



United Nations  
**RWANDA**  
Unity in Diversity

## United Nations Rwanda Delivering as One Annual Report 2011

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**The President of the Republic of Rwanda, Paul Kagame with the UN Secretary General, Ban Ki-Moon**

**W**here there has been real partnership, the results speak for themselves.

**Paul Kagame, President of the Republic of Rwanda**

**T**hat is partly why I have pushed so hard for UN reform - to make the UN faster, more effective, and more results-oriented. To make it more transparent, accountable, and efficient. To make a better UN that delivers on our most critical missions - including development.

**Ban Ki-moon, UN Secretary-General**

# Foreword



**By The Minister of Finance and Economic Planning; Chair, One UN Steering Committee**

Dear Reader,

It is my pleasure as Chair of the One UN Steering Committee to present to you the One UN Rwanda Annual Report for 2011. Since the UN Delivering as One (DaO) was launched in 2008, the Government of Rwanda has held high expectations regarding the value-added of Delivery as One, as it was anticipated that it would further enhance effectiveness, efficiency, and impact of the UN system's support in Rwanda. Additionally, further facilitating UN coherent planning and reducing the fragmentation of UN support.

This report presents key achievements made in the UN Development Assistance Framework (UNDAF) result areas in 2011 as well as progress made on the Delivering as One reform agenda.

With the Economic Development and Poverty Reduction Strategy (EDPRS) coming to an end in mid-2013, the Government of Rwanda – with the support of the UN and other development partners – has undertaken the review of the first EDPRS implementation. The Government has also just recently released the results of the third EICV and the fourth DHS early this year. The progress registered as shown by this review and the surveys are tremendous, including

- (i) seeing more than one million Rwandans leave poverty through a double digit reduction of the poverty levels (11.8%) since 2006;
- (ii) tremendous reduction of the infant mortality since 2006;
- (iii) halving the under-five mortality rate since 2006; and (iv) doubling net secondary school attendance, among others. The EDPRS review also highlighted the critical importance of ownership and citizens' participation in supporting this remarkable achievement. There is no doubt that these results were achieved through strengthened development partnership, strong community involvement and innovating from the grassroots level.

Rwanda is strongly committed to enhance the effectiveness and quality of development cooperation in order to ensure maximum impact. This type of engagement has driven the joint efforts and achievements made by the Government, and its Development Partners, to implement the aid effectiveness agenda agreed in Paris and Accra. Rwanda's Aid Policy adopted in 2006 has guided this effort over the years. The achievements and progress made in this regard was indeed highlighted prominently during the 4th High-Level Forum on Aid Effectiveness in Busan. The outcomes of the Busan High Level forum, as agreed in

the Busan Partnership Document, reconfirm the fact that ownership of development priorities is fundamental for effective development cooperation. Within this context, Delivering as One has substantially contributed to the UN implementing its commitments on aid effectiveness.

Delivering as One is built on the principles of national ownership and leadership. As a result, it also permitted to strengthen the Government's engagement and involvement in aligning the strategic contribution of the UN with Rwanda's priorities and efforts.

With the One UN Steering Committee now including representatives from civil society organisations, the partnership in supporting the effective implementation of Delivering as One in Rwanda has been further strengthened.

The Independent Evaluation of Delivering as One has also given the opportunity to review the progress and achievements made through the implementation of Delivering as One in Rwanda. While the final report is pending, it has become clear that Delivering as One has made considerable positive changes in the way the UN system works in Rwanda. The strong and effective leadership by the UN Resident Coordinator together with the UN Country Team has contributed to the UN working and delivering effectively in Rwanda. The Government is now more aware of the contribution that the UN makes to support Rwanda's efforts in development, and the UN Division of Labour (DoL) and Code of Conduct have facilitated the streamlined communication and coordination between the Government of Rwanda and the UN system in Rwanda.

The progress made over the years has further deepened our conviction that there is no turning back to the old ways of doing business as usual. In this regard, as Chair of the One UN Steering Committee, I would like to reiterate our commitment to continue playing a leading role in providing strategic guidance and oversight over the effective implementation of the Delivering as One, particularly as the UN Country Team develops the United Nations Development Assistance Plan (UNDAP-2013-2018) that will be fully aligned with the development of the EDPRS II. I would also like to express my sincere gratitude to the UN Resident Coordinator for his dedicated leadership in support of the Delivering as One reform in Rwanda over the past four years.



**Honorable John Rwangombwa**  
**Minister of Finance and Economic Planning and Chair of the One UN Steering Committee**

# Introductory Remarks



By The UN Resident Coordinator

Over the last five years, we have witnessed remarkable progress towards achieving national development and poverty reduction in Rwanda as evident from the findings of the recent EICV 3 and DHS 4. The significant reduction in poverty, infant, child and maternal mortality is a testimony to the visionary and determined leadership and commitment of the Government coupled with citizens' ownership and Rwanda's dynamic and innovative approach to national development and poverty reduction. Rwanda has achieved and is on track to achieve most of the targets of the Millennium Development Goals (MDG). With the dedication and commitment already shown by the Government and the people of Rwanda, I am confident that Rwanda can make even greater progress in meeting the goals of its Vision 2020.

With the Economic Development and Poverty Reduction Strategy (EDPRS) coming to an end in mid-2013, the Government of Rwanda undertook extensive consultations at the sector and district level to review the progress made under the EDPRS as well as the progress towards its Vision 2020. Subsequently, the Government launched the elaboration exercise of the next generation of the EDPRS. The UN system in Rwanda considers this process as the foundation for strengthened partnership and enhanced quality of development cooperation in support of Rwanda's efforts towards development and poverty reduction. We are privileged to be part of this important exercise as a partner, supporting the process itself as well as engaging in consultations and dialogue at various levels.

Within this context, the One UN is committed to ensure that the next United Nations Development Assistance Plan (UNDAP 2013-2018) is fully aligned with the national planning processes as well as the priorities set out in the second EDPRS and Vision 2020. Consequently, the UN family in Rwanda has sought the extension of the current United Nations Development Assistance Framework (UNDAF 2008-2012) along with the Common Operational Document (COD) until mid-2013 in order to be aligned with the Government fiscal cycle. Alignment with Government cycle and priorities identified in the next EDPRS provide an important opportunity for the UN system in Rwanda to show its commitment to the principles and practices of the Paris Declaration and the Accra Agenda for Action. Furthermore, such alignment with government priorities will help strengthen the role of UN agencies in processes of donor harmonisation, donor coordination and division of labour.

In 2011, Rwanda also made a significant mark through its engagement in the 4th High-Level Forum on Aid Effectiveness in Busan, South Korea in November-December 2011. Rwanda

as one of the African champions on aid effectiveness took a leading role in the negotiation and finalisation of the Busan Partnership Document – the outcome document of the Busan High-Level Forum – and was appointed to represent the views of many African developing countries on enhancing the effectiveness of development cooperation. The leadership showed by the President of the Republic of Rwanda as well as the Minister of Finance and Economic Planning was instrumental in ensuring that the Busan outcome speaks to the priorities of developing countries.

The UN is further encouraged by the fact that the Government of Rwanda has continued to demonstrate its commitment to the promotion of human rights and the respect of fundamental rights of its citizens in accordance with international treaties to which Rwanda is signatory. Given the central importance of human rights in the work of the United Nations in Rwanda, the One UN team has provided assistance in this domain. In this regard, I acknowledge with satisfaction the fact that in 2011 the Government of Rwanda underwent the Universal Periodic Review (UPR). During this process, the Human Rights Council was greatly appreciative of the cooperation shown by the Rwandan Government as well as the manner in which the discussion was carried out. At the conclusion of the revision process, the Rwandan Government accepted to implement over 60 recommendations made by the Human Rights Council.

In 2011, the UN accelerated its efforts to provide relevant and strategic support to the Government of Rwanda within the framework of Delivering as One. In implementing the in-country Division of Labour (DoL) agreed in 2011, the UN family further intensified its efforts for joint planning and joint intervention activities. More coherent planning and engagement in the Government-led process was supported by the Programme Planning and Oversight Committee (PPOC), under the strong guidance and commitment of the UN Country Team. Significant progress was recorded, with the support of the UNDAF theme groups, in enhancing UN value-added upstream contribution to Rwanda's national efforts on development and poverty reduction in all of the UNDAF results areas.

As the last phase of the intense monitoring and evaluation of the DaO pilot reform process, the Independent Evaluation of the Delivering as One is currently being undertaken and the report expected to be released soon. The outcome of the Independent Evaluation will inform on key gains from DaO as well as challenges to be addressed in improving the impact, coherence, efficiency and positioning of the UN system in Rwanda and worldwide. This will enable the UN to better help Rwanda and other countries meet the MDGs and their own priorities.

The four years of implementation of DaO have impacted considerably the way we work in Rwanda. Delivering as One in Rwanda has contributed significantly to the UN's strategic repositioning through coherent planning processes, strengthened strategic interventions and support to Rwanda with a greater upstream focus. The UN's joint programming based on synergies by drawing on mandates and comparative advantages of the UN agencies has increasingly become the norm and therefore gained in quality, coherence, and comprehensiveness. In this context, the UN family in Rwanda is convinced that it is Rwanda's preferred option for the UN to continue to deliver as one.

For the successful four years of implementation of the DaO pilot reform, I would like to express my sincere gratitude to the Government and people of Rwanda, in particular the strong leadership and commitment by the President of Republic of Rwanda. I would also like to express my appreciation to the Minister of Finance and Economic Planning for his leadership and strategic oversight of the DaO in Rwanda as chair of the One UN Steering Committee. I would like to thank the Development Partners (multilateral and bilateral organisations), civil society, academic institutions, the media and above all, the people of Rwanda for the commitment, support and effective

partnership. My gratitude also goes to the Regional UNDG Office, the Development Operations Coordination Office, and the Multi-Partner Trust Fund Office, for their focused and effective support to our Delivering as One process.

As I conclude my tour of duty in Rwanda, I would like to once again express my profound gratitude to the Government and the people of Rwanda for the support, inspiration, cooperation, and above all, the remarkable achievements I was privileged to be part of. I wish that the same support be extended to my successor. The outstanding and visible changes that I have witnessed over the last four years of my stay in Rwanda are a testimony to the fact that with dedication to a sound vision, commitment, and selfless hard work that the people of Rwanda have shown, people's lives can be transformed. As the UN Resident Coordinator and UNDP Resident Representative, I am grateful to have been part of this very important journey.

I also wish to sincerely appreciate the support of Mr Opia Kumah in covering the interim period after my departure. My best wishes go to the incoming Resident Coordinator and UNDP Resident Representative, Mr Lamin Manneh. I am convinced that his services in Rwanda will further enhance the spirit of Delivering as One among agencies and lead the One UN in Rwanda to continuously support the noble development efforts of the nation.

Lastly, but not least, my profound and sincere gratitude goes to the UN Country Team and all UN staff in Rwanda for their continuous dedication to the course of the United Nations and for their selfless hard work in support of the Government and people of Rwanda in their endeavour to achieve the goals and aspirations of Vision 2020.



**Aurélien A. Agbénonci**  
United Nations Resident Coordinator & UNDP Resident Representative, 2008-2012



# Executive Summary

2011

Annual Report

One UN Rwanda

## Rwanda's Development Progress

In Rwanda, socio-economic development initiatives are implemented in the framework of the Economic Development and Poverty Reduction Strategy (EDPRS) 2008-2012, a mid-term strategic planning tool that provides the overall framework for achieving the country's long term development goals embodied in Rwanda's Vision 2020.

The EDPRS constitutes the "national roadmap" to reach long-term development targets through short-/medium-term policy reforms and budget reorganisation. By setting development priorities, allocating resources and clearly defining responsibility lines, the EDPRS is the fundamental instrument through which the Government can fulfil its commitments and make substantial contribution towards the achievement of the Millennium Development Goals (MDGs) in the country.

It is important to highlight that the contextualisation of the MDG agenda into local development processes is a key element of all development initiatives in Rwanda and great effort has been made to put in place a conducive policy environment to ensure consistency and integration of both processes.

The EDPRS 2008-2012 planned for substantial increase of resource allocation into the MDG sectors, particularly education (MDG 2) and health (MDGs 4-5-6). Key objectives related to economic development and good governance were also addressed, with a specific attention to the promotion of gender equality and women's empowerment.

Already in its fourth year of implementation, the EDPRS has reached most of its key goals. A self-assessment exercise conducted in 2011 in all sectors both at the central and district level showed that more than 85% of the EDPRS targets have been met and 485 out of 504 policy actions have been fully implemented. Such a high implementation rate (96%) has led to impressive results in the diverse EDPRS areas of intervention. In particular, the EDPRS overall objective to reduce the share of the population living in poverty from 56.9% in 2005/2006 to 46% in 2012/2013 has already been met one year before the end of the strategy's implementation, with 44.9% of the population living under the poverty line in 2011. Likewise, the EDPRS extreme poverty target of 24% has almost been reached with a rate of 24.1% in 2011.

The EDPRS sectors' self-assessment exercises undertaken in 2011 aimed to analyse the key results obtained and the main limitations faced during the implementation of the strategy, in view of the preparation of the EDPRS II. The assessments were conducted in a participatory way including both governmental institutions, development partners and civil society, and provided valuable information on the achievements, challenges and lessons learned since the beginning of the EDPRS in 2008. Among the main conclusions of this process, it must be highlighted that the EDPRS has proven to be a relevant overarching strategic document and that the development of sector strategies and policies successfully contributed to consolidate the efforts made in the diverse areas of intervention. Moreover, at the district level it has been recognised that the EDPRS has positively set the stage for the effective formulation of targets and objectives in all districts' plans, according to the overall objectives of poverty reduction and socio-economic development.

The self-assessments also underlined the following as the main elements that still need to be addressed:

- i) the need to enhance effective coordination among sectors and between institutions at the central and district level,
- ii) the need for more professional human resources and more adequate budget allocation,
- iii) the need to strengthen monitoring and evaluation mechanisms,
- iv) the need for a more active involvement of civil society and private sector, and
- v) the need for a systematic integration of the gender equality dimension in the preparation of development plans at the central and district level.

Four years into the implementation of the EDPRS, the Government of Rwanda (GoR) has demonstrated its commitment to reach and go beyond the goals defined in the EDPRS 2008-2012. The GoR also showed a remarkable determination to achieve higher programme performance and accountability, directly contributing to more effective social, economic and equitable development.

## Challenges

Despite the significant results obtained in relation to social and economic development trends in the country, key challenges need to be addressed in order to ensure the achievement of the MDGs and provide adequate response to national priorities.

Persistent high poverty rates of varying levels at the sub national level constitute one of the main challenges, in addition to areas such as quality of education and health care, malnutrition and environment. The great concentration of the labour force in the agricultural sector combined with high population growth rates represents a high-risk factor both in terms of sustainable use of natural resources and food security. The implementation of effective measures to reduce the poverty rates while ensuring an equitable economic growth is therefore a key priority for the Government of Rwanda in order to achieve the long-term national development objectives and become a middle-income country by 2020.

In relation to the social protection sector, Rwanda has made tremendous efforts by providing effective social safety nets and integrated social protection programming. The overall vulnerability rates of the population have drastically decreased through targeted actions that led to reduced maternal and child mortality rates, improved child nutrition and increased coverage of mutual health insurance programmes. Economic measures have also been put in place specifically promoting gender equality and women's empowerment. Nevertheless, there is a need for more trained health care personnel, especially in rural areas, and the allocation of adequate human and financial resources to allow the scaling-up of the programmes. The need to increase the overall quality and access to education services also represents a major challenge, particularly in view of the strong link existing between education programmes and poverty reduction initiatives.

Finally, a crucial element remains the development of adequate capacity at national level to achieve the long-term development goals embodied in Vision 2020. To that end, the Government, together with Development Partners, made important efforts and a national capacity building strategy started to be implemented in 2011.

## Opportunities

The Government continues to demonstrate strong visionary leadership and ownership of the development processes in Rwanda as well as outstanding dedication to increase aid effectiveness and coordination among development partners, as established in the Paris Declaration, the Accra Agenda and the most recent Busan Partnership document. To this end, the GoR has made significant efforts for the continuous improvement of aid effective mechanisms and the establishment of a favourable environment for more effective development cooperation.

A key opportunity is the remarkable commitment of the Government of Rwanda to meet the MDGs by 2015. For this purpose, the GoR has made achieving the MDGs central to its policy framework as defined in the EDPRS 2008-2012.

Several development sectors – such as health, education and economic development – present significant progress and favourable opportunities that will allow scaling up the existing efforts to accelerate the achievement of national priorities and the MDGs.

## UN in Rwanda

The One UN in Rwanda focuses on the provision of effective and efficient support to the Government in order to strengthen national capacities in achieving the MDGs and other development targets established at country level. The cooperation between the UN system and Rwanda is guided by the Paris Declaration on Aid Effectiveness, the Accra Agenda for Action and the Universal Declaration on Human Rights.

The United Nations Development Assistance Framework (UNDAF) 2008-2012 is the main strategic tool and constitutes the overall framework for the One UN support to national priorities. Through its programmatic instrument, the One Programme, the UNDAF integrates and structures the interventions of all active UN agencies in Rwanda around five areas:

- ❑ Governance;
- ❑ Health, HIV, Nutrition and Population;

- ❑ Education;
- ❑ Environment;
- ❑ Sustainable Growth and Social Protection.

## Delivering as One in Rwanda

In 2007, at the request of the Government, Rwanda was appointed pilot country of the Delivering as One reform process. The reform agenda is built on the following four pillars: One Programme, One Budgetary Framework, One Office and One Leader & One Voice. In 2011, major progress was made in advancing the reform.

The One Programme is implemented through a clear governance and coordination structure with the highest body being the One UN Steering Committee, chaired by the Minister of Finance and Economic Planning. The UN Country Team (UNCT), composed of heads/representatives of resident and non-resident UN agencies under the leadership of the Resident Coordinator, is the key decision making body and contributes to the overall results of the One Programme implementation. The UNCT is committed to work with the GoR in order to further improve the UN's strategic positioning, One Programme delivery and to increase the overall efficiency and coherence of the One UN in the country.

The One Programme pillar received particular attention as it constitutes the UN's support to national development processes. Coordination mechanisms were further improved for greater impact and harmonisation of the UN's work. The Programme Planning and Oversight Committee (PPOC) continued to provide technical advisory services to the UNCT on key issues concerning joint programming and coherence of the One Programme and enhanced the harmonisation of the work of the thematic groups. The inter-agency UN task forces on gender, human rights and M&E provide technical support for the integration and effective mainstreaming of the respective cross-cutting themes. The task forces also ensure the systematic implementation of result-based programming mechanisms and tools.

The One Budgetary Framework represents an important aspect of Delivering as One, particularly with regards to resource mobilisation, financial transparency and accountability. The One Fund has again demonstrated that it has a positive impact on the UN's work as an incentive mechanism for joint programming, which is increasingly becoming the norm. Despite the financial crisis and unpredictability of funding, financial mobilisation was exercised with some success.

The vision of the One Office pillar was further advanced, particularly in the area of common services and reduction of transaction costs. Under the supervision of the UN Country Team (UNCT), the Operations Management Team developed and implemented its 2011 work plan with focus on common services, procurement, human resources, ICT and finance. The execution of key strategies for reducing and quantifying transaction costs was given particular attention, and significantly advanced with the strategic support from UN headquarters. Initial steps for the implementation of common services have been taken in key operational areas of UN agencies.

Under the pillar of One Leader & One Voice, the UNCT has again been effectively led by the Resident Coordinator (RC), who encouraged and remained in constant dialogue with the Government and development partners in order to ensure effective partnership, transparency and accountability. The RC guaranteed the establishment of a harmonious coordination and open communication environment among the UNCT members, ensuring a constant flow of information and empowering the heads of agencies within the vision of joint leadership. In the spirit of One Voice, external and internal joint communications were further enhanced under the strategic guidance and supervision of the RC and UNCT. As such, international days and the UN Day were jointly celebrated, advocacy and information materials developed and regular newsletters published. The RC with the UNCT also supported effective joint mobilisation of resources, and continuous advocacy for the DaO reform both at the national, regional and global level.

The results achieved in terms of aid effectiveness and optimisation of resources have been positively

recognised by the participants of the fourth Delivering as One Conference in Montevideo. The value of joint programming - using the comparative advantages, skills and capacities of the different UN agencies - was underlined as a mean to achieve better coordination, improved impact and avoidance of duplications and therefore reduced transaction costs. The representatives of the pilot countries and self-starters also reaffirmed that "there is no going back to doing business in the manner prior to the DaO initiative" and that "no one size fits all", recognising the particularities of individual countries and the specificities in the implementation of the DaO initiative.

### Summary of 2011 key achievements under the One Programme

In 2011, Rwanda continued to show strong commitment to poverty reduction, social protection, gender empowerment and long-term sustainable development. The Government has drafted and implemented several policies and strategies to enhance and accelerate national development. It has also taken the lead in further harmonising and aligning development aid with national priorities.

Throughout the year the One UN remained committed to support the Government's efforts towards achieving the development targets set in the EDPRS and the Vision 2020, within the overall framework of the MDGs. Significant progress was noted during 2011 in the promotion of education, health, equity and social inclusion, as shown in the following results by area of intervention.

#### **UNDAF Result 1: Governance**

During the reporting period the Government of Rwanda (GoR) continued to receive the support of the UN system and made notable improvements within the area of good governance, creating responsive institutions and broadening the scope of participation. In 2011, a number of legislative reforms were carried out, including the revision of the penal code. Under the Universal Periodic Review of Human Rights (UPR) the GoR was peer-reviewed and commended for constitutional guarantees to the promotion and protection of human

rights, the rule of law, good governance, zero tolerance of all forms of corruption, social and political cohesion and national reconciliation as pillars of its development goals. The services of the Maisons d'Accès à la Justice have also been expanded and currently cover the totality of the districts of the country. As a result, the capacity of the Ministry of Justice (MINIJUST) to receive, address, refer and follow-up on complaints related to child right abuses and gender-based violence (GBV) has considerably improved.

With the aim of strengthening the national information systems, the UN contributed both technically and financially to the implementation of significant survey exercises. The data obtained will improve evidence-based policy and decision-making mechanisms, at the same time tracking EDPRS and MGDs indicators. Of particular significance, the data showed that over the past five years the country has achieved remarkable results by translating its recent positive economic growth into poverty reduction initiatives.

