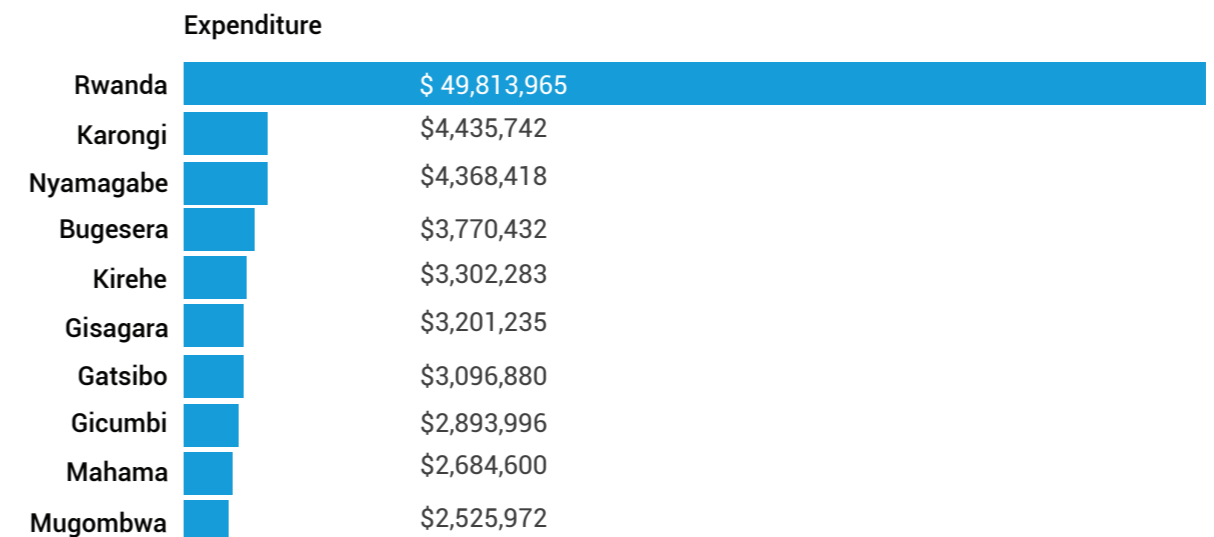
### Implementing Partners



Expenditure against SDGs indicate the highest expenditure has been against SDG 2: No Hunger. This is mostly explained through national programmes such as the national school feeding programme, combating malnutrition and the COVID-19 emergency response support through food aid. Also, in the SDGs with the highest expenditure are in ensuring good health (SDG 3), quality education (SDG 4) and fighting poverty (SDG 1), most of which entail programmes in the social transformation priority area.

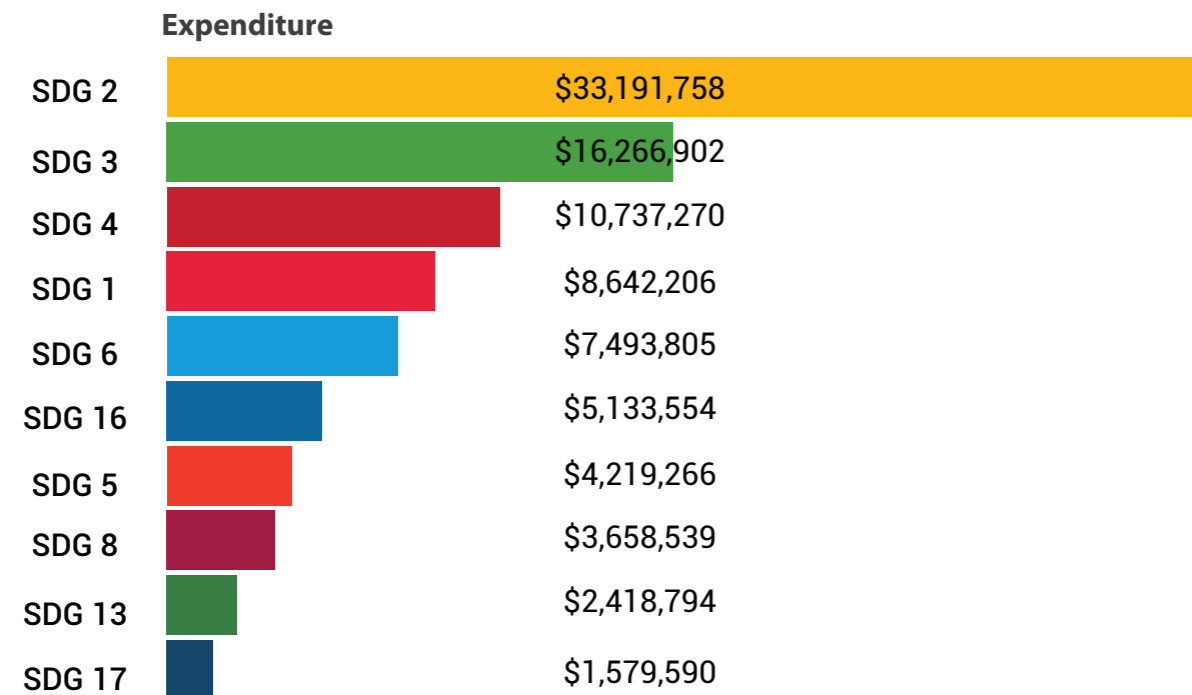
### UN expenditure by the top ten geographical areas (2019 – 2020)

