

**UNITED NATIONS IN RWANDA**

**UNITED NATIONS DEVELOPMENT ASSISTANCE PLAN (UNDAP) 2018-2023**

**FOR RWANDA**

**DECEMBER 2017**

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# Acronyms and abbreviations

|  |  |
| --- | --- |
| ANC | Antenatal Care |
| CHWs | Community Health Workers |
| CRVS | Civil Registration and Vital Statistics System |
| CBHI | Community Based Health Insurance |
| CSO  | Civil Society Organisations |
| DaO | Delivering as One |
| EAC | East African Community |
| ECD | Early Childhood Development |
| HMIS | Health Management of Information System |
| EMIS | Education Management of Information System |
| EDPRS | Economic Development and Poverty Reduction Strategy |
| HSSP | Health Sector Strategic Plan |
| EICV | Integrated Household Living Conditions Survey (Enquête Intégrale sur les Conditions de Vie des ménages) |
| ENRFARG  | Environment and Natural ResourcesFund for Neediest Survivors of Genocide in Rwanda  |
| FAOGER | Food and Agricultural OrganisationGross Enrolment Ratio |
| GoR | Government of Rwanda |
| HDI | Human Development Index |
| IECMS | Integrated Electronic Case Management System |
| HIV | Human Immunodeficiency Virus |
| IFAD | International Fund for |
| ILO | International Labour Organisation  |
| IOM | International Organsiation for Migration |
| IOSC | Isange One Stop Centers |
| ITCIYCF | International Trade CenterInfant and Young Child Feeding |
| MISs | Management of Information Systems |
| LARS | Learning Achievement in Rwandan Schools |
| M&E | Monitoring and Evaluation  |
| MDGsMDIIT | Millennium Development GoalsMulti-Disciplinary Investigative and Intervention Teams |
| MIC | Middle Income Country  |
| MINAGRI | Ministry of Agriculture |
| MINALOC | Ministry of Local Government |
| MINECOFIN | Ministry of Finance |
| MININFRA | Ministry of Infrastructure |
| MINISANTE | Ministry of Health |
| MSMEsNERNCDs | Micro, Small and Medium EnterprisesNet Enrollment RatioNon Communicable Diseases |
| NST | National Strategy for Transformation  |
| ODA  | Official Development Assistance |
| OHCHRPASP | Office of the High Commissioner for Human RightsPost-Harvest Agribusiness Support Project |
| PCPPPOCPTR | Programme for Country PartnershipsProgramme, Planning and Oversight CommitteePupil-Teacher Ratio |
| UPRRBMRDRCRDDP | Universal Periodic ReviewResults Based ManagementRwanda Demobilization and Reintegration commission Rwanda Dairy Development Project |
| RSD | Refugee Status Determination |
| SDGs | Sustainable Development Goals |
| SAM | Severe Acute Malnutrition |
| SSP | Sector Strategic Plan |
| TB | Tuberculosis |
| TVET | Technical and Vocational Education and Training |
| UN | United Nations |
| UNAIDS | The Joint United Nations Programme on HIV/AIDS |
| UNCDF | United Nations Capital Development Fund |
| UNCT | United Nations Country Team |
| UNDAP  | United Nations Development Assistance Plan |
| UNDP | United Nations Development Assistance Programme |
| UNECA | United Nations Economic Commission for Africa |
| UNESCO | United Nations Educational, Scientific and Cultural Organisation  |
| UNFPA | United Nations Population Fund |
| UNICEF | United Nations Children’s Fund |
| UNIDO | United Nations Industrial Development Organsiation |
| UNJSC | United Nations Joint Steering Committee |
| VUP | Vision 2020 Umurenge Program |
| WFP | World Food Program |
| WHO | World Health Organisation |

# 1. Executive Summary

The United Nations Development Assistance Plan (UNDAP) 2018-2023, outlines the One UN’s areas of support to the national development agenda in Rwanda. The UNDAP is informed by and responds to global and regional normative frameworks such as the 2030 Agenda for Sustainable Development, the African Union Agenda 2063, and the East African Community (EAC) Vision 2050. Further, the work of UN agencies in Rwanda is guided by thematic conventions and mandates of specific UN agencies.

Building on the strong relationship between the UN agencies and stakeholders in Rwanda and in the spirit of Delivering as One, the UNDAP was developed through a joint and participatory process that brought together government line ministries and departments, bilateral and multilateral partners, civil society organisations, the private sector and the media to review the progress, challenges and lessons learned and to identify the key areas of strategic intervention for the UN agencies in Rwanda.

Three strategic results areas of the UNDAP 2018-2023 were identified through this interactive and iterative process, namely: (i) economic transformation, (ii) social transformation and (iii) transformational governance. These priority areas are directly aligned to the Government of Rwanda’s national development priorities as outlined in the Vision 2050, the National Strategy for Transformation (NST) 2017-2024 and the subsequent Sector Strategic Plans (SSPs). In view of the UN system’s comparative advantage in Rwanda the UNDAP process further prioritized the following six outcomes;

**Figure 1: UNDAP 2018-2023 AT A GLANCE**



Informed by the recommendations of the final evaluation of the UNDAP 2013-2018 the current UNDAP seeks to further strengthen the humanitarian development nexus; strengthen programmatic integration and coherence, including strengthening operational and programmatic integration for more efficient implementation of interventions and UN system support to national development. Similarly, the UNDAP reflects the broader UN programming principles namely; (i) leave no one behind, (ii) human rights, gender equality and women’s empowerment, (iii) sustainability and resilience and (iv) accountability. Interventions will focus on ensuring the targeting and prioritizing of the most vulnerable populations.

Implementation modalities for the UNDAP 2018-2023 see a strengthened and more streamlined GoR/UN architecture at the apex of which is the United Nations Joint Steering Committee (UNJSC), a high level steering committee chaired by the Minister of Finance and Economic Planning and the Resident Coordinator that meets twice a year. In the context of the upcoming UN reform, greater emphasis will be placed on strengthening the coordination of UN agencies and Delivering as One concept through the United Nations Country Team (UNCT).

The UNDAP will continue to strengthen and build partnerships with traditional partners such as national line ministries, agencies, and departments, civil society and bilateral partners while placing greater emphasis on engaging further with the private sector especially in identifying innovative solutions for national economic and social transformation.

Over the five year period, the UN agencies estimate the support provided through the UNDAP will be at a total cost of USD **510,711,582** of which currently USD 197,115,004 is projected to be available over the five-year period. The balance of USD 313,596,578 will be mobilized through various initiatives including a consolidated resource mobilization strategy based on identified joint programmes. The UNDAP budget contains amounts that will address both humanitarian and development programming. The total humanitarian budget for the five year period is USD 287,317, 684.Of this amount USD 14, 000,000 will be available while USD 273,317,684 will be mobilized during the UNDAP period.

# 2. Introduction

## 2.1 The United Nations in Rwanda

The United Nations system is recognized as a reliable partner in Rwanda’s development process. There are currently 19 UN agencies, programmes and funds based in or with representatives in Rwanda. The government commends the One UN in Rwanda as a development partner that, in practice, demonstrates alignment to the country’s development agenda. This is confirmed in the alignment of the UNDAP to Rwanda’s development planning cycle and frameworks. There is also reiteration of the presence of UNCT representatives in almost all national Sector Working Groups and active participation in especially sector analyses and monitoring and evaluation. Bilateral donors also cite the preference for the UN as a funding mechanism to direct earmarked support to specific sectors.

In its resolution 67/226, the General Assembly, in the section on “Delivering as One” of the Quadrennial Comprehensive Policy Review in December 2012 (QCPR) 3, requested “the United Nations system to build on the best practices and lessons learned in implementing “Delivering as One” by a number of countries.  With the renewed political drive, and taking advantage of the new programming cycle from July 2013 to June 2018, Rwanda and with the active encouragement from the Government of Rwanda, the One UN Rwanda Team agreed to adopt fully all the 15 core elements of the Standard Operating Procedures (SOPs) of the second generation of DaO.  Amongst other things, this is underscored by the putting in place of the single business plan the UNDAP and more concerted efforts at Joint Programming and implementation. According to a survey published by United Nations Development Operations Coordination Office in 2015, Rwanda UNCT is the only country team globally that has adopted all the 15 core elements of Standard Operating Procedures (SOPs) formally agreed in 2014, and signed by 18 Executive Directors to inform the second generation of DaO. Overall implementation is very encouraging, however we also note challenges in areas of funding, annual reporting and implementation of some Joint Programmes.

Guided by universally recognised human rights standards and international norms, the One UN in Rwanda offers its services and support in the: i) promotion of innovative, home grown solutions and leadership; ii) development of policies and normative frameworks, and their implementation in line with international conventions and treaties to which Rwanda is a state party; and iii) innovation—piloting new initiatives, and developing knowledge networks and sharing, including to promote South-South learning. These comparative advantages mean the One UN in Rwanda remains well placed to forge partnerships to leverage its local and global technical expertise, capacities and resources of external partners to support Rwanda in achieving its medium goals and long-term vision.