The One UN in Rwanda has aligned its efforts with the national priorities, contributing to reinforcing the national capacity within the area of good governance and gender equality as well as increasing the use of evidence as basis for strategic policy making. Through specific interventions such as the Joint Youth Programme, the UN system promoted initiatives focused on civil society engagement, youth participation and empowerment. The elaboration of a national policy and strategy on volunteerism is expected to help the country integrate volunteerism and civic engagement into policies and programmes as a mean to achieve sustainable development. Such initiatives were developed in the framework of the overall support offered to ensure broader involvement in governance processes. Moreover, the capacity of the local administrations was enhanced with the purpose of increasing efficiency and effectiveness of decentralisation processes. A particular emphasis was put on democratic participation and representation.

The One UN supported key governance institutions for the improvement of participatory processes, with a special focus on community-based dialogues.

Constitutionally mandated organisations such as the Office of the Ombudsman, the National Human Rights Commission and the National Unity and Reconciliation Commission engaged local populations in dialogues and proposed recommendations to further advance the decentralisation of good governance practices.

Globally recognised as one of the leading countries taking a strong control over the national aid effectiveness agenda, the Government of Rwanda worked in coordination with the UN and other Development Partners to enhance quality, transparency and effectiveness of the development support it receives. In this framework, the GoR reinforced once again its commitment to the promotion of gender equality, requesting the Development Partners to measure results achieved in gender equality as well as to harmonise their policies and actions in the same area. These efforts are led by the Ministry of Finance and Economic Planning in the Development Partners Coordination Group, which is co-chaired by the UN Resident Coordinator. During the reporting period, aid management systems and procedures have been enhanced with the support of the One UN. Among them, the Aid Policy Manual of Procedure was finalised and the Development Assistance Database (DAD) has been further strengthened. In addition, the UN continued to support the implementation of the Donor Performance Assessment Framework (DPAF), globally recognised as one of the best practices in enhancing mutual accountability at country level.

Building on these achievements, in 2011 the UN system actively supported Rwanda to engage in the High-Level Forum on Aid Effectiveness that was held in Busan. Rwanda played a key role being one of the leading partner countries during the preparation and negotiation of the Busan Partnership document as well as for the adoption of the post Busan gender equality action plan. The country also participates in the Post-Busan Interim Group and is vigorously engaged in the establishment of the Global Partnership governance structure.

#### **UNDAF Result 2a: HIV and AIDS**

Rwanda is on track to achieve MDG 6, namely "Combat HIV/AIDS, malaria and other diseases". The EDPRS and

the HIV and AIDS National Strategic Plan 2009-2012 provide a national framework for the development of a multi-sector approach through the implementation of gender-responsive methodologies.

In 2011, the UN contributed to strengthening the implementation of this multi-sector approach and key results have been achieved in the areas of coordination, research, prevention and mitigation. Among the main initiatives implemented, the capacity of the Rwanda Biomedical Centre has been enhanced in order to better reach key populations in both urban and rural areas.

The Government's effort to combat HIV/AIDS was supported by the UN through the promotion of protective behaviours and preventive services. To further build the capacity of the health sector, HIV epidemiological estimates for 2011 have been developed and made available. A comprehensive study piloting a new research methodology (network scale-up survey) has also been undertaken to produce estimates of the size of groups at high risk of contracting HIV. In addition, study protocols and behavioural surveillance surveys contributed to enhance the quality of data concerning the HIV situation and trends in the country.

Aligning the UN's interventions with the main national strategies and priorities, the prevention of mother to child transmission, a key element of the work of the UN Thematic Sub-Group on HIV in Rwanda, has been supported both at policy and programme level, making use of the different UN agencies' comparative advantages.

The scaling-up of voluntary medical male circumcision for HIV prevention has also been a national priority for the Government of Rwanda. The One UN actively supported this initiative during its initial phase by carrying out relevant interventions concerning policy making and the building of health providers' capacity.

Moreover, during the reporting period, the UN system amplified its efforts to support civil society organisations for, by and with people living with HIV, with a particular focus on women's networks. The main objective was

to increase these organisations' advocacy capacity as well as to contribute to the empowerment of their members. Significant progress has also been made in the implementation of the National Accelerated Plan for Women, Girls, Gender Equality and HIV launched at the end of 2011.

#### **UNDAF Result 2b: Health, Population and Nutrition**

Rwanda achieved positive results in the areas of health, population and nutrition. Particularly, significant progress has been made towards the MDG targets on child mortality, and HIV/AIDS, malaria and other diseases. The 2011 national DHS preliminary results were released indicating improvements in key mother and child health indicators.

During the reporting period, the GoR was supported through UN joint interventions in the development of policies and strategies aimed at eliminating malnutrition and accelerating the reduction of maternal and neonatal mortality. Such initiatives contributed to strengthening the response capacity of the health system at the central, district and community level, as well as the coordination among partners.

With the technical and financial contribution provided by the One UN through the Health Population and Nutrition (HPN) Thematic Sub-Group, the Ministry of Health has developed, reviewed and updated relevant policy documents, strategic plans and guidelines to enable the delivery of essential services. Policy and strategic plan documents – concerning family planning, adolescent sexual and reproductive health, medicines quality assurance, fight against tropical diseases, community health, and environmental health - have also been finalised.

The UN system actively supported the Government in the generation of data on maternal and child mortality and nutrition for the purpose of evidence-based policy making and the use of updated information by health providers. The evidence gathering was aimed at increasing the overall quality of health services and was carried out through a series of studies, assessments and evaluations. Several investigations have been



completed, including an analysis of neonatal care in district hospitals, assessment of adolescent sexual reproductive health friendly services and incidence of abortion in Rwanda. The studies conducted will contribute to increase the quality of health services at national and decentralised levels.

In order to strengthen the national monitoring capacity in health programme implementation, the UN technically contributed to the revision of the Health Management Information System and to the development of professional competences related to health information systems. With the objective of improving the capacity of relevant actors in coordination, planning, implementation and M&E, the skills of the health sector's Technical Working Groups were also reinforced.

Technical assistance was provided for the design and implementation of specific programmes targeting the most vulnerable population. The 3<sup>rd</sup> review of the malaria programme was undertaken and a national programme of HPV vaccination was developed as a response to high incidence of cervical cancer among women in Rwanda. An international summit focusing on cervical cancer and women also contributed to raise awareness and share good practices in the prevention and treatment of cervical cancer. The event brought together Government representatives, policy makers, international organisations as well as health sector's partners. Effective field implementation of the Community Based Environmental Health Promotion Programme has been kicked off formally in the five focus districts. As a result, the environmental health officers of such districts were trained whilst the process of establishing community hygiene clubs is well underway countrywide.

The UN through the HPN Thematic Sub-Group worked in collaboration with the Government in the organisation of high level advocacy events on community health, nutrition, and family planning. Advocacy and awareness raising campaigns brought together a wide range of relevant actors such as parliamentarians, Government institutions, bilateral partners and donors, journalists, faith based organisations and civil society.

### **UNDAF Result 3: Education**

With Rwanda's success of achieving near universal access to primary education, in 2011 the UN system placed a strengthened focus on supporting the Government to improve quality education. The public institutions were backed in building capacities to plan, implement and monitor programmes. The interventions aimed at ensuring equitable access to quality education for all, including vulnerable groups and refugee children.

The education sector in Rwanda has undergone significant institutional reform and transformation over the past year. The establishment of the Rwanda Education Board (REB) and the appointment of its management staff in 2011 will contribute to provide a comprehensive approach to the key priority of quality education. The institution will also act as a mechanism of coordination

across implementing agencies. The UN played a leading role in the Quality Implementation Working Group chaired by the Rwanda Education Board, supporting the REB to address several bottlenecks in the system.

In order to increase the enrolment and retention rates of school students, the Ministry of Education was assisted in revising and finalising a national school policy on health, as well as a school health guide and training modules. The One UN also supported the Ministry to develop the draft school nutrition policy, playing a prominent role in the School Nutrition Task Force. The retention of children was also strengthened through the provision of food commodities and rehabilitation of school structures.

An early childhood development policy and strategic plan - developed by the Government with the support of the One UN - positively contributed to address barriers to equitable access to learning and quality education. A regional summit on quality education has also taken place and concrete directions have been given in the area of inclusive education and equitable access to learning outcomes for all. The outcomes of the summit will lay the ground for the quality education reform process in Rwanda and the region as a whole.

Support was provided for the development of the Learning Achievement in Rwandan Schools system, which constitutes a notable achievement as it will allow for the measurement of learning outcomes in literacy and numeracy. In the adult education sub-sector, the Adult Education Policy, Adult Education Strategic Plan and Draft National Curriculum Framework were prepared and are to be submitted to the Cabinet in early 2012.

The UN continued to co-chair (jointly with DFID) the Education Development Partners Group within the Sector Wide Approach (SWAp), giving the UN a very strategic position to influence policy dialogue and to ensure that key issues of equity and quality are given priority within the sector. Technical and financial support was provided to the Ministry of Education to conduct two sector reviews in 2011, bringing together all the sector stakeholders to assess progress and coordinate and prioritise actions for the year to come. The UN

Education Theme Group also played a prominent role in supporting the Ministry to undertake the EDPRS sector self-assessment.

In 2011, through UN support, the skills of 30 district education officers were enhanced in the area of evidence-based planning and analysis. The planning function within the Ministry of Education was also strengthened through a series of workshops on policy design and strategic planning, budgeting, and monitoring and evaluation of plans and projects - with a focus on effectively planning for, implementing and monitoring equitable access and learning for all children.

In addition, the UN assisted the Ministry in developing the Rwanda Innovation Endowment Fund which is expected to accelerate the efforts to promote innovation and research by providing a sustainable funding mechanism. The main objective of the fund is to increase the competitiveness of the Rwandan economy by stimulating R&D in innovative market-oriented products and processes.

#### **UNDAF Result 4: Environment**

Rwanda is the most densely populated country in Africa, resulting in immense human pressure on natural resources. With a total of 80% of the population dependent on agriculture for their livelihood, environmental sustainability remains a central target of long-term development strategies and plans. As a result, the Government of Rwanda has promoted sustainable economic growth built on a responsible use of the natural resources.

Progress in policy making and monitoring concerning environmental performance has been outstanding. National institutions – with the support of Development Partners and the UN system – have enhanced their efforts to protect the environment and promote sustainable use of the country's natural resources. Local governments have been actively involved in such processes.

Effective initiatives have been implemented in order to develop institutional and policy frameworks for

sustainable natural resources management and ecosystem conservation. Through joint support, namely the Poverty Environment Initiative, the UN system contributed to the improvement of capacities within key ministries and institutions. The main objective of such initiative has been to understand and analyse links between poverty and environment and to integrate environment into policymaking, planning and budgeting. In addition, trainings were conducted for public institutions and the private sector on relevant environment-related issues.

In order to contribute to the integration of environmental protection concepts and mechanisms into policies, strategies, guidelines, standards and regulations at the local and central level, the UN assisted in the elaboration of the Integrated Water Resources Management Policy and Strategy.

Through partnerships with the Rwanda Environmental Management Authority (REMA) and the National Forestry Authority, the UN supported awareness-raising and sensitisation campaigns in the framework of school greening programmes. The initiatives led to a better understanding of environmental issues among school children, at the same time setting up a platform for dialogue on climate change and management of natural resources.

Technical assistance was also provided to REMA for the finalisation of guidelines on strategic environmental assessments as well as for the development of a framework on environmental security assessments. Concrete interventions, such as the Man and the Biosphere Intergovernmental Programme, were developed and the use of solar energy was promoted as a mean to empower women and marginalised populations in remote rural communities.

Good practices were also developed in relation to the restoration and protection of ecosystems and the environmentally friendly use of natural resources. In its Decentralisation and Environment Management Project, the One UN provided capacity support to undertake planning and management of environment and natural resources at the district level. Through the

National Environment Youth Project, the UN system in collaboration with REMA contributed to the protection of the Nyabarongo river banks and its tributaries, while a project of rehabilitation of the progressively eroded hillsides of Rubavu has been set up.

In partnership with the Ministry of Disaster Management and Refugee Affairs (MIDIMAR), the One UN supported the development of more effective livestock management initiatives. Data collection activities concerning the use of domestic energy in refugee camps have also been carried out, aiming at providing evidence-based information for the development of more efficient domestic energy programmes.

#### **UNDAF Result 5a: Sustainable Growth**

The Government of Rwanda gives high priority to achieving sustainable economic growth for all as a mean to meet the targets set by the MDGs. In 2011, the contribution of the agricultural sector to poverty reduction was of paramount importance in Rwanda, not only through increased food availability but also through the creation of employment opportunities and the implementation of risk-mitigation infrastructures for irrigation and land husbandry. In addition, non-agricultural activities and business climate also registered significant improvements in 2011, as evidenced by the Composite Indicator of Economic Activities.

The One UN, in alignment with national priorities, contributed to Rwanda's economic growth through

- i) intensification and diversification of production for increased income generation and food security, and
- ii) strengthening of economic governance and trade facilitation. The Government's strong interest in enhancing productivity along with the membership in the East African Community continued to be the driving force for a more market oriented agricultural sector.

A flagship project to empower women to leverage their economic status and expand their trading opportunities has been crafted under the Agaseke Joint Programme. Through activities developed by the UN system in partnership with the City of Kigali, 2,000 resource-

poor women were supported in the improvement and diversification of their household income generating activities. Refugees located in camps and urban areas also benefited from the joint programme activities – namely through the participation in vocational training and grant programmes – and increased their level of self-reliance.

In order to strengthen data collection and management systems for the production of statistics, the One UN initiated a livestock census in two districts through the Joint Livestock Programme. The UN system also collaborated with the Rwanda Development Board to design and implement concrete actions for adding value to livestock production. Moreover, following the example of the Songhai Centre in Benin, an Integrated Development Programme has been piloted in two districts with the aim of promoting sustainable growth and reaching the poorest people. The programme focused on land resettlement, income generation as well as capacity building for public institutions' personnel at the district level.

The UN system in Rwanda contributed furthermore to build national institutional capacities to advance regional integration and foster economic governance. The main interventions included the popularisation of the regional integration agenda and the tackling of relevant issues concerning women in informal cross-border trade. Regional integration was also mainstreamed into Rwanda's development plans while the national market's potential and linkages with existing networks in the East African Community and the Economic Community of the Great Lakes Countries were enhanced. Special attention was put on agriculture and agro-processing activities as well as on the use of Information and Communication Technology (ICT) for development.

Through technical assistance the national capacity concerning institutional and regulatory framework for food safety control and private sector compliance was also strengthened and relevant policies – including a national industrial policy – were developed. In addition, the establishment of the Industrial Development and



Export Council represented a key element for more effective monitoring of economic policies and business environment strategies.

### **UNDAF Result 5b: Social Protection**

In the social protection sector, the One UN – through the Social Protection Thematic Sub-group – focused its action on two main outcomes:

- i) the implementation of an effective social protection system to promote equity and socio-economic inclusion of the most vulnerable groups and
- ii) the implementation of an effective disaster management system to minimize risks and respond to shocks. In addressing these objectives, several results were achieved through joint support of UN agencies.

The Social Protection Strategy was adopted and the Comprehensive Implementation Plan developed. Capacity building and awareness raising initiatives including training of Government staff and the organisation of high-level discussions on social protection – were successfully conducted with the support of the UN system. The ongoing Mapping & Rapid Assessment of social protection intervention was initiated and is expected to be finalised in early 2012.

Making use of technical and financial support provided through the UN system, the Government of Rwanda continued to take important steps in the fight against gender-based violence (GBV) and child abuse. The GBV Policy and Strategic Plan was adopted and started to be implemented. The National Scale-up Strategy for One Stop Centres for victims of gender-based violence and child abuse was finalised and a draft standardised treatment protocol was developed in 2011.

With the overall goal of ending violence against children (VAC), a national conference followed by a nationwide awareness campaign on VAC was organised by MIGEPROF with the support of the One UN. The conference produced and validated a list of recommendations which will be included in a national action plan on VAC.

A child protection system's approach focusing on improving referral systems and increasing awareness was piloted. The system was further strengthened in three refugee camps through the implementation of initiatives such as assessments of critical issues, training of GBV and Child Protection Committees, sensitisation campaigns and the elaboration of a child protection system strategy.

In order to establish more sustainable data collection and management, the Management Information System was initiated and applied to a number of social protection interventions. Furthermore the Vision 2020 Umurenge Programme (VUP) scaled up to 120 sectors and the VUP community training manual was developed. An important element towards enhanced levels of effectiveness of the social protection system was the inclusion in the UBUDEHE national data system of targeted data collected in 2011, together with national data on household composition and poverty ranking.

A national survey on child labour led by the National Institute of Statistics of Rwanda and the Ministry of Public Service and Labour was carried out and the results disseminated at national level. The country report "Understanding children's work and youth employment" led to the initiation of a broader research programme concerning child labour and youth employment in Rwanda.

The One UN continued to assist the Government of Rwanda in building national capacities in disaster management through advisory, policy and technical support to render fully operational an effective disaster management system at the national, sector and district level. Specifically, the Ministry of Disaster Management and Refugee Affairs (MIDIMAR) was reinforced through the development of a disaster management strategy and policy. Furthermore, the capacities of MIDIMAR's staff were strengthened through trainings both at national and international level. Information and communication equipment were also purchased to boost the implementation of effective and timely communication systems in disaster situations.

## Looking ahead

In partnership with the Government, the One UN will increase its efforts and seek innovative ways to enhance and accelerate the positive progress towards the MDGs. The UN is well positioned to make an impact in the development progress thanks to the alignment with the national priorities, a programming strategy based on the comparative advantages of the diverse UN agencies and the existence of a good dialogue and cooperation with the Government and development partners.

Since the beginning of the reform implementation in 2008, the UN Delivering as One (DaO) and the One UN Programme structure have proven to add value to the UN's positioning in the aid context in Rwanda. The representatives of the Delivering as One pilot countries and self-starters participating in the DaO Conference held in Montevideo in 2011 reaffirmed the principle that "there is no going back to doing business in the manner prior to the DaO initiative". In 2012, the UN system in Rwanda will therefore strengthen its commitment and efforts to further improve the results achieved in terms of coordination, transparency and accountability, in order to support the achievement of national targets.

Along with the main principles embodied in the Paris Declaration, the Accra Agenda for Action, the more recent Busan Partnership document as well as the gender equality action plan, the One UN in Rwanda will work to enhance aid efficiency and effectiveness, promoting gender equality gains, strengthening the coordination with Government and Development Partners and further aligning itself with the Division of Labour. Particular effort will be put in order to optimise the use of financial resources and instruments (such as the One Fund), at the same time increasing the cost effectiveness of the interventions carried out.

A major priority for the UN Country Team (UNCT) will be to ensure the positive contribution of the UN system for the preparation of the Economic Development and Poverty Reduction Strategy II (2013-2018) as well as for other relevant sector strategic planning exercises. In the same light, the elaboration process of the UN Development Assistance Plan (UNDAP) will represent a crucial opportunity to effectively align UN interventions

with key national needs and priorities, for the next 5-year programming cycle. The five key programming principles will be effectively mainstreamed throughout the planning processes. These include the human rights based approach and results based management, gender equality, conflict prevention, climate change, environmental sustainability, and disaster risk reduction, and capacity development.

The UN will continue to work in strong partnership with the Government for equitable and sustainable development in 2012. Specifically, the One UN is committed to upstream and further align its interventions alongside the comparative advantages of the diverse UN agencies as well as of the UN system as a whole. As a result, the UN will actively support the national institutions in the following areas:

- i) design and implementation of sector policies and strategic plans;
- ii) strengthening of national capacities to coordinate, monitor and evaluate development efforts in the diverse sectors;
- iii) improvement of data collection and evidence generation systems to better inform policy and strategic planning development.

Concerning the specific support at sector level, the UN system will assist the Government in its long-term commitment to promote good governance and gender equality. Particularly, the UN system will focus on supporting democratic participation and advancing access to justice for all while strengthening the capacity of the national gender machinery. The successful implementation of the newly adopted Policy and strategic Plan on Gender-Based Violence will also be prioritised.

The initiatives related to the elimination of mother-to-child transmission of HIV will be enhanced and special attention will be given to programmes aiming at improving the livelihoods and social environment for people living with HIV.

As for the education sector, the focus of UN interventions will remain on ensuring that the entire education system

provides a quality education for all and that the most vulnerable children, including refugees, can access a quality basic education. In addition, the UN will support the Government to develop early learning and development standards as well as national capacities to manage early child development programmes. The UN will also work with national institutions and development partners to finalise and adopt a school nutrition policy.

The mainstreaming of environmental sustainability principles into national development policies, programmes, plans and budgets will be a major priority for the Government and the UN system, along with ensuring adequate long-term capacity for effective environmental governance and decentralised service delivery. Furthermore, the interventions will focus on the design and implementation of appropriate mechanisms for climate change mitigation and adaptation, thus positively contributing to disaster risk reduction.

The One UN will also continue to support the Government in its efforts to improve and diversify income generation and production activities, enhancing value addition and food security for long-term sustainable growth. Positive experiences such as the Agaseke Programme, the Integrated Development Programme and the Livestock Programme will continue to be implemented and reach a wide range of beneficiaries. The UN intervention will also focus on improving technical skills of cooperatives and enterprises for high-quality production and marketing. Key elements of UN initiatives will also be the reinforcement of inclusive financial systems as well as the promotion of the regional integration process.

The UN system through its agencies will positively contribute to the implementation of the Social Protection

Strategy at national level, while strengthening the GoR capacity in preventing and responding to GBV and child abuse by adopting a multidisciplinary approach. One-Stop Centres will also be reinforced and scaled-up. The UN will support national institutions in order to improve child protection systems both in refugee camps and at national level. The interventions will include prevention programmes and reintegration of children living in the street.

A multi-year joint programme will start in 2012 in order to support the Government for the sustainable reintegration of Rwandan returnees. The programme adopts a multi-disciplinary and inclusive approach in the spirit of Delivering as One. It bases its intervention on the UNDAF results and aims to support the returnees in all relevant aspects of their lives, ranging from access to land, justice, health services, education, appropriate housing facilities, including skills training where appropriate. In addition, special focus will be placed on issues related to peace-building, reproductive health, HIV/AIDS, gender equality, women's and children rights.

The interventions promoted by the UN system will be carried out in close partnership with the Government, donor partners and civil society organisations, including international and national NGOs. The key objective will be to contribute to the development of national capacities in order to reach Rwanda's development targets. By cooperating with many complementing actors and development partners, the One UN will work towards improving the effectiveness of the development cooperation thus enhancing its overall contribution to Rwanda's development.



