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**Country programme document for Rwanda (2025-2029)**

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## I. UNDP within the United Nations Sustainable Development Cooperation Framework

1. Rwanda, with a population of 13.2 million,<sup>1</sup> has made commendable progress in socioeconomic development in Africa. The national Human Development Index (HDI) increased by 119 per cent between 1990 and 2018, the highest HDI growth rate globally.<sup>2</sup> Rwandan governance systems,<sup>3</sup> earned the top spot in Africa on the Rule of Law Index for three consecutive years since 2021 and is ranked 12<sup>th</sup> on the 2023 Global Gender Gap Index as 63.75 per cent of parliamentary seats were held by women in 2024.<sup>4</sup>

2. National growth has averaged 6.9 per cent over the last decade (48 per cent in the services sector, 25 per cent in agriculture, and 19 per cent in industry).<sup>5</sup> The per capita gross domestic product (GDP) increased from \$752 to \$1,031 over the past decade.<sup>6</sup> Rwanda is a world leader in environmental protection through Nationally Determined Contributions (NDCs) 2.0 and is current chair of the global NDC Partnership, leading the fight against single-use plastics.<sup>7</sup> Rwanda has made significant progress on the Sustainable Development Goals in health, education, gender equality, clean water, and climate action through enhanced services and resilience initiatives according to two Voluntary National Reviews to the High-Level Political Forum. It is ranked 126<sup>th</sup> out of 166 countries on Sustainable Development Goals progress, with a 60.87 per cent global index score.<sup>8</sup>

3. Notwithstanding this progress, the 2023 Common Country Analysis shows Rwanda remains a low-income country grappling with serious challenges, including high food inflation, inequality (Gini coefficient of 0.429 in 2017),<sup>9</sup> low labour productivity, high unemployment (16.8 per cent overall and 20.5 per cent for youth 16-30),<sup>10</sup> gender inequality, low civic engagement, and a poverty rate of 38.2 per cent in 2017 (with 16 per cent in extreme poverty). The Multidimensional Poverty Index stands at 0.231, with 48.8 per cent of the population living in multidimensional poverty (19.6 per cent in urban areas, 54.8 per cent in rural areas), and 22.7 per cent vulnerable to becoming multidimensionally poor.<sup>11</sup>

4. Dependence on climate-sensitive sectors like agriculture, energy, and infrastructure, coupled with high population density, strains the country's natural resources and heightens climate change vulnerability, threatening growth. Vulnerable groups—women, youth, the elderly, people living with disabilities, and rural communities—are disproportionately affected, with limited access to education, healthcare, and economic opportunities, as well as worsening poverty and inequality. To achieve its Vision-2050, Rwanda requires an annual average GDP growth of at least 12 per cent from 2018 to 2035, and 10 per cent from 2035 to 2050.<sup>12</sup>

5. In the previous Country Programme Document, UNDP advanced innovative financing for nature, environmental sustainability, inclusive governance and access to justice. Challenges persist in integrating nature and human rights into governance and strengthening civil society organizations (CSOs) for policy dialogue, political engagement, and civic education. Regional

<sup>1</sup> National Institute of Statistics of Rwanda, Fifth Population and Housing Census, August 2022.

<sup>2</sup> UNDP, Human Development Report 2023/2024: Breaking the Gridlock - Reimagining Cooperation in a Polarized World.

<sup>3</sup> The Rwanda Governance system promotes accountability, transparency, peace, and security while addressing key national goals (economic development, social inclusion, and equitable access to resources).

<sup>4</sup> National Electoral Commission, Parliamentary Elections, July 2024.

<sup>5</sup> Government of Rwanda, Rwanda Voluntary National Review, 2023.

<sup>6</sup> National Institute of Statistics Rwanda, Rwanda Annual Gross Domestic Report 2022/2023.

<sup>7</sup> Global Alliance for Incinerator Alternatives, Rwanda: A Global Leader in Plastic Pollution Reduction, 2021.

<sup>8</sup> Sustainable Development Report 2024.

<sup>9</sup> National Institute of Statistics Rwanda, Integrated Household Living Conditions Survey 5 (EICV5), 2017.

<sup>10</sup> National Institute of Statistics Rwanda, Labour Force Survey Q2-2024.

<sup>11</sup> Alkire, S., Kanagaratnam, U., and Suppa, N. The global Multidimensional Poverty Index 2023: Country results and methodological notes. Oxford Poverty and Human Development Initiative, University of Oxford, 2023.

<sup>12</sup> Government of Rwanda, Vision 2050.

dynamics, particularly the conflict in the eastern Democratic Republic of the Congo continue to create an environment of mistrust and political tension in the region. The independent country programme evaluation recommendations focus on inclusive, sustainable growth, innovative financing, and nature protection in future programming.

6. Rwanda has a clear vision for addressing development challenges to achieve upper-middle-income status by 2035 and high-income status by 2050. Priorities include prosperity, high quality of life, carbon neutrality, climate resilience, and sustainable nature management. Rwanda has integrated the Sustainable Development Goals into its two National Strategies for Transformation (NST1: 2018-2024 and NST2: 2025-2029), focusing on gender equality, pro-poor growth, community cohesion, prudent financial management, zero tolerance for corruption, and investments in tourism, infrastructure, and human capital.