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

**(i) The UN has strong convening power** based on its ability to bring together diverse categories of partners (individuals, groups, and institutions) around key issues. The convening power of the UN has recently been demonstrated by the organizing and contextualizing of key international events such as World Refugee Day (WRD) 2017, World Water Day, International Women’s Day, International Day of Democracy and others. Different actors attribute the increased attention to some pertinent issues such as the contribution of refugees and participatory and inclusive governance to such events that have primarily been spearheaded by the One UN in Rwanda.

**(ii) Ability to influence and advocate on key national and regional issues** in a number of areas/sectors based on evidence (knowledge creation and sharing), global presence and networks and normative agenda/mandates.

(iii) **Multifaceted functions/capacities/mandates** of the UN system in Rwanda, spanning a broad spectrum of areas including development, humanitarian, peace, security and human rights undertaken through different strategies including policy advise, capacity development, service delivery, technical assistance/expertise, analytical and data generation capacities, leading to holistic and sustainability of interventions.

(iv) **Credibility of the UN system in Rwanda**, as a trusted partner not only by the government but also other partners due to its impartiality, strong relationship with the Government built over time, alignment to national frameworks and priorities.

(v) **Delivering as One (DaO) as an approach for the UN system in Rwanda**, leading to greater coherence and enhance visibility and impact of the UN system’s interventions, and reduced transaction costs for government and other development partners.

## 2.2 Lessons learned from past UN Cooperation (2013-2018)

The final evaluation of the previous UNDAP established that UN interventions in Rwanda are relevant and aligned and, to the extent possible, correlated with government priorities included in the EDPRS 2 and Vision 2020: Furthermore, certain UNDAP joint programmes show strong alignment to government flagship programmes including the Sustainable Growth Programme, the Vision 2020 Umurenge Program related to social protection, and the Governance Programme.

In addition to the above finding, the following key lessons learned were highlighted as important to carry forward to the next programming cycle namely that;

1. Government involvement in the design phase and its strong commitment and accountability positively contribute to and influence the achievement of results.
2. Establishing strong partnerships with different stakeholders (private sector, civil society, bilateral etc.) is important for the success of UN interventions in Rwanda.
3. The institutionalization of results provides a higher chance for the sustainability of results as government is involved at all programme stages and it ensures implementation.

Emerging from the final evaluation of the UNDAP 2013-2018, are specific recommendations that have been taken on board in the development of the current UNDAP. These recommendations call for the UN to;

1. Strengthen the nexus between humanitarian and development programming ensuring the explicit integration of Disaster Risk Management (DRM) principles in development planning and implementation to increase the complementarities between development and humanitarian interventions.
2. Identify and address the needs of most vulnerable groups in programme planning, implementation and reporting through the use of disaggregated data on vulnerable groups.
3. Reinforce capacity development especially ownership of these efforts by stakeholders to ensure the longer-term utilization and sustainability of new knowledge and abilities. In addition, strengthen the UNDAP results framework by clearly articulating the metrics for the measuring the quality and sustainability of capacity development efforts.
4. Strengthen the UNDAP results framework to include clear indicators, baselines targets and means of verification, a list of partners and a common budgetary framework and where relevant, links to other UN plans. In addition, strengthen mechanisms for monitoring and reporting and align UNDAP planning documents to the results framework.
5. Address funding in a more sustainable manner in the UNDAP including partnerships by ensuring that the roles and responsibilities for resource mobilization are clearly outlined and understood by the different coordinating mechanisms under the ONE UN.

## 2.3. The UNDAP preparation process

The UNDAP development process – one of the most important milestones in the UN programming cycle, commenced with the development of the UNDAP Roadmap which was drafted and approved by the One UN Steering Committee in September 2016. To guide the implementation of the roadmap, an UNDAP Task Force was constituted to provide overall quality assurance with technical support from the Programme, Planning and Oversight Committee (PPOC) to the process. The development of the UNDAP was further informed by the UN Common Country Analysis and the final evaluation of the UNDAP 2013-2018.

The benefits of UN alignment to the national programme cycle were apparent as the UNDAP development process benefitted greatly from the parallel development of the Vision 2050, the National Strategy for Transformation and the various sector strategic plans under the leadership of the Ministry of Economic Planning and Finance (MINECOFIN) and the National Institute for Statistics (NISR).

A result based management (RBM) workshop was held in May 2017 and brought together technical staff from the agencies at which the updated UNDG UNDAF programming principles in the context of the SDGs were shared. A key milestone in the process was the Strategic Prioritization Retreat (SPR) held in September 2017. At the SPR, government line ministries, civil society and other key stakeholders worked to identify priority areas, outcomes and possible strategies for UN intervention in Rwanda.

Between September and November 2017, under the leadership of the PPOC, UN technical teams held a series of meetings to further develop outcome and output results under the each of the strategic results areas. Alongside these meetings four UN agencies (UNDP, UNFPA, UNICEF and WFP) also worked on their agency specific country programme documents as required by their Executive Boards to reflect the results articulated in the UNDAP document. The overall process was highly participatory and culminated in a technical validation of the UNDAP by national stakeholders in November 2017.

# 3. UNDAP II 2018-2023 Results

United Nations agencies working in Rwanda have prioritized three strategic results areas which are strongly aligned to the national development priorities in Rwanda namely; (i) economic transformation, (ii) social transformation, and (iii) transformational governance. These areas respond directly to the National Strategy for Transformation 2017-2024: Economic Transformation, Social Transformation and Transformational Governance. The six outcomes under these three priority areas are underpinned by a theory of change that articulates the key problems and bottlenecks identified in the situation analysis. Across the six outcomes 26 outputs that the UN can be held accountable for based comparative advantage, are identified.

The most optimal entry points and strategies for the UN system in support of national development efforts have been identified and include; (i) at the “upstream” policy level providing technical assistance and financial support to the rights based assessment, revision and development of policies and strategies while ensuring the integration of cross-cutting issues across sectors. (ii) at the “downstream” level, technical and financial support will be provided to strengthening the capacities of duty bearers for the implementation of policies and strategies at national and subnational level including (iii) increasing knowledge and awareness of rights holders for their increased participation, uptake of and adoption of positive/catalytic social norms and (iv) increasing demand for services and participation in inclusive development processes.

Additional strategies include support to strengthening direct service provision in the areas of health, water and sanitation, governance amongst other areas. Specific efforts will be made to expand and foster existing and potential partnerships especially with the existing government ministries, private sector, media, and civil society. Furthermore, expanding regional and international collaboration through south-south and triangular cooperation will be of importance.

Across all outcomes and outputs provision has been made to ensure strong focus on the UN programming principles namely: (i) leave no one behind, (ii) human rights, gender equality and women’s empowerment, (iii) sustainability and resilience and (iv) accountability.

In light of the leave no one behind concept, interventions will ensure the identification and targeting of the most vulnerable population groups including children living in poor households, women especially those living in rural areas, people with disabilities, people living with HIV, youth, migrants, refugees and returnees. In addition, specific geographic areas of focus will be identified for potential UN joint area based programmes that seek to maximize socio-economic outcomes for the most vulnerable groups.

Throughout the UNDAP results, prominence is placed on ensuring the link between humanitarian and development programming with refugees and returnees as well as host communities is reflected across the outcomes and outputs. Strengthening of disaster management, preparation and response to enable including the cushioning and lifting the most vulnerable out of poverty by expanding coverage of the established social protection system. In the context of the SDGs, the UNDAP places emphasis on more integrated programing, establishing synergies across sectors that can be used to catalyze faster achievement of results for communities. This will require a strong and revamped programme management approach and team in place. This integrated approach further enables the support to national capacities for cross-sectoral collaboration and strengthening coordination e.g. in the areas of social and economic transformation on the links between nutrition and climate smart agriculture or gender and economic transformation.

Within the UN, integration also relates to the integration between programme and operations. This UNDAP envisions in its implementation a stronger role for the Operations Management Team not only in the reduced financial savings but in more efficient and coordinated support to programmatic interventions for example, strengthened Harmonized Approach to Cash Transfers (HACT) and consolidated procurement across the results areas.

The following section describes the specific actions that will be undertaken to achieve the outcomes identified.

## 3.1: Strategic Result Area 1: Economic Transformation

**3.1.1: Context**

**Economic growth and poverty reduction:**

Rwanda is among the fastest growing economies in Sub-Saharan Africa[[1]](#footnote-2), sustaining strong economic growth averaging around 7.9 per cent per annum over the last fifteen years. The growth generated has been broad based and largely inclusive. As a result of the robust growth, per capita income increased from US$ 206 in 2002 to US$ 729 in 2016. All sectors of the economy registered positive growth led by services, growing by an average of 9.6 per cent; while agriculture and industry grew by an average of 5.5 per cent and 9.3 per cent, albeit from a low base. The economy is showing signs of structural transformation skewed towards service sector. The share of the agriculture sector has declined significantly from 38 per cent in 2005 to 30 per cent in 2016; whereas the share of industry to a large part remained unchanged, averaging around 17 per cent since 2011 and that of the service sector share increased marginally from 44 per cent to 48 per cent during the same period. Access to finance has significantly increased in the country following the rapid expansion of financial services using mobile technology.