# Chapter 1:

## Overview Of Development Progress And Policy Trends In Rwanda

The year 2011 was the fourth year of the implementation of the Economic Development and Poverty Reduction Strategy (EDPRS). The EDPRS provides a medium term framework for achieving the country's long term development goals and aspirations to become a middle-income country by 2020, as embodied in the Rwanda Vision 2020.

The EDPRS (2008-2012) sets the country's development objectives, priorities and policies through three flagship programmes:

- i) Growth for jobs and exports;
- ii) Governance, and
- iii) Vision 2020 Umurenge.

These programmes are fully supported by country level stakeholders, including the UN and other development partners.

Rwanda's EDPRS represents also the main medium term instrument through which the Government has planned to make substantial contribution towards achieving the Millennium Development Goals (MDGs). The EDPRS has created the political framework to allow overarching development goals to be implemented by setting priorities and clearly defining responsibilities and budgets. In essence, the EDPRS is the 'national roadmap' for reaching longer-term MDG targets through short/medium-term policy reforms and budget reorganisation.

EDPRS' overall objective was to reduce the share of the population living in poverty from 56.9% in 2005/2006 to 46% in 2012/2013. This target has already been reached with 44.9% of the population living under the poverty line in 2011, one year before the end of the EDPRS. The EDPRS extreme poverty target of 24% is almost met with a rate of 24.1% in 2011 compared to 37% in 2005/2006.

Since 2008, more than 85% of the EDPRS targets have been met and 485 out of 504 policy actions have been fully implemented. This high implementation rate (96%) has led to impressive results in all three flagship programmes.

Given that the EDPRS is nearing its end, it was important to undertake an in-depth analysis in 2011 in order to reflect and learn important lessons to be integrated in the preparation and elaboration of the next EDPRS. Joint sector reviews and sector self-assessments have therefore been conducted by the sectors and districts through the Sector Working Groups and the Joint Action Development Forums between October and December 2011. At the sector level, self-assessments were conducted in eighteen sectors in a participatory manner with all stakeholders. These assessments provided valuable information on the achievements, challenges and lessons learned since the implementation of the EDPRS began. The main conclusions from these EDPRS sector self-assessments are that:

- i) The EDPRS has proven to be a relevant and important overarching strategic document and a leading reference point for all sectors;
- ii) The development of individual sector strategies and policies reflected the objectives articulated in the EDPRS and has therefore contributed to consolidating all the efforts in the sectors to stimulate economic development and combat poverty;
- iii) The identified challenges stressed the need for:
  - more cross-sector coordination and sector relations with decentralised levels;
  - increasing the availability and quality of human resources and financial resources;

- stronger involvement of the private sector and NGOs;
- strengthening M&E.

At the district level, assessments have been conducted for the 30 existing Districts through a participatory and consultative process. The main findings are that:

- i) The EDPRS has been the guiding strategy for district development in Rwanda in the period 2008-2011;
- ii) The EDPRS has set the stage for formulation of targets and objectives in the District Development Plan according to the objectives of reducing poverty and enhancing economic development;
- iii) The identified challenges highlighted the need for:
  - improvement of M&E tools and systems for monitoring progress;
  - improved coordination between central and district level to ensure effective district implementation;
  - strengthening districts' human resource capacity and availability.

The general lessons learned and the recommendations from the 2011 self-assessments reports at both sector and district levels are the following:

- i) Working together with the participation of the population has allowed fast-tracking implementation and has been cost effective;
- ii) Many home-grown initiatives such as Umuganda (community work), Gacaca (traditional courts) and Abunzi (mediators) turned into success stories;
- iii) The ownership of the EDPRS by all stakeholders at the national level facilitated the achievements of targets;
- iv) Adequate institutional and legal framework resulted in effective progress in the EDPRS implementation;
- v) ICT solutions enabled improved service delivery;
- vi) Performance contracts (Imihigo) at the district level proved to be very useful planning tools;

- vii) Not all the sectors were characterised by exhaustive and well-articulated strategies;
- viii) The mainstreaming of cross cuttings issues - such as disability, disaster management and risk reduction, regional integration and climate change – will have to be improved;
- ix) Coordination and communication needs to be strengthened across sectors and between central and local government entities;
- x) The involvement of the private sector needs to be enhanced;
- xi) M&E systems have to be integrated at the sector and district level;
- xii) Procurement planning and capacity of private contractors need to be enhanced in order to avoid delays in project implementation;
- xiii) The overall quality of service delivery has to be strengthened in both public and private sectors.

### Economic trends

In 2011, Rwanda's economy continued to grow with a real GDP growth expected to reach 8.8% for the year compared to 7.5% in 2010<sup>1</sup>. This is mainly driven by the performance in the agricultural and industrial sectors. In 2011, Rwanda experienced strong harvest, robust exports and ample domestic demand.

Rwanda experienced a high inflation rate compared to 2010, partly reflecting higher global food and fuel prices. Measures have been taken by the Government in order to lower the inflation rates, notably by reducing fuel taxes. However, the National Bank of Rwanda has been reluctant to increase interest rates in order to contain inflationary pressures, preferring to support economic growth.

Measures taken to facilitate business were acknowledged by the World Bank's Doing Business Report 2011. These reforms aimed at improving Rwanda's investment climate and included measures to facilitate the starting up of a business, registration of property, protection of investors, trade across borders and access to credit.

<sup>1</sup> IMF Rwanda Country Report n° 12/15, January 2012

Emerging to 67<sup>th</sup> position out of 183 countries on the Doing Business rankings in 2010, Rwanda continued to improve its world ranking in 2011 reaching the 57<sup>th</sup> position.

### Social trends

Rwanda has made tremendous efforts in the social protection sector which contributes towards the EDPRS targets by providing effective social safety nets and integrated social protection programming, with a focus on combating extreme poverty. Thanks to an integrated social protection programming and pro-poor growth objectives - such as the 'One cow per family' programme and the Crop Intensification Programme - significant progress towards meeting the EDPRS targets has been made.

The results of the third Integrated Household Living Conditions Survey (EICV 3) carried out in 2010/2011 show that Rwanda substantially reduced the share of its population living in poverty from 56.9% in 2006 to 44.9% in 2010/2011, surpassing the EDPRS 2012/2013 target of 46%. The extreme poverty target of 24% in 2012/2013 is almost met with a rate of 24.1% reached in 2010/2011.

The rapid increase in the number of mutual health insurance programmes and beneficiaries is a testimony of the positive dynamics originated at the community level. This is in order to search for solutions to problems of financial accessibility to health care as well as protection against financial risks associated with diseases. In 2010/2011 (EICV 3), 89% of the population was covered by health insurance schemes compared to 70% in 2006.

From poverty reduction to environment sustainability and health improvement, impressive efforts have been registered and contributed significantly to reduce the levels of vulnerability of the population.

The infant mortality rate has sharply decreased from 86 per 1,000 live births in 2006 to 50 in 2010/11, while the maternal mortality rate has decreased from 750/100,000 live births in 2006 to 487/100,000 live births in 2010/2011. A strong decline in the under-5

malnutrition was also noted, with a decrease from 18% of children underweight in 2006 to 11% in 2010/11. In 2010/11, 74.2% Rwandans had access to safe drinking water compared to 64% in 2006.

In the education sector, EICV 3 results point out the substantive progress that Rwanda made over the last few years. The net primary school enrolment rate increased from 86.6% in 2006 to 91.7% in 2010/11, while considerable progress has been made in the completion rate in primary school, which increased from 51.7% in 2006 to 81% in 2010/11 and surpassed the EDPRS 2012/2013 target of 80%. The ratio of pupils per qualified teacher reached 58:1 in 2010/11 compared to 70:1 in 2006 and to the EDPRS target of 47:1 by 2012/13.

### Governance trends

The Government renewed its commitment to strengthening good governance through the Seven Year Government Programme 2010-2017. Consequently, fostering democratic governance continues to be a major development goal for the Government of Rwanda. In 2011, the Government established the Rwanda Governance Board, whose mission is to promote and monitor decentralisation and good governance principles and practices in public institutions as well as to conduct research to promote accountability, transparency and integrity in public affairs. This innovative initiative is the first of its kind in Africa. Some of the core functions of the Rwanda Governance Board include – but are not limited to – the following:

- ❑ Provide strategic policy advice to Government on issues related to good governance;
- ❑ Design, initiate and implement policies and strategies in the field of good governance and decentralisation;
- ❑ Promote and monitor the implementation of good governance and decentralisation policies in public institutions;
- ❑ Harmonise capacity building efforts in local governments and support districts and other governmental agencies involved in the implementation of the decentralisation process;

- ❑ Participate in the carrying out of governance assessments, including spearheading the annual review processes of the Rwanda Joint Governance Assessment.

The Decentralisation Implementation Plan (2011-2015) was successfully developed and serves as a guiding tool to monitor Rwanda's progress in this regard. Continued progress has been made in transferring responsibilities and resources to local public institutions. Ongoing efforts are made to strengthen downward accountability from local Government to citizens by enhancing participatory processes, particularly in the design and monitoring of *Imihigo* performance contracts. Indeed, the concept of performance contracts facilitated the progress and helped ensuring a focus on results delivery. There are now local elected development committees at the village level – called *Umudugudu* – that ensure representation in higher forums as well as during regular Public Accountability Days. Furthermore, citizens' confidence in Government increased as 74.2% of the population considers that it actively participates in local decision making and that local Government listens to and addresses priority concerns. The same indicator increased significantly from 2006 (when it reached only 65%) and has already exceeded the 70% EDPRS target.

In the framework of the Universal Periodic Review of Human Rights (UPR), the GoR produced a report on the situation of human rights in Rwanda which was presented at the 10<sup>th</sup> session of the Human Rights Council (24<sup>th</sup> January – 04<sup>th</sup> February 2011). This process of peer review resulted in Rwanda being commended for constitutional guarantees to the promotion and protection of human rights, the rule of law, good governance, zero tolerance of all forms of corruption, social and political cohesion and national reconciliation as pillars of its development goals. Subsequent to the review process, the Government has established a framework for following up on the recommendations made. In particular, a plan and a roadmap for the implementation of the recommendations have been developed under the leadership of the Ministry of Foreign Affairs with the involvement of civil society organisations (CSOs).

In 2011, the GoR continued to show commitment

and made several efforts in support of the media sector reform in order to improve the media regulatory framework and promote media freedom. Consequently, the Cabinet passed six different amendments to laws and policies governing the media sector. The changes entail the introduction of self-regulation for print media, removal of media regulation from the Media High Council's mandate, and a change from state broadcasting to public broadcasting, among others.

The Government continues to make significant efforts to consolidate the gains the country has made in the area of gender equality and development. This is through mainstreaming the principle of gender equality in all national programmes, monitoring the implementation of gender budgeting and the preparation of gender budget statements in all institutions as well enforcing the related laws.

In 2011, the CSOs mapping exercise was finalised and provided for the very first time extensive data on the operations of CSOs in Rwanda in the diverse EDPRS sectors. The mapping exercise also highlighted the need for:

- (i) enhanced dialogue between CSOs and other relevant stakeholders including the Government, and
- (ii) information sharing on CSO activities and contribution to the national development agenda laid out in the EDPRS and the Vision 2020.

### Policy response (by sector)

**Agriculture:** In 2011, the Ministry of Agriculture (MINAGRI) has carried out a self-assessment of the agriculture sector. The exercise represented an opportunity for policymakers and relevant stakeholders to analyse the effectiveness of the EDPRS I (2008-2012) along various agriculture dimensions. The assessment focused on the lessons learnt during the implementation of the EDPRS I and the Strategic

Plan for the Transformation of Agriculture (PSTA) II<sup>2</sup>, analysing how the EDPRS II and PSTA III can be better designed, implemented and monitored to reduce poverty and develop the agriculture sector. The exercise greatly benefitted from the substantial insights offered by relevant stakeholders, including the One UN.

In the past four years the agriculture sector has been re-structured in order to increase food security. It has been widely acknowledged that the design, management and implementation of the PSTA II have been highly effective, with significant impacts on poverty reduction and income generation across the country. The MINAGRI seeks to further improve the results achieved, at the same time looking for new strategic opportunities in the framework of the PSTA III.

The assessment of the EDPRS I and PSTA II underlined common elements that will need to be addressed in order to improve the design, implementation and monitoring of agriculture sector strategies in the framework of poverty reduction interventions. Particularly, the following areas of intervention have been highlighted:

- i) Support district implementation: districts are seen as central to the implementation of agriculture development initiatives. Greater emphasis on agricultural extension, capacity building of district administrations and better coordination with MINALOC are necessary to strengthen poverty reduction initiatives and impact over the next five years.
- ii) Focusing on impact (poverty reduction / income generation): the analysis of the impact of policy interventions needs to be strengthened. This will allow the national institutions to ensure that the recipients are fully benefiting from Government interventions and resource allocations.
- iii) Private sector engagement: the private sector will have to lead the development of the agriculture

<sup>2</sup> The PSTA II (2009-2012) was formulated in alignment with the longer-term goals embodied in the Seven Year Government Plan, the Millennium Development Goals (MDGs) and the Vision 2020. The Comprehensive Africa Agriculture Development Programme (CAADP) principles and pillars are also in line with the PSTA II. The overall objective of the PSTA II is to "rapidly increase of agricultural output and incomes under sustainable production systems and for all groups of farmers, as well as to ensure food security for all the population". The specific objective is to "increase the output of all types of agricultural products with emphasis on export products, which have high potential and create large amounts of rural employment". As a result of it, specific agendas for action were developed along the following four interrelated programmes: i) Intensification and Development of Sustainable Production Systems; ii) Support to the Professionalization of the Producers; iii) Promotion of Commodity Chains and Agribusiness Development; iv) Institutional Development.

sector in PSTA III. The Government will contribute to facilitate private sector growth through targeted investments.

- iv) Bottom-up reporting mechanisms: the process of receiving and understanding farmers' needs should be more actively utilised in PSTA III. Through the use of score cards and other instruments, farmers will provide effective and continuous feedback to central level policy-makers.
- v) Improve inter-ministerial coordination and ensure the mainstreaming of cross-cutting themes: inter-ministerial coordination is particularly important for MINAGRI in relation to cross-cutting themes such as gender equality, nutrition, environment and climate change. Ensuring clearer institutional roles and responsibilities in the implementation of strategies and actions will improve the integration of all relevant cross-cutting issues. A case in point is the preparation of the gender strategy for the agriculture sector which will positively impact on the reduction of poverty rates for both women and men, particularly in rural areas.
- vi) Results-based budgeting processes: the PSTA III will have to ensure that budgeting processes are results-based and respond to adequate allocation resources. This will directly contribute to effectively increase results and achievements of poverty reduction programmes.

**Education:** Rwanda is well on track to achieve universal access to primary school for both boys and girls by 2015. Sustained progress has been registered in access to education with the primary net enrolment rate increasing to 95.4% in 2011, while primary completion rates reached 78.6%. Despite such outstanding gains, an important challenge for the education sector remains the need to address quality education throughout the system, in a resource-constrained context. Institutional reform saw the establishment of the Rwanda Education Board in 2011: the board will provide a comprehensive approach to the key priority of quality education and a mechanism of coordination across implementing agencies. With this important reform, there is now a great opportunity to approach the 12-year basic education reforms from a holistic point of view, addressing the issues of quality improvement and increased access side

by side. This is in order to ensure an optimum balance between increasing access and improving quality.

The Learning Achievement in Rwandan Schools system has also been established, with the support of the UN, in order to measure learning outcomes in literacy and numeracy. The results of the first assessment were presented and discussed at the Joint Review of the Education Sector in September 2011. The results will form the baseline data for learning assessment in Rwanda, a positive milestone in monitoring quality education and learning outcome improvements.

The Rwandan Early Childhood Development (ECD) Policy and its Strategic Plan was developed with the support of the UN and approved by Cabinet at the end of September 2011. The goal of the ECD policy is to "ensure all Rwandan children achieve their potential, are healthy, well-nourished and safe, and their mothers, fathers and communities become nurturing caregivers through receiving integrated early childhood development services". An ECD Task Force composed of representatives of concerned Ministries (Education, Health, Gender and Family Promotion, Justice, Local Government, Finance) supported the development of both the ECD Policy and Strategic Plan. While the Ministry of Education has been tasked with providing leadership for ECD, all concerned ministries are called upon to contribute to ensure that services and programmes for children between the ages of 0 and 6 are fully harmonised, integrated and provide a holistic approach to the development of the child.

The national scale-up of integrated ECD services - which extend beyond the understanding of "early learning centres" to include first and foremost family and community centres - aimed at building the capacity of parents to provide a stimulating and nurturing environment for their children's development. As such, the initiative has the potential to break the cycle of poverty and to act as a great social and economic equalizer, narrowing the disparity gaps amongst the different socio-economic quintiles.

The total allocated budget to the education sector in

2010/11 was Rwf 152.02 billion. Of the total budget the major programmes had the following % shares of allocation: basic education 62%; upper secondary 3%; TVET 7%; and higher education 21%.

**Employment:** Rwandan economy has been expanding at a rapid pace and the demand for skilled capacity to fill the growing number of opportunities generated in the private and public sector has increased. In addition, the private sector strongly depends on different Government institutions for the provision of efficient high-quality services regarding the installation of new business in Rwanda as well as the scaling-up of the existing ones.

During the past years the Government has put great effort and resources in the creation of new employment opportunities. Nevertheless, several constraints still remain such as the shortage of technically skilled labour force to meet the labour market demands, the low level of modernisation in the agricultural sector (which employs about 90% of the population), the low level of private investment due to insufficient domestic savings, the high illiteracy rate, insufficient incubation-support structures for employment creation, and a non-adequate national framework for coordinating and monitoring employment promotion initiatives.

In order to address the employment challenges, the Government of Rwanda has put in place the Human Capital Policy. The policy specifically focuses on upgrading the existing skills in both the public and private sectors, putting in place an ad-hoc human capital strategy. Furthermore, the implementation of the labour migration programme within the Labour Migration Policy framework is also contributing to support the human capital policy. Other strategies put in place to bridge the skill-gap include the development and maintenance of the Labour Market Information System on private sector demand and supply of professional skills; the creation of linkages and partnerships between private sector and training institutions; the identification of entrepreneurship opportunities and challenges, as well as the implementation of targeted training programmes where severe gaps persist.

**Environment:** The self-assessment exercise conducted in the environment and climate change sector underlined a few important achievements during the last phase of the EDPRS. Among the main results, the Government supported the development of a strategy to implement Environmental Education for Sustainable Development (ESSD) as well as the preparation of guidelines concerning the integration of ESSD in school curricula. Guiding principles on greening schools have also been developed and schools have been trained and supported in the implementation of the respective greening processes.

In addition, the Ministry of Finance took action to better integrate the environment factor in the budgeting process. The initiative resulted in a Call Budget Circular concerning the effective integration of environment in the 2011/2012 budget cycle for 3 pilot sectors (agriculture, energy, and trade and industry).

The Government of Rwanda actively supported the implementation of an increasing number of public awareness initiatives as well as the development of a broad national sensitisation campaign for environmental management. Such initiatives had a positive impact on the implementation of environmental laws, environment impact assessment reviews, approval of development projects as well as capacity building sessions for central and local government institutions.

In the framework of the capacity building programmes for public institutions, specific training initiatives focusing on environmental education and education for sustainable development have been implemented at the decentralised level. In order to increase public awareness, environmental clubs have also been set up in primary and secondary schools, reaching 70% of the total of education institutions.

**Health:** The Government has shown strong political will and commitment in relation to the development of the health sector in Rwanda. The development partners also demonstrated active support and participation to the initiatives developed by the Government, and a collaborative relationship has been developed within a framework of transparency and mutual accountability.

Clear policy orientations set up by the Ministry of Health (MoH) facilitated the planning process and implementation at the district level, while the implementation of a community-based health insurance system has strongly improved the equity of access to health services.

In addition, a concept note concerning the managerial re-organisation of the health system at the district level has been prepared and the process of validation initiated. The proposal represents a fundamental reform of the health system in Rwanda and will strongly contribute to improve the organisation of the system at the decentralised level.

Among the main initiatives currently under process at national level to increase the efficiency and effectiveness of health services delivery, the MoH is focusing on:

- ❑ Reviewing the general health sector policy in the framework of preparation processes for the EDPRS II and the Health Sector Strategic Plan (HSSP) III;
- ❑ Strengthening decision-making structures and mechanisms at the decentralised level;
- ❑ Identifying vulnerable groups to be targeted in the HSSP III in order to ensure that related programmes and budgets are adequately developed taking into consideration the close link between poverty, illness and disability;
- ❑ Fully integrating in the HSSP III relevant public health issues – such as eye health care, non-communicable diseases and zoonotic diseases – which have not been explicitly included in the previous sector strategic plan.

**Water Supply, Sanitation and Hygiene:** The overall objective of the water supply, sanitation and hygiene sector remains to ensure sustainable and affordable access to safe water supply, sanitation and waste management services for all Rwandans, as a contribution to poverty reduction, public health, economic development and environmental protection.

The sector has set targets to achieve such as:

- i) access to safe drinking water starting from 44% in 2005 to 85% by 2015, and
- ii) access to adequate sanitation services from 38% in 2005 to 65% by 2015. According to EICV 3 data, the current status of affairs shows 74.2% of access to safe drinking water and 74.5% of access to adequate basic sanitation.

Whilst the sector's policy was updated and endorsed by the Parliament in 2010, the implementation of the policy continued in 2011 through a number of policy actions among which:

- ❑ Institutional reforms: in July 2011, the re-structuring of MININFRA was concluded with the introduction of the Energy, Water and Sanitation Authority (EWSA), as the implementing body for all national water and sanitation programmes. Beside this new body established within the water sector, a second one was also created under the Ministry of Environment and Natural Resources (MINERENA): the Rwanda Natural Resources Authority (RNRA) under which the department of water resources management falls.
- ❑ Presidential initiatives and high level advocacy events: in June 2011, improved sanitation and hygiene was further supported on the national agenda with the launch of the "Green and Clean Environment Campaign" to improve public health at the community level. From 19<sup>th</sup> to 21<sup>st</sup> July 2011, under the patronage of HE the President Paul Kagame, the Government of Rwanda and the African Ministers' Council on Water organised the AFRICASAN 3 conference bringing around the table nearly 900 delegates from a total of 67 countries, including representatives of 42 African countries. AFRICASAN 3 provided the opportunity for alignment with key global sanitation initiatives, in particular the sustainable sanitation 5-year drive announced by the UN Secretary General.
- ❑ Actual field interventions: substantial construction works have been initiated countrywide focusing on the installation of new water systems through several projects implemented in coordination with several development partners (BTC, JICA, UNICEF-WASH).