7. NST2 focuses on three pillars: (i) the economic pillar targets productive and modernized agri-food systems, sustainable growth, private investment, job creation, urbanization, and climate resilience social, and governance transformation; (ii) social targets are to improve quality of life by enhancing access to health, education, nature, water, sanitation, and social protection and gender equality, and (iii) governance, including good governance, justice, decentralization, citizen participation, service delivery, and peace and security to create a stable and inclusive environment. These pillars are mirrored by the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2025-2029, which focuses on inclusive economic growth, empowered human capital accessing quality social services, transparent, and accountable governance.

8. Aligned with NST2, the UNSDCF for 2025-2029 ensures all Rwandans, especially the most vulnerable, benefit from sustainable and inclusive development. The UNSDCF mirrors the NST2 pillars by focusing on inclusive economic growth, climate resilience, nature protection, quality social services, and strong governance and human rights. It focuses on gender-transformative interventions, diversified economic growth, and good governance to improve livelihoods and foster peace, based on the 5-P's: People, Prosperity, Planet, Peace, and Partnerships. It fosters collaboration between United Nations organizations, the government, CSOs, academia, and the private sector—integrating environmental sustainability into all areas.

9. The UNDP comparative advantage within the United Nations system in Rwanda lies in its ability to engage diverse stakeholders. With strong partnerships across government, United Nations organizations, development partners, international financial institutions (IFIs), and CSOs, UNDP is uniquely positioned to integrate economic, environmental, and governance solutions to address key development challenges. UNDP will leverage its ability to mobilize technical and financial resources to support a national shift to a low-carbon economy, promote inclusive governance, and advance gender equality, ensuring development efforts are holistic, sustainable, and aligned with United Nations goals for the country.

10. To address specific development challenges, UNDP will co-lead on two UNSDCF outcomes. Under Outcome 1, the strength of UNDP lies in integrating economic, nature, and environmental aspects, positioning it to promote inclusive, resilient economic growth by supporting sustainable job creation, private sector development, nature protection, climate resilience, and green technology adoption. Under Outcome 3, UNDP expertise in governance will be crucial in building institutional capacities for accountable service delivery, human rights, rule of law, social cohesion, and citizen engagement. Additionally, the UNDP focus on social inclusion and protection will indirectly support Outcome 2 by enhancing access to quality services for women, youth, and vulnerable groups, driving social transformation and equity. This enables UNDP to contribute to the three NST2 pillars and help Rwanda achieve its Vision 2050 of high-quality life for all. The approach, guided by digitalization, innovation, systems thinking, and development financing, targets the needs of vulnerable populations.

11. By mobilizing volunteers and facilitating South-South and triangular cooperation, UNDP fosters knowledge exchange and capacity building, empowering national institutions to

achieve key outcomes. The UNDP integrated approach is aligned with the UNSDCF to ensure coordinated support for Rwandan priorities and promote a sustainable and inclusive future.

## **II. Programme priorities and partnerships**

12. The UNDP 2024-2029 Programme is derived from the UNSDCF and guided by the country's Vision 2050, NST2, and the Sustainable Development Goals. Programme priorities integrate all six signature solutions from the UNDP Strategic Plan (2022-2025) while leveraging strategic innovation, digitalization, and development financing enablers. Programme priorities were co-developed through technical consultations and high-level engagements led by the United Nations country team, in collaboration with the government and development partners to scale impact and drive sustainable, systemic change in a complex development landscape.

13. This programme drives innovation, policy coherence, and institutional capacity across all levels. The theory of change targets transformative outcomes in economic growth, climate resilience, transparent and accountable governance, social inclusion, and fostering sustainable and inclusive development. Rooted in the principles of "leave no one behind" and a human rights-based approach, the programme prioritizes the inclusion of women, youth, people living with disabilities, and other vulnerable groups, especially those with limited access to resources. The programme also emphasizes efficiency, accountability, transparency, and participation, implementing integrated strategies for a green, inclusive economy, climate resilience, sustainable livelihoods, gender equality, human rights, rule of law, and social cohesion. UNDP thought leadership, analytical expertise, and operational excellence, in collaboration with government, private sector, IFIs, academia, civil society, and development partners will enhance successful implementation.

14. The theory of change promulgates systems transformation to achieve sustainable and inclusive growth, thriving communities, and equitable access to services in a peaceful, secure environment. This will be achieved by focusing on four interconnected areas: Economic, nature and environmental, governance, and social.

15. Economic transformation, underpinned by development and climate financing, will catalyze resilient growth through private sector development and entrepreneurship, creating green jobs and early-stage derisking support, resulting in enhanced capacities of institutions at all levels to deliver inclusive, anticipatory, and gender-transformative services that promote unity, social cohesion, and sustained peace. Interventions will include strengthening national, regional, and local institutions to deliver inclusive and gender-sensitive services, foster anticipatory and effective governance responses to emerging challenges, and promote social cohesion and unity.

16. Environmental sustainability and climate resilience will be achieved through protecting and restoring nature, climate mitigation, adaptation, disaster risk management and renewable energy access—ensuring sustainable livelihoods and sustainable natural resource management to support long-term socio-economic stability.

17. Governance transformation is crucial to creating an enabling environment for economic and environmental systems. By improving decentralization, local governance, and legal frameworks, and building national and subnational capacities, governance reforms will foster transparency, accountability, and inclusive evidence-based decision-making that results in equitable environmental, socioeconomic development and enhanced effectiveness of nature management, environmental and economic policies.