Poverty declined rapidly during the last decade showing a marked reduction to 39.1 per cent in the 2013/14 period from previous estimates of 56.7 per cent in 2005/06. Rural areas continue to have the highest poverty rate of 62 per cent, compared to an average of 16.3 per cent in urban areas. The Human Development Index (HDI) places the country in the low human development category; however, the HDI improved to 0.498 in 2015 from a low of 0.20 in 1990, ranking the country 27th in Africa and 159 out of 188 countries globally.[[2]](#footnote-3) Inequality in Rwanda is the highest in the East African region, with a significant share of the population income, as well as multi-dimensionally poor[[3]](#footnote-4). In rural areas, poverty for the most part, remains entrenched with significant variations across regions.

**Food security and nutrition:** Despite strong agricultural productivity, Rwandan households are increasingly dependent on markets to source their food for consumption with 70 per cent of all food consumed in Rwanda accessed through markets (vs self-production). With the absolute number of undernourished people increased from 4 to 4.8 million[[4]](#footnote-5), addressing food insecurity and malnutrition in Rwanda requires well-coordinated food and nutrition security-sensitive safety nets that align actions for short-term seasonal food assistance, and long-term resilience strategy for vulnerable households. Shock-responsive safety nets are also required in situation of natural disasters and/or sudden economic shocks. Though a majority of Rwandans are still employed in agriculture sector, food security and nutrition is now fully recognized as being cross-sectoral with “livelihoods” being a key determining food security driver. Livelihoods, as ways of earning income and food, are reflected in the strength of the private sector, innovation, education and resource base. The role of the Ministry of Trade and Industry, as well as the Ministry of Local Government providing social protection and responsible for local economic development will be key to maintaining household ability to achieve food security.

Ensuring households’ food security all year round also requires multi-sectoral policies and strategies, as well as the interventions of several ministries and national institutions and local governments. This should be viewed in light of always looking at the final outcome, contributed to by individual sectors (agricultural production, health, economic growth and innovation, infrastructure, industry and trade, water and hygiene, social protection, education, gender, climate and environment, peace, justice and strong institutions).

**Employment and job creation (Decent work):** The country is facing high levels of unemployment and underemployment with the latest statistics showing an unemployment rate of 16.7 per cent, whilst an extra 3 million people are outside the labour force with over 1.76 million of them being engaged in subsistence farming. The unemployment rate among young people aged 16 to 30 years of age remains high at 21 per cent. Low level of labour productivity across all sectors continued to constrain the country from achieving its full potential. Manufacturing continues to play a minimal role in Rwanda’s economy than elsewhere in Sub-Saharan Africa. Hence, the emerging pattern of growth that is largely driven by service sector should be rebalanced through rapid industrialization aimed at creating decent and productive job for its youthful population.

**Private sector development:** Rwanda has achieved tremendous growth of its private sector over the last 15 years with a 103 percent increase in large private establishments (100+ workers) being the most notable growth. The percentage increase of establishments is higher in rural areas (38.1 percent) compared to urban areas (7.3 percent)[[5]](#endnote-2). In 2015 alone the Rwanda Development Board (RDB) registered 144 businesses worth USD$ 1,078 billion while in 2016, 28,078 business were registered. The 2016 doing business report attributes this progress to mainly new reforms including business registration, acquisition of construction permits, property registration, and cross-border trade, among others, which spur Rwanda’s competitiveness, attract new investments into the country and support existing enterprises. Despite the considerable growth of the private sector and substantial contribution of services to Rwanda’s economic development, various factors continue to constrain potential growth of the private/services sector. Services skills in Rwandan workforce need continuous upgrading to meet regional and international competitive standards. Improvements have been made to the average level of secondary and higher education, but enrollment and completion remain low, and repetition and dropout remain higher than the Sub-Saharan Africa (SSA) averages. To address this challenge, the GoR has allowed the free flow of labor into Rwanda from other EAC countries, in particular, Kenya and Uganda and made substantial adjustments to the national curriculum at all levels by introducing a competence-based education curriculum, however, its roll out is still nascent and its results not yet sufficiently evident. Stimulating private investment in Rwanda remains a challenge mainly due to the fact that the country is landlocked, the size of the economy and the limited availability of raw materials. The GoR is trying to address this through regional integration. EAC regional integration is seen as an opportunity for Rwanda to reduce barriers to private sector investment by increasing size of the markets, lowering the costs of imports and improving connectivity in terms of land-transportation.

**Regional Integration and trade:** Trade facilitation and regional integration have remained a key focus of the GoR in order to enhance the country’s ability to connect with regional and global markets. Despite the substantial growth in the private sector and public investment in policy and infrastructure aimed at increasing external connectivity and boosting Rwanda’s regional and international trade, exports as a percentage of GDP reached 15.3 percent in 2016, well short of the 21.1 percent target. This shortage has been attributed to mainly global commodity prices shocks, especially coffee and minerals and regional instability that affected both Rwanda’s exports and realization of key regional infrastructure projects intended to boost connectivity.

**Environment, Natural Resources and Climate Change:** Rwanda is committed to the protection and conservation of the environment and optimal and rational utilization of natural resources for sustainable national development, thereby contributing to sustainable economic development by safeguarding the country’s natural capital. This commitment by the GoR is reflected by the increase in the country’s expenditure on environment and climate change that has increased from 0.4 to 2.5 present of the national budgets between 2004 and 2013[[6]](#endnote-3). However, the high level of vulnerability of the economy to external shocks including climate change induced drought and the fall in commodity prices significantly affected large segment of the population.

Climate change in addition to hurting the economy, poses significant risk on food security in the country. Rwanda’s high population density and significant reliance on land and natural resources for survival, places extraordinary pressures on the country’s natural resources. An estimated 96 per cent of rural households depend on subsistence agriculture and an increasing projected growth in the rural population lends a challenge for the sustainable management of natural resources in Rwanda. Weak land use planning and high levels of land degradation continue to take place-making Rwanda further prone, due to its hilly terrain, to natural disasters including landslides and floods. While national and district level land use plans have been developed they are not fully aligned.

The management of natural resources includes the increase in forest cover, which the country has been able to increase to 28 per cent by 2017. Furthermore, in the absence of alternative sources of energy, extensive reliance on wood for energy and construction accelerating deforestation, contributing to soil erosion, loss of biodiversity, unsustainable agriculture and eventual climate change an estimated 86 per cent of the population relies on firewood for cooking while 40.7 per cent of houses are built using tree poles leading to deforestation. In addition, despite the efforts to strengthen the provision of accurate and timely weather and climate information through the 2010 Meteorology Policy and Climate Data policy, gaps in the technical capacity skills in ENR sector monitoring and coordination of initiatives and mainstreaming across sectors as well as weak engagement of the private sector, civil society and communities further compounded by the inadequate and unpredictable financing of the sector.

**Socioeconomic Inclusion of Refugees:** Enthused by the Joint Strategy by Government of Rwanda and UNHCR on Economic Inclusion of Refugees[[7]](#footnote-6), a new understanding has been invigorated where refugees are not just seen as forcibly displaced people with rights, but also as consumers, employers, employees and entrepreneurs who can contribute to the economic development of their host communities. Improved refugees’ self-reliance is key to support the Government of Rwanda to deliver on its pledge to graduate 18,000 refugees off humanitarian assistance by 2018[[8]](#footnote-7). Another key change will be to shift the incentive structures created by the current humanitarian approach to promote that refugees should become self-reliant and live in ‘Alternatives to Camp’[[9]](#footnote-8) settings such as integrated settlement areas. This should be driven by a government-led shift to change the nature of current refugee camps to encourage business activities in rural refugee hosting areas as well as for humanitarian actors to undertake targeted assistance that does not incentivize camp dwelling. A cross-sectoral effort to align with and adopt Rwandan models for development will also drive sustainable change as well as an ambition to shift to cash-based assistance, which in turn drive multiplier effects and economic growth in refugee hosting areas. Planning for refugee operations should increasingly be informed by central as well as local level development plans. Leveraging complementary financing partnerships, observing a donor fatigue among traditional humanitarian funders, will be the key driver for in particular economic and financial inclusion of refugees, where strategic seed funding will serve to attract non-traditional financing for refugee and host communities targeted by inclusive programmes.

A cross-cutting embedded principle to ensure safe, dignified and productive lives of refugees will be to work inclusive of refugees themselves as well as host communities to warrant sustainable and whole-of-society approaches. The participatory approach is operationalized, among others, by means of yearly participatory assessments, which in 2018 will be complemented by a comprehensive verification exercise and a socio-economic profiling exercise as well as other assessments to inform holistically how to achieve the Strategic Vision of the Refugee operation.