Recurrent public sector reforms and civil servants' mobility continue to pose a challenge to human resource capacity and institutional memory, negatively affecting capacity development processes.

**Youth:** Youth is an increasingly important sector of action for the Government of Rwanda due to the high proportion of youth in the Rwandan population (percentage of population aged less than 15 is 43,6% and aged less than 25 is 63%) and the elevated percentage of youth unemployment (42% of the youth aged between 14 and 35 are either unemployed or only work on seasonal small-scale agriculture).

In 2011, the Rwanda's Ministry of Youth initiated – with the financial and technical support of the One UN – the process of updating the National Youth Policy to reflect the new vision and priorities of the ministry, given the fact that the previous policy dated back to 2005 and had been validated by the former Ministry of Youth, Sports and Culture. At the same time, the Ministry of Youth worked on a Youth Strategic Sector Plan with the aim of mainstreaming youth-related concerns into the policies and programmes of the Rwandan Government. The plan was validated in third quarter of 2011 after a participatory process involving all youth sector relevant actors and taking into account their perspective and feedback.

In November, the then Ministry of Youth, Sports and Culture developed the Minimum Service Package for Youth Friendly Centres in Rwanda, setting standards for youth services that must be taken into account in Government policies. Parallel to this, a harmonised M&E system was developed for youth sector activities and is being used by local Youth Centres in order to improve planning and accountability in the delivery of services.

The elaboration of a national policy and strategy on volunteerism was also initiated in 2011 in the framework of the Joint Youth Programme, a joint initiative of the One UN. This policy, which draws on a participatory conference gathering volunteers and other stakeholders from the whole country, is to set an institutional framework for volunteerism in Rwanda and help the Government integrate volunteerism and civic engagement into its policies and programmes as a

mean to achieve sustainable development. The policy is expected to be adopted in early 2012.

Finally, as for other thematic sectors, a joint youth sector review was undertaken and a youth sector performance report drafted by the Ministry of Youth, Sports and Culture in order to assess the degree of alignment of the youth sector with EDPRS I and Vision 2020, and prepare for the elaboration of EDPRS II.

**Social Protection:** Rwanda's Social Protection Sector is built on the Government's overarching EDPRS I, which aims to improve social and economic well-being and reduce poverty. Furthermore, the social protection sector is guided by a National Social Protection Policy (2005) which aims to provide effective social safety nets and integrated social protection programming with a focus on combating extreme poverty. In terms of social protection and labour markets, Rwanda has ratified all fundamental conventions and has a legal framework in conformity with international labour standards.

During the reporting period, the national policy framework for social protection was strengthened through the elaboration of a comprehensive Implementation Plan for the Social Protection Strategy (2011-2016). A national coordination body – the Rwanda Local Development Support Fund – was created in response to the need of improving monitoring mechanisms to measure the impact of social protection programmes. The response capacity of the Ministry of Local Government (MINALOC), the ministerial body with prime responsibility for social protection, has also been enhanced and a more adequate harmonisation of the interventions in the sector has been ensured.

In 2011, the Government of Rwanda (GoR) continued to take important steps in the fight against gender-based violence (GBV) and child abuse. The adoption of the GBV Policy and Strategic Plan represented a milestone in the process of setting up measures and mechanisms for the adequate prevention and response to GBV. In addition, the GoR is committed to further expand the establishment of the One Stop Centers for GBV and child abuse in Rwanda, scaling-up the provision of such multi-disciplinary services at the national level.

The GoR prioritised the design and implementation of appropriate policy and institutional arrangements for a more effective management of disaster risks. The establishment of the Ministry for Disaster Management and Refugee Affairs (MIDIMAR) in 2010 and the continuous focus on strengthening the capacities of the ministry in 2011 represented a clear indication of the GoR's commitment.

**Energy:** Energy is a key strategic sector for Rwanda since it is a basic requirement for economic growth and sustainable development. The provision of adequate energy infrastructure is essential for the development of industries and businesses, especially for the development of energy intensive industries such as mining and for ensuring a high quality service delivery from social institutions such as health facilities, schools, ICTs and other public services.

The EDPRS energy sector objectives include the following:

- i) increased access to energy,
- ii) sustainable tariff structure,
- iii) diversification of energy sources, and
- iv) strengthened institutional framework and capacities.

Rwanda is committed to a sustainable and durable development path that will focus on a green and low carbon development with regard to electricity generation as well as biomass utilisation. Rwanda intends therefore to focus on maximising the use of its energy resources at the same time encouraging and participating in the regional initiatives. While developing the energy resources, community involvement is a key priority.

Electricity accounts for only about 5% of primary energy use in Rwanda. Biomass is the main source of energy accounting for some 84% of primary energy use, while petroleum products account for the rest. In addition, Rwanda has one of the lowest electricity consumption per capita compared to other countries in the region. The current installed generation capacity is also low, being approximately 100 MW with only about 11% of households connected to the grid.

Of the installed generation capacity, hydropower accounts for about 59%. Thermal generation, primarily hired diesel and heavy oil fuel based generation units account for 40% and methane gas for about 1%. The high reliance on thermal generation comes at a significant cost to Rwanda, especially given the present high prices for oil products.

During 2011, there have been positive achievements on energy policy issues. Taxes incentives have been provided for liquefied petroleum gas and energy saving devices importation. The electricity law was passed by the Cabinet in June 2011 and gazetted in July 2011, and an electricity tariff structure study has been conducted. The energy policy was reviewed and updated. The policy is a comprehensive document, which addresses the major issues in developing the energy sector, including: the integrated approach to energy planning, use of indigenous energy resources, energy efficiency and conservation, energy pricing and subsidy policies, regulatory framework, institutional framework and capacity building, private sector participation in energy, and financing of energy sector investments.

The Seven Years Energy Strategic Plan (2011-2017) has set more ambitious targets for energy development. The priority of the Energy Sector Implementation Plan is to increase electricity generation capacity from 96 MW to over 1000 MW by 2017 and access to electricity from 204,000 connections of today to 1,200,000 (covering 50% of the population) by the same year. The implementation plan takes into account the current electricity generation capacity, existing projects under implementation as well as the planned new generation to achieve the additional generating capacity of 1000 MW by 2017 and the proposed increase of electricity access of over 50% by 2017.

**Manufacturing and Industry:** Over the last couple of years, the overall economic growth in Rwanda has been impressive, outpacing both the EAC and Sub-Saharan Africa average since 2007. Growth by sector has varied, although industrial growth has exceeded overall growth in the economy during the past five-year period with the sole exception of 2009. The industrial sector grew by 12.7% in the 2010/11 fiscal year, following the growth

of just 1.3% in 2009/10. Before this, the industrial sector grew at 10.4% in both 2007/08 and 2008/09. Exports have risen considerably since 2007/08 although they experienced a two-year decline following the global economic crisis that saw falling international demand for commodities. Total goods exports stood at US\$ 305m in 2010/11, having grown at an average rate of 18.5% over five years. Such results have been driven by Rwanda's traditional exports of minerals, coffee and tea.

Imports grew at 11% per annum between 2008 and 2010 but are estimated to have grown by 45% in 2011. Tourism revenues increased from US\$ 186m in 2008 to US\$ 227m in 2010/11. Investment has declined marginally as a percentage of GDP since 2008, from 23.5% to 21.9%, but is expected to reach 25.1% in 2011. Private investment has also fallen from 13.1% to 10.9% of GDP. Rwanda has experienced volatile FDI inflows in recent years, with strong growth in 2008 and 2009 followed by a drop of 64.4% in 2010 to just US\$ 42m. Investments were damaged by international demand shrinking in the aftermath of the global economic crisis.

Within such economic context, Rwanda has identified the importance of small and medium enterprise development as a fundamental driver of broad-based economic growth, led by the private sector and employment generation. The Index on Business Environment grew from 36% in 2006 to 60% in 2010/2011 and Rwanda moved from 139<sup>th</sup> rank in 2008 to 45<sup>th</sup> in 2011. The Investor Perception Index increased from 70.5% in 2009/10, the first year it was published, to 72.2% in 2010/11. Investments as a percentage of GDP grew from 16% in 2006 to 22% in 2010/11.

The objectives of the lead Ministry of Commerce (MINICOM) broadly cover those of the private sector development as a whole. Nevertheless, the current strategic plan does not provide a mechanism for the effective coordination of all stakeholders or a framework for the implementation of the diverse policies and strategies that address the sector's issues. The Private Sector Development – Sector Working Group has called for the design of a holistic private sector development strategy to be developed through a participatory approach. Likewise the coordination of activities and

development of effective communication channels will have to be further strengthened. Institutions like the Rwanda Development Board and other new or restructured institutions – such as the Rwanda Bureau of Standards, the Rwanda Cooperative Agency and the National Agriculture Export Board – will develop and expand in coverage. Such initiatives will become extremely relevant as the regional integration process intensifies and EAC laws, policies and strategies more significantly affect the Rwanda's private sector.

As a result, key policy responses for the manufacturing and industry sector include:

- ❑ The development of an overarching private sector development strategy that all relevant ministries and stakeholders support and commit to at the highest level;
- ❑ The mainstreaming of relevant issues related to regional integration into policies and sector strategies with specific attention to the increasing number of coordinating mechanisms and structures (e.g. new EAC sector working groups);
- ❑ The focus of the strategic orientation of private sector development initiatives in the country on the following areas:
  - i) establishment of the role of the Government in support of the private sector in relation to the type of initiatives, the scale of support and the timescale (exit strategies);
  - ii) creation of an enabling environment for business and investment; and
  - iii) targeting of initiatives to improve competitiveness of high potential sectors.

**ICT:** The GoR identified information and communications technology (ICT) as a key factor for accelerating socio-economic development in order to transform Rwanda into a knowledge-based economy. It is in this regard that the GoR integrated ICT development as one of the cross-cutting issues in the Vision 2020 and mainstreamed it into the country's EDPRS. ICT therefore represents a tool to achieve poverty reduction and transform Rwanda into a modernised middle income country and society by 2020. As part of the African

Information Society Initiative initiated by the United Nations Economic Commission for Africa (UNECA), Rwanda has developed ICT policies and strategies on which to base its future National Information and Communications Infrastructure plans for accelerating the socio-economic development of Rwanda.

Indeed, the ICT sector has been one of the major drivers of economic growth in Rwanda over the last decade, growing on average 40%. The ultimate goal is to use ICTs for wealth creation, poverty reduction and employment generation. This is using its catalytic and leveraging effects for improving access to basic services such as health, education, commerce and agriculture. ICTs are also applied to improve the delivery of public and private services, particularly in rural areas, enhancing good governance and lowering the costs of service delivery. The GoR believes that information and knowledge, powered by the engine of ICT, will be the nation's source for the creation of quality jobs, wealth generation and redistribution, national prosperity, as well as rapid economic development. As a result, with the support of development partners and the One UN through UNECA, the GoR is investing significantly to develop and deploy ICT infrastructure as well as train Rwandans in ICTs. The rapid increase of communication in Rwanda is facilitated by the Government's plan to lay fiber optical cables that will allow people to access information instantly.

In 2011, there have been remarkable achievements and progress of the ICT sector. These include e-Government programme and applications initiatives as well as the extension of the internet network. The e-Government programme aims at integrating all Government processes. This is in order to enhance the delivery of information and services to the general public as well as to improve internal government operations. More applications and services (such as online tax declaration, visa online application, integrated financial management system, online voter verification, land administration and management information system) are currently in process of development and will surely improve the efficiency of Government services.

Official statistics report that the country reached approximately 38% access rate for phone services both in rural areas and urban centres. The internet

penetration rate in the country is currently at 7% and the Government is targeting to increase it up to 12% during the upcoming year. Internet network can be accessed at a rate of 98% around the city of Kigali and other municipalities across the country. Mobile subscribers have reached 41% of the population while the introduction of a new operator (Airtel) had an overall positive impact on the telecom industry, increasing access to ICT services as well as generating revenues and employment opportunities.

ICT initiatives to foster Rwanda's private sector development include several business and career development support services, online trade information portals, business incubators, online tax calculators, credit reference bureau, mobile money transfers and e-banking services. These initiatives have already proved to have a positive effect on Rwanda's business environment. In addition, ICT initiatives benefiting the agriculture sector include the Agricultural Management Information System (AMIS), online exchange platforms and "e-Soko", a mobile market information solution that allows farmers and consumers to access market information for agricultural products. A Land Use Management and Information System has also been implemented to ensure proper use, planning and management of land.

In term of skills development programmes, Rwanda is currently developing a rich innovation environment. Rwanda has registered significant progress in the deployment of world-class ICT infrastructure that is now connecting more Rwandans to global networks. During the 2011/2012 financial year, over 1,088 ICT professionals from public and private sector are in process of being trained in ICT professional courses and 6,916 business communities in rural areas are expected to take part in ICT basic training.

In terms of policies, legal and regulatory framework, the third National Information and Communications Infrastructure Plan (NICI III) has been adopted. NICI III (2011-2015) will focus on service development through five areas of action:

- i) skills development,
- ii) private sector development,

- iii) community development,
- iv) e-Government and
- v) cyber security.

An ICT bill to address internet activities and systems, as well as digital and broadband communication systems is currently under review in the Parliament. The ICT draft bill provides a new licensing framework that creates new business opportunities, allowing all types of services to be provided through an unified license system. In addition, the bill conforms to the draft laws concerning the media such as the law governing the Media High Council, the law on the Rwanda Broadcasting Authority and the ICT law, which will tackle broadcasting and converging electronic technologies including the internet and media. The new legal regulation will enable the broadcasting sector to liberalise the digitization of TV and radio.

Despite the significant results achieved, the following areas of action need to be addressed in order to overcome the main challenges at the sector level:

- i) strengthening ICTs' knowledge and use for economic development purposes;
- ii) capacity building and training for sustainable use of innovative technologies;
- iii) provision of adequate financial resources for ICT projects;
- iv) implementation of initiatives related to access to network and ICT services with a special focus on rural areas;
- v) implementation of cyber security projects and delivery of sustainable services to the general public;
- vi) strengthening of ICT industry at the country level;
- vii) deployment of ICT infrastructures for public institutions both at the central and local level;
- viii) awareness raising and promotion of ICT services, facilities and benefits.

**Decentralisation:** The national Decentralisation Policy, adopted in May 2000, was conceived to achieve the following main goals:

- (i) promoting democratic governance at the local level;
- (ii) strengthening pro-poor service delivery and
- (iii) creating a basis for sustainable participatory community development.

The same objectives have been highlighted in the EDPRS as crucial elements for broadening grassroots participation and Government responsiveness through decentralisation. Moreover, the Vision 2020 has outlined decentralisation as a strategic element for ensuring good governance. As such, it stipulates that "good governance is essential to successful development. (...) Respect for human rights and increased popular participation in Government through a bottom-up approach to democratisation are critical"<sup>3</sup>.

The governance sector self-assessment carried out in 2011 underlined that a lot of achievements have been made at the sector level, especially in the area of developing and enhancing policy, legal and institutional frameworks. Laws and policies relating to elections, administrative functions, local community development, fiscal and financial decentralisation have been elaborated. Institutional, administrative and financial management structures and procedures are in place and operational, albeit not completely efficient. Furthermore, local elections have being held regularly to support democratisation empowerment processes<sup>4</sup>.

In the area of gender equality and women's empowerment the sector self-assessment review underlined the significant achievements made. Particularly, the sector

3 Decentralization Sector, *Key Messages from the Self-Evaluation Report*, Government of Rwanda, available on the website: [www.devpartners.gov.rw](http://www.devpartners.gov.rw).

4 During the EDPRS implementation period, the effectiveness of public sector reforms has been underlined by a number of significant initiatives such as:

- i) strengthening of the decentralisation programme in order to improve good governance, service delivery and accountability at all levels as well as to increase citizens' ownership of governmental programmes;
- ii) capacity building of public sector institutions through the establishment of structures, especially at the sub-national level, coupled with trainings at the national and international level;
- iii) improvement of financial management, procurement and evidence-based planning of public institutions through Imihigo; iv) enhancement of transparency of decision and policy-making through regular self-assessments and surveys;
- v) effective implementation of fiscal and financial decentralisation policies, enhancing autonomy and financial capacity of local Government institutions and leading to increased effectiveness in provision of pro-poor services;
- vi) improvement of citizens' participation through different mechanisms such as national dialogue, community work (Umuganda), radio debates, public accountability days, town-hall meetings on community radios, among others.

promoted women's empowerment and participation in decision making, bringing women representation at the district level at 38% (while the constitutional requirement is 30%). During the budget preparations for the fiscal year 2011-2012, the sector integrated a gender-based budget component and specific gender-based outputs were included in relation to community development.

Despite the many results obtained, certain constraints still need to be addressed through adequate policy and programme response. Specifically, the implementation of the decentralisation policy faces serious challenges in the following areas:

- ❑ Legal and policy framework: administrative laws and regulations that may not be in consonance with decentralisation;
- ❑ Institutional set-up and capacities: inadequate information flow between local and central level, high mobility of human resource at the district level, limited involvement of civil society, inadequate logistical facilities;
- ❑ Community planning: the Community Development Committees that are required to assume leadership in the planning process are still weak and their involvement limited. In addition, a major concern is the persisting incoherence between local planning, national priorities and sector strategies;
- ❑ Fiscal decentralisation and financial management: deficient funding mechanisms and low financial capacities, absence of information on revenue potential at local level, insufficient orientation of local authorities on proper financial/accounting management and reporting;
- ❑ Capacity building for service delivery at the local level: the current decentralisation framework recognises the sector as being in charge of service delivery, while the available human and technical capacities do not match the citizens' needs and the districts' ambitious plans.

Other challenges include:

- i) asymmetric decentralisation,

- ii) inadequate coordination at all levels,
- iii) unclear definition of roles and responsibilities,
- iv) incoherence between local planning and national planning/sector strategies,
- v) discrepancy between districts' plans and resources available,
- vi) weak capacities (financial/technical/logistical) at the district level.

Regular gender-based monitoring and reporting is also needed to effectively integrate gender disaggregated data in order to show the impact of sector programmes on both men and women, at the same time facilitating evidence-based policy and decision making processes. Moreover, the strengthening of data collection and management systems and the effective incorporation of gender responsive budgeting is required to positively contribute to the effectiveness of the initiatives developed in the sector.

As a result, future actions in the decentralisation sector will follow the vision of the territorial reform policy in order to achieve the following specific objectives:

- i) promote and enhance effectiveness in service delivery and collection of data and information at the sector level,
- ii) ensure the provision of adequate human, logistic and financial capacity to local institutions,
- iii) streamline and strengthen the management of public services and local economic development at the district level as well as the coordination of development initiatives at the provincial level,
- iv) establish and/or strengthen coherent gender-based monitoring and evaluation mechanisms and institutionalise accountability systems,
- v) ensure sustainable and equitable decentralised fiscal regimes.

**Justice, Reconciliation, Order and Law:** During the reporting period the GoR achieved notable results in the area of enhancing good governance, creating responsive institutions and broadening the scope of civic

participation. Among the most relevant interventions it is due to highlight the establishment of the Rwanda Governance Board and the launch of the Rwanda Governance Scorecard.

In January 2011, the GoR was peer-reviewed under the Universal Periodic Review (UPR) of Human Rights, and commended for its efforts towards international human rights law compliance, the rule of law, good governance, zero tolerance of all forms of corruption, social and political cohesion and national reconciliation as pillars of its development goals. The review process culminated in 73 recommendations, 67 of which were adopted by the GoR. Within such framework, in November 2011, the GoR held a regional workshop on the implementation of UPR recommendations. The event was organised through the Treaty Body Task Force chaired by the Ministry of Foreign Affairs and Cooperation (MINAFFET) with support of the UN. The initiative aimed at fostering the protection and promotion of human rights throughout the region. A roadmap for the implementation of the UPR was also presented in that occasion as an example of best practice concerning the UPR process.

In compliance with Rwanda's reporting obligations, the Treaty Body Task Force carried out several activities, including the preparation of the 3<sup>rd</sup> and 4<sup>th</sup> report to the Committee of the Right of the Child and the initial report to the Committee against Torture.

In 2011, the successful *Gacaca* court system reached the end of its mandate and pending cases have been moved to regular judicial system. In addition, during the reporting period a number of legislative reforms were initiated and/or finalised, including the revision of the penal code and the proposal of modifications to the legal system regulating the media sector in Rwanda. Among the alterations proposed for the media laws, specific measures aim at providing flexibility for the registration system of journalists (such as the elimination of academic requirements and the simplification of mechanisms for the delivery of press cards).

Rwanda continued to focus on the reinforcement of the institutional capacity of the Ministry of Justice (MINIJUST) to receive, address and follow-up on complains related to child right abuses and GBV through its decentralised *Maison d'Accès à la Justice* (access to justice centres) at the central and district level. The *Maison d'Accès à la Justice* service has been scaled up and has now covered the 30 Districts of the country. As a result, more than 5,000 cases related to civil matters – such as parental recognition and maintenance, succession, property related conflict, execution of courts' decisions – and about 700 criminal cases – mainly related to assault, robbery, drug trafficking, GBV, rape – have been received and addressed through the centres at the district level.



The First Lady Jeannette Kagame at the launch of the Rwanda Women Leaders Network in December 2011

# Chapter 2

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## UNDAF Results And Achievements

### UNDAF Result 1: Governance

#### Summary of Significant National Achievements

The Government of Rwanda (GoR) has continued to make notable strides in the area of enhancing good governance, creating responsive institutions and broadening the scope of participation. In 2011, the GoR underwent the Universal Periodic Review of Human Rights (UPR), and was commended for constitutional guarantees to the promotion and protection of human rights, the rule of law, good governance, zero tolerance of all forms of corruption, social and political cohesion and national reconciliation as pillars of its development goals. During the reporting period, a number of legislative reforms were initiated or finalised, including the revision of the penal code. Changes were also proposed to laws governing the media sector. Rwanda has continued to expand the services of the Maisons d'Accès à la Justice (access to justice centres) to facilitate access to justice in all the 30 districts of the country.