#### Geography



## UN expenditure by the top ten Sustainable Development Goals (2019 – 2020)

### Sustainable Development

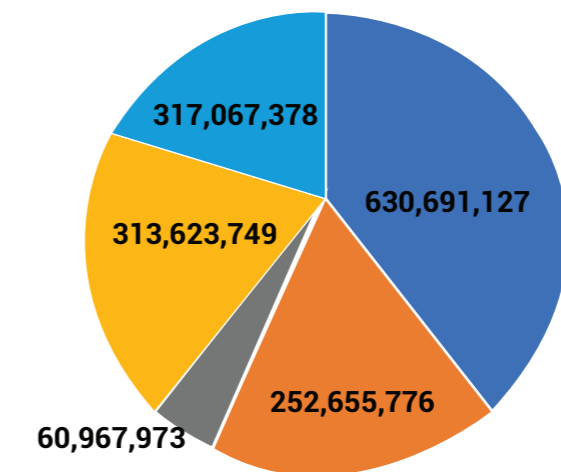


## 2.6.2. RESOURCE MOBILIZATION

The UN in Rwanda embarked on resource mobilization for the implementation of UNDAF II and support the Government of Rwanda's health preparedness and response plan to COVID-19. The development of Joint programmes has remained central as the overall resource mobilization strategy that considers the capacity and comparative advantages of the government, implementing partners and participating UN organizations to coordinate, manage and provide inputs to support implementation and monitoring. UN Agencies have allocated catalytic funds to stimulate resource mobilization from other external partners and donors as well as support health response plan to COVID-19. The figures/tables below provide further details:

### a) Resources mobilized - cumulative 2018 to June 2020

**Financing Summary July 2018-June 2020**



- UNDAF II Required Resources 2018-2023
- Total Available Resources at the Start of UNDAF II Implementation July 2018
- Resources mobilized July 2018-June 2020
- Total Available Resources July 2018-June 2020



A total amount of resources mobilized (cumulative) from July 2018-June 2020 is \$60,967,973 for the following joint programmes and initiatives:

Names of Joint Programmes/Initiative	Total Budget \$
<b>1. Joint SDG Fund, PBF &amp; CERF</b>	
Support to the reintegration of ex-FDLR combatants and dependents repatriated to Rwanda from the Democratic Republic of Congo (PBF)	\$1,499,999
DRC- Rwanda cross-border project: Creating peace dividends for women and youth through increased cross-border trade and strengthened food security (PBF)	\$1,350,179
Accelerating Integrated Policy Interventions to Promote Social Protection in Rwanda (Joint SDG Fund)	\$3,040,000
Enhancing development finance and effectiveness in Rwanda through integrated and innovative approaches for National Priorities and the SDGs (Joint SDG Fund)	\$1,867,000
Support to Refugees (CERF)	\$3,000,067
Ebola Readiness (CERF)	\$1,798,007
<b>Sub-Total 1</b>	<b>\$12,555,252</b>
<b>2. Rwanda Sustainable Development Fund</b>	
SIDA	\$6,200,000
SDC	\$2,275,000
Netherlands	\$750,447
<b>Sub-Total 2</b>	<b>\$9,225,447</b>
<b>3. UNDP II Joint Programmes</b>	
Fast track HIV response and promote sexual and reproductive health with special attention to women, adolescents, youth and key populations in Rwanda	\$4,307,300.00
One UN Support to National Institute of Statistics of Rwanda for Data Generation and use of evidence -based planning	\$2,804,294.00
Leveraging the Full Potential of Gender Equality and Women's Empowerment to Achieve Rwanda's Transformation'	\$5,988,278.00
Joint Programme on Youth	\$12,011,557.00
Joint Programme on accelerating progress toward the economic empowerment of rural women in Rwanda (RWEE)	\$1,644,552.00
JP on COVID-19 including (UN Support to GoR health \$9,321,558 & 1093,000 Socio-economic plans) + 12,734.53 staff contributions	\$10,427,292.53
Joint Programme on Enhancing Climate Resilient and Integrated Agriculture in Disaster Prone Areas of Rwanda	\$2,004,000.00
<b>Sub-Total 3</b>	<b>\$39,187,273.53</b>
<b>Resources mobilized (cumulative) July 2018-June 2020 (1+2+3)</b>	<b>\$60,967,973</b>

## b) Resources mobilized to date and sources

Total resources required (2018 – 2023) USD 630 million. Total resources mobilized (2018 – 2020) are USD 313 million, Deficit (2020 – 2023) is USD 317 million.

Financing Summary July 2018-June 2020	Resources mobilized to-date	Source
UNDAP II Required Resources 2018-2023	630,691,127	Pooled Fund
Total Available Resources at the Start of UNDAP II Implementation July 2018	252,655,776	• Rwanda Sustainable Development Fund (Swiss development Cooperation, The Netherlands, Sida, Koica)
Resources mobilized July 2018-June 2020	60,967,973	• Joint SDG Fund, • CERF & • PBF, • Koica
		UN Agencies core and non-core resources <sup>28</sup> (All partners supporting UN Agencies- including Governments, bilateral, Multi-lateral, philanthropists, private sector)
Total Available Resources July 2018-June 2020	313,623,749	
<b>Financing Gap</b>	<b>317,067,378</b>	

<sup>28</sup> UN Agencies core and non-core resources includes (regular, thematic, vertical, and other resources)



## Chapter 3: UNCT key focus for next year

### Economic Transformation

The UN will continue to build on establishing more coherent programmes linking agriculture to improved nutrition outcomes, including promoting diversified production in line with the government's nutrition sensitive agriculture strategy (NSA). Emphasis will be placed on working with all supply chain actors to better link food supply to retail systems, thereby increased access to nutritious foods by all Rwandans.

Trading under the AfCFTA commences on 1st January 2021 and Rwanda is among the first countries that has expressed readiness to start trading under the common market. The UN as a way forward to building back better will support a commercial diplomacy strategy to promote regional integration with Rwanda's key trade partners in the AfCFTA market.

In 2021, UN in partnership with FAWE Rwanda is establishing the Rwanda Career Women's Centre (RCWC). The Centre aims to provide young women with life skills, career coaching and mentorship. The RCWC will focus on leadership skills, entrepreneurship and life-skills. The centre will empower young women and girls to lead, access decent work, generate income and positively contribute to socio-economic development. In addition, as part of youth empowerment, the UN will support African Youth and Adolescents Network (AfriYAN) Rwanda to strengthen youth's capacity and advocacy for sexual reproductive health and rights. Focus will be on public sensitization, dialogues, advocacy and legal reforms.

As part of the government's strategies to diversify financing for development, there are plans to engagement with Rwandan diaspora, mostly in Europe. The plans for engagement were not successful in 2019/20, however in collaboration with MINAFFET, MINEDUC and MOH awareness raising about diaspora engagement opportunities will be strengthened in 2021/22 through UN supported interventions.

To continue its effort to enhance vertical and horizontal integration of climate action in support of national and local strategies and policies, pilot multi-governance activities in implementing the climate budget statement guidelines and developing sub-national capacity to access climate finance are planned for implementation in 2020/2021. Under the umbrella of the Urban-LEDS project, the UN will support Rwanda to align their economic recovery efforts with national climate priorities, sustainable urban development principles and will offer technical assistance in the specific areas requested.