**3.1.2: UNDAP Economic Transformation Results**

Under this 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. Initiatives are linked to the national economic transformation pillar that pursues accelerated inclusive economic development founded on the private sector, knowledge and Rwanda’s natural resources. The strategic result area addresses SDGs 1, 2, 5, 8, 9,10, 11, 12, 16.

|  |  |  |
| --- | --- | --- |
| UNDAP Result Area: Economic Transformation  | NST Pillar Economic Transformation  | Related SDGS |
| Outcome 1: By 2023 people in Rwanda benefit from more inclusive, competitive and sustainable economic growth that generates decent work and promotes quality livelihoods for all.Outcome 2: By 2023 Rwandan institutions and communities are more equitably, productively and sustainably managing natural resources and addressing climate change. | **Priority Area 1:** Create 1.5 million decent and productive jobs for economic development | **Goal/s:** 1, 2, 5, 8, 9,10, 11, 12, 16 |
| **Priority Area 2:** Accelerate Sustainable Urbanization from 17.3% (2013/14) to 35% by 2024. |
| **Priority Area 3:** Establish Rwanda as a Globally Competitive Knowledge-based Economy |
| **Priority Area 4:** Promote industrialization and attain a structural shift in the export base to high-value goods and services with the aim of growing exports by 17% annually. |
| **Priority Area 5:** Increase domestic savings and position Rwanda as a hub for financial services to promote investments |
| **Priority Area 6:** Modernize and increase productivity of Agriculture and livestock |
| **Priority Area 7:** Sustainable Management of Natural Resources and Environment  |
| Contributing UN Agencies:  | UNDP, UN Women, UN Environment, UNIDO, ILO, ITC, FAO, WFP, UNFPA, UNESCO, UNCDF, IOM |  |
| Implementing partners: | MINECOFIN, MeteoRwanda, MIDIMAR, RDB, MINAGRI, MINEDUC, MINICOM, RDB, PSF, Rwanda Biomedical Centre, Ministry of ICT, Imbuto Foundation,New Faces, New Voices, PRICE, PASP, RDDP |  |
| Budget: | **USD 113,699,607** |  |

**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.**

**Agriculture:** In line with priority area 6 of the NST, the UN will support efforts to increase agricultural production and productivity particularly for women and youth farmers. The UN will provide technical assistance in the development of policies and frameworks that increase the inclusion of women smallholder farmers into agricultural supply chains at the national and intra-regional level. Small scale farmers, members of cooperatives rural youth and women in target areas will be provided with the necessary skills and knowledge to engage in agribusiness and increased access to market information through mechanisms such as e-soko and Buy from Women. Specific training on innovative farming methods, including climate smart agricultural practices will be supported. Support to smallholders and their market linkages is an area of growing interest; private and public buyers increasingly interested in procuring quality products from smallholder farmers allowing the farmers to move up the value chain and increase their income. This demand could also unlock opportunities from other supply chain actors (e.g. input suppliers, financial institutions, etc.). Duty bearers and institutions responsible capacities will be increased for improved agricultural support services, research and technology transfer services, supply of agro-inputs, extension services and agricultural financial services in target areas.

A key area of focus will be engaging the private sector in the development and adoption of climate resilient agricultural technologies. Specifically, provision of agricultural inputs and innovative technologies including resilient breeds and crop varieties to farming households. Further, the UN will build capacities of both the population along the agricultural production value chain and enhance their skills and capacities to engage in value addition, quality assurance and standards for quality production.

**Trade and Industrialization:** The UN will further strengthen and equip national institutions, private sector and communities with the technical capacity, skills and knowledge to develop and implement evidence based, inclusive policies and programmes for increased sustainable industrialization and trade competitiveness. Specifically focusing on the promotion of innovations and technology upgrades, creating linkages and networks for learning and knowledge exchange. Support to the management and operationalization of special economic zones and industrial parks (laws and regulations, demand analytics, expert advice on international best practices and benchmarking) and capacity development for industrial intelligence function including; international benchmarking, data collection analysis and management, M&E and competitiveness analysis. In addition to strengthening the capacities of Micro, Small and Medium Enterprises (MSMEs) with specific assistance to support women entrepreneurs to expand and apply their business development and business management skills. Work in this area relates to the priority area 4 of the NST.

**Decent work and employment:** The UN will work with private and public institutions to create decent employment, foster skills development, empower and promote entrepreneurship and financial inclusion for all. Specific support will be provided to SMEs to increase financial literacy and access to finance especially for youth and women. UN agencies will continue to provide support to the coordination of the one stop youth center of Kimisagara. In addition, efforts will be placed on building the capacity of TVET institutions in Rwanda by engaging diaspora professionals for skills transfer. The University of Rwanda will also be supported to help bring higher education online. A key area of focus will entail the provision of technical assistance to strengthen the engagement of the private sector and financial institutions to implement gender equality considerations into their business to provide traditional and innovative sources of finance, financing instruments, and financing models accessible to women.

**Financing for development:**

Currently, 45 per cent of Rwanda’s development budget is externally financed.[[10]](#footnote-9) The country’s tax base (15.8% of GDP in 2015/16) and domestic savings as a share of GDP (12.2% in 2015) remains relatively small. In the drive towards middle-income country (MIC) status means a potential reduction in Official Development Assistance (ODA) and the subsequent need to identify different financing modalities. The UN will therefore work to ensure that national institutions have acquired increased technical capacity to identify, access and use different partnership modalities and sources of finance to achieve national development objectives. UN agencies will provide targeted support to the Ministry of Finance and Economic Planning (MINECOFIN) to build capacities to maximize development finance- analyze and build capacities in government (MINECONFIN key sectors) to understand and take advantage of the new trends that are reshaping development finance (knowledge products, training) and understand the role that different constituencies can play. Further the UN will provide technical support Programme for Country Partnerships (PCP)- industrialization programme with partners including development partners, civil society and private sector to discuss industrialization program and financing

**Sustainable Urbanisation and rural settlements:**

Under this output the UN will support national and local institutions to fortify their technical capacity to implement knowledge-based, inclusive and sustainable urbanization policies and plans. Working towards the NST priorities on urbanization and development of modern infrastructure and towns as a catalyst for national development. Specifically, support will be provided to; strengthening capacities for the implementation of the National Informal Urban Settlement Upgrading Strategy and the National Urbanization Policy. Support will also be provided to the GoR in the drafting and reviewing of existing labour instruments for promotion of safe labour mobility (including rural-urban migration).

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

The work of the UN under this outcome area is linked to priority area 7 of the NST, which seeks to ensure the sustainable management of natural resources and the environment. In response to the identified gaps, UN agencies will provide technical assistance to national institutions for: the development of strengthened regulatory frameworks, technical and coordination capacity for gender sensitive and equitable management and mainstreaming of environment, natural resources and climate change, while promoting green growth. Support will be provided for the development of a comprehensive RBM system for the ENR sector, as well as support to Rwandan city capacity to develop and implement their Urban Low Emission Development Strategies (Urban LEDs). Specific initiatives will be geared towards ensuring that institutions and communities in target areas are better able to use their technical capacity, skills and knowledge for the sustainable use of natural resources and climate change adaptation methods including the use of renewable energy. In addition support will be provided to national, decentralized institutions and communities to acquire the technical capacities, skills and knowledge to reduce, manage, respond to and recover from climate change and natural disasters. Specific actions will take place to further align the national DRR framework with the Sendai Framework for DRR 2015-2030.

## 3.2: Strategic Result Area 2: Social Transformation

**3.2.1: Context**

**People, Health Dignity and Equality:**

Remarkable social development progress has been made over the last two decades. Rwanda was one of the few countries in Africa that achieved almost all Millennium Development Goals (MDGs). In addition, it has made major gains on the following areas: access to education, gender parity in primary and secondary education, significant reductions in maternal and child mortality, HIV/AIDS incidence and prevalence, malaria incidence, water and sanitation as well as in improvement in life expectancy. Furthermore, In terms of improving the health outcomes of the population, nutrition continues to be a public health concern, with Sanitation and hygiene standards are still low affecting health outcomes.

**RMNCAH:** Between 2012 and 2016 progress was realised in child (0-5) mortality rate that dropped from 76 to 50 deaths per 1,000 births. Births taking place in health facilities increased from 63 per cent to 91 per cent and maternal mortality rate decreased from 476 to 210 deaths per 100,000 births. Limited progress has been realised in the infant mortality rate that stands at 32 against a target of 22 deaths per 1,000 births and use of contraceptives by women (15 – 49 year) that is at 31 per cent against a target of 72 per cent[[11]](#footnote-10). Subsequently, over the past 20 years Rwandans’ life expectancy has increased from 51 to 64.5 years (62.5 for males and 66.2 for females) and fertility rate reduced from 4.6 in 2010 to 4.2 in 2015. The contraceptive prevalence rate in Rwanda has increased over the past few decades with the Government investing heavily in ensuring the availability of modern contraceptives in all health facilities. However, uptake in modern contraceptives has slowed down and somehow stagnated over the last few years with a growth of only 2 percentage points from 45 to 47.5 per cent between 2010 and 2015. The adolescent fertility rate for girls aged 15-19 in 2014/2015 increased to 7.3 per cent from 6 per cent between 2005-2010 and only 13.6 per cent of health facilities currently offer youth friendly adolescent reproductive health services.