Globally recognised as one of the leading countries taking a strong command over the national aid effectiveness agenda, the Government of Rwanda with the support of the UN continued to make further progress in its efforts to enhance the quality and effectiveness of the development assistance it receives. This is evident from the outcomes of the Paris Declaration Survey 2011, where it is noted that Rwanda is among the countries managing aid effectively. The support provided by the One UN for the completion of the gender equality optional module of the Paris Declaration Survey produced positive results. In fact, the Government made a strong recommendation to the OECD-DAC in relation to the need for Development Partners to measure progress on their commitment to gender equality and to harmonise their policies and actions in the same area.

Following on the Kigali Statement of Actions adopted in late 2010, the Government of Rwanda and its Development Partners jointly agreed to implement innovative mechanisms that will enhance the effective use of aid and reduce transaction costs. This is in order to have a direct positive impact on aid effectiveness in the country. The initiatives already implemented include:

- i) integration of projects into the Government's Single Project Implementation Unit;
- ii) introduction of the Project Treasury Single Account; and
- iii) adoption of the Development Partners Mission Guideline.

The Government of Rwanda continues to implement the Donor Performance Assessment Framework, globally recognised as one of the best practices in enhancing mutual accountability and transparency. The application of the in-country Division of Labour agreed in 2010 among development partners also represents a significant success, since it enhances the aid effectiveness and reduces transaction costs through prioritisation and targeted support.

Building on these achievements, Rwanda played a key role as one of the leading countries during the preparation and negotiation of the Busan Partnership document as well as for the adoption of the post-Busan gender equality action plan. Rwanda also continues to be a major player in the Post-Busan interim group as it engages in the establishment of the Global Partnership governance structure.

With the support of the UN and other development partners, the Government has also successfully conducted important surveys, releasing key results which will better inform policy and decision-making processes. Results from the 2010 Demographic and Health Survey (DHS) and the third Integrated Household Living Conditions Survey (EICV) inform programming processes and allow effective monitoring not only of EPRS indicators but also of MDGs' achievement. Over the past five years, Rwanda has made remarkable progress by translating its recent growth into poverty reduction across the country. Survey results indicate

a reduction of poverty by 12% between 2005/2006 and 2010/2011, while for the same period between 2000/2001 and 2005/2006 poverty was only reduced by 2%. Data from the 2010 DHS show an improvement in the number of demographic and health indicators. In addition to the surveys carried out, a pilot of the general population and household census was conducted successfully and significant progress has been made in the preparation of the 2012 census.

### UN Specific Contribution

The One UN in Rwanda has reinforced national capacity within the areas of good governance and gender equality. The use of evidence as base for strategic policy making has also been increased. The main strategy for achieving these goals has been capacity development of Government institutions as well as civil society. The One UN through the continuation of the Joint Youth Programme has also ensured a strong focus on youth participation, mobilisation and capacity development in support of broader participation in governance and development processes. Moreover, public administration capacity to effectively carry out the decentralisation process was enhanced, with an emphasis on democratic participation and representation.

### *Outcome 1: Rule of law, access to justice and peace consolidation: Enhanced capacity of Government and partners to sustain a peaceful state where freedom and human rights are fully protected and respected*

The One UN played a leading role in reinforcing the capacity of the Ministry of Justice (MINIJUST) to receive, address, refer and follow-up on complaints related to child right abuses and gender-based violence (GBV) through its decentralised Maison d'Accès à la Justice at the district level. As a result, more than 5,000 cases related to civil matters - such as parental recognition and maintenance, succession, property and execution of courts' decisions - and about 700 criminal cases - mainly related to assault, robbery, drug trafficking, GBV and rape - have been received and addressed by the centres.

In partnership with civil society, the Bar association and the Ministry of Justice, a mechanism for pro bono legal

counselling for children in conflict with the law and victims of GBV has been strengthened. At least two lawyers have been appointed to each court to provide free legal counselling for children. Additionally, a partnership agreement has been developed between UN through UNICEF and the Youth Association for Human Rights Promotion and Development (AJPRODHO). The initiative foresees the setting up of a complementary mechanism to provide legal counselling for children at police and prosecution levels as well as GBV survivors. The partnership between UN Women, on behalf of the One UN, and AJPRODHO also resulted in the provision of legal aid to women victims of GBV in two One Stop Centres (namely Kacyiru Police and Gihundwe hospitals) and other eight Districts. Among the 1895 beneficiaries -1383 of which were women - supported through the use of mobile legal clinics, 1,119 legal conclusions were drafted and are in the process of being submitted to court. In addition, 666 persons - 600 of which were women - received legal education and advice based on the nature of their cases.



Significant progress has been made in transforming the Nyagatare children’s prison into a rehabilitation centre with a school, workshops, dormitories and a playground. The construction work is expected to be completed by June 2012. Approximately 400 children under three years of age that are in prison with their detained mothers have been assisted through nutrition and healthcare programmes. A psychosocial centre has also been established as a pilot project in Gitarama prison for approximately 60 children that temporary reside in the structure.

Additionally, in the framework of the support provided to the National Observatory for Child Rights , the monitoring and reporting capacity of the Observatory’s focal points at the sector and district level has been increased through training activities. As a result, 2218 child right violation cases have been reported to the National Human Rights Commission.

***Outcome 2: Evidence based policy making and accountability: Effective policy and socio-economic planning and accountability, and transparent management of public resources is enhanced***

In the framework of the efforts made by the GoR to improve evidence-based policy-making and planning mechanisms, the UN system actively supported the Government for the setting up of a national integrated monitoring and evaluation system. Through such assistance, during 2011 a national M&E policy has been prepared. Thanks to the support offered by an international UN technical advisor on M&E, 20 planning, monitoring and evaluation officers from the Directorate for National Planning and Policy Research strengthened their capacities. The officers were later allocated to leading sector Ministries and Provinces to facilitate the monitoring process of the Economic Development and Poverty Reduction Strategy (EDPRS I).

Under the DaO Programme further assistance has been given in order to facilitate the revision of EDPRS I and the preparation of EDPRS II. The UN specific intervention supported the sectors’ self-assessment process of EDPRS I carried out in all 30 Districts of Rwanda. It also contributed to the analysis of the final results proceeding from the evaluation exercise and the launch of the formulation process of EDPRS II.

The One UN also contributed to the UNDAF Governance Outcome 2 by strengthening the capacity of the staff of the National Institute of Statistics of Rwanda (NISR) as well as Government ministries' and UN staff. The personnel of the mentioned institutions was trained in the application of innovative data systems such as DevInfoRwanda and IMISRwanda. Both data systems were web-deployed and updated.

The UN significantly contributed to the planning process of the census exercise that will be conducted in 2012. A technical team was established and provided with census equipment for cartography work, GIS and data processing. Particular attention was put in the production and updating of disaggregated demographic and socio-economic data (by sex, age and location), data analysis and dissemination, and adequate monitoring of progress towards EDPRS and MDGs' targets. The UN also conducted a pilot census exercise. The results and lessons learnt have been shared and incorporated in the finalised version of the tools to be used during the census in 2012 (such as questionnaires, manuals and technical sheets). Moreover, the process related to the DHS report (DHS4) has been supported through the design of questionnaires, field monitoring and quality assurance mechanisms. International experts have been recruited for the specific purpose. The Civil Servants Census was completed and a roadmap for revamping civil registration – including improved coordination of stakeholders – has been agreed upon.

Quantitative and qualitative data has been made available as a basis for improved policy-making and planning. The finalisation of economic statistics (such as the Consumer Price Index, Producer Price Index and Gross Domestic Product estimates), the Gender Statistics Framework and a draft publication on women in the public sector significantly contributed to it. In addition, the skills of 45 statisticians and M&E officers and 60 district statisticians and gender focal points have been strengthened in gender statistics for an effective implementation of the Gender Statistics Framework.

The capacity of the Ministry of Finance and Economic Planning (MINECOFIN) has been reinforced through the enhancement of aid management systems and

procedures. This included the finalisation of the Aid Policy Manual of Procedure as well as the improvement of the Development Assistance Database. The application of the Donor Performance Assessment Framework and the Division of Labour was also supported. The UN strengthened development partnerships through the support provided to the Development Partners Coordination Group and the organisation of the Government of Rwanda and Development Partners' Retreat. Furthermore, the UN contributed to Rwanda's preparation and engagement in the High-Level Forum on Aid Effectiveness in Busan by ensuring adequate coordination, communication and technical assistance.

### ***Outcome 3: Decentralisation and participation: Enhancement of an effective decentralised administration with emphasis on democratic participation and representation***

In the capital, the UN system contributed to the achievement of the outcome through the support given to decentralisation and capacity building processes of Kigali City Municipality. Capacity development and empowerment initiatives have been organised for municipality staff, elected leaders and urban youth through the Joint Youth Programme. The socio-economic empowerment of youth has been promoted through business skills development and vocational training initiatives. Specifically, 130 Kigali City technical staff members have been trained in urban planning, infrastructure and land management, which included a field practice on infrastructure and land surveys. More than a 100 staff members were trained in GIS software management and their operational capacity was enhanced throughout the provision of fully-packaged computers loaded with the GIS software. 120 youth were trained in project design and management, 100 youth completed training in driving and tours guide whilst 423 youth were trained in IT.

The One UN, in the framework of the Joint Youth Programme and through UNV, also supported the elaboration of a national policy and strategy on volunteerism. This policy, which was at the centre of a UN-sponsored conference gathering volunteers and other stakeholders from the whole country, is expected – when adopted in 2012 – to set an institutional framework for volunteerism in Rwanda and help the

## ► The Universal Periodical Review - UPR

Following the events of 1994, Rwanda's level of compliance with international reporting obligations had been significantly slowed down. Recommendations from international human rights bodies – such as the Committee on the Rights of the Child, the Committee on the Elimination of Racial Discrimination, the Committee on the Elimination of Discrimination against Women, the Human Rights Committee and the Working Group on Enforced Disappearances – needed to be addressed at the country level. Particularly, the recommendations highlighted the gaps existing between Rwanda's domestic laws and international human rights norms as well as the delays registered in relation to the country's international reporting obligations. Since 2009 significant efforts have been made and Rwanda has proved its strong determination to comply with international human rights laws. An inter-ministerial Treaty Body Taskforce has been set up and a 3-year project funded by the One UN system was initiated in support of the Government's action. The taskforce has been working in close cooperation with the Office of the Human Rights Advisor to the UN Resident Coordinator and the UNDP Governance Unit.

Of particular significance was the Universal Periodical Review (UPR) undergone by Rwanda in January 2011. The UPR is a mechanism carried out by the Human Rights Council of the UN since 2008. It consists of an appraisal of human rights practices of all states in the world on a quadrennial basis. Following the review of Rwanda under the UPR process, the country has been commended for constitutional guarantees to the promotion and protection of human rights, the rule of law, good governance, zero tolerance of all forms of corruption, social and political cohesion and national reconciliation. A set of 73 recommendations was established, of which 67 were adopted by the Government of Rwanda. The recommendations cover a wide array of human rights-related issues like freedom of expression, gender equality and rule of law.

In order to assist the Government in the follow-up to the UPR, the UN system organised, in coordination with the Treaty Body Taskforce and the National

Human Rights Commission, a regional workshop focusing on the implementation of the UPR recommendations as an effective strategy for protecting and promoting human rights throughout the region. Thanks to the existence of strong human rights-related institutions, such as the National Human Rights Commission, the Gender Observatory or the National Reconciliation Commission, and under the leadership of the inter-ministerial Treaty Body Taskforce, Rwanda is now well engaged on the road to full compliance with international human rights obligations. Indeed, a roadmap established by the taskforce and discussed with NGOs provides guidance for the implementation of the UPR recommendations. Precise activities and deadlines are established for the implementation of the recommendations of the UPR and many of the controversial laws like the Genocide ideology law and the media law are currently under revision.

Although the process towards compliance with international human rights obligations was launched prior to the UPR, the latter provides a clear basis to go deeper in this direction. It also demonstrates the will of the Rwandan Government to commit itself to the international human rights protection system. As a consequence of this new perspective, Rwanda has waived all its reservations regarding human rights treaty bodies and has performed ratifications of numerous additional treaty bodies.

Rwanda has five years to implement UPR recommendations but barely a year after adopting them, positive measures are already underway towards their fulfilment. Examples include the recent opening up of the media to private frequencies in the spirit of entrenching media reforms, the Supreme Court's campaign against corruption in the judiciary and measures taken to upgrade prisons in line with UN minimum standards for the treatment of prisoners. By taking on the UPR recommendations, Rwanda has committed itself to compliance with international human rights protection mechanisms. The UN system will therefore continue to support Rwanda's progress toward international law compliance, particularly through assistance to the reporting processes.

country integrate volunteerism and civic engagement into policies and programmes as a mean to achieve sustainable development.

Assistance provided to the National Women's Council (NWC) resulted in enhanced capacities of Vice Mayors and members of the NWC to influence local Government planning from a gender equality perspective. Key governance institutions have also been supported in order to advance the participatory processes with special focus on community dialogues. Constitutionally mandated organisations such as the Office of the Ombudsman, National Human Rights Commission, National Unity and Reconciliation Commission have engaged populations in dialogues and proposed recommendations to further advance the decentralisation of good governance practices.

The mandate of oversight and citizen representation has been strengthened at the parliamentary level through UN support for targeted oversight missions in the area of Vision 2020 Umurenge Programme (VUP). The Parliamentary Radio was also put in place in an effort to improve information sharing.

The Rwanda Reconciliation Barometer was finalised with the support of the UN. Other governance assessments - including the baseline study on corruption and the Senates study on "Political Power sharing and Pluralism" - have also enriched the basis for discussion between Government and civil society.

***Outcome 4: Gender: The gender equality dimension is effectively mainstreamed in national development plans and corresponding strategies for the elimination of gender based discrimination and disparities***

Knowledge of Government and UN staff on gender analysis and mainstreaming has been increased for the effective integration of a gender equality dimension in both EDPRS and UNDAF strategic documents. The development of a national policy and strategic plan to fight GBV in the country has also been supported by the UN. Gender has been mainstreamed into national development plans. Through the development and finalisation of the strategic plan, the Gender

Monitoring Office was better positioned to effectively play its accountability role in relation to gender equality trends, programmes and results. Moreover, the Gender Monitoring Office's capacity has been specifically enhanced in relation to gender responsive budgeting and participatory gender audit. Further progress was made with the launch of the Rwandan Women Leaders Network, which aims at effectively contributing to country development in relation to gender mainstreaming and equality.

The celebration of the 15<sup>th</sup> anniversary of the Forum for Rwandan Women Parliamentarians (FFRP) provided a platform for the sensitisation of high ranking authorities on gender equality issues. A greater visibility of the work of FFRP was also ensured through the revamping of its website. Additional support was provided by enhancing the technical and operational capacity of the FFRP and the Ministry of Gender and Family Promotion (MIGEPROF), namely through the recruitment of a gender technical advisor and a communication officer.

UN agencies supported the national gender machinery - namely MIGEPROF, the Gender Monitoring Office, the National Women's Council and the FFRP - as well as UN agencies and other development partners in making use of sex disaggregated data for evidence-based policy advice, programming, monitoring and advocacy. This was done through institutional capacity development in gender analysis, gender mainstreaming and provision of policy advice services.

### Partnerships

The One UN worked in partnership with the GoR, civil society organisations and key public institutions to strategically respond to national priorities and contribute to EDPRS and UNDAF goals

More specifically, the One UN strengthened its partnership with the NISR in order to ensure adequate monitoring of progress towards EDPRS and MDGs' targets. Partnership between UN agencies and the national gender machinery was also reinforced. The initiatives implemented aimed at increasing the use of data in evidence based policy advice, programming,

monitoring and advocacy. Under the Joint Youth Programme, the One UN developed partnerships with Kigali City as well as with local and international volunteer-involving organisations. Promotion of access to justice and the rule of law were achieved through strengthened collaboration with the Ministry of Justice, the Human Rights Commission and human rights NGOs, specifically AJPRODHO.

### Key Challenges and Opportunities

In the area of good governance, the One UN is a strong partner of the Government and has supported significant achievements in alignment with national priorities. Recent governance assessments - such as the Joint Governance Assessment and the UPR - have also created opportunities for dialogue with the GoR and civil society.

A significant opportunity is represented by the fact that the Government has shown a high level of political commitment to promote good governance principles.

#### Volunteers at the peace walk organised in Kigali for the International Peace Day



Moreover, the support provided by the One UN to the national gender machinery and the NISR creates a window of opportunity for enhancing collaboration and synergy between the different sub-groups in the governance sector. This will positively contribute to the achievement of greater development results. In the area of demographic and socio-economic data collection and analysis, the technical and financial support offered by the One UN is highly appreciated, which provides an opportunity for further collaborations with Government institutions, including NISR.

### Key Priorities for 2012

In 2012 the One UN efforts to advance and sustain good governance will be consolidated in line with the Government's priorities, as follows:

- ❑ Advancing access to justice for all;
- ❑ Strengthening the capacity of the NISR in relation to data production and management, information dissemination, services provided to data users, advocacy and coordination of the National Statistical System;
- ❑ Increasing M&E systems and Government's capacity to coordinate, monitor and evaluate development efforts (particularly through NISR and MINECOFIN);
- ❑ Strengthening aid effectiveness and alignment to both national priorities and the division of labour;
- ❑ Enhancing development initiatives for young people;
- ❑ Encouraging inclusive participation in governance both at the central and local level;
- ❑ Increasing the capacity of the national gender machinery (specifically of FFRP, MIGEPROF, GMO and NWC).

For the UN system in Rwanda it will also be a priority to engage in dialogues concerning areas that have been identified as gaps and/or challenges in recent governance assessments. Such gaps include easing the constraints on the media sector, broadening the participation of citizens in the entire electoral process and strengthening the role of civil society in shaping the policy agenda.

## ► Supporting the National Agenda on Enhancing Aid Effectiveness

Since 2005, the One UN through UNDP has been providing technical and financial support to the Ministry of Finance and Economic Planning (MINECOFIN) under the project on aid coordination, harmonisation and alignment for development effectiveness. The main objective of the project is to strengthen the capacity of the Government of Rwanda to enhance aid harmonisation and coordination for increased national ownership over aid management. The ultimate goal is to offer more value for money and increase development effectiveness. A key forum for consultation and negotiations is the Development Partners Coordination Group (DPCG), which is chaired by the Permanent Secretary (PS) and Secretary to Treasury of MINECOFIN and co-chaired by the UN Resident Coordinator.

"The DPCG has been extremely useful in terms of managing and coordinating the quality of aid and has been very instrumental in addressing cross-cutting issues especially related to coordination of aid and harmonisation of aid. (...) I think the Delivering as One allows (...) the UN to show that they are leading by example and they can reform themselves to show more efficiency." said the PS of MINECOFIN, Ms Kampeta Sayinzoga in October 2011.

From the start, the project has produced several important achievements. These include the development of a mutual accountability framework between the Government and its development partners in the form of a Donor Performance Assessment Framework (DPAF), increased aid on budget and the use of country systems and results-based approach. The agreed division of labour is also recognised as a key success, since it enhances the aid effectiveness and reduces transaction costs through prioritisation and targeted support. Further efforts are focused on assisting the Government to fully meet the Paris Declaration targets and addressing the recommendations provided through the Paris Declaration survey carried out in 2011.

At the high-level Development Partners Meeting (DPM) in 2010, the President of Rwanda, HE Paul Kagame, emphasised: "Where there has been a real partnership, the results speak for themselves. Let's strive therefore to make sure that this partnership embodies all that we do and we scale up and multiply targeted good practices."

The efforts towards increased aid harmonisation, coordination and development effectiveness have led Rwanda to be recognised as one of the countries that have far advanced the aid effectiveness agenda. Based on this recognition, in September 2011, Rwanda hosted the Francophone countries dialogue and learning exchange in preparation to the 4th High Level Meeting on Aid Effectiveness in Busan. The aim of this encounter was to deepen the sharing of experience and strengthen African partner countries engagement on aid management and effectiveness issues. For the High Level Meeting in Busan, Rwanda was chosen as the voice of Africa on several concrete issues.

During an interview in October 2011, the Head of the European Mission, Mr Michel Arrion, noted: "The main factor of this wonderful achievement of Rwanda is a very committed leadership from the top to the lowest level of administration. There is a very strong dialogue between the Government of Rwanda and the partners and the UN has been able to coordinate the partners in order for them to speak with one voice or at least in a very coordinated way." The Government's commitment and the encouragement of multi-lateral dialogue have indeed been key parcels of Rwanda's success. They have been supported through the organisation of the biannual high-level Development Partners Meeting (DPM), the annual Government and Development Partners Retreat (DPR) and quarterly meetings of the DPCG. Such fora have provided an opportunity to discuss and commit on key issues concerning development and aid coordination, thus further strengthening the quality and effectiveness of development cooperation in Rwanda.

## UNDAF Result 2a: HIV and AIDS

### Summary of Significant National Achievements

Rwanda has a generalised HIV epidemic, with an HIV prevalence of 3% in the general population aged 15-49 although prevalence is higher among women. The National HIV and AIDS Strategic Plan (NSP) 2009-2012 provides a national framework for a comprehensive multi-sector response to HIV. The main objectives of the NSP are

- a) to reduce by half the incidence of HIV in the population by 2012;
- b) to reduce morbidity and mortality among people living with HIV; and
- c) to ensure that people infected and affected by HIV have the same opportunities as the rest of the population.

The NSP is aligned with national development policies, including Vision 2020 and the EDPRS. The Rwanda Biomedical Centre/Institute for HIV/AIDS Disease Prevention and Control (RBC/IHDPC) coordinates the national HIV response, in collaboration with district AIDS control committees, Development Partners and civil society.



In 2011, Rwanda strengthened its political commitment to the HIV response through the participation of the President and the First Lady of Rwanda in the High Level Meeting on HIV held in New York in June. The First Lady's national campaign to eliminate mother-to-child transmission of HIV was also launched.

### UN Specific Contribution

*Outcome 1: Coordination, planning, M&E and partnership: Leadership and oversight for an expanded HIV response by national and local coordinating institutions strengthened and sustained*

In 2011, the HIV Theme Group supported RBC/IHDPC in conducting research and M&E activities to provide new HIV evidence. This is in order to inform the review and implementation of national HIV strategies through the strategic information and M&E joint intervention. Two innovative methods for estimating the size of key populations – namely the Network Scale Up and Proxy Respondent methods – were piloted for the first time in Africa through partnership between UNAIDS, RBC/IHDPC, the School of Public Health and Princeton University. Data from 5,000 respondents was utilised to estimate the size of key populations at higher risk of HIV such as sex workers, injecting drug users, men having sex with men, and clients of sex workers. The size estimates will enable more effective HIV programming design and implementation.