18. A strengthened social system, driven by enhanced civic and media engagement and equitable access to quality services, will promote social cohesion and regional stability. This is essential for sustaining economic growth, effective governance, nature and environmental

management by creating a positive feedback loop across all four areas to drive sustainable and inclusive growth, build thriving communities, and ensure equitable access to services in a peaceful, secure environment.

19. The underlying assumption to realize results include continued political commitment and national ownership, conducive legal frameworks to support reform processes, regional stability, fostering a secure environment for growth, and sustainable and adequate financing to drive interconnected efforts.

20. The impact pathway is green innovation and private sector growth drives resilient and sustainable economic transformation, as well as supporting environmental sustainability efforts like conservation, climate resilience, and renewable energy. Effective governance, fostering transparency and accountability are essential to these efforts. Social transformation through civic engagement, equitable services, and social cohesion ensures regional stability, creating a feedback loop where economic, nature and environment, and social progress reinforce each other, leading to thriving, inclusive, and sustainable communities.

21. UNDP Rwanda will use a portfolio approach to scale impact and drive sustainable, systemic change in a complex development landscape. Key principles include leveraging digital data and innovation for resilient, nature-positive economic growth, scaling pilots in agriculture and energy, and prioritizing data-driven, real-time decision-making. UNDP will connect policies to practical applications, guided by lessons from the independent country programme evaluation 2023 and the 2023 Common Country Analysis to address root causes and promote coordinated, cross-sectoral interventions.

22. UNDP will collaborate with the United Nations Office of the Resident Coordinator, government, development partners, IFIs, private sector, CSOs, and media to advance digitalization, innovation, rule of law, capacity building, renewable energy access, coordinated humanitarian, refugee support, peacebuilding efforts, gender-equality and youth empowerment by fostering opportunities for decent jobs including developing future-ready skills. UNDP will leverage joint programmes and innovative platforms like *timbuktoo*, *YouthConnekt*, and the Accelerator Lab for innovation and digitalization.

23. Recognizing interdependencies between natural resources and economic growth, UNDP will collaborate with government agencies, development partners, private sector, IFIs, academia, volunteers, and CSOs and communities to promote diversified, resilient, and inclusive economic growth while conserving and preserving natural resources and promoting nature-based and biodiversity-friendly green jobs. This partnership-driven approach will create decent employment, reduce poverty, and improve livelihoods for vulnerable groups, particularly youth, women, and people living with disabilities.

### **Environment and economic transformation**

Priorities under this pillar are linked to signature solutions related to poverty and inequality, resilience, environment, and energy (signature solutions 1, 3, 4, 5, 6 and Sustainable Development Goals 1, 5, 7, 8, 9, 10, 12, 13, 15, and 17). UNDP will support national capacities to conduct research, generate and utilize data for evidence-based decision-making.

24. UNDP will leverage trade opportunities and niche markets under the African Continental Free Trade Area and diversify financing by collaborating with the Ministry of Trade and Industry, Ministry of Finance and Economic Planning, and private sector to boost exports and promote environmental and social governance. Building on the Integrated National Financing Framework, UNDP will advance green financing strategies, including carbon markets and thematic bonds to mobilize resources.

25. UNDP will support public and private sustainable management, use, and protection of natural resources, focusing on accelerating the adoption of green technologies and sustainable

practices to build a resilient economy capable of attracting innovators and investors. UNDP will prioritize innovation, research and skills to create green jobs through nature-based solutions, and regional value chains in a gender-responsive and socially inclusive manner.

26. UNDP will leverage its climate promise to support the implementation of the Green Growth and Climate Resilience Strategy and preparation of NDC 3.0. Prioritized areas include strengthening human and institutional capacities for climate integration in planning and budgeting, raising awareness of the role of nature in climate mitigation, exploring climate-carbon financing, promoting climate-resilient agriculture, and supporting community-based ecosystem restoration. It will also focus on catalyzing green investments, advancing circular economy initiatives through public-private partnerships, building green skills for youth and women, and improving legal and policy frameworks for sustainable natural resource use and biodiversity conservation.

27. UNDP will integrate the UNDP Nature Pledge, which mainstreams nature in sustainable economic development and human well-being. The approach will leverage nature-based solutions to address critical areas such as biodiversity conservation, climate change adaptation, and sustainable natural resources management.

28. To adapt to and mitigate climate change impacts, UNDP will pilot, learn from, and scale up adaptation practices addressing the poverty-environment nexus through an integrated landscape approach for protecting nature, natural resource management and food security, innovative monitoring models, gender mainstreaming, and integrating climate resilience into policies and strategies. UNDP will leverage the Global Environment Facility and the Green Climate Fund to continue implementing gender-responsive community action plans to ensure integrated adaptation and mitigation responses addressing sustainability and poverty. Support will also be provided for scaling up weather index-based and risk insurance systems.

29. UNDP will collaborate with the Ministry of Environment, Ministry of Finance and Economic Planning, and Ministry of Infrastructure to expand access to renewable energy, especially in remote and underserved areas. This partnership will foster a circular economy and boost investments in renewable energy and clean cooking solutions. UNDP will prioritize policy analysis, advocacy and advisory services to de-risk renewable energy investments (unlocking access to investments), catalyze local action, entrepreneurship, and grassroots innovation, create an enabling environment for scaling up the market for renewable energy services, prototyping business models and technologies with private sector participation, and develop a pipeline of bankable projects to attract investments in the energy sector.