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

**HIV/AIDS:** HIV prevalence in Rwanda has remained stable at 3 per cent over the last ten years. 3.6 percent of women and 2.2 percent of men are HIV positive. Sero-positivity for HIV among pregnant women attending ante-natal clinics dropped from 1.5 to 0.6 percent between 2012 and 2016.[[12]](#footnote-11) Prevalence is however highest, at 45.8 per cent amongst female sex workers.[[13]](#footnote-12)Though the overall prevalence of HIV was maintained, the comparison of HIV prevalence results, by sex and age groups, in 2010 and 2015, reveals that HIV epidemic in Rwanda is aging, as the highest prevalence shifts over time to older age groups. However, young people (15 – 24 years) constituting 9 percent of the people living with HIV (PLHIV) comprise 28 percent of the new infections with 71 percent of these being adolescent girls and young women[i]. The health sector has been active in reacting to the HIV/AIDS epidemic especially through timely adoption of recommended response actions. One of the key changes in the national HIV response over the past 3 years has been an evolution in national guidance on when to start anti-retroviral treatment (ART).

The 2016 WHO consolidated guidelines on the use of antiretroviral drugs for treating and preventing HIV infection recommends treating all individuals who are HIV positive as soon as possible following infection [i]. Subsequently, MOH revised the national guidelines in line with this policy and the “Treat All” approach was effected in July 2016. This policy change indicates that all HIV positive people should start ART as soon as they test positive, including those currently in pre-ART. Subsequently, Rwanda is on track towards 90-90-90 target by 2020, whereby of the known 210,000 HIV positive people, 86 percent have been diagnosed and know their status, 85 percent are on ART and 82 percent have their viral load suppressed to less than 40 copies per ml. Despite Rwanda’s impressive progress in responding to HIV, current challenges include, increasing new infections among specific groups such as young females (15 – 24) and high prevalence among FSW and MSM. In light of reduced fiscal support to HIV prevention programs and the health sector as a whole the national response anticipates facing major financial constraints in achieving sustained success in responding to the demands implied by new international targets.

**Water and Sanitation:** Most of the water and sanitation targets set during the last five years have been achieved or are on track with coverage of improved water supply and sanitation in 2014 estimated at 85 per cent and 83 per cent respectively.94 Urban households using improved water sources increased from 86.4 percent in 2012 to 90 percent in 2016 while in rural households the proportion increased from 72.4 percent to 83.7 percent. Also, households with access to improved sanitation facilities increased from 83 percent to 93.5 percent in urban areas and from 73 percent to 81.3 percent in the same period[i]. Recognizing these achievements, the GoR aims to reach 100 percent coverage of improved water supply and sanitation during the 2018 – 2024 period. To achieve this target, substantial investments are required to fund the existing infrastructure, extension of new infrastructure as well as in ensuring sustainability, innovation, technical capacity and community participation are realized as these remain as critical gaps. The use of improved water sources is high but access remains limited especially in rural areas where more than half the population (53 per cent)[[14]](#footnote-13) has to travel more than half a kilometer to access safe water. In addition, hygiene practices, such as hand washing remains extremely low for various reasons including availability of water and basically knowledge and awareness of the importance of basic hygiene.

**Nutrition:**

Malnutrition continues to be a public health concern in Rwanda thus there is recent strong commitment from the government and development partners to address nutrition challenges. Despite progress realised in addressing malnutrition including reduction in prevalence of stunting from 44 to 38 percent and wasting from 3 percent to 2 percent among children under-5 years between 2010 and 2015, chronic malnutrition levels remain among the highest in the world, ranking Rwanda 110 out of 132 countries[[15]](#footnote-14). To address the malnutrition challenges, the GoR is committed to establish multisectoral initiatives and interventions including establishment of a strong national nutrition and food security coordination capacities. These structures will provide technical support and coordinate the social cluster in central government, districts, development partners and civil society organisations, all working together in implementing nutrition programs.

**Education:** In education, notable progress has been realised in early childhood development (ECD) in Rwanda with 63 per cent of children (3 - 6 years) developmentally on track in the domains of learning, literacy numeracy, physical and social-emotional development. Access to pre-primary education has increased from two public pre-primary schools in 2011 to 1,474 in 2016 and Gross Enrolment Ratio (GER) in pre-primary increased from 12.9 per cent in 2012 to 23.7 per cent in 2016 and Net Enrolment Ratio (NER) from 14.2 per cent in 17.5 percent in the same period,[[16]](#footnote-15) all below the education sectors target of 28 percent by 2018. Despite this progress, Rwanda continues to face challenges in accumulating quality human capital, there is high level of drop outs from the school system with only 65.2 per cent of the pupils succeeding in the first cycle[[17]](#footnote-16); access to secondary, tertiary and vocational education still low; and unemployment rate amongst TVET graduates is only slightly lower, standing at 19.5 percent, compared to the average youth unemployment, 21 percent, showing low returns for investment.[[18]](#footnote-17)

Some of the key challenges in education stem from the lack of sufficient skilled and qualified teachers at both levels, teachers have a poor command of the English language, which is the compulsory language of instruction from primary four onwards, limited technical and financial capacity to disseminate and implement the new competence-based curriculum effectively. Students often have low attention spans due to inadequate food security and nutritional status, as well as inadequate WASH practices resulting in decreased attendance rates due to illness. Also, most schools lack basic infrastructure such as classroom blocks resulting in high Pupil-Teacher ratios (PTRs). The national PTR is about 60:1, the highest in the region. In addition, while district authorities have been given greater levels of accountability and decision-making in management of schools, most of these entities lack the required expertise and capacity to handle these new and evolving responsibilities to ensure required quality education is reached.

**Social protection:** The Government of Rwanda continues to place emphasis on social protection mechanisms as a means to contribute to the reduction of poverty in the country. As a result, several interventions have contributed to graduation from extreme poverty, and social protection programmes targeting the extremely poor are identified as one of the most significant contributing factors. By 2017 the Vision 2020 Umurenge Program (VUP) direct support programme was operational in all 416 sectors in 30 districts of Rwanda. The VUP has supported 227,477 households (138,213 female heads and 89,264 male heads) with a total of 842,855 household members. The VUP, RDRC and FARG DS schemes collectively cover approximately 879,689 individuals. Health insurance coverage is relatively high nationally at 72.2 per cent with 79 per cent of VUP programme beneficiaries covered by the community-based health insurance (CBHI)[[19]](#footnote-18)  “Mutuelle”. Despite the commendable progress and achievements realised through the various social protection support programmes in Rwanda, various challenges still exist including concerns about the coverage, overall quality of the VUP targeting, including inclusion of households from higher categories and inefficiencies in the timeliness of payments.

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

**Refugees:** As of November 2017, Rwanda is hosting 163,904 refugees of whom 77 per cent are women and children and 8,802 asylum seekers. Rwanda is also receiving thousands of Rwandan returnees motivated by the cessation clause adopted in 2011 to close the Rwandan refugee chapter. In 2016, 5,588 returnees repatriated and 31,726 returns occurred over the past 5 years. As a signatory to the 1951 refugee convention, the 1967 additional protocol and the 1969 Organization of African Unity Refugee convention, the Government of Rwanda maintains a policy to protect and advance the rights of refugees as is enshrined in the Rwandan Refugee Law[[20]](#footnote-19). The Rwandan Refugee law also outlines the procedure to access asylum, apply for refugee status and provides refugees with essential rights including the right to work, freedom of movement and to access documentation such as refugee identity cards, birth and death certificates, marriage and education certificates. Rwanda provides a uniquely enabling environment for refugees to access wage-earning employment and self-employment, supported by the cultural and linguistic kinship and affinity with the host population, which support peaceful coexistence and enable socio-economic inclusion.

**3.2.2: UNDAP Social Transformation results**

The United Nations’ overall vision for social transformation is that Rwanda’s human capital development is enhanced to harness its demographic dividend and achieve a high standard of life. This vision is related to the goal of the national social transformation pillar, which seeks to develop Rwandans into a capable and skilled people with quality standards of living and a stable and secure society. The strategic result area addresses SDGs 1, 2, 3, 4,5,6,7, 10.

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| UNDAP Result Area: Social Transformation:  | NST Pillar Social Transformation  | SDGS |
| Outcome 3: By 2023 people in Rwanda, particularly the most vulnerable, enjoy increased and equitable access to quality education, health, nutrition and WASH services.Outcome 4: By 2023 people in Rwanda, particularly the most vulnerable, have increased resilience to both natural and man-made shocks for a life free from all forms of violence and discrimination | **Priority Area 1:** Enhancing graduation from Poverty and extreme poverty and promoting resilience:**Priority Area 2:** Eradicating Malnutrition: Prevention and Management of all forms of malnutrition (acute and chronic). **Priority Area 3:** Enhancing demographic dividend through ensuring access to quality Health for all:**Priority Area 4:** Enhancing the demographic dividend through improved access to quality education**Priority Area 5:** Moving Towards a Modern Rwandan household: Universal access to basic infrastructure such as electricity, water, Sanitation and broadband. | 1, 2, 3, 4,5,6,7, 10. |
| Contributing UN Agencies:  | **UNICEF, UNFPA, UNAIDS, WHO, UN Women, UNESCO, UN Habitat,** WFP, IOM, |
| Implementing partners: | MINEDUC, REB, MIGEPROF, MINISANTE, RBC, NISR, RAB, MINAGRI, MININFRA, MINIRENA, WASAC, MIDIMAR, MINALOC- CSOs, PSF, MINIJUST, RNP |
| Budget: | **USD 371,678,305** |

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

This outcome area sees the UN working with the GoR, key duty bearers and rights holders to close the gaps in the provision of quality basic social services and increase nutrition and food security in line with the NST priority areas 2, 3, 4 and 5. Emphasis is placed on ensuring that the most vulnerable population groups are identified through rigorous evidence. A key component of this outcome is building the resilience of communities and harnessing the country’s potential demographic dividend.