### Social Transformation

The UN will need to make some adjustments in relation to the current context is the planning of take-home rations for the quantities that are not consumed. The adjustments in school feeding refer to a switch from in-school meals to an exploration of options for take-home rations for children since schools were closed and in general adjusting the implementation model for school-based nutrition and health activities to enable some of them to continue during school closure where applicable, for example use of school gardens.

The GoR will continue to require more evidence to support decision making in response to the impact of COVID-19 and the needs of social protection and other sectors. The UN will contribute to this evidence base providing assistance to key government institutions such as MoH, MINAGRI and NISR for implementation of the vulnerability assessments and other studies to inform pro-poor recovery processes. The UN will also continue supporting the MoH in the revision of the RMNCAH Policy and related action plan.

The approval of a joint programme on SDG financing in June 2020 is timely and will allow the UN to significantly scale up the 'Public Finance 4 Children' agenda and respond to emerging analytical needs that can support further resource mobilization and more effective and efficient spending.

The joint programme will contribute to strengthening public finance management processes in Rwanda, including domestic accountability mechanisms through parliament and CSOs. The joint programme is an opportunity to support the NISR in continuous monitoring of SDGs through the generation and analysis of key population data.

Implementation of international health regulations (2005) requires political commitment to build on existing country capacities. Rwanda has reached a commendable level of implementation in terms of the IHR legal framework development, policies and administrative arrangements to enable compliance to IHR, animal and human diseases surveillance and response among others. The UN will continue to build on these achievements, lessons learnt and best practices to contribute to the strengthening of legislation, synergies and cross-cutting collaboration with relevant sectors out of health sector and existing institutional capacity.

Rwanda currently hosts over 149,000 refugees and asylum-seekers mainly from Burundi and the Democratic Republic of the Congo (DRC), who constitute 1.2% of the country's population. Beside protection, assistance and durable solutions, UN will continue to enhance the coordination with the Government of Rwanda and other partners, including UN agencies, NGOs, operations and development partners; to ensure the inclusion of the refugees in the national development plans.

## Transformational Governance

The UN Rwanda and the UN DRC Country Teams have launched a new joint programme that aims at promoting and sustaining peace in the border region of Goma and Rubavu, by promoting cross-border trade as a pathway to mutual trust and social cohesion between the two border communities. The project financed by the Peace Building Fund will be implemented in both countries from 2021. The UN will continue to strengthen coordination and accountability on gender equality and women's empowerment within the public and private sectors ensuring national and international frameworks on gender equality are duly and fully implemented from local to national levels of governance.

Gender accountability will continue to be promoted with special focus on the private sector using the gender equality seal as a tool to ensure gender equality and empowering women. Moreover, increasing women's participation in the forthcoming 2021 local government elections will be supported by the UN with the NGM institutions and partners. This will be done through existing influential networks and CSOs promoting women's leadership, gender action plans for political organizations and media houses.

As Rwanda prepares for the 2022 Population and Housing Census, the UN will continue supporting the NISR in conducting the census preparatory activities including the census mapping exercise in 2020 and the pilot census in 2021.

To increase the quality of justice child protection and children's access to justice will be prioritized ensuring that justice for children is implemented throughout Rwanda and that capacity of frontline workers in the area of justice for children is enhanced. Also, supporting legal aid will remain a priority for the UN working with government and CSO partners, focusing on the most vulnerable including PWD, GBV victims and Women. strategic advisory services will be provided to the Government to support operationalization of key policy documents such as the criminal justice policy, the legal aid policy and the JRLLOS disability strategy. Furthermore, resource mobilisation to support the government in implementation of the joint programme on trafficking in persons will be prioritized as well.

The UN will continue to strengthen civil society organizations to empower and represent their communities, in particular the most vulnerable. Special attention will be paid in enabling CSO facilitate the socio-economic recovery of their communities affected by the COVID-19 pandemic.

## Way forward to enhance resource mobilization

The Joint programming remains at the heart of the resource mobilisation strategy where UN agencies generate more impact by designing programs together. Key programmes such as the Joint Programme to support Persons With Disabilities (PWDs) and the catalytic investment for universal health coverage will be prioritized. The UN will also ensure continued support to the Government for an effective implementation of the Integrated National Financing Framework as a strategic, holistic, results-driven approach to financing development objectives.