30. Within the Sendai Framework, UNDP will collaborate with the Rwanda Meteorology Agency, Ministry in Charge of Emergency Management to address increasing climate and disaster risks. Efforts will prioritize strengthening early warning and risk reduction systems, generate gender and disability-disaggregated data on multi-hazard risks and calculate potential damage and loss. UNDP will support establishing a climate and disaster risk governance baseline, integrating risk reduction into national planning and budgeting, strengthening disaster recovery, promoting disaster risk management investments, and addressing gender and disability-specific impacts.

### **Transformational governance**

31. To address systemic governance challenges, such as limited capacities at national and sub-national levels, insufficient citizen participation, low rights awareness, low level for exercising media freedoms,<sup>13</sup> inadequate capacities of duty-bearers, regional instability, and judiciary backlogs, UNDP will use its integrator role to foster inclusive dialogue with the government, development and United Nations partners, CSOs, media, the private sector, and vulnerable groups that include women, youth, people living with disabilities, and refugees.

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<sup>13</sup> Rwanda Governance Board, Media Barometer 2021: <https://www.rgb.rw/publications/media-barometer>.

Integrated interventions will advance progress on Sustainable Development Goals 5, 10, 16, and 17 and will be aligned with signature solutions 2 and 6.

32. UNDP will use strategic innovation and digitalization to enhance e-governance, early warning systems, citizen feedback, and access to justice by scaling up e-government systems, exploring inclusive artificial intelligence opportunities that reflect African values, and developing digital platforms like an executive performance dashboard for the Office of the Prime Minister or an open data portal for the Office of the Ombudsman to support whistleblowers, thereby strengthening accountability. Building on successful tools like the Integrated Electronic Case Management System, UNDP will further develop platforms for justice access and digital memory of the genocide.

33. UNDP will scale up implementation of criminal justice and alternative dispute resolution policies in partnership with the Ministry of Justice, judiciary, and CSOs to ensure inclusive and equitable access to justice for the most vulnerable. Moreover, the Ministry of Justice, the National Human Rights Commission, and UNDP will promote a business and human rights agenda with duty-bearers and rights-holders to raise awareness with the private sector and meet human rights obligations under regional and international frameworks. UNDP will support the rights to freedom of opinion and expression, freedom of the press and freedom of association and peaceful assembly as per Universal Periodic Review recommendations and enshrined in the Rwandan constitution.

34. To enhance national security and justice, UNDP will collaborate with the Kigali Forensic Institute and Rwanda Investigation Bureau to develop innovations to address emerging threats like cybercrime, human trafficking, and nature-based and organized crime. Efforts will advance forensic analysis, digital crime prevention tools, and capacity-building initiatives for law enforcement and improve evidence-based investigations and regional cooperation on transnational crime. The Rwanda National Police and UNDP will scale up initiatives to prevent crime through community policing.

35. UNDP will work with the Rwanda Peace Academy and other partners on peacebuilding and security, supporting national and transboundary peace consolidation through peacekeeping operations, cross-border initiatives, and demobilization, disarmament, and reintegration efforts. UNDP will advance the implementation of United Nations Security Council resolution (UNSCR) 1325 on Women, Peace, and Security and UNSCR 2550 on Youth, Peace, and Security, leveraging youth-led initiatives such as *Imboni z'umutekano*. Collaborations with youth volunteers will empower youth to lead, participate, volunteer, and contribute meaningfully to peace and security efforts in Rwanda and beyond. UNDP will foster sustained peace through initiatives that strengthen national unity, preserve historical memory, build community resilience, position Rwanda as a regional peace leader, and enhance the capacities of faith-based organizations and volunteer-involving organizations and other committees to prevent familial or community conflicts and document successful prevention initiatives for scaling and knowledge sharing.

36. Building on the success of the Gender Seal for the private sector, UNDP will work with the Rwanda Standards Board to institutionalize the national gender standard RS/560:2023.<sup>14</sup> UNDP will work with the Gender Monitoring Office to scale it for micro-, small, and medium-sized enterprises, while promoting gender accountability in collaboration with the private sector, Forum for Women Parliamentarians, and Rwanda Men's Resource Centre. To foster social cohesion and stability, UNDP will support entrepreneurship and employability by focusing on targeted skills development, mentorship, and access to innovative financing for emerging sectors like climate-resilient agriculture and creative industries. By engaging youth meaningfully in governance, UNDP will ensure inclusive decision-making that cultivates a sense of civic responsibility and ownership of their future. Initiatives will also address social

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<sup>14</sup> Rwanda Standards Board: <https://portal.rsb.gov.rw/>.

and cultural norms that perpetuate inequality and hinder the empowerment of women and girls, including through gender-based violence prevention projects using the ‘Men Engage’ approach.

37. To strengthen public accountability and service delivery, UNDP will collaborate with the government, the Office of the Ombudsman, and parliamentarians to enhance public finance management, promote gender-responsive budgeting, and boost civil society engagement in governance processes. UNDP will prioritize parliamentary oversight, district performance, and local economic development to address disparities and promote equitable growth. This includes analyzing district performance contracts to provide targeted support to the least-performing districts, ensuring balanced development outcomes. UNDP will invest in accountability systems, inclusive data generation, and cross-sector collaboration to enhance public finance management and promote inclusive and gender-responsive budgeting. UNDP Rwanda will also strengthen the capacities of CSOs and media to advocate for and engage, citizens while facilitating dialogue and partnerships with government institutions.