**Health:** UN support will be targeted at national and district level service providers for increased technical and institutional capacity to expand the coverage of quality integrated family planning, reproductive, maternal, child and adolescent health services for all, including in humanitarian settings. UN agencies will work with communities to promote positive social norms and encourage positive healthcare seeking behavior. In responding to the gaps identified around HIV/TB/Malaria/ Hepatitis service providers will be supported to improve their capacity to deliver comprehensive prevention, care and treatment services for all. Particular populations of focus include children, adolescents, young people, women, key populations and other vulnerable groups.

At the national level, efforts will be made to enable health systems are better able to effectively develop, coordinate, implement, monitor and finance key health policies and strategies in line with Universal Health Coverage principles. Support will be provided for the revision and development of strategic and policy documents including but not limited to the HRH Strategic Plan, the e-Health Strategic Plan, and updating of the Community Based Health Insurance Strategy and operationalization of the Reproductive, Maternal, Neonatal, Child and Adolescent Health Policy. The updating of service provision guidelines, such as ANC, Perinatal guidelines and quality of care standards amongst others, in line with global requirements will be supported. Emphasis will be placed on extending the recognition of health facilities in refugee hosting areas as part of the national health system with the capacity to serve refugee and host populations alike. Additional support will go towards enhancing the national M&E system to include the HSSP IV and health related SDG indicators. A key component will also address the establishment of a comprehensive civil registration and vital statistics system to updated to capture cause of death according to ICD10 guidelines.

**Nutrition and Food Security:** Social mobilization and communication for behavior change to improve food preparation, complementary feeding, adolescent and maternal nutrition will be among the main strategies used at the community level to enhance uptake of nutrition interventions and improve food security. This will include information and techniques on diversification and intensification of food production and food intake through training and sensitization and distribution of nutrition-sensitive agricultural inputs (ranging from improved seeds to small livestock) including the provision of food and nutrition assistance to refugees and returnees. One UN will continue to provide critical inputs to support service delivery, maintain high coverage and improve programme effectiveness and quality of nutrition-specific interventions at community levels. The poorest households, children U5, women and refugees will be reached.

The UN will support strengthening of duty bearer capacities for the identification and management of severe acute malnutrition (SAM), micronutrient deficiencies, prevention of Non Communicable Diseases (NCDs) and Infant and Young Child Feeding (IYCF) counseling including in refugee settings including Community Health Workers (CHWs) in early identification of malnutrition.

The UN will expand activities on maternal and adolescent nutrition, as well as nutrition programming in urban settings. Further, technical assistance to design and implement integrated school feeding programmes combining education, nutrition and WASH components (link to education) will be provided as well as technical and financial assistance to strengthen linkages in delivery of nutrition-specific and nutrition-sensitive interventions in selected Districts. Specific support will be provided to the National Food and Nutrition Coordination Secretariat to strengthen national capacity to monitor nutrition programmes and document best practices and lessons learned.

At the national support to the development of a sustainable system for identification and management of acute malnutrition, including in emergencies; assistance to the MoH to strengthen the nutritional surveillance at district and central level, using new technology for timely and accurate growth tracking that will enable the provision of timely food and nutrition security information for advocacy and awareness raising. At least 14 districts will be supported to fully provide screening services.

Recognizing that food security and nutrition, being cross-sectorial with “livelihoods”, a key determining food security driver, roles of all relevant ministries will be key to maintain the ability of households to achieve food security. The UN will support in addressing gaps in programme design (e.g. targeting, coverage) and implementation (e.g. scale, service delivery, achievement) of food and nutrition security programmes. This will include building nutrition-sensitive social protection projects and systems that will enable vulnerable communities to respond and recover from shocks, and build their resilience. The UN will leverage its expertise in vulnerability analysis, early warning, emergency preparedness and asset creation to assist government’s eventually owning and managing the processes.

UN’s support to the Government’s new food and nutrition security coordination unit and to the national nutrition programme of fortified blended food (FBF) to pregnant, lactating women and girls (PLWG) and children under two, will be strengthened assisting the government in programme design, implementation and monitoring with the national programme.

Development of the country’s food logistics and supply chain, engaging with relevant public and private stakeholders, will be enhanced to improve Rwandans’ access to safe, quality, affordable food through more efficient national supply chains and retail systems.

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

**Water, Sanitation and Hygiene:** The UN will work on strengthened technical and institutional capacity to plan, implement and monitor delivery of inclusive water, sanitation and hygiene services for all, including in humanitarian settings. Specifically strengthening WASH in institutions (e.g. schools)– particularly on hand washing with soap and menstrual hygiene management will be needed to fulfill the human rights to water and sanitation as well as contribute to nutrition, health, education, ECD and gender outcomes. Further, building government systems to reach everyone with sustainable services with focus on strengthening government and district systems, while modeling at district level to inform the capacity building and systems strengthening. In addition, capacity-building interventions for WASH stakeholders in assessment, prevention, mitigation and management of health risks associated to water, sanitation and Hygiene. Specific support will be provided to national and district level administration in responding to humanitarian needs of refugees during natural disasters.

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

Under this outcome the UN seeks to ensure a focus on the most marginalized populations in the spirit of the SDG tenet to “leave no one behind.” The emphasis is on strengthening the social protection system ensuring the expanded, targeted and inclusive coverage of social safety nets, violence prevention and response.

**Social protection:** Working together the UN will reinforce the national social protection system to effectively deliver child, gender and nutrition-sensitive safety nets for vulnerable families in target areas and ensure socio-economic inclusion and shelter for vulnerable groups. The UN will continue to support national efforts on social protection particularly the expansion of social protection interventions to increase the number of households covered by social protection measures that are modeled to integrate nutrition, child, gender and shock sensitive measures.

An essential part of the support in this area will be targeted towards the strengthening of social protection monitoring and evaluation systems; targeting of integrated core social protection, nutrition-sensitive measures and access to social care services, integrated case management and community mobilization. It will also see efforts to further strengthen the evidence base on child poverty and social protection, including analysis on benefits, financing and budgeting of the sector and updating of child poverty measurements*.*

The UN will work with poorest households with children, with focus on children U5; women headed HHs in Ubudehe 1, HHs affected by natural disasters**,** refugees; including the provision of financial support to provide health insurance to victims of trafficking, refugees and returnees.

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

**Violence prevention and response:** The UN intends to contribute towards the prevention and reduction in violence against children, sexual and gender based violence. To do so UN agencies will work with both service providers and communities to strengthen their capacities and knowledge to prevent and respond to Sexual and Gender Based Violence (SGBV), violence against children (VAC), child abuse, exploitation and neglect. Specific targets in this area for the UN include the reintegration of children without adequate parental care into family based care rather than institutional care arrangements. Child protection initiatives in the form of increased capacities knowledge and awareness of the importance of birth registration in targeted districts will also take place. At the community level, behaviour change, legal and women’s rights literacy, the identification and promotion of positive social norms on SGBV prevention and response and anti-trafficking, will be of importance to address the issues. In addition, health service providers, police and judiciary capacities to provide required medical, legal and psychosocial support to victims will be strengthened.

**Disaster Response:** In further supporting the government the UN will work with National and sub-national institutions and communities to enhance resilience capacities and increased technical and institutional capacities to prepare and respond to man-made shocks and health emergencies. Support in this area will be focused on annual updated contingency plans for potential refugee influx and returnee movement, a national action plan for strengthening core capacities developed in line with International Health Regulations while Health Disaster Risk Management plan is developed for Disaster Risk Reduction in health sector in line with the Sendai Framework for Disaster Risk Reduction 2015–2030. Over the 2018-2023 UNDAP period, the ONE UN will continue assuming its mandate of providing life-saving assistance to refugees within Rwanda and expect to assist some additional tens of thousands of Rwandans to voluntary repatriate in anticipation that organized voluntary repatriation should end by mid-2018.

**Refugee response:** Much of resources will be directed to meet the food and nutritional needs of refugee and returnee populations., the implementation of and an expansion of income generation activities. These interventions will address the immediate food and nutritional needs of the refugees, and will promote greater self-reliance. Resources will also be spent on emergency humanitarian assistance to ensure unhindered access to protection for refugees including addressing refugees’ special needs such as people with disabilities or serious medical condition, legal and physical protection needs, unaccompanied children etc. Furthermore, resources will be spent to provide live saving basic assistance. Accordingly, refugees in Rwanda have access to shelter, water and sanitation facilities, education, health, general food rations and a nutritional safety-net for nutritionally vulnerable groups. In order to address persistent concerns about food insecurity, inadequate dietary diversity and financial inclusions, cash transfers will be expanded in food assistance. These priorities are key to ensure that refugees can live dignified lives. Besides a comprehensive assistance schemes, a significant amount of the resources will be spent to improve infrastructure in accordance with Rwandan standards, to prepare for more integrated approaches and inclusive planning.