The UN will continue to operationalize the resources mobilization strategy with the ambition to meet the UNDAF II financing gap by the end of 2023. This plan provides the UNCT with clear guidance on areas for improvement and points of focus. A key area of improvement for the coming year is the establishment of the Resource Mobilization Taskforce that will be mandated to enhance the capacities of resource mobilization in all the UN agencies operating in Rwanda.

As part of the COVID-19 response resource mobilization efforts, networking events including a breakfast meeting with development partners will be organized, with aim to attract new potential partners expressing interest to collaborate with the UN in its effort to respond to the pandemic and its aftereffects.

In 2020/21 the UN intends to continue bilateral dialogue with specifically the United Arab Emirates (UAE) Qatar, European Union Commission (EU), France and Embassy of Sweden, Finland, Denmark, and Swiss Development Cooperation, as part of its partnership building and strengthening resource mobilization for the second half of the UNDAF II and emerging issues such as COVID-19.

# Acronyms

<b>ABASIRWA</b>	Rwanda Media Network Against HIV/AIDS and for Health Promotion
<b>ADRA</b>	The Adventist Development and Relief Agency
<b>AfCFTA</b>	African Continental Free Trade Area
<b>AFR</b>	Access to Finance Rwanda
<b>AfriYan</b>	African Youth and Adolescent Network on Population and Development
<b>ANC</b>	Ante-Natal Care
<b>ART</b>	Anti-Retroviral Therapy
<b>B2B</b>	Business to Business
<b>BAR</b>	Baseline Assessment Report
<b>BEFS</b>	Bioenergy and Food Security
<b>BOS</b>	Business Operations Strategy
<b>C4D</b>	Communication for Development
<b>CBHI</b>	Community Based Health Insurance
<b>CBI</b>	Cash-Based Interventions
<b>CCA</b>	Common Country Analysis
<b>CFSVA</b>	Comprehensive Food Security and Vulnerability Assessment
<b>CFS</b>	Child Friendly Space
<b>CHW</b>	Community Health Worker
<b>COP</b>	Country Operations Plans
<b>COVID-19</b>	Corona Virus Disease
<b>CRC</b>	Citizen Report Card
<b>CRVA</b>	Climate Risk and Vulnerability Assessment
<b>CRVS</b>	Civil Registration and Vital Statistics
<b>CSO</b>	Civil Society Organization
<b>DASSO</b>	District Administration Security Support Organ
<b>DESA</b>	UN Department of Economic and Social Affairs
<b>DGIE</b>	Directorate General of Immigration and Emigration
<b>DHS</b>	Demographic Health Survey
<b>DPG</b>	Development Partner Group
<b>DRC</b>	Democratic Republic of Congo
<b>DRM</b>	Disaster Risk Management
<b>EAC</b>	East African Community
<b>EASF</b>	East African Standby Force
<b>ECD</b>	Early Childhood Development
<b>EIA</b>	Environmental Impact Assessment
<b>EICV</b>	Integrated Household Living Conditions Survey
<b>EmONC</b>	Emergency Obstetric and Newborn Care
<b>ENR</b>	Environmental and Natural Resources
<b>ePW</b>	Expanded Public Work