In addition, the HIV thematic sub-group provided technical and financial support for capacity development of national institutions for research and M&E. The initiatives carried out included the development of key research protocols (e.g. PMTCT, BSS for truck drivers) to enable collection of data on HIV incidence and programming. The RBC/IHDPC was also supported in organising national and regional HIV conferences. Among the main events, the National HIV Research Conference allowed the dissemination of key evidence to partners involved in the HIV response. Moreover, the 7<sup>th</sup> Annual Paediatric Conference on Children and HIV, co-chaired by RBC/IHDPC and UNICEF included participants from Burundi, DRC, Uganda and Tanzania. The meeting promoted high level advocacy for evidence based planning and greater coordination of the response

to the HIV epidemic in children. Representatives of RBC/IHDPC and civil society were also assisted in participating in the global High Level Meeting on HIV held in New York in June 2011.

***Outcome 2: Prevention of HIV: Protective behaviours are adopted and effective preventive services utilised by HIV-exposed population, especially youth and women***

In 2011, the HIV Theme Group focused its attention on the promotion of protective behaviours and effective preventive services for HIV-exposed populations, particularly on youth, women, and sex workers, as outlined in the national HIV strategic plan. The main lines of action adopted to effectively achieve such objectives have been

- i) the strengthening of national capacity - including public institutions, private sector and civil society organisations - to stimulate individual and social change, and
- ii) the provision of a comprehensive package of preventive interventions. The initiatives included innovative preventive technologies.

**Information and Prevention Services:** Through a joint intervention of the One UN led by UNFPA, the theme group supported RBC/IHDPC to improve availability and accessibility of male and female condoms to the general population. In total, 700 condom vending machines and 50,000 female condoms were procured for RBC/IHDPC at the national level. The condom vending machines provide both male and female condoms, and have been installed nationwide to avail condoms in hot spots associated with high-risk sexual activity such as bars, restaurants, and hotels. In addition, the capacity of RBC/IHDPC, the private sector and service providers to promote HIV prevention and condom use in the community and at the workplace has been improved. The UNHCR trained more than 120 staff and HIV focal points from five refugee camps on HIV prevention. The newly trained personnel sensitised over 55,000 refugees on condom use during World Refugee Day. The UNAIDS and ILO further collaborated with the Private Sector Federation to develop and roll out a minimum HIV in the workplace package. In addition, 19 HIV Focal

Points in the hotel sector were trained to promote HIV prevention, and two RBC/IHDPC staff participated in a one-week international training on the subject.

**Scaling Up HIV Services for Sex Workers:** The HIV thematic sub-group has been supporting RBC/IHDPC to scale-up HIV prevention, care, treatment and support services for sex workers, who are identified as a key population at high risk of HIV in the National Strategic Plan on HIV and AIDS. Recent studies indicate that HIV prevalence among sex workers is 51%. In 2011, the One UN through UNFPA supported RBC/IHDPC in initiating a size estimate assessment for sex workers in all 30 districts. Prior to this, a pilot exercise had been implemented in eight districts, in which coordination mechanism committees to monitor HIV programs for sex workers had been established. In addition, sex workers in five districts have been provided with a minimum package of HIV services by the Rwanda Association of Local Government Authorities (RALGA). These pilot activities will be scaled-up and expanded to other districts in 2012. Civil society and Parliamentarians have also been actively involved in national advocacy initiatives for the decriminalisation of sex work, in collaboration with UNAIDS. The main objective has been to ensure a favourable legal environment for HIV programming targeting this specific group with higher risk of HIV infection.

**Virtual Elimination of Mother-to-Child Transmission of HIV:** Rwanda has made the elimination of mother-to-child transmission (EMTCT) of HIV a key priority of the national HIV response, aiming at reducing MTCT incidence below 2% by 2015. In 2011, the UN promoted high-level political engagement for EMTCT through the launch of the First Lady's national campaign on EMTCT. Financial and technical support for the development of a new National Strategic Plan for EMTCT has also been provided under the leadership of UNICEF. The new strategy will be finalised and disseminated in 2012. The UN piloted key interventions in two districts, namely Bugesera and Nyanza. As a result, the capacity of health facilities to provide services to prevent MTCT in the pilot districts was improved through the following initiatives: 33 health care providers have been trained in family planning with the objective of preventing unintended pregnancies for HIV-positive women; 40 health care



providers received training on comprehensive PMTCT services, while 1,743 community health workers were prepared for the promotion of PMTCT at the community level. District-level campaigns were also launched to raise awareness about family planning among women living with HIV in Musanze, and to sensitise community leaders and young people on HIV prevention and EMTCT in Bugesera.

**Scaling Up Male Circumcision:** Voluntary medical male circumcision (VMMC) has been regarded as an effective strategy for reducing the transmission of HIV. VMMC is a key priority for the GoR, which has set an ambitious target of 2 million men and boys circumcised by 2013. The UN inter-agency HIV group has been actively engaged in upstream policy development for MC. Under the leadership of WHO, the UN has also assisted in the piloting of MC programming in support of the national campaign in two districts. Through UN

support, MC has been incorporated in the Performance Based Financing framework to incentivise health care providers to perform circumcisions. As a result, health care providers have been trained and human resources have been funded. In addition, 80 community leaders, including health care providers and faith leaders, have been trained and initiated district-level campaigns. This is in order to mobilise community support for VMMC and HIV prevention in the districts of Musanze and Nyanza. A MC policy paper based on lessons learnt in the pilot districts was developed with RBC/IHDPC. The document will guide the national roll-out of the voluntary medical male circumcision in the upcoming year.

**Joint Youth Programme:** The One UN has supported the provision of HIV prevention and sexual and reproductive health education to young people through the Joint Youth Programme. Under the leadership of

UNFPA, the UN collaborated with the Government to develop, specifically for the adolescent population, a sexual and reproductive health (SRH) policy and strategic plan, as well as SRH training manuals aimed at improving knowledge among young girls aged 10-12. In addition, almost 80,000 young people – more than half of which were girls – were provided with HIV testing and counselling, male and female condoms, and information on HIV prevention and condom use through sports and cultural activities. For such purpose, effective partnerships were established with national and international institutions and organisations, such as the Rwanda National Youth Council, Right to Play, Vision Jeunesse Nouvelle and Handicap International.

***Outcome 3: Mitigation of AIDS: Quality care, treatment and support for people living with HIV and communities/ individuals affected by AIDS are improved***

In 2011, the UN focused on improving the quality of care, treatment and support for people infected and affected by HIV, with a focus on the needs of women and youth.

**Modelling services for adolescents living with HIV:** Adolescents and young people comprise a large percentage of people living with HIV in Rwanda, but have not been adequately reached by HIV and SRH programs. Under this joint intervention, UNFPA and UNICEF led the modelling of services for adolescents living with HIV, to support the design and implementation of quality, comprehensive SRH services. A baseline assessment of SRH services for adolescents, including those living with HIV, was initiated in 22 health facilities, and ten national trainers were instructed in adolescent health and development in the context of HIV care and treatment. In addition, peer education materials for adolescents were developed for RBC/IHDPC clinic and Ruhengeri district hospital, while 600 adolescents living with HIV were provided with psychosocial care services in these structures. The UN through UNAIDS also engaged civil society, youth and community leaders in conducting a two-month sensitisation campaign in Musanze district. The initiative aimed at reducing stigma and discrimination for young people living with HIV.

**Women's Empowerment to Fight GBV and HIV:**

Women and girls are disproportionately impacted by the HIV epidemic in Rwanda, comprising approximately 60% of adults living with HIV. The UN HIV theme group has been actively involved in addressing gender inequalities and violence, which increase women and girls' risk of and vulnerability to HIV infection. In 2011, UN Women, UNHCR, and ILO collaborated in the spirit of Delivering as One to promote the economic empowerment of women living with HIV through the development of cooperatives. The initiative also benefitted ten associations of refugees that received managerial training and were supported with start-up kits for income-generating activities. An assessment of the link between GBV, poverty and HIV was conducted in Kayonza district and 200 women were educated on the same topics. At the national level UNAIDS collaborated with RBC/IHDPC and the Rwanda NGO Forum to improve the capacity of 40 Government and civil society staff working in the HIV response. The trainings focused on the mainstreaming of gender, GBV and human rights in HIV programs.

**Agricultural and Nutrition Support for People Living with HIV (PLHIV):**

Food insecurity and malnutrition are challenges to the health of people living with HIV and positive treatment outcomes. In 2011, WFP, FAO and UNHCR partnered with RBC/IHDPC and the Ministry of Health to improve food security and nutrition through agricultural training, nutritional education and food provision to PLHIV most in need. At the national level, a rapid baseline assessment on the link between gender, poverty, food security and HIV among refugee populations was conducted by UNHCR. A baseline assessment on nutrition needs for PLHIV was also initiated by WFP in collaboration with RBC/IHDPC. In addition, FAO provided agricultural training, materials and seeds to 1,990 individuals living with HIV in Ngororero Nyabihu, and Rubavu districts in order to strengthen their capacity to engage in agriculture.

**Partnership**

The One UN is a key partner of the Ministry of Health and RBC/IHDPC in the coordination, implementation, monitoring and evaluation of national HIV response.

The UN also closely collaborates with other national institutions, such as the Rwanda Parliamentary Network on Population and Development and the School of Public Health. The One UN also partners with international, regional and national civil society partners, including the Imbutu Foundation.

Organisations and networks of people living with HIV also constitute strong partners of the UN. Among them it is due to highlight the Rwanda Network of people living with HIV, the Network of people living with disabilities, Kigali Hope Association and Rwandan women living with HIV. At the national and district level, other partner organisations include but are not limited to: RALGA; Rwanda Women's Network; Handicap International; Millennium Villages; Rwanda NGO Forum on HIV/AIDS; Private Sector Federation; the Great Lakes Initiative on AIDS (GLIA); the network of faith-based organisations against AIDS; Gahaya Links/Gifted Hands and ABASIRWA.

### Key Challenges and Opportunities

The strong commitment of the Government of Rwanda to fight HIV provides an excellent opportunity for the UN to work in close collaboration with the Ministry of Health and RBC/IHDPC in order to promote universal access to HIV prevention, care, treatment and support services. The High Level Meeting on HIV in New York in June 2011 also provided great momentum for moving the national HIV response forward by demonstrating the commitment of the highest political levels in the country. Key challenges include the limited capacity of national institutions in terms of human resources, particularly at the district level, as well as technical capacity for the procurement and utilisation of HIV prevention and treatment commodities.

### Key Priorities for 2012

In 2012, the UN will continue to support the Government of Rwanda in realising its ambitious targets through three strategic areas:

#### Coordination, Monitoring and Evaluation of the HIV Response:

- ❑ Support to RBC/IHDPC to collect, analyse and disseminate key data on the HIV epidemic for evidence-based HIV programming, including the country progress, HIV estimates, and universal access reports.
- ❑ Participation in the mid-term review of the NSP and development of NSP 2013-2017, as well as mainstreaming of HIV in EDPRS 2, especially the youth, education and justice sectors.

#### Elimination of Mother-to-Child Transmission of HIV:

- ❑ Support to RBC/IHDPC to disseminate and implement the National Strategic Plan on EMTCT, with the active engagement of civil society and people living with HIV.
- ❑ Promotion of primary prevention of HIV among young people through provision of adolescent SRH services, information, education and the scaling-up of pilot interventions.

#### Improving the Livelihoods and Social Environment for PLHIV:

- ❑ Increase of agriculture, nutrition and income-generating capacities of PLHIV to improve food and economic security.
- ❑ Engagement of civil society and community leaders to address stigma and discrimination, including gender-based violence and gender inequalities, to reduce women and girls' vulnerability to and risk of HIV infection.

## UNDAF Result 2b: Health, Population and Nutrition

### Summary of Significant National Achievements

The 2010 National DHS preliminary results indicated improvements in key maternal and child health indicators. Particularly, maternal mortality has decreased from 1,071 deaths per 100,000 live births in 2000 to 487 deaths per 100,000 live births in 2010. Although maternal mortality is still high, the progress made must be acknowledged. Equally important, infant mortality has shown a decrease from 86 deaths per 1,000 live births in 2005 to 50 deaths per 1,000 in 2010. The fertility rate has declined as well from 6.1 children per woman in 2005 to 4.6 children per woman in 2010. The contraceptive prevalence rate of modern method, among married women, has increased from 10% (DHS 2005) to 45% (DHS 2010). There were also improvements in key nutrition indicators with reductions in underweight from 18% to 11%, wasting from 5% to 2.8% and stunting from 51% to 44% over the same period.

The Ministry of Health (MoH) has developed, reviewed and updated relevant policy documents to improve the delivery of essential services. Policy and strategic plan documents – concerning family planning, adolescent sexual and reproductive health, medicines quality assurance, fight against tropical diseases, community health, and environmental health - were finalised. The sector-wide Health Sector Strategic Plan II mid-term review has also been conducted.

Several studies for the generation of evidence have been completed, including an analysis of neonatal care in district hospitals, assessment of adolescent sexual and reproductive health friendly services and incidence of abortion in Rwanda. The studies conducted will contribute to increase the quality of health services at both the national and local level. A national profiling for yellow fever zero survey and a protocol to guide the study on non-communicable diseases have also been completed. In addition, a study concerning the exposure to effects of genocide as risk factor for intentional death in Rwanda was initiated.

Specific programmes have been implemented to target the most vulnerable population. The 3rd review of the malaria programme was undertaken, showing significant progress for key indicators of the programme including a 70% case reduction over a 3 years period, 54% and 60% case mortality and morbidity reduction respectively. This had a direct positive impact on maternal and child health. The Ministry of Health also supported the finalisation of pro-poor programming on nutrition through multisectoral district-based planning for the elimination malnutrition.

As a response to high incidence of cervical cancer among women in Rwanda, a national programme of human papilloma virus vaccination was developed and reached about 97% coverage of school girls. An international summit focusing on the same topic and targeting Government, policy makers, international organisations and health sector's partners also contributed to raising awareness and sharing good practices and experiences in the prevention and treatment of cervical cancer.

The effective field implementation of the Community Based Environmental Health Promotion Programme has kicked off formally in the five pilot districts. As a result, all the environmental health officers of these districts were trained, whilst the process of establishing community hygiene clubs is well underway countrywide.

### UN Specific Contribution

***Outcome 1: Effective Health System: Quality, effectiveness and efficiency of the health system including nutrition, reproductive health, maternal and child health and family planning services improved***

The One UN through the Health Population and Nutrition thematic sub-group (HPN group) contributed both technically and financially to the development of three national policies (namely, medicines quality assurance, adolescent sexual and reproductive health, and family planning), six strategic plans (concerning adolescent sexual and reproductive health, family planning, environmental health, surveillance of drinking water quality, people living with disability and community health) and national guidelines



and standards (concerning human papilloma virus, emergency obstetrician and neonatal care, adolescent sexual and reproductive health, and non-communicable diseases, among others). Through joint UN support, such initiatives enhanced the planning, implementation and response capacity of the health system at the central, district and community level, as well as the coordination among partners.

UN HPN group actively supported the Government for the generation of data on maternal and child mortality and nutrition for evidence-based policy making and utilisation of updated information by health providers. The data collection aimed at increasing the overall quality of health services and was carried out through a series of studies, assessments and evaluations such as:

- i) modelling of home-based maternal and newborn care initiatives in four districts;
- ii) modelling implementation of District Plans for the elimination of malnutrition in six districts;
- iii) feasibility study for home fortification intervention using micronutrient powders targeting 120,000 children;
- iv) national profiling for the yellow fever zero-survey;
- v) assessment of the Family Planning Policy and Strategy implementation to inform the development of the 5-year Family Planning Policy and Strategic Plan II;
- vi) evaluation of the Maternal, Neonatal and Child Death Audit Programme;
- vii) assessment of the availability of adolescent sexual and reproductive health youth friendly services in health facilities;
- viii) nutrition surveys in three refugee camps;
- ix) study on health risks from the reuse of sanitized waste generated by ecosan latrines;
- x) testing of the technology of ceramic water filters in Burera District.

In collaboration with the Centre for Diseases Control, the HPN group also contributed to the documentation of human resources for health information systems.

The UN system worked in partnership with the Government in the organisation of high level advocacy events on community health, nutrition and family planning. The commemoration of the World Population Day and the World Water Day has also been supported. These events brought together a wide range of relevant actors such as Parliamentarians, Government institutions, bilateral partners and donors, media, faith based organisations and civil society. Among the main results, important recommendations for future actions were made. They focused on the adoption of long-term methods for family planning, the promotion of infant and young child feeding to reduce malnutrition, as well as the promotion of community-based integrated management of child illness.

Aiming at strengthening the national capacity to monitor progress in health programme implementation, the UN HPN group technically assisted the Government in revising the health management of information system's indicators and in the development of human resources for health information systems.

In order to improve the capacity of relevant national actors in coordination, planning, implementation and M&E, the UN HPN group supported the health sector's technical working groups in various thematic areas such as maternal and child health, family planning, adolescent reproductive health, communicable and non-communicable disease, water and sanitation, among others. The technical working groups also served as important fora to better align interventions with national priorities and provide technical support in line with UN agencies' mandates.

Aiming at strengthening the technical and operational capacity of national and district health services providers, a range of capacity building initiatives has been carried out and specific tools have been applied. Among them it is worth highlighting

- i) training in child programme management;
- ii) evidence-based planning, costing and budgeting (using the marginal budgeting for bottleneck method);
- iii) training in disaster management (including, updating of the Emergency Preparedness and Response Plan/ Early Warning Early Action and repositioning of optimum stocks at the central level);
- iv) mainstreaming of the human rights based approach into programming and M&E for WASH;
- v) capacity building in tuberculosis management;
- vi) roll-out of new vaccines (such as HPV);
- vii) scaling up of adolescent sexual and reproductive health services in health facilities; as well as
- viii) provision of vasectomy services.

Moreover, the One UN supported the Government in the development of an action plan for the improvement of human reference laboratory capacities in outbreak investigation. The national Influenza Surveillance System was also reinforced in order to improve reporting into the international database system (Flunet).

### *Outcome 2: Health practices and quality of health services: Adoption of healthy practices and improved access to and use of quality health services*

The One UN assisted the Government in the rehabilitation of health facilities (namely Shyira Hospital Maternity theatre and three health centres in Nyamasheke and Rusizi district), as well as in the scaling-up of new innovative technologies for health (such as rapid SMS) and community based provision of contraceptives in two districts.

The UN also provided technical assistance in the establishment of the Rwanda White Ribbon Alliance Secretariat. The initiative aims at supporting Rwanda in advocating for maternal and neonatal morbidity and mortality reduction. It also contributed to the reduction of moderate malnutrition in children under five years,

pregnant and lactating women in 58 health facilities in 15 districts through the provision of fortified food commodities.

An important achievement has been made in relation to increased awareness and access to health services. For this purpose, a national sensitisation campaign on Mother and Child Health Week was developed. During the campaign, 1.6 million under-5 children, 2 million school children and 48,000 breast-feeding mothers received critical lifesaving interventions.

The UN HPN group collaborated with the Ministry of Health to introduce the HPV vaccine to prevent cervical cancer among women. The group also supported the application to GAVI for the introduction of rotavirus as well as the maintenance of cold chain systems. In order to reduce communicable disease, the One UN supported the construction of incinerators in three health centres in Nyamasheke district. New water schemes and improved sanitation facilities were also implemented in selected districts, including WASH facilities in primary schools and health centres. In addition, water supplies, prevention of communicable diseases and sanitation facilities were reinforced in all refugee camps.

### Partnerships

The One UN continues to maintain strategic partnerships with relevant Government ministries, academic institutions, multilateral and bilateral agencies and civil society organisations. The main areas of collaboration are policy formulation, service provision and evidence generation as well as capacity building of health providers. Among the main partners, it is due to highlight the Ministry of Health, RALGA, Rwanda National Police, Ministry of Disaster Management and Refugee Affairs (MIDIMAR), USAID, World Bank, Kigali Health Institute, Kigali Institute of Science and Technology, and National Rwanda School of Public Health.

### Challenges and Opportunities

A major opportunity is represented by the fact that the Ministry of Health is planning to launch the Health Management Information System in 2012, a tool that will effectively contribute to improve national data collection systems. A window of opportunity also exists to improve the strategic support offered by the UN to the Government through enhanced technical coordination among UN agencies and relevant partners in the health sector to further strengthen and indeed work in the spirit of Delivering as One. This will also reinforce coordination and harmonisation processes among UN agencies and other development partners, at the same time ensuring a more effective response to development priorities. Strategic partnerships and joint leverage of resources are also factors that will positively contribute to improved planning and action.

Among the main challenges, financial and human resource constraints continue to limit the ability of the HPN group to effectively support the scaling-up of modelled interventions. Moreover, the efficiency of the interventions could be further enhanced through a better harmonization of inter-institutional procedures and practices, particularly in regard to the operationalisation of activities.

### Key Priorities for 2012

Among the key priorities for the upcoming year, the preparation of the 5-year UN Development Assistance Framework (UNDAF) 2013-2018 and the EDPRS II 2013-2018 will represent two fundamental strategic planning and programming opportunities. Within such framework, particular attention will be given to optimise resources and interventions in line with the Millennium Development Goals 1, 4 and 5.

Technical and financial support will also be given to the design and implementation of the Health Sector Strategic Plan III, a key strategic and coordination tool for the health sector in Rwanda. In addition, the One UN will continue to increase its efforts for the improvement of evidence and data generation systems at national level. This is in order to better inform policy-making and strategic planning.

## UNDAF Result 3: Education

### Summary of Significant National Achievements

For both boys and girls, Rwanda is on track to achieve universal access to primary school by 2015. There has been sustained progress in access to education with the primary net enrolment rate increasing to 95.4% in 2011. Primary completion rates increased from 75.6% in 2010 to 78.6% in 2011. Set against a baseline figure of 52.5% in 2008, these gains are impressive. Nevertheless, the challenge of ensuring all children complete a basic cycle of education by 2015 will require greater efforts by school management and communities to retain all children through inclusive and gender-friendly policies, as well as an increasing focus on improving teaching and learning inside the classroom.

Gender parity at primary level has been achieved, with girls' net enrolment rate at of 97.5% which is marginally higher than for boys (94.3%). The primary education

completion rate for girls (82%) is also greater than for boys (75%). While drop-out rates remain high, they are improving steadily for both boys and girls moving down from 12.2% in 2009/10 to 11.3 in 2010/2011 for girls, and from 12.3% to 11.5 for boys.