38. To enhance efficient service delivery, UNDP will build the capacities of national and sub-national institutions in collaboration with the Ministry of Local Government. As a governance integrator, UNDP will establish strategic partnerships to provide comprehensive policy advice and cross-sector expertise. Additionally, UNDP will facilitate national and regional dialogues to share experiences, identify best practices, and develop sustainable solutions.

39. The Rwanda Cooperation Initiative, Rwanda Governance Board and UNDP will collaborate to strengthen South-South cooperation by documenting homegrown solutions and sharing successful experiences with countries in the Global South. Additionally, UNDP will work with the Rwanda National Police, Rwanda Peace Academy, and other relevant institutions to exchange regional peace and security best practices. Leveraging the work of United Nations Volunteers (UNV) and other partners, UNDP will empower youth through national volunteer programmes, Community Policing Committees, and Imbutu Foundation Youth Volunteer Centres. Young people will receive skills training and mentorship to foster community engagement and leadership and ensure youth are not only recipients of development, but active participants in governance through digital platforms and networks that promote civic responsibility.

40. UNDP will adopt an integrated approach that addresses immediate humanitarian needs while laying the groundwork for long-term peace and sustainable development. By aligning humanitarian responses with development initiatives and peacebuilding efforts, UNDP will help build resilience, reduce vulnerabilities, and strengthen governance systems. Specific strategies include providing upstream advisory services to develop/review policies, regulatory frameworks, and strategies aligned with national priorities and international commitments.

### **III. Programme and risk management**

41. Environmental and climate vulnerabilities, financial and macroeconomic instabilities, genocide ideology, low rates of social cohesion, regional instability, persistent negative gender social norms, limited digital literacy and skills amongst vulnerable groups, and health crises pose significant risks to development efforts. To mitigate these risks, UNDP will conduct comprehensive risk assessments and regular reviews to monitor impact and ensure resilience and sustainability.

42. UNDP will strengthen the Social and Environmental Safeguard by supporting the private and public sectors to enhance their capacities to implement environmental and social governance principles and promote the use of data and evidence-based policy decisions to address risks.

43. To address financial, macroeconomic instabilities and limited digital literacy, UNDP will support the creation of decent green jobs and enhance skills development, diversification of supply chains, and harnessing artificial intelligence and internalizing digitalization. To bridge capacity gaps, UNDP will leverage its extensive network of expertise including UNVs,



academic fellows, junior professional officers, hub staff and interns to enhance programmatic efforts. To increase the resource base, UNDP will diversify partnerships to include IFIs, private sector and philanthropic foundations. By adapting its structure to be more agile and efficient, UNDP will accommodate expected portfolio growth. Moreover, UNDP will continue to leverage technical expertise from regional and global levels and promote South-South learning and triangular cooperation.

44. To address persistent negative gender social norms, UNDP will collaborate with the private sector, the Gender Monitoring Office, and the Rwanda Men's Resource Center to implement the gender seal and promote initiatives challenging sociocultural norms. To address genocidal ideology and limited social cohesion, UNDP will support national unity, community resilience, conflict prevention and response programmes in tandem with emerging threats.

45. To ensure programme effectiveness, oversight will be provided by the One United Nations Government of Rwanda Steering Committee. A programme board will be established to oversee programme implementation.

46. UNDP will evaluate changes in a development or financial context and adjust the strategy as necessary. A portfolio approach will ensure system coherence, prevent silos, allocate and manage resources jointly for greater efficiency and impact, and integrate continuous learning for more effective interventions.

47. This programme outlines UNDP contributions to national results and serves as the primary tool for accountability to the Executive Board for results alignment and resources assigned to the programme at the country level. Accountabilities of managers at the country, regional and headquarters levels with respect to country programmes are prescribed in the organization's programme and operations policies and procedures and internal control framework.

48. The programme will be nationally executed. If necessary, national execution may be replaced by direct execution for part or all of the programme to enable a response to force majeure. The harmonized approach to cash transfers will be used in a coordinated manner with other United Nations organizations to manage financial risks. Cost definitions and classifications for programme and development effectiveness will be charged to the concerned projects.

#### **IV. Monitoring and evaluation**

49. Monitoring and evaluation frameworks are aligned with the UNDP Strategic Plan (2022-2025), UNDP Gender Equality Strategy 2022-2025, UNSDCF 2025-2029, the Sustainable Development Goals, and NST2. Analysis and recommendations from the independent country programme evaluation and the Common Country Analysis inform alignment.

50. Annual review meetings with development partners and the government will be held to assess progress towards achieving programmatic outcomes and outputs. Programme indicators will be consistently tracked to monitor progress and enable timely corrective actions. UNDP and other United Nations organizations will strengthen the capacities of the government agencies, including the National Institute of Statistics Rwanda and the Rwanda Governance Board, to generate gender and disability-inclusive disaggregated data for informed decision-making. To ensure effective monitoring of interventions and partner capacities, UNDP will conduct project quality assurance, output verifications, field visits, spot checks, and follow-ups on audit recommendations. Mid-term, terminal, and portfolio evaluations will be carried out to inform learning and adaptation, and UNDP will participate in high-level annual reviews of the UNSDCF. UN INFO will be used to track UNSDCF and UNDP results.