<b>ERF</b>	Economic Recovery Fund
<b>ERP</b>	Economic Recovery Plan
<b>ETM</b>	Emergency Transit Management
<b>EU</b>	European Union
<b>EVD</b>	Ebola Virus Disease
<b>EWS</b>	Early Warning System
<b>FBDGs</b>	Food Base Dietary Guidelines
<b>FFRP</b>	Women Parliamentary Forum
<b>FNSMS</b>	Food and Nutrition Security Monitoring System
<b>GBV</b>	Gender-Based Violence
<b>GDP</b>	Gross Domestic Product
<b>GHG</b>	Greenhouse gas
<b>GLEIF</b>	Global LEI Foundation
<b>GMO</b>	Gender Monitoring Office
<b>GPE</b>	Global Partnership for Education
<b>GTRG</b>	Gender Technical Reference Group
<b>GBV</b>	Gender-Based Violence
<b>HCAIs</b>	Health Care-Associated Infections
<b>HGSff</b>	Home-Grown-School Feeding
<b>HRTF</b>	Human Rights Taskforce
<b>IAPAC</b>	International Association of providers of AIDS Care
<b>ICA</b>	International Cooperative Alliance
<b>ICPD</b>	International Conference on Population and Development
<b>ICT</b>	Information and Communications Technology
<b>IECMS</b>	Integrated Electronic Case Management System
<b>IHR</b>	International Health Regulations
<b>ILPD</b>	Legal Practice and Development
<b>INFF</b>	Integrated National Financing Framework
<b>IOSC</b>	Isange One-Stop Center
<b>IPC</b>	Infection Prevention and Control
<b>JP</b>	Joint Programme
<b>JRLOS</b>	Justice, Reconciliation, Law and Order Sector
<b>JWP</b>	Joint Workplan
<b>LAF</b>	Legal Aid Forum
<b>LEDS</b>	Low Emission Development Strategies
<b>LFS</b>	Labour Force Survey
<b>LNOB</b>	Leaving No One Behind
<b>LODA</b>	Local Administrative Entities Development Agency
<b>MCCOD</b>	Medical Certification of Causes of death
<b>MHC</b>	Media High Council
<b>MIGEPROF</b>	Ministry of Gender and Family Promotion
<b>MINAGRI</b>	Ministry of Agriculture and Animal Resources
<b>MINALOC</b>	Ministry of Local Government

<b>MINECOFIN</b>	Ministry of Finance and Economic Planning
<b>MINEDUC</b>	Ministry of Education
<b>MINEMA</b>	Ministry in Charge of Emergency Management
<b>MINICT</b>	Ministry of ICT & Innovation
<b>MINIJUST</b>	Ministry of Justice
<b>MININFRA</b>	Ministry of Infrastructure
<b>MIYCN</b>	Maternal, Infant and Young Child Nutrition
<b>MLS</b>	Mobile Learning System
<b>MoE</b>	Ministry of Environment
<b>MoH</b>	Ministry of Health
<b>M&amp;E</b>	Monitoring & Evaluation
<b>MRCTD</b>	Machine-Readable Convention Travel Document
<b>MSME</b>	Micro, Small and Medium Enterprises
<b>NACS</b>	Nutrition Assessment, Counselling and Support
<b>NCC</b>	National Commission for Children
<b>NCNM</b>	National Council of Nurses and Midwives
<b>NCPD</b>	National Council of Persons with Disabilities
<b>NECDP</b>	National Early Childhood Development Programme
<b>NHRC</b>	National Human Rights Commission
<b>NIDA</b>	National Identification Agency
<b>NINGO</b>	Network of International Non-Governmental Organisations
<b>NIRDA</b>	National Industrial Research and Development Agency
<b>NISR</b>	National Institute of Statistics of Rwanda
<b>NRL</b>	National Reference Laboratory
<b>NSDS</b>	Nutrition-Sensitive Direct Support
<b>NSS</b>	National Security Service
<b>NST 1</b>	National Strategy for Transformation
<b>NUDOR</b>	National Union of Disability Organisations in Rwanda
<b>NURC</b>	National Unity and Reconciliation Commission
<b>NUP</b>	National Urbanization Framework
<b>OFID</b>	OPEC Fund for International Development
<b>OMT</b>	Operations Management Team
<b>PEPFAR</b>	President's Emergency Plan for AIDS Relief
<b>PFR</b>	Prison Fellowship Rwanda
<b>PLHIV</b>	People Living with HIV
<b>PMT</b>	Programme Management Team
<b>PPE</b>	Personal Protective Equipment
<b>PSEA</b>	Protection Against Sexual Exploitation and Abuse
<b>PSF</b>	Private Sector Federation
<b>PWD</b>	Persons with Disabilities
<b>QCPR</b>	Quadrennial Comprehensive Policy Review of UN system operational activities
<b>RAB</b>	Rwanda Agriculture Board
<b>RBA</b>	Rwanda Bar Association