The number of students in secondary education continues to increase with a total of 486,437 currently enrolled against a baseline figure of 288,036 in 2008. Girls now make up 52% of students in Secondary Education overall. A percentage of 49% of students enrolled in science combinations at the upper secondary level are girls, thus contributing to achieving the target of gender parity in this key area.

### UN Specific Contribution

With Rwanda's success of reaching near universal access to primary education, a strengthened focus was placed in 2011 on supporting the Government to improve the quality of education. To that purpose, the UN system worked on building capacities to plan, implement and monitor programmes and interventions



aimed at ensuring equitable access to quality education, including early childhood development services.

The education sector in Rwanda has undergone significant institutional reform and transformation over the past year. The establishment of the Rwanda Education Board will provide a comprehensive approach to the key priority of quality education. The board will also act as a mechanism of coordination across implementing agencies, which had been somewhat missing from the sector. As a result, there is a great opportunity to approach the on-going reforms from a holistic point of view, addressing the issues of quality improvement and increased equitable access. In addition, the One UN Programme assisted the Rwanda Education Board in addressing several bottlenecks in the system including the equitable supply of teaching and learning materials. The development of a monitoring of learning achievement system has also been supported in order to assess numeracy and literacy levels. The information obtained can be analysed from a socio-economic perspective and used in teacher development and management reforms. The new information will therefore help to improve the capacity of teachers, which is considered to be a key bottleneck to improved learning outcomes.

***Outcome 1: Increased enrolment and retention: Enrolment and retention for all children, especially girls and vulnerable children in primary and lower secondary increased***

The Ministry of Education (MINEDUC) was assisted in the revision of the national School Health Policy, as well as a school health guide and training modules. Training of school principals and mobilisation of local authorities on school health with a special focus on school nutrition was carried out in 10 districts. The training package focused on six main areas:

- 1) epidemics and infectious diseases;
- 2) reproductive health and family planning;
- 3) nutrition;
- 4) hygiene and sanitation;
- 5) sports and
- 6) mental health.

The UN supported the MINEDUC to develop the draft School Nutrition Policy, playing a prominent role on the School Nutrition Task Force. The UN brought its experience and expertise to the policy table, particularly in the areas of school feeding and school gardening. The UN also supported the retention of children through the provision of food commodities to 348,515 children (of which 175,748 girls and 172,767 boys) in 308 schools. The supply of non-food items for food preparation and storage was also supported. From May 2011, school feeding direct assistance has been scaled back while intensive community mobilisation efforts have been ongoing to increase community contributions. The main purpose of such approach has been to build up national and local capacity for the management and sustainability of the school feeding programme. In coordination with the MINEDUC it was decided to reallocate resources from comparatively food secure districts in the Eastern Province (except Bugesera) to more food insecure districts in the Southern Province along the Nile Crete (particularly Nyaruguru and Nyamagabe). Geographical retargeting will take place in 2012. School gardens were also established in 50 model schools, to support improved school nutrition and enhance the sustainability of the ongoing school feeding programme.

Working directly with districts authorities, financial support was provided by the UN to complete the construction of 66 new classrooms and the rehabilitation of 77 classrooms in 15 child friendly schools with a total enrolment of approximately 20,000 children. Also provided were teacher resource rooms, playgrounds, sex-differentiated block latrines for boys and for girls and hand washing points. In partnership with the Government of Japan, support was also made available to two earthquake-affected districts to finalise the last phase of construction of teacher resource rooms, playgrounds and installation of water systems in 21 schools, with an enrolment of approximately 22,000 children.

The continued education of approximately 11,354 refugee children (5,871 girls and 5,483 boys) was also supported through the provision of uniforms, teaching and learning materials as well as through the management of three camp-based schools. The initiatives have been implemented in partnership with NGOs and MIDIMAR.

**Outcome 2: Key learning outcomes for children including life skills and competencies for lifelong learning achieved**

The UN played a leading role in the Quality Implementation Working Group chaired by the Rwanda Education Board (REB), supporting REB to address several key issues in the education sector.

With the UN's support, progress has been made in textbook distribution to all schools, with the implementation of a decentralised approach which has given more decision making responsibility to schools. This reform has seen all schools receiving quality teaching materials in a timely manner.

Support was provided for the development of the 'Learning Achievement in Rwandan Schools' system, which will allow for the measurement of learning outcomes in literacy and numeracy. Successfully conducted at the level of the first cycle of primary school, the preliminary results were shared in September 2011. The information obtained will form the baseline data for learning assessment in Rwanda which constitutes a milestone in the education system.

In partnership with the NGO Volunteer Service Overseas, 9 teacher training colleges were supported to establish and equip teacher resource centres. A total of 26 child friendly schools received school based teacher training on child-centred methodology, which will help to transform the manner in which trainee teachers deliver their lessons. Another 18 received teacher training and mentoring through the school based teacher training model.

The programme to support REB to develop and implement an entrepreneurial curriculum for secondary level continued in 2011, with teachers' guides and student manuals in entrepreneurship for secondary grade 5 and 6 developed. Lower and upper secondary school sensitisation workshops on teaching entrepreneurship education were also conducted in ten districts involving 332 head teachers.

In the adult education sub-sector, the Adult Education Policy, Adult Education Strategic Plan and Draft National

Curriculum Framework were prepared with support of the UN and other stakeholders, to be submitted to Cabinet in early 2012. Comprehensive data on adult literacy and education providers and programmes were gathered from all districts and provinces in the country and analysed in order to inform the policy and curriculum framework preparation.

The UN worked in partnership with the GoR to organise and host a regional summit on quality education entitled "Achieving Quality Education for All". For this event, Rwanda welcomed delegates from ten different Ministries of Education within the broader region - Burundi, Democratic Republic of Congo, Ethiopia, Kenya, Malawi, South Sudan, Tanzania, Uganda and Zambia, as well as a large number of regional and international experts in the field of quality education. The objective of the summit was to provide an opportunity to share best practices and experiences in the region in terms of improving quality education. The summit thus enabled participating countries to address quality improvement challenges even more effectively and efficiently within their respective countries. Recommendations were



adopted and each country developed a list of priority action points emerging from the summit. The outcomes of the summit are thus expected to lay the ground for the quality education reform process in Rwanda and the region as a whole, with concrete directions in the area of inclusive education and ensuring equitable access to learning outcomes for all.

***Outcome 3: Effective education management system established and operational: The education system is effectively planning, analysing and coordinating the education sector to deliver quality education to all children***

The UN through UNICEF continued to co-chair (with DFID) the Education Development Partner group within the Sector-Wide Approach (SWAp). This strategically positioned the UN system as a whole, and the UN Education Theme Group in particular, to influence policy dialogue and to ensure that key issues of equity and quality were given priority within the sector. Moreover, technical and financial support has been provided to the MINEDUC to conduct two sector reviews in



2011. The exercise brought together all relevant sector stakeholders to review progress as well as to coordinate and prioritise actions for the upcoming year. The Education theme group also played a prominent role in supporting the MINEDUC to undertake the sector self-assessment as part of the EDPRS revision.

In order to address barriers to equitable access to learning, the UN successfully advocated for and supported the Government in developing an Early Childhood Development Policy and its Strategic Plan, which was approved by the Cabinet in September 2011. The integrated approach to early childhood development within the policy calls for inter-sector coordination in the areas of education, health, nutrition, sanitation and child protection. This is in order to ensure that services and programmes for children between the ages of 0 and 6 are fully harmonised, integrated and provide a holistic approach to child development.

In developing the Education Sector Strategic Plan the MINEDUC and partners identified insufficient institutional capacity both at the central and district level in key areas such as planning, finance, statistics and teacher management. In 2011, through UN support, the skills of 30 district education officers in evidence based planning and analysis were enhanced. The intervention will help the officers to track enrolment, attendance, drop-out and achievement for all children as well as to identify which children are at risk of being pushed out of the system. The planning capacity of the MINEDUC was also strengthened through a series of workshops on policy design and strategic planning, budgeting, and monitoring and evaluation of plans and projects - with a focus on equitable access and learning for all children.

The UN assisted MINEDUC in developing the Rwanda Innovation Endowment Fund (RIEF) which is expected to accelerate the efforts to promote innovation and research by providing a sustainable funding mechanism. The fund aims at increasing the competitiveness of the Rwandan economy by stimulating research and development in innovative market-oriented products and processes in diverse sectors. The initiatives could range from funding of emerging innovation-based businesses to stimulating private sector's research

investments in areas of national interest. The first draft of the fund framework was developed in July 2011 and covered key areas such as needs assessment analysis, governance structure, funding mechanisms, eligibility criteria and funding application process. Consultations were organised with MINCOFIN, research institutes and universities, and the RIEF framework and the strategic plan are expected to be finalised in early 2012.

### Partnerships

The UN, through the education theme group, works in the frame of the Education SWAp, which is guided by a Memorandum of Understanding (MoU) on the partnership between the MINEDUC and development partners.

The UN through UNICEF is signatory to the MoU – playing the role of co-chair of the education development partners group, alongside with DFID – and this facilitates the UN's active participation in the sector working group. In addition to the MINEDUC, key partners include the Ministry of Health, Ministry of Local Government, Teacher Training Colleges and the REB.

The UN also continued its support to the NGOs' coordination mechanism (i.e. RENCPC) and provided financial and technical support for the implementation of its action plan 2010-2011. This partnership has reinforced the role played by civil society in the education sector, at the same time allowing NGOs to feed into policy and planning in key equity-related specialised areas such as special needs education and early childhood development.

### Key Challenges and Opportunities

The strong national commitment to education is a very remarkable opportunity for the positive development of this sector. Nevertheless, some challenges still need to be addressed. Among them, one of the main issues concerns the analysis of equity within the education system as data management, analysis and evaluation needs to be improved in this area. The analysis of retention and learning achievements from a socio-economic and geographic perspective has also been identified as a challenge, in addition to the existence of insufficient data for different categories of vulnerable children. Such issues will therefore need to be addressed in order to support future planning through the



development of adequate information management systems.

Progress on supporting community ownership of school feeding is limited, with only 2% of schools fully successful in feeding all children on the 2 'community feeding days' per week. Parental contribution has been extremely difficult to mobilise, especially taking into account the existence of other competing priorities for community contribution. A Government policy and strategy on school feeding is thus required in order to adequately drive the process and respond to the needs of the most vulnerable families.

Schooling infrastructure and conditions within the refugee camps also represent a serious challenge and a more sustainable solution for the continued education of refugee children needs to be put in place.

The ongoing curriculum review for both primary and secondary levels is an opportunity for ensuring that the competency based nature of the curriculum is strengthened through an increased focus on key life-skills. In addition, the UN system will actively support the REB for the revision of the national school quality standards, which provides an opportunity to integrate elements in relevant areas such as social protection, health, hygiene, disaster risk reduction, among others.

### Key Priorities for 2012

During 2012, the focus will remain on ensuring that the entire education system is geared towards providing a quality education for all and that the most vulnerable

children, including refugees, can access a quality basic education. Within such framework, the UN system will assist the Government in developing minimum standards for early learning and development, at the same time strengthening capacities and coordination of public institutions at both the central and local level.

Building on the partnership, which led to the successful 'Quality Education for all' Regional Summit, the UN will support the MINEDUC in transforming the recommendations and action points into a concrete action plan to be implemented over the coming years.

The capacities of the REB for the effective management and development of teachers will also be strengthened. This will involve the development of a national registration system, a national licensing system, a national teacher code of conduct, terms and conditions of service, national teacher professional standards and a teacher appraisal and evaluation system.

A mechanism to monitor the impact of school health initiatives will be put in place. Priority will also be given to school feeding while the UN will work with the Government in order to finalise and adopt the school nutrition policy. Moreover, special efforts will be made to ensure the adoption of a sustainable approach to education for refugees.

## UNDAF Result 4: Environment

### Summary of National Achievements

Rwanda's economy is ever more dependent on the environment and natural resources to meet the goals the country has set itself in the EDPRS and the MDGs. Natural resources are increasingly under pressure from unsustainable use, which results in environmental degradation as well as decline in ecosystem goods and services. Rwanda's environment has been changing rapidly, as it is evident in the extent of land degradation, declining water quality and quantity, increasingly unreliable climate, a growing population of urban poor and a shortage of wood and biomass resources, among others. Such phenomena have affected the quality of life of the population as well as the economy.

Within such context, the environment-related priorities set in the EDPRS are an expression of the Government's commitment to ensure environmentally sustainable development. In regards to environmental performance, the progress in policy making and monitoring has been notable. Stronger national institutions with the active involvement of local Governments have enhanced their efforts to protect the environment and promote sustainable use of the country's natural resources.

At the policy and strategy level, protection of the environment and sustainable natural resources management have increasingly been mainstreamed across ministries and public institutions. Such initiatives have been carried out in order to sensitise planning and budgeting officers at all levels. On the ground, considerable efforts continued to be made through specific interventions. Tree planting continued to be promoted and anti-erosion structures have been constructed and rehabilitated. Significant efforts have also been made for the conservation of biodiversity through the enhancement of protected areas management.

### UN Specific Contribution

#### *Outcome 1: Institutional and policy frameworks for sustainable natural resources management and ecosystem conservation developed and implemented*

Through the second phase of the Poverty Environment Initiative led by UNDP and UNEP, the UN contributed to capacity building processes within key ministries and public institutions. The activities focused on the analysis of the links between poverty and environment as well as on the integration of environmental issues into policy-making, planning and budgeting. Trainings

**One UN supporting community development for sustained conservation at the occasion of the Kwita Izina 2011 – Rwanda's traditional Gorilla naming**



were conducted for several public institutions (such as MINAGRI and MINICOM) as well as for the private sector (including the mining sector).

Environmental protection was mainstreamed at the local and central level into policies, strategies, guidelines, standards and regulations. Specifically, the UN contributed to the elaboration of the Integrated Water Resources Management Policy and Strategy. The new policy will be disseminated in early 2012 after its endorsement by the Cabinet. In partnership with the Ministry for Trade and Industry (MINICOM) and the Ministry for Natural Resources (MINERA), the UN through UNEP has also worked with the Rwanda Environmental Management Authority (REMA) and Rwanda Resource Efficient and Cleaner Production Centre to finalise the report on mainstreaming resource efficiency and cleaner production into policies and strategies of Rwanda. The report, prepared with extensive stakeholder consultations, identified the gaps and opportunities within the policies and strategies of the country where the benefits of implementing resource efficiency and cleaner production can be attained.

In addition, the One UN has also supported the application of innovative resource-efficient technologies and tools – such as the “Promotion of Resource Efficiency in Small and Medium Enterprises” tool kit and the “African Beverages Industry Water Saving” initiative - in ten industries in Rwanda. The participating enterprises have been able to realize savings in energy, water, materials and chemicals. They have also reduced waste generation and improved on their environmental compliance with laws and regulations. The capacity of the small and medium enterprises was also increased through training workshops and practical applications of the tool kits at the work place.

Through a UNICEF - REMA partnership, the UN facilitated the celebration of World Environment Day under the theme “Forest: nature at your service”. School children participated in skill-based competitions – such as essay writing and drawings - related to environmental issues. The initiative contributed to raise awareness on environment protection topics among school communities.

Likewise, through partnerships with UNICEF, the UN system supported the National Forestry Authority and the Rwanda Environmental Management Authority in the organisation of a school greening programme and sensitisation campaigns in the Northern Province. The activities led to better understanding of environmental issues among school children, facilitating dialogue on climate change and management of natural resources.

The UN provided significant support to the REMA for the finalisation of guidelines on strategic environmental assessments (SEAs) as well as for the development of a framework on environmental security assessments (ESAs). The initiatives were based on the methodology developed by the Foundation for Environmental Security and Sustainability. A sub-regional workshop was held in June in Rubavu under the title “Information Exchange on Environmental Assessment Policies and Policy Instruments in CEPGL and EAC with Rwanda as a reference country”. Subsequently, a training workshop on SEAs and ESAs was held in Musanze in September. The initiative targeted around 45 experts from national institutions as well as environmental agencies from EAC and CEPGL member states. In addition, the UN supported the finalisation of a compendium on facilitating environmental policy harmonisation in Rwanda.

Under the UNESCO Man and Biosphere (MAB) Intergovernmental Programme, the Volcanoes National Park has been included in the World Network of biosphere reserves. Since 2008, Rwanda has been supported by UNESCO in revitalising its contribution to the programme. The MAB National Committee, which has the mandate to coordinate MAB activities in the country, has been officially established by the GoR in late 2010 and a MAB action plan for Rwanda has been developed. In the view of building up the capacity of the newly formed institution, in 2011, members of the committee participated in an international workshop for MAB national committees.

The UN system through UNESCO and UN Women developed a strategic partnership with Barefoot College to promote the use of solar energy. The initiative aims at empowering women and marginalised populations

in remote rural communities. In this framework, a regional meeting was organised in December 2011 by UNESCO in Nairobi to develop a project on Biosphere Reserves. Participants from six African countries, including Rwanda, attended the meeting. As a result, in 2012 selected beneficiaries belonging to marginalised communities around Volcanoes Biosphere Reserve in Rwanda will be trained at the Barefoot College in India. The establishment of a Regional Barefoot Vocational Training Centre has also been proposed and will be further discussed in the coming year.

***Outcome 2: Ecosystem restoration & protection: Ecosystems of national and global importance effectively restored and protected against potential degradation***

Through the National Environment Youth Project, the UN in collaboration with REMA contributed to the protection of the Nyabarongo river banks and its tributaries. Nyabarongo river basin integrates most of Rwanda's wetland marshes and rivers, particularly the associated rivers of Nyabarongo, Akanyaru, part of Akagera and Rugezi. As a result, the wetlands benefit not only Rwanda but also the countries in the Nile basin. Protecting and managing Nyabarongo river basin is thus paramount for a sustainable local development. In total, 810 km of the Nyabarongo river buffer zone have been protected through environmental sustainable management, specifically by planting reeds, agro-forestry trees and bamboos. In addition, through the National Environment Youth Project, technical and financial support was offered to livelihood activities based on natural resources and environment management.

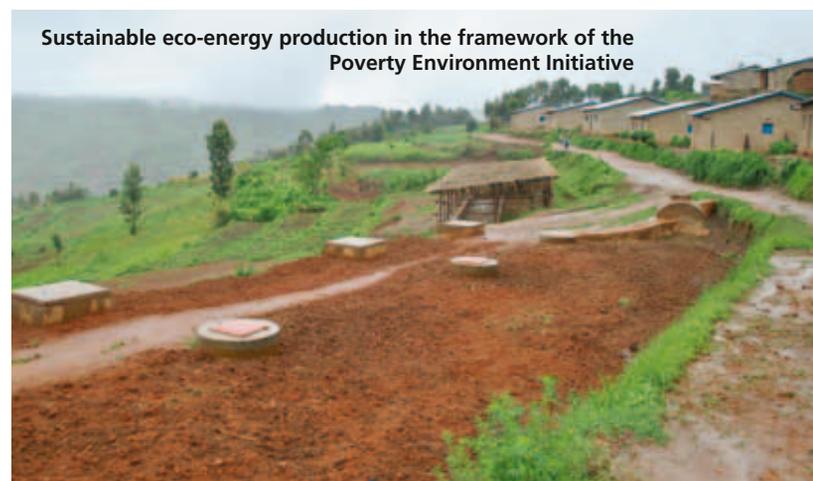
Through the Decentralisation and Environment Management Project, the UN provided capacity support to districts authorities for more effective planning and management of environment and natural resources. The project contributed to the rehabilitation of 78% of the total length of lake Muhazi shorelines (337.5ha in five districts bordering the lake Muhazi) as well as to the rehabilitation of a portion of Lake Mugesera on the side of Rwamagana.

Specific activities aimed at rehabilitating Mount Rubavu have also been implemented. Due to the fact that

the Rubavu hillsides had been progressively eroded and that recurrent landslides had negatively impacted the urban sites in the area, a concrete rehabilitation action was urgently required. The UN assisted REMA in the preparation of a strategic plan concerning the sustainable ecosystem restoration of Rubavu hillsides. Following on the identification of relevant partners and stakeholders, the physical works for the rehabilitation of the ecosystem have been carried out. The main activities implemented consisted of disposal of residential solid wastes in a different area, confection of isolated terracing to back fill scattered slopes and tree planting. Support to livelihood activities has also been provided to the local resident population.

A four-year project focusing on upgrading the slum zones of urban areas in the Western province has been implemented since 2009. The project aims at improving access to urban infrastructure as well as to basic equipment – such as potable water and sanitation – for the population living in the area. This is in order to positively contribute to poverty alleviation, environmental protection and durable socio-economic growth. Approximately 100,000 inhabitants in Karongi and Rusizi Districts have benefitted from the project since its beginning.

In the framework of water and sanitation programmes, the UN continued to promote the use eco-sustainable technologies such as ecosan latrines, bio-gas and cost-effective water filters for household water treatment, storage and handling. Following up on the establishment of an eco-briquette facility in 2010, in 2011 4 technicians and 23 households have been trained on bio-fuel technology and organic waste management. The innovative technologies will contribute to reduce deforestation and



**Sustainable eco-energy production in the framework of the Poverty Environment Initiative**

soil erosion, thus having a positive impact on sustainable management of natural resources and land.

The UN in partnership with MIDIMAR worked with refugee camps' managers to ensure adequate livestock management. A number of 30,000 grevia and eucalyptus trees have also been planted in Kiziba Camp (Karongi District) in the framework of soil-conservation initiatives. In terms of domestic energy, a survey was conducted in all three refugee camps (Gihembe, Kiziba and Nyabiheke) to assess the use of domestic energy. The purpose of the survey was to determine the amount of fuel wood used per household per day as well as specific domestic energy practices of refugees. The information obtained will be used to draft an effective domestic energy program in order to promote environment management in refugee camps. Moreover, the UN worked in partnership with the American Refugee Committee in the rehabilitation of gullies and ravines in Kiziba and Nyabiheke camps, in the Karongi and Gatsibo District respectively. In addition, a ravine technical assessment has been initiated in Gihembe camp. The assessment will provide relevant information about land rehabilitation measures to be implemented in the camp site.

### Partnerships

The UN through the Environment Theme Group has strengthened the existing strategic partnerships with the ministries involved in environment protection and management such as MINIRENA, MININFRA, MINAGRI and affiliated agencies, namely REMA and RNRA. Support and expertise have been provided in order to move forward the Government agenda on environment. UN agencies have also continued to work under the sector-wide approach framework for increased coordination and harmonisation. Partnerships with the private sector have also been strengthened, particularly in the area of waste management.