51. UNDP will allocate at least 15 per cent of the programme budget to gender, 3 per cent to monitoring, and 1 per cent to evaluation and communication, using the corporate gender marker to ensure compliance and advance gender equality. Evaluations will follow UNDP rules and regulations to enhance the quality of programme delivery through learning and adaptation.

Various communication tools and social media platforms will be used to disseminate information to specific audiences, share results and improve advocacy on development issues financed through projects.

## Annex - Results and resources framework for Rwanda (2025-2029)

<b>National priority or goal:</b> Economic transformation: Create 1.25 million productive and decent jobs, focusing on opportunities for youth, women and build climate resilient economy.				
<b>Cooperation framework (or equivalent) outcome involving UNDP #:</b> 1 By 2029, people in Rwanda, especially the most vulnerable groups have improved livelihoods and benefit from competitive, diversified, and resilient inclusive economic growth that promotes gender equality, sustainable production and consumption.				
<b>Related strategic plan outcome 1:</b> Structural transformation accelerated, particularly green, inclusive, and digital transitions.				
Cooperation Framework outcome indicator(s), baselines, target(s)	Data source and frequency of data collection, and responsibilities	Indicative country programme outputs (including indicators, baselines targets)	Major partners / partnerships Frameworks	Estimated cost by outcome
<p><b>Indicator:</b> Private sector investment as share of GDP</p> <p><b>Baseline:</b> 10% (2023)</p> <p><b>Target:</b> 22% (2029)</p> <p><b>Indicator:</b> Percentage of public expenditure allocated to environment, natural resources and climate change.</p>	<p><b>Source:</b> National Institute of Statistics Rwanda (NISR)</p> <p><b>Frequency:</b> Annually</p> <p><b>Responsibility:</b> NISR</p> <p><b>Source:</b> MINECOFIN Annual reports</p>	<p><b>Output 1.1.: Strengthened public and private institutions to foster the creation of inclusive and productive jobs and drive green growth for a resilient economy.</b></p> <p><b>Indicator 1.1.1.:</b> Number of productive and decent jobs created for youth.</p> <p><b>Baseline (2023):</b> 5,000 (Men: 1,578, Women: 3,422)</p> <p><b>Target (2029):</b> 40,000 (Women: 18,000, Men: 22,000 and including 5,000 people living with disabilities)</p> <p><b>Source:</b> National employment programme report</p> <p><b>Frequency:</b> Annually</p>	<p>Ministry of Environment, Ministry of Finance and Economic Planning (MINECOFIN), Ministry in Charge of Emergency Management (MINEMA), Ministry of Youth and Arts, Ministry of Environment (MoE), Ministry of Labour, Rwanda Meteorology Agency, World Meteorology Organization, Rwanda Environment Management Authority (REMA), Private Sector Federation (PSF), Imbuto Foundation, Tony Elumelu Foundation, Rwanda Green Fund, National Council of Persons with Disabilities (NCPD), Global Green</p>	Regular resources: \$11,643,500
				Other resources: \$55,519,285