## 3.3. Strategic Result Area 3: Transformational Governance

**3.3.1 Context:**

**Gender equality and women’s empowerment:** While Rwanda has made significant gains in improving women participation in the political and decision-making levels, it is still facing challenges in economically empowering women, deterring its desire to bring about socio-economic transformation, largely due to deeply entrenched negative social norms and cultural mindsets, as well as weak local level institutions. In addition, GBV is still one of the key challenges facing women and girls and in some cases abuse of women and girls are condoned. Furthermore,despite the different efforts and mechanisms put in place to legally support victims of GBV and Child abuse (CA), there is still limited legal assistance to victims due to lack of forensic evidence to support the law cases, delayed report of GBV cases as well as the culture of silence and high economic dependence of women who prefer to remain quiet and disrupt the pursuit in justice when they remind that all the survival was from the partner/perpetrator.[[21]](#footnote-20)

**Youth:** Rwanda’s population is heavily youthful with 40.1 per cent being under age 15, 20 per cent between 15 and 24 and 68.7 per cent below age 30 in 2015. This translates to a total dependency burden of 76 per 100 people of working age in 2015. The high dependency burden poses a challenge to economic growth, due to the high costs to the nation and households of essential needs for children, including education and health services.

**Peace, justice, inclusivity and safety:** Important challenges remain to be addressed on the governance front: in reinforcing inclusive participation and strengthening the political processes through addressing the issue of political space, the weaknesses in the capacities of civil society, and the need to accelerate media sector reforms. In public administration, significant improvements are required in inter-sectoral policy and programme coordination, more use of evidenced–based planning, and closing important capacity gaps in the middle level categories. In the rule of law, there is scope for more judicial reforms that will strengthen access to quality justice, ensure reduction in backlog cases, and improve the quality of prosecution. In sustaining gains, there is a great need for quality primary and secondary education to have responsible citizens aware of national values and ready to fight for their rights.

**3.3.2 UNDAP Transformational Governance Results**

The transformational governance strategic result area is aligned to the NST, which seeks to consolidate good governance and justice as, building blocks for equitable and sustainable National Development. In contributing to this vision, the UN will leverage its comparative advantage towards ensuring that, by 2023, people in Rwanda live safe dignified lives in a country governed by rule of law, gender responsive accountable governance and inclusive participation. Interventions in this area respond to SDGs 5, 10 and 16.

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| UNDAP Result Area: Transformational Governance  | NST Pillar: Transformational Governance | SDGS |

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| Outcome 5: By 2023, people in Rwanda benefit from enhanced gender equality, justice, human rights, peace and security.Outcome 6: By 2023, people in Rwanda participate more actively in democratic and development processes and benefit from transparent and accountable public and private sector institutions that develop evidence based policies and deliver quality services. | **Priority area 2:** Ensure Safety and Security of citizens and property | 1,5, 8,9,10,11,12,15,16,17 |
| **Priority area 4:** Strengthen Justice, Law and Order |
| **Priority area 5:** Strengthen Capacity, Service delivery and Accountability of public institutions |
| **Priority area 6:** Increase citizens participation and engagement in development |

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| Contributing UN Agencies:  | UNDP, UNFPA, UNICEF, UNHCR, UN WOMEN, UNESCO, IOM, WHO |
| Implementing partners: | MINIJUST, RNP, NURC, RGB/RGS, CRC, NISR, MINECOFIN, MINEDUC, MINIYOUTH, RBC, NGM |
| Budget: | **USD 25,333,670** |

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

**Gender Equality and Women’s Empowerment:** In support of the commendable progress made in the area of gender equality and to support the closing of existing gaps in the area, the UN will provide technical assistance to the national gender machinery, state and non-state institutions and the media to advance gender equality, women's economic empowerment, political participation and decision making at national and local levels. Specifically, One UN will reinforce the development of a consolidated gender budget tracking tool for use by state institutions with additional capacities developed for staff capacities to undertake gender budget planning and execution tracking and reporting. Moreover, women and girls will be reached out through mentorship program in leadership and entrepreneurship.

**Access to justice:** Targeted public institutions and civil society organizations will have technical and financial capacities to increase coverage of quality justice for all whilst upholding the application of human rights commitments. Specific focus will be placed on vulnerable groups including women, children, refugees and migrants. Staff in justice institutions (disaggregated by institution - police, prosecutors, correction services, Bar association, military courts and judiciary) will be supported to build technical skills to effectively use the upgraded IECMS. Juvenile justice actors/ institutions at all levels will be supported to further strengthen their skills and knowledge to effectively handle cases that pertain to minors, including children under 3 detained with their mothers. Eligible asylum seekers have access to the individual Refugee Status Determination (RSD) procedure (in respect of national law) fully functional. Under this result area the UN will continue to support the implementation of 2015 UPR recommendations.

**Social cohesion peace safety and security:** National, sub-national institutions and civil society organizations (CSOs) will be better equipped to develop and implement mechanisms that promote social cohesion, a culture of peace, freedom of expression, safety and security, including effective counter-trafficking policies and programs. Regulatory and policy framework for alternative measures to imprisonment are in place. Evidence based products on unity and reconciliation will be produced and disseminated. Anti-trafficking in persons policies, laws, tools or international agreements and capacity for identification, treatment and referral of victims of trafficking strengthened. The UN will also contribute to securing cross-border social, economic and commercial activities and to ensuring that border processes are operating according integrated management procedures.

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

**Data for development: In light of the data requirements in the SDG period, the UN will work on data for development initiatives with** government institutions and civil society organizations at the national and subnational levels. Specifically, to; increase technical and financial capacity to generate, disseminate and use quality disaggregated data aligned to the SDGs to inform policies and programmes in development and humanitarian settings. A number of key national data collection exercises will be supported including the 2022 Census preparation, EICV; 2019/2020 RDHS, Gender statistical reports. Further, support will be provided to the reinforcement of sectoral MISs and administrative data systems to ensure functionality. Across the sectors national development strategies and frameworks will be supported to integrate the Demographic Dividend (DD) study recommendations. (HSSP, ESS, NST, PSDYE).

**Democratic Participation: UN agencies will work together with** public and private institutions, civil society organizations and communities to further develop technical capacity, skills and knowledge to effectively facilitate and participate in democratic (electoral) processes. Specific groups include community radio stations with technical skills and knowledge to impart accurate messages; Public and private institutions and communities have strengthened technical capacity, skills and knowledge to increase coverage and access to information for citizens active participation in development planning and monitoring of service delivery.

**Accountable governance and service delivery:**

Public and private institutions in all sectors, particularly at the local level, will be better able to plan, budget, implement and report on service delivery for increased transparency and accountability. UN agencies will provide technical assistance to the development of the national strategy for local government. In addition, district-level officials will be targeted with increased knowledge on planning and budgeting –including for child-focused budget briefs and analysis on child-sensitiveness of national budgets. In addition, UN will continue to support the Government of Rwanda in ensuring gender equality compliance at national and local levels.

# 4. UNDAP Common Budgetary Framework

Over the five-year period, initiatives articulated in the UNDAP will require a total of USD 510,711,582 of which currently USD 197,115,004 is projected to be available on commencement of implementation in July 2018. The amount to be mobilized currently stands at USD 313,596,578 and will be mobilized through various initiatives including a consolidated resource mobilization strategy based on identified joint programmes.

By strategic result area, the social transformation result area will require a total of USD 371,678,305. The economic transformation pillar forms the second largest component of support in budgetary terms with a requirement of USD 113,699,607[[22]](#footnote-21), followed by transformational governance at a total cost of USD 25,333,670.

**Figure 2: UNDAP 2018-2023 COMMON BUDGETARY FRAMEWORK**

|  |  |  |  |
| --- | --- | --- | --- |
| UNDAP Strategic Result Area  | Total Budget  | Projected to be available  | To be mobilised  |
| Economic Transformation Total | 113,699,607 | 44,457,533 | 69,242,074 |
| Social Transformation Total | 371,678,305 | 143,914,044 | 22,776,420 |
| Transformational Governance Total | 25,333,670 | 8,743,427 | 16,590,243 |
| Total UNDAP Budget | **510,711,582** | **197,115,004** | **313,596,578** |
|  |  |  |  |

The UNDAP budget contains amounts that will address both humanitarian and development

programming. The total humanitarian budget for the five year period is USD 287,317, 684.Of this amount USD 14, 000,000 will be available while USD 273,317,684 will be mobilized during the UNDAP period. These figures are reflective of the targeted support to refugee host communities as well as Rwandan returnees

**5. Financing Strategy**

Ongoing UN reforms, the development of the NST 2017-2024 and the UNDAP 2018-2023 is an opportunity to revisit the partnership/resource mobilization with the Government, donors including the IFIs, philanthropies. The possibilities of replenishing the ONE UN Fund with more focused operations and clear delivery and reporting mechanisms and enhanced donor participation will also be explored. UN reform will certainly be implemented during the UNDAP timeframe and will open some opportunities.