<b>RBM</b>	Result Based Management
<b>RC</b>	Resident Coordinator
<b>RCCE</b>	Risk Communication and Community Engagement
<b>RCI</b>	Rwanda Cooperation Initiative
<b>RCS</b>	Rwanda Correctional Service
<b>RCSP</b>	Rwanda Civil Society Platform
<b>RCWC</b>	Rwanda Career Women's Centre
<b>RDF</b>	Rwanda Defence Forces
<b>RDHS</b>	Rwandan Demographic Health Survey
<b>RDRC</b>	Rwanda Demobilization and Reintegration Commission
<b>REB</b>	Rwandan Education Board
<b>RGB</b>	Rwanda Governance Board
<b>RGS</b>	Rwanda Governance Scorecard
<b>RG</b>	Result Group
<b>RIB</b>	Rwanda Investigation Bureau
<b>RMC</b>	Rwanda Media Commission
<b>RMNCAH</b>	Reproductive, Maternal, Newborn, Child and Adolescent Health
<b>RMPC</b>	Rwandan Medical Procedure Coding
<b>RMEO</b>	Rwanda Monitoring and Evaluation Organization
<b>RNP</b>	Rwanda National Police
<b>RPA</b>	Rwandan Peace Academy
<b>RPHC</b>	Rwandan Population and Housing Census
<b>RPHIA</b>	Rwanda Population-Based HIV Impact Assessment
<b>RRLI</b>	Rwanda Religious Leaders Initiative
<b>RUTF</b>	Ready-to-use Therapeutic Food
<b>RWEE</b>	Rural Women Economic Empowerment
<b>RWFA</b>	Rwanda Water and Forestry Authority
<b>RYAF</b>	Rwanda Youth in Agribusiness Forum
<b>SAA</b>	Society of AIDS in Africa
<b>SAM</b>	Severe Acute Malnutrition
<b>SCA</b>	Speciality Coffee Association
<b>SCENR</b>	Sector for Green Economy Transformation
<b>SDC</b>	Swiss Agency for Development and Cooperation
<b>SDC</b>	Swiss Development Cooperation
<b>SDF</b>	Spatial Development Framework
<b>SDF-NSAP</b>	National Strategy Action Plan for Spatial Development Framework
<b>SDGs</b>	Sustainable Development Goals
<b>SPRRP</b>	Social Protection Response and Recovery Plan
<b>SRH</b>	Sexual Reproductive Health
<b>STIs</b>	Sexually Transmitted Infections
<b>WVR</b>	World Vision Rwanda
<b>UPR</b>	Universal Periodic Review
<b>WaPOR</b>	Water Productivity Open-Access Portal

<b>WASH</b>	Water Sanitation and Hygiene
<b>UNCG</b>	United Nations Communication Group
<b>UNCRPD</b>	United Nations Convention on the Rights of Persons with Disabilities
<b>UNCT</b>	United Nations Country Team
<b>UNDAP</b>	United Nations Development Assistance Plan
<b>UNDS</b>	United Nations Development System
<b>UPR</b>	Universal Periodic Review
<b>VSLA</b>	Village Savings and Loan Association
<b>VAWG</b>	Violence Against Women and Girls

### United Nations Organization and Agency Acronyms

<b>FAO</b>	Food and Agricultural Organisation
<b>IAEA</b>	International Atomic Energy Agency
<b>IFAD</b>	International Fund for Agricultural Development
<b>ILO</b>	International Labour Organization
<b>IOM</b>	International Organization for Migration
<b>ITC</b>	International Trade Centre
<b>ITU</b>	International Telecommunication Union
<b>OHCHR</b>	Office of the High Commissioner for Human Rights
<b>RCO</b>	Resident Coordinator's Office
<b>UNAIDS</b>	Joint United Nations Programme on HIV/AIDS
<b>UNCDF</b>	United Nations Capital Development Fund
<b>UNCTAD</b>	United Nations Conference on Trade and Development
<b>UNDP</b>	United Nations Development Programme
<b>UNDAP</b>	United Nations Development Assistance Plan, UNDAP II 2018-2023
<b>UNECA</b>	United Nations Economic Commission for Africa
<b>UNEP</b>	UN Environment
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UNFPA</b>	United Nations Population Fund
<b>UN Habitat</b>	United Nations Settlements Programme
<b>UNHCR</b>	United Nations High Commission for Refugees
<b>UNICEF</b>	United Nations Children's Fund
<b>UNIDO</b>	United Nations Industrial Development Organization
<b>UNV</b>	United Nations Volunteers Programme
<b>WFP</b>	World Food Programme
<b>WHO</b>	World Health Organization

# COUNTRY ANNUAL RESULTS REPORT

July 2019-June 2020

Rwanda