<p><b>Baseline (2023):</b> 4.9%</p> <p><b>Target (2029):</b> 10%</p> <p><b>Indicator:</b> Unemployment rate (Sustainable Development Goal 8.5.2) disaggregated by sex, disability, age).</p> <p><b>Baseline (2023):</b> 16.8% (women: 19.8%, Men: 14.1%, youth: 20.5%, rural: 17.3%, urban: 15.8%)</p> <p><b>Target (2029):</b> 10% (women: 15%, Men: 10%, youth: 15%, rural: 12%, urban: 10%)</p>	<p><b>Frequency:</b> Bi-annually</p> <p><b>Responsibility:</b> MINECOFIN</p> <p><b>Source:</b> NISR</p> <p><b>Frequency:</b> Annually</p> <p><b>Responsibility:</b> MINECOFIN, NISR</p>	<p><b>Indicator 1.1.2.:</b> Number of policy reforms and strategies established to support green, resilient, and inclusive economy.</p> <p><b>Baseline (2023):</b> 3 <b>Target (2029):</b> 4 <b>Source:</b> MoE, MINECOFIN <b>Frequency:</b> Annually</p> <p><b>Output 1.2.: People in Rwanda, including women, youth, and people living with disabilities are equipped with employability skills and have access to green technologies and utilize sustainable productive resources, innovation, and financing to improve their livelihoods and build resilience.</b></p> <p><b>Indicator 1.2.1.:</b> Number of youth and people living with disabilities equipped with employability skills.</p> <p><b>Baseline (2023):</b> 2000 <b>Target (2029):</b> 20,000 (Women: 10,000, Men: 10,000, and including 5,000 people living with disabilities) <b>Source:</b> MINICYOUTH, Imbuto Foundation <b>Frequency:</b> Annually</p> <p><b>Indicator 1.2.2.:</b> Number of women, men and people living with disabilities directly benefiting from initiatives to</p>	<p>Growth Institute, United Nations organizations</p>	
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		<p>build resilience against disaster and climate risks.</p> <p><b>Baseline</b> (2023): 12,916 (5,166 women and 7,750 men)  <b>Target</b> (2029): 24,916 (9,966 women, 14,950 men) and including 50 people living with disabilities  <b>Source:</b> MINEMA  <b>Frequency:</b> Annually</p> <p><b>Output 1.3.: Natural resources protected and managed to enhance sustainable productivity and livelihoods (IRRF 4.1).</b></p> <p><b>Indicator 1.3.1.:</b> Number of people directly benefitting from initiatives protecting nature and promoting sustainable use of resources (IRRF 4.1.1).</p> <p><b>Baseline</b> (2023): 796,132 (387,716 women, 408,416 men)  <b>Target</b> (2029): 1,000,000 (480,000 women, 520,000 men, and including 5,000 people living with disabilities)  <b>Source:</b> REMA, MoE</p> <p><b>Indicator 1.3.2.:</b> Area of fragile ecosystems with enhanced resilience to climate change (ha) (IRRF 4.1.1.C).</p> <p><b>Baseline</b> (2023): 23,369 ha  <b>Target</b> (2029): 43,369 ha  <b>Source:</b> MoE and REMA</p>		
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		<p><b>Frequency:</b> Annually</p> <p><b>Output 1.4.: Women-headed households have increased access to clean cooking energy through nature-based solutions.</b></p> <p><b>Indicator 1.4.1.:</b> Number of households accessing clean, affordable, and sustainable energy (IRRF 5.1.1).</p> <p><b>Baseline</b> (2023): 1,804  <b>Target</b> (2029): 20,000 (3,000 women-head households, 17,000 men-headed households)</p> <p><b>Source:</b> NISR, Ministry in Charge of Energy, Ministry in Charge of Employment</p> <p><b>Frequency:</b> Annually</p>		
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<b>National priority or goal:</b> Enhance service delivery and citizen participation.				
<b>Cooperation framework (or equivalent) outcome involving UNDP #: 2</b> By 2029, people in Rwanda benefit from transparent and accountable governance that fosters inclusive, equitable socio-economic transformation, human rights, gender equality, unity, peace and security.				
<b>Related strategic plan outcome 2:</b> No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.				
<b>Cooperation Framework outcome indicator(s), baselines, target(s)</b>	<b>Data source and frequency of data collection, and responsibilities</b>	<b>Indicative country programme outputs (including indicators, baselines targets)</b>	<b>Major partners / partnerships frameworks</b>	<b>Estimated cost by outcome</b>
<p><b>Indicator:</b> Level of citizen satisfaction with quality-of-service delivery.</p> <p><b>Baseline (2023):</b> 78.28%</p> <p><b>Target (2029):</b> 87%</p> <p><b>Indicator:</b> Level of citizen participation and inclusiveness in national programmes and processes.</p> <p><b>Baseline (2023):</b> 84.04%</p>	<p><b>Data source:</b> Rwanda Governance Scorecard (RGS)</p> <p><b>Frequency:</b> Annually</p> <p><b>Responsibility:</b> Rwanda Governance Board (RGB)</p> <p><b>Data source:</b> RGS</p> <p><b>Frequency:</b> Annually</p> <p><b>Responsibility:</b> RGB</p>	<p><b>Output 2.1.: Strengthened capacities of national and sub-national institutions and systems to deliver inclusive, rights-based, gender-transformative, resilient quality services for all people.</b></p> <p><b>Indicator 2.1.1.:</b> Number of inclusive policies and regulatory/ institutional frameworks developed and supported for implementation.</p> <p><b>Baseline (2023):</b> 6</p> <p><b>Target (2029):</b>11</p> <p><b>Source:</b> RGS and sector strategic plan reports</p> <p><b>Frequency:</b> Annually</p> <p><b>Indicator 2.1.2.:</b> Extent to which national and subnational institutions have improved capacities to deliver inclusive</p>	<p>Office of the Prime Minister, MINECOFIN, Ministry of Local Government, Ministry of Justice, Ministry of ICT and Innovation Ministry of National Unity and Civic Engagement, RGB, Office of the Ombudsman, Rwanda Revenue Authority, Rwanda Standards Board, Gender Monitoring Office, Rwanda Investigation Bureau, Rwanda National Police, Rwanda Peace Academy, Kigali Forensic Institute, National Human Rights Commission, Parliamentarians, Rwanda Correctional Services, National Forum for Political Organisation, Imbutu Foundation, media, civil society organizations (CSOs), faith-based organizations (FBOs), PSF, NCPD, Mastercard</p>	<p>Regular resources:</p> <p>\$16,282,500</p>
				<p>Other resources:</p> <p>\$8,677,133</p>