A fundamental approach of the UNDAP financing strategy is to strengthen relations with the UN’s existing donors for resource mobilization. This will require a more nuanced understanding of the interests and needs of key partners. To achieve this, a number of initiatives will be pursued under the strategy. These include:

**a) Continuous update of donor intelligence, mapping and profiling:** Mapping areas of donor interest; tracking shifts in focus; identifying new opportunities within existing partnership arrangements; and developing a database with robust profiles of existing partners.

**b) Strengthening and building relations with existing partners:** Donors that will be targeted include: (i) bilateral new emerging donors such as India, China, Norway, UAE, Ireland, and donors who have not yet been fully engaged in strategic partnership with the UN system in Rwanda, (ii) multilaterals who have not actively engaged in programme delivery with the One UN including the World Bank, Africa Development Bank, and EU etc. (iii) private sector partners willing to partner with the UN to pursue human development initiatives of mutual interest. This may include entities in the trade, manufacturing, social and commercial sectors.

**c) Marketing, Visibility and Publicity of the UN Rwanda Achievements:** The DaO initiative and the UN reform process has seen tremendous progress in Rwanda. Many achievements have been recorded programmatically and operationally that if well documented and packaged will provide ‘unique’ selling points for resource mobilization for UN Rwanda. Examples include efficiency gains through business practice harmonization; the first ever UNDAP; improved collaboration in planning and programming; improved transparency and accountability etc. A stronger public relations mechanism will be developed through the UN Communication Group (UNCG) to collate, document and package achievements of the DaO initiative in Rwanda as a basis for resource mobilization and advocacy for the UN.

**d) Engagement with the private sector:** The private sector has over the years taken on a significantly more important role in the pursuit of developmental goals. UN agencies are already working with the private sector partners, but this requires significant strengthening to yield the right results. There is currently no system-wide UN Private Sector Platform Network which provides a framework for sharing information, experiences and learning, developing operational guidelines for working with the private sector, and making the case for strategic private sector engagement in the work of the United Nations.

**f) Regional Programmes:**  Regional programmes generally seek to address two types of problems: common problems, and trans-boundary problems. An example is the Great Lake Initiative including joint cross border Community Stabilization and Peace consolidation programmes with UN Burundi, Tanzania, Uganda and DRC must be pursued in a coordinated manner. With trans-boundary problems inadequate actions by one country have spillover effects thereby negating the efforts of other countries this is the case with humanitarian agenda and some border development programme including trade and watercourses. Regional programmes offer opportunities for a country like Rwanda that individually may be unattractive to donors but which when teamed up with other countries may offer several opportunities for the exploration of solutions to common or trans-boundary problems. The formulation of such projects has the potential to attract traditional donor funding as well as foundations and the private sector. Tapping into the possibilities will require the following: (i) developing an understanding of the regional priorities for the respective UN agency regional offices and the possibilities for the inclusion of Rwanda (ii) understanding the priorities and programmes of regional and sub-regional bodies and the opportunities for the inclusion of Rwanda understanding the strengths and interests.

**g.) Innovative Finance:**  Rwanda push for middle income status, move from funding to financing, and the desire to sustain the gains under the MDGs, the call on UN to support its financing strategy and our expertise (local, regional, global and with partnerships) offer some opportunities to the UN. However, UN should have more innovative in looking more on opportunities in implementation under on supporting the Government in analyzing the context, designing innovative financing schemes, new products or funds, enhancing the fiscal space, mobilizing remittances, supporting more financial inclusion including through digital finance to mobilize more savings (giving the local level savings/GDP below 12% vs. a target of at least 22%), This could be done by a strong partnership taping at our expertise and network at local, regional and global level including specialized agencies. For example, on venture capital, thematic, diaspora bonds, vertical funds (environment, climate…) offer windows for the UN. The comparative advantage studies indicate UN has some advantage as a catalyst for funding.

**h) Government Cost Sharing:** The NST 1 has implementation component, where the government may need support. The UN can support the Government undertake analysis of the NST 1 implementation, as well as functional / UN skills capacities (UNCT and potential external to be mobilized) to determine areas of possible support on direct implementation. UN opportunities include government cost-sharing or support to the Government in speeding up the implementation where it needs to increase its capability through a package twining up implementation and knowledge transfer.

# 6. Implementation arrangements

Implementation modalities for the UNDAP see a strengthened and more streamlined architecture at the apex of which is the UNJSC, a high-level steering committee chaired by the Minister of Finance and Economic Planning and the United Nations Resident Coordinator. Implementation of the UNDAP will be guided and monitored by the UNCT with the guidance of the Resident Coordinator.

At the technical level, the results groups with the support of the PPOC will be responsible for developing joint annual work plans to guide implementation, monitoring and evaluation of the outputs and outcomes and evaluating the contribution to national development.

# 7. Monitoring and Evaluation

Monitoring and evaluation of the UNDAP will be based on UN programming principles and approaches. An inter-agency Programme Management and M&E group will continue to guide the planning and coordination of joint monitoring and evaluation efforts, in collaboration with the Resident Coordinators office (RCO).

Key monitoring and evaluation activities are outlined in the UNDAP Integrated Monitoring and Evaluation Plan (IMEP) and include; (i) annual UNDAP reviews at which the UN agencies and stakeholders will review the progress made against targets set in the joint UN work plans, (ii) joint field monitoring of activities and interventions, (iii) support to national data collection exercises and capacity building of implementing partners (iv) evaluations of programme interventions including the final UNDAP evaluation.

In light of the UNDAP evaluation recommendation to strengthen UNDAP M&E, indicator reference sheets will be developed for each of the outcome and output indicators. The reference sheets clearly articulate the rational for the selection of UNDAP indicators, provide details on the method of calculation and collection of data and provide annual milestones against which results will be monitored. This information will be used as the basis for a new and robust M&E platform to enable the transparency of data and provide robust information for reporting. Efforts have been made to align the UNDAP indicators to NST and SDG indicators.

1. [↑](#footnote-ref-2)
2. Human Development Report, United Nations Development Programme 2016 [↑](#footnote-ref-3)
3. United Nations Rwanda, Common Country Analysis (2017). [↑](#footnote-ref-4)
4. FAO, IFAD, UNICEF, WFP, WHO, The State of Food Security and Nutrition in the World 2017, Building resilience for peace and food security, 2017 [↑](#footnote-ref-5)
5. NISR, Establishments census 2011, 2014 [↑](#endnote-ref-2)
6. UNDP, Basic Facts about PEI Rwanda, 2014

20. The total figure includes the revised UNICEF increase in budget provided on 18.12.2017 an addittional (Total: USD 6,143,589; Available: 47,499; TBM: 88,883,000). The agency should reflect where the additional funds will go i.e.outcome/output) [↑](#endnote-ref-3)
7. Economic Inclusion of Refugees in Rwanda, A Joint Strategy the Ministry of Disaster Management and Refugees and UNHCR for furthering Economic Development in Host Communities through Refugee Self-Reliance (2016-2020) <http://www.unhcr.org/rw/wp-content/uploads/sites/4/2017/02/Economic-Inclusion-of-Refugees-in-Rwanda-Final-Version.pdf> [↑](#footnote-ref-6)
8. Public Summary Document, US Leaders’ Summit on Refugees 20 September 2016, Rwanda see page 8

<https://refugeesmigrants.un.org/sites/default/files/public_summary_document_refugee_summit_final_11-11-2016.pdf> [↑](#footnote-ref-7)
9. UNHCR Policy on Alternatives to Camps (2014) <http://www.unhcr.org/protection/statelessness/5422b8f09/unhcr-policy-alternatives-camps.html> [↑](#footnote-ref-8)
10. Rwanda official development assistance report 2016, Ministry Of Finance And Economic Planning [↑](#footnote-ref-9)
11. MoH, HSSP III Mid-Term review, 2015 [↑](#footnote-ref-10)
12. UN Common Country Assessment [↑](#footnote-ref-11)
13. Data source -UNFPA CPD [↑](#footnote-ref-12)
14. ***Source: NISR, EICV4 2013/14*** [↑](#footnote-ref-13)
15. International Food Policy Research Institute; From promise to impact: Ending malnutrition by 2030, 2016 [↑](#footnote-ref-14)
16. MINEDUC, Education Statistical Yearbook, 2016 [↑](#footnote-ref-15)
17. Ministry of Education (MINEDUC), Education Statistical Yearbook, 2016 [↑](#footnote-ref-16)
18. ILO, Future of work; Rwanda issues paper, 2016 [↑](#footnote-ref-17)
19. LODA, VUP Impact assessment, 2014 [↑](#footnote-ref-18)
20. See Law No. 13 ter/2014 of 21/05/2014 relating to refugees, <http://minispoc.gov.rw/fileadmin/templates/Documents/doc/RALSA_LAW.pdf> [↑](#footnote-ref-19)
21. GMO, Consolidated report on key gender gaps in EDPRS 2 Sectors, March 2017 [↑](#footnote-ref-20)
22. This is inclusive of IFAD grant to the GoR [↑](#footnote-ref-21)