### Key Challenges and Opportunities

The Government of Rwanda has been focusing on the design and implementation of strategies and programmes concerning ecosystems' restoration and sustainable environmental management. Despite the many results achieved, the following elements still constitute significant challenges:

- ❑ Low level of awareness of environmental issues, especially among the business and farming communities. This increases the cost of enforcement and monitoring activities and negatively affects the overall sustainability of the initiatives implemented.
- ❑ Limited human resources and institutional capacity. Despite the outstanding environmental compliance regime, the implementation of the environment impact assessment and the environmental mainstreaming process are undermined by non-sufficient skills, knowledge and resources among practitioners.
- ❑ Unpredictability and inadequacy of financing. Budget allocations and donor support registered modest increases, resulting in the environment sector remaining grossly under-funded. The sector is also negatively affected by limited prospects of long-term investments in both physical ecosystems protection and institutional capacity development.

### Key Priorities for 2012

In view of the upcoming EDPRS II, the Government is determined to ensure that the productive and regulatory functioning of ecosystems in Rwanda is restored, maintained and/or enhanced. To this purpose, significant actions will be carried out through the rehabilitation, conservation and sustainable management of all ecosystems.

An additional area of intervention will address the effects of climate change by designing and implementing appropriate mechanisms for climate mitigation and adaptation. The objectives will be supported through active fund mobilisation.

Continuous attention will also be paid to the effective mainstreaming of environmental sustainability principles into all national development policies, programmes, plans and budgets.

The UN will align its action with the identified national priorities, assisting the Government in ensuring that adequate and sustained capacity for effective environmental governance and decentralised service delivery is in place.

## ► Promoting Green Industrial Mechanisms in Rwanda

Industrial waste pollution is a growing concern in rapidly developing countries like Rwanda. In order to deal with this challenge, the United Nations, particularly UNIDO, UN Habitat and UNEP, in partnership with the Rwandan Government and the Private Sector Federation, are running a programme that aims to support the improvement of industrial environmental performance while also contributing to productivity, cost-effectiveness and competitiveness.

Mashyuza Cement Industries is one of the companies that have benefitted from the programme. Since 2009, they have significantly cut back 32% of their water consumption and 14% of their oil consumption and hence reduced their ecological footprint as well as their water and energy costs. Sulfo Industries in Kigali is another successful example. Before training, they discarded their used water, contaminating the local environment and causing hazard to people living nearby. With new water purification techniques, Sulfo Industries' waste water is now safe enough to be used for washing and gardening.

Based on these successes, the Government of Rwanda and the United Nations have decided to extend the programme for two additional years, focusing on strengthening the *Rwanda Resource Efficient and Cleaner Production Centre* and rolling out the *Resources Efficiency and Cleaner Production Programme* in all industrial sectors. Activities include building learning networks of professionals trained in RECP technologies and strengthening employees' human rights through better health and safety practices and will particularly seek to involve small and medium enterprises run by women and vulnerable sections of the population.



*Innovative eco-production methods in Rwandan industries*

## UNDAF Result 5a: Sustainable Growth

### Summary of National Achievements

The Government of Rwanda (GoR) is strongly committed to the promotion of a long term sustainable economic growth to reduce poverty and achieve food security in the country. According to the National Institute of Statistics of Rwanda (NISR), the country's GDP increased by 7.1% in 2011. This performance is mainly attributed to the agriculture sector which alone contributed approximately 31% of Rwanda's GDP, representing one of the country's most important economic sectors. The positive performance of the sector in the long-term constitutes therefore a crucial element for achieving the goals set out in the sector national strategies, Vision 2020 and the EDPRS.

In line with MDG 1, namely "halving by 2015 the proportion of people who suffer from hunger", the agriculture sector contribution to poverty reduction has been of paramount importance in Rwanda, not simply increasing food availability but also creating employment opportunities and implementing risk-mitigation infrastructures in irrigation and land husbandry. The main driver for reaching this MDG has been Rwanda's integrated approach to food security and income generation. The approach incorporates a specific focus on agricultural sustainable development through irrigation and land husbandry, crop intensification drive, post-harvest handling and storage improvements, integrated livestock management and export, as well as promotion of value-addition.

The table below shows a nine-year overview of the broader evolution of food availability in Rwanda:

Year	1990	2001	2010	2011
<b>Kilocalories</b>	83%	65%	131%	131%
<b>Proteins</b>	71%	60%	116%	118%
<b>Lipids</b>	17%	17%	60%	60%

Based on the 2100 kcal, 59g proteins, 40g lipids international standard. 100% of kcal means that Rwanda achieved 2100 kcal in availability.

Data Source: Food Security Research Project Data (FSRP) & MINAGRI

Alongside the agriculture sector, the non-agriculture activities have been significantly improved in 2011, as evidenced by the Composite Indicator of Economic Activities (CIEA). Business climate has improved as total turnovers registered by large companies in industry and services sectors augmented significantly during the first nine months of 2011 compared to the corresponding period of 2010. The CIEA in nominal terms increased by 14.74% in September 2011 compared to 7.13% recorded in September 2010, reflecting the continuing improvement in non-agriculture economic activities in Rwanda. On average, the CIEA rose by 9.7% in the first nine months of 2011 compared to 6.9% in the first nine months of 2010<sup>5</sup>.

### UN Specific Contribution

In 2011, the UN supported Rwanda's sustainable economic growth through two main strategies: i) intensification and diversification of production for increased income generation and food security, with a specific focus on innovation and value addition; ii) strengthening of economic governance and trade facilitation. This second objective has been supported through diverse interventions and approaches including the popularization of the regional integration agenda, the tackling of issues concerning women in informal cross border trade (WICBT), and a special attention on agriculture, agro processing and Information and Communication Technology (ICT).

#### *Outcome 1: Intensified and diversified production for increased income generation*

A flagship project to empower women to leverage their economic status and expand trading opportunities has been crafted under the Agaseke Joint Programme, under which eight UN agencies work together based on their comparative advantages in the spirit of DaO. Since the initiation of the project in October 2010, a group of 2,000 female beneficiaries have been trained in weaving skills and started exporting their products to USA and Japan. Through activities developed by the One UN system in partnership with the City of Kigali, the beneficiaries of the Agaseke programme have also been supported in the diversification of their

<sup>5</sup> National Bank of Rwanda, Quarterly bulletin, September 2011.

income generating activities. Particularly, a production of vegetables and fruits has been initiated in five greenhouses in three districts of the City of Kigali, and training in nutrition and kitchen garden management has been provided. As a result of their newly achieved economic integration, all 2,000 programme participants acquired skills for effective financial management and have been integrated in the bank system.

The project was characterised by a strong focus on capacity building and organisational development. Within this framework, the Agaseke programme's beneficiaries coming from different weavers' cooperatives have been trained in cooperative management, entrepreneurship, finance and saving schemes. The capacities and knowledge of the beneficiaries have also been reinforced in the areas of GBV, HIV/AIDS and reproductive health as important cross-cutting issues related to social protection and economic development.

The One UN through UNHCR also focused on increasing the self-reliance of almost 5,000 refugees located in the 3 refugee camps as well as in urban areas. Support to refugees was provided through vocational training and other income generating activities. As a result, urban refugees were able to strengthen their skills in various professional fields such as plumbing, electricity, auto-mechanics and IT. The trainings also benefited 257 heads of household based in the camps. A two-stage grant program was initiated and small start-up grants were distributed to 40 groups selected among refugees in critical economic situation. The groups also received training in small business management. In addition to this, more than 550 refugees, mainly women, enrolled in micro gardening activities and harvested their first production during the last trimester of the year.

In line with the Government policy of increasing livestock production, the One UN through IFAD has made a significant contribution and donated 750 crossbreds, about 1,400 goats, 50 bucks and 50 pigs. The donation was coupled with the provision of technical and financial assistance to strengthen the capacities of 45 professionals in livestock management and animal nutrition.

The Rwanda Development Board has been supported in order to design and implement concrete actions for value addition to livestock production. In particular, the operationalisation of the Masaka Cheese Demonstration unit has been initiated, and the installation of leather goods and footwear equipments at Masaka Business Incubation Centre has been accomplished. In relation to this, the Masaka Leather Goods Processing and Training Facility has been launched in May.

In order to strengthen data collection and management systems for the production of statistics, the One UN with the specific support of FAO through the Joint Livestock Programme initiated a livestock census in Nyagatare and Gakenke Districts. The initiative constituted a pilot exercise that aims to be extended to the rest of the country. The information collected will be used by the Rwanda Agriculture Board and other stakeholders in order to improve planning and service delivery to farmers.

Aiming at increasing farmers' income revenue and livelihoods, the UN system through FAO supported the commercialisation of agricultural and livestock products. The intervention improved food security levels in cross-bordering districts in Rwanda and ensured the active participation of women. During the reporting period, the activities implemented focused on increase of production, value addition and provision of market linkages for specific products such as cassava and pineapple, among others.

In the framework of promoting sustainable growth and reaching the poorest people and at the request of the Government, the national Integrated Development Programme has been supported by the UN system through joint delivering by six agencies, in the Musanze and Kayonza Districts. The support program has been designed to follow the example of the Songhai Centre in Benin, which successfully created viable socio-economic environments by emphasising the pre-eminence of the development of human skills, green rural cities and resilient and broad based integrated programs that link agriculture to industry and services. The UN's support programme is also based on the National Human Settlement Policy that lays out the basis

of resettlement planning for improved service provision, particularly for populations in the mountainous areas. The initiatives implemented have also been aligned with the Population Resettlement Law which defines the settlement procedures and establishes the obligations of both central and local Government in relation to smooth resettlement of populations. Resettlement activities have been initiated in three different areas, two in the Eastern Province – namely Kayonza and Kirehe Districts – and one in the Western Province – Musanze District.

Although the implementation for the Integrated Development Programme started only in the last trimester of 2011, the programme has managed to cover a number of key start-up achievements in the districts of Musanze and Kayonza/Rwamagana. Particularly, trainings focusing on planning and budgeting have been conducted for public personnel at the district level. The programme also strengthened monitoring mechanisms within Imihigo and District Development Plans. The initiatives aim at restoring the productivity of soil and water resources, preserving biodiversity and helping to mitigate the build-up of carbon dioxide in the atmosphere, thus contributing to slow or reduce global warming. In order to develop capacities at local level, a strong community involvement has been ensured in both districts.

An important result of the Integrated Development Programme has been the development of a public awareness strategy for resettlement initiatives. Training



and mobilisation activities have therefore been conducted with the support of local resettlement and land committees, an approach that contributed to ensure the beneficiaries' ownership of the initiatives carried out.

In addition, thanks to the technical support offered by the UN to the Government through the Umurenge SACCO initiative, the foundation for a successful financial management and business analysis programme has been laid out, paving the way for improved delivery and access to finance.

***Outcome 2: Economic governance and trade facilitation: Gender-sensitive access to domestic and international markets and financial services for small producers and micro, small and medium enterprises are improved***

The UN system in Rwanda contributed to build national institutional capacities in order to advance regional integration and foster economic governance through various initiatives. In this framework, several interventions were made, including

- i) mainstreaming of regional integration into Rwanda's development plans;
- ii) use of ICT for development;
- iii) strengthening of institutional capacities to improve business environment;
- iv) support of women in informal cross-border trade;
- v) reinforcement of national market's potential and linkages with existing networks in the East African Community (EAC) and the Economic Community of the Great Lakes Countries (CEPGL);
- vi) enhancement of national capacity concerning institutional and regulatory framework for food safety control and private sector compliance;
- vii) development of relevant policies (including the national industrial policy);
- viii) establishment of the Industrial Development and Export Council for monitoring economic policies and business environment strategies.

With the support of the UN system research initiatives have been developed concerning the institutional and regulatory framework on bio-safety as well as regional integration processes. Specifically, the regional integration study aimed at assessing the effect of the EAC Customs Union on the Rwandan labour market. Financial services and market opportunities for women in informal cross border trade (WICBT) were also assessed. The study on WICBT examined how EAC and CEPGL protocols affect WICBT. Within such framework, a survey of the existing national policies, strategies and plans for WICBT was undertaken and a list of recommendations to support WICBT was produced. The results of the study are currently undergoing a validation process and will be disseminated in the upcoming months.

Moreover, the UN provided technical assistance for the organisation of inter-institutional meetings on WICBT-related issues in which local authorities, customs services and police have been taking part. The participants agreed to replicate the meetings on a regular basis. Pilot activities such as entrepreneurship training workshops (“Start and improve your business”) for 80 WICBT and 2 sensitisation meetings concerning cooperative development have been carried out in Rubavu. The initiatives proved to be successful and were replicated in Burundi and DRC.

A regional meeting of WICBT from Burundi, DRC and Rwanda was carried out in October with UN assistance and, as a result of it, a regional network on WICTB was established. The network aims at addressing various challenges that women face in the sub-region as well as promoting knowledge sharing through a continuous learning platform. In addition, the private sector of CEPGL made a specific recommendation in favour of WICBT, calling for the revision of the Protocols on trade liberalisation for unprocessed goods within CEPGL zone.

Efforts to popularize the regional integration agenda have been considerably scaled up. The Government of Rwanda, supported by the UN system, has taken significant initiatives to inform citizens about the achievements made in the framework of the integration process into the EAC. Within this framework, regular talk-shows have been organised to effectively disseminate

information at community level. The Government has also been assisted in the implementation of its commitment to mainstream gender into the national cross border trade strategy and the planned 2012 cross-border survey. Efforts to increase gender sensitive access to domestic and international markets have also been improved. To this purpose, training sessions and an agricultural fair were organised. The initiatives provided the farmers with valuable information on production, the use of market information system (e-soko), post-harvest loss and storage as well as market regulations related to the EAC common market. The exchange of information was complemented with field visits to cooperatives and the research institute on agriculture. Significantly, the agricultural fair reached a sub-regional dimension integrating representatives of service providers, food processing companies, financial institutions, agronomists and farmers from Burundi, Democratic Republic of Congo, Kenya, Uganda, Tanzania and Rwanda. For the first time, 18 WICBT from Rwanda, Burundi and DRC participated in the commodity fair. The event was an opportunity to open new horizons for farmers across borders, enabling them to exchange knowledge and skills, and promote market opportunities for farmers in the Eastern sub-region. Farmers recognised that the fair contributed to increase their knowledge as well as their power of negotiation concerning crop production.

During the reporting period the UN system contributed to the significant results achieved by the Information and Communication Technology (ICT) platform, including the set-up of the Rwanda Strategic Business Plan (2011-2015). The objective of the business plan is to transfer the ongoing management of the Multipurpose Community Telecentres to a Public Private Partnership model through the transformation of existing telecentres into knowledge hubs and tele-innovation centres. This will be done while ensuring that the original objectives of the Multipurpose Community Telecentres are preserved. In addition, the strategic business plan for Rwanda’s flagship network of Business Development Centres offers a national strategic framework for the development of decentralised ICT-based business development tools. This strategy enables the Government of Rwanda and the private sector to outline products and services that will meet the

demand of small and medium enterprises, in addition to improve social and organisational sustainability at the district level. In addition, following up on regulatory improvements, the national procedures concerning immigration issues registered important amendments. The Rwanda Development Board with support from the One UN has supported the process by organising a series of validation workshops. Relevant institutions involved in land registration and transfer, intellectual property, environmental impact assessment and building permits procedures actively took part in the meetings.

### Partnerships

The One UN continued to work in partnership with its main implementing partners at ministerial level, such as MINAGRI, MINALOC, MINICOM, MINECOFIN, MINEAC, MINIRENA, MININFRA and MIFOTRA. The UN also maintained a continuous partnership at the decentralised level, especially with district authorities.

The application of the sector-wide approach, has also allowed the UN to strengthen partnerships with a wide range of bilateral and multilateral development partners such as the European Union, DFID (UK), the World Bank, the GIZ, BTC, JICA, USAID, CIDA and SIDA.

The UN has also continued to work with civil society organisations and local associations of farmers and producers. Within such framework, special attention has been given to capacity development for the purpose of positively influencing policy formulation, implementation, monitoring and evaluation.

In addition, the UN has been strengthening its partnership with the Private Sector Federation with a special focus on sustainable growth, increased productivity and quality service delivery.

### Key Challenges and Opportunities

The strong commitment demonstrated by the Government regarding the promotion of sustainable economic growth to reduce poverty and achieve food security in the country has represented a great opportunity for the development of the sector. Within

such framework, the support provided by the One UN in the area of economic growth has resulted in a positive impact for the economic development and empowerment of the poor. Joint planning and constant dialogue with the Government has effectively contributed to ensure the national ownership of the initiatives implemented. Nonetheless, in order to adequately address the complex nature of issues related to economic development and regional integration, inter-institutional collaboration processes and initiatives need to be strengthened also beyond Rwandan borders.

Among the main challenges, the following issues have been highlighted:

- ❑ Insufficient capacity of cooperatives and enterprises to effectively reach high quality productivity and sustainability;
- ❑ Limited access and supply of specific raw materials (such as seeds, seedlings, seasonings, herbs, preservatives and packaging materials) which caused delays in project implementation and increased the overall cost of the interventions;
- ❑ Implementation of effective monitoring and evaluation of the trainings and interventions developed as well as of their final impact on the ground.

### Key Priorities for 2012

Within the sustainable economic growth area, the following have been underlined as major priorities for UN support in 2012:

- ❑ In terms of capacity development of cooperatives and enterprises, more emphasis will be given to developing a sustainable supply chain system and quality service delivery as well as to improving technical skills for high-quality production and marketing;
- ❑ Evidence-based management systems will be strengthened to ensure quality of service delivery throughout the implementation of interventions;
- ❑ A particular focus will remain on the intensification and diversification of production to increase income generation, food security and value-added for

sustainable economic growth. In this area, specific interventions such as the Agaseke Programme, Integrated Development Programme and Livestock Programme will continue to reach out to a wide range of beneficiaries;

- ❑ In the framework of poverty reduction programmes, the UN will support improving the access to finance

especially for small producers and small and medium enterprises. Such result will be achieved through joint interventions aiming at contributing to the building a more inclusive financial sector in Rwanda;

- ❑ The existing joint programme on regional integration will be strengthened to back up the country's efforts in advancing the national regional integration agenda.

## ▶ Eastern African Agricultural Fair: New Horizons Opened for Farmers



Agriculture remains a key driver of Eastern Africa economies as farming accounts for over 75 percent of employment in this region. The UN system through UNECA, WFP and FAO, in the framework and spirit of the Delivery as One, organized the first Eastern African Agricultural Commodity Fair, through the Rwandan Ministry of the East African Community (MINEAC) and the Ministry of Agriculture and Animal Resources (MINAGRI).

The two-day agricultural fair, the first of its kind, was held in Kigali, at Mulindi agri-show ground on 10-11 November 2011. The fair attracted close to 200 participants and representatives of farmers, service providers, food processing companies, financial institutions and agronomists from Burundi, Democratic Republic of Congo, Kenya, Uganda, Tanzania and Rwanda.

"This event was a wonderful success. Our company has been able to exchange contacts with almost 68 potential clients and many more were happy with

our products. Indeed, this fair was almost international because not only the regional countries were represented but also products from countries like Brazil were also exhibited", said Solange Musabimana, the sales Manager of Brazafric Company. Brazafric stands for Brazil-Africa. It is an enterprise that sells agriculture and food processing machinery from Brazil to East-African farmers. The fair was an opportunity to promote market opportunities for farmers in the Eastern Africa, focusing on four commodities: beans, maize, Irish-potatoes and rice. It was also a platform for peer learning and the exchange of experiences between crops' sellers and buyers in the region.

"The connections made from this fair will enable farmers to increase their bargaining power while negotiating markets and prices for their crops", said Mr. Joseph Gafaranga, the Executive Secretary of Imbaraga in Northern Rwanda. "We farmers went even further and agreed to exchange our technology, best practices and our best seeds of products", he added.

"Rwanda has tremendously improved in terms of promoting agriculture, but we still lack a strong linkage between farmers and traders," said Mr. Raphael Rurangwa, Director General of Planning and Policy in Rwandan Ministry of Agriculture and Animal Resources. "This gap could be bridged by such initiatives", he concluded.

The UN encourages and supports networking of Eastern African farmers as means to ensuring food security, fostering broad-based agricultural growth and reducing poverty and hunger.

## > Women Farmers Yielding Profits and Better Futures in Rural Rwanda

"I never thought I would be able to pay the school fees for all five of my children and our family's health insurance costs as well!" exclaimed Euphrasia Musabyemariya. She was one of the many participants at a meeting of the agricultural cooperative Ibyiza Birimbere ("moving towards a better future") in the southeast Kirehe district of Rwanda.

In 2010, Ibyiza Birimbere members received training on gender equality and agricultural services through a joint initiative by UN Women and the district authorities. This enabled them to think about the different needs of female and male farmers. As a result of the training, the cooperative leadership encouraged the male members to bring their wives and other women farmers from their rural community into the fold. In this way, the organization has become a catalyst for gender equality as well as increased agricultural productivity.

This change has started to yield some very concrete results: "Before, my husband would leave for the co-op meetings in the morning and would never tell me anything that was going on and I never saw the money from the sale of the crops," says Euphrasia, who joined the cooperative in 2010. Previously, while Euphrasia farmed her piece of land for subsistence, producing small amounts of maize and vegetables, her husband farmed his own plot with maize. Since joining the co-op, they decided to consolidate efforts and focus only on the production of maize. Their

yield increased from under one tone of maize to over three tones per harvest. With a joint bank account and training on budgeting skills, Euphrasia today has equal access to the money that the couple makes, and an equal say in decisions on household expenditures.

For Dancilla Mukamana, who joined at the insistence of other women farmers, a loan from the cooperative was used for investments in her farm, leading to increased productivity. Thanks to a better income, she has managed to make several home improvements, such as a metal door and roof. Dancilla's capacity to generate a good income has improved her status in her household.

With increased productivity, dynamics in the community are also changing. While previously men and women sat separately in the cooperative meetings, barely ever speaking to each other, today they sit together, exchanging views and ideas on the cooperative's future.

The UN, through UN Women, works with 15 cooperatives in the Kirehe District of Rwanda to increase women farmers' access to agricultural services. A testimony to the success of the programme is the sentiment expressed by many of the women members: "The most important thing now is that I no longer fear getting sick and