<p><b>Target (2029):</b> 90%</p> <p><b>Indicator:</b> Proportion of citizen satisfaction with personal and property safety and security.</p> <p><b>Baseline (2023):</b> 86.81%</p> <p><b>Target (2029):</b> 90%</p>	<p><b>Data source:</b> RGS</p> <p><b>Frequency:</b> Annually</p> <p><b>Responsibility:</b> RGB</p>	<p>quality services disaggregated by national and sub-national.</p> <p><b>Baseline (2023):</b><sup>15</sup> National (2) Subnational: 1 (2023)<sup>16</sup></p> <p><b>Target (2029):</b> National (5) Subnational (2029): 23</p> <p><b>Source:</b> RGS and sector strategic plan reports</p> <p><b>Frequency:</b> Annually</p> <p><b>Indicator 2.1.3.:</b>Number of functional transformative and people-centred digital solutions supported including artificial intelligence for digitalization.</p> <p><b>Baseline (2023):</b> 5 <b>Target (2039):</b> 10</p> <p><b>Source:</b> Sector strategic plan reports, programme reports</p> <p><b>Frequency:</b> Annually</p> <p><b>Indicator 2.1.4.:</b> Percentage of case backlog in the judiciary and number of initiatives supported to advance human rights agenda disaggregated by backlogs and initiatives.</p> <p><b>Baseline (2023):</b> Case backlog: 62% Human rights agenda Initiatives: 3</p> <p><b>Target (2029):</b> Case backlog: 30%</p>	<p>Foundation, World Bank, Government of Japan, Korea International Cooperation Agency, United Nations organizations</p>	
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<sup>15</sup> A country and institution-specific rating scale will be developed with government to measure three levels of core capacities: 1= Low, 2 = Medium, 3 = High.

<sup>16</sup> A country and institution-specific rating scale will be developed with government to measure three levels of core capacities: 1= Low, 2 = Medium, 3 = High.



		<p>Human rights agenda Initiatives: 6  <b>Source:</b> Sector strategic plan reports  <b>Frequency:</b> Annually</p> <p><b>Output 2.2.: People live in a united, peaceful, secure, and inclusive environment with equitable access to gender-responsive and resilient quality services.</b></p> <p><b>Indicator 2.2.1.:</b> Number of inclusive initiatives to promote national unity, community resilience, regional and international peace, and security.</p> <p><b>Baseline (2023):</b> 6  <b>Target (2029):</b> 11  <b>Source:</b> National Unity Barometer and sector strategic plan reports  <b>Frequency:</b> Annually</p> <p><b>Indicator 2.2.2.:</b> Number of innovative programmes and systems supported to prevent and respond to new and emerging crimes (human trafficking, cybercrimes, environmental crimes).</p> <p><b>Baseline (2023):</b> 6  <b>Target (2029):</b> 9  <b>Source:</b> Sector strategic reports/programme reports  <b>Frequency:</b> Annually</p> <p><b>Indicator 2.2.3.:</b> Number of people benefiting from inclusive initiatives</p>		
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		<p>promoting national unity, community resilience, regional and international peace, and security supported disaggregated by sex and age.</p> <p><b>Baseline (2023):</b> 4,000 people  <b>Target (2029):</b> 8,000 people  Men: 3,000, Women: 3,000. Youth: 2,000  <b>Source:</b> Sector Strategic reports/programme reports  <b>Frequency:</b> Annually</p> <p><b>Output 2.3.: Women’s leadership and participation advanced through implementing affirmative measures, strengthening institutions and CSOs, and addressing structural barriers, to advance gender-equality, including in crisis contexts (IRRF 6.2).</b></p> <p><b>Indicator 2.3.1.:</b> Number of partnerships/initiatives with women-led CSOs and other bodies and networks to advance women’s leadership, participation, and gender-equality (IRRF 6.2.2).</p> <p><b>Baseline (2023):</b> 3  <b>Target (2029):</b> 9  <b>Source:</b> Gender Status Report  <b>Frequency:</b> Annually</p> <p><b>Indicator 2.3.2.:</b> Number of private companies and public institutions</p>		
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		<p>certified under national gender standards (RS/560:2023) disaggregated.</p> <p><b>Baseline:</b> (2024): 0 Private: 0, Public institutions: 0 <b>Target</b> (2029): 40 Private: 30, Public institutions: 10 <b>Source:</b> Gender Status Report <b>Frequency:</b> Annually</p> <p><b>Indicator 2.3.3.:</b> Percentage of women in leadership at subnational level. <b>Baseline:</b> (2024): 72.40% <b>Target</b> (2029): 75% <b>Source:</b> Gender Status Report and RGS <b>Frequency:</b> Annually</p> <p><b>Output 2.4.: Government and non-state actors have enhanced measures for transparency, accountability, and anti-corruption measures are enhanced by government and non-state actors for improved governance.</b></p> <p><b>Indicator 2.4.1.:</b> Number of measures/tools to strengthen accountability (including social accountability), prevent and mitigate corruption risks, and integrate anti-corruption in the management of public funds, service delivery and other sectors</p>		
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		<p>(IRRF: 2.1.1) at national and sub national levels.</p> <p><b>Baseline (2024):</b> 8  <b>Target (2029):</b> 13  <b>Source:</b> Sector strategic plan reports  <b>Frequency:</b> Annually</p> <p><b>Indicator 2.4.2.:</b> Percentage of non-state actors' participation in policy formulation and implementation of strategies and programmes disaggregated by group (Media, CSOs, FBOs).</p> <p><b>Baseline (2024):</b> 82.61% (RGS)          CSOs and FBOs: 80.83%          Media: 84.40%  <b>Target (2029):</b> 87.5%          CSOs and FBOs: 87%          Media: 87%  <b>Source:</b> RGS and sector strategic plan reports  <b>Frequency:</b> Annually</p> <p><b>Indicator 2.4.3.:</b> Number of systems and tools developed/upgraded by government to enhance accountability.</p> <p><b>Baseline (2024):</b> 5  <b>Target (2029):</b> 10  <b>Source:</b> RGS  <b>Frequency:</b> Annually</p>		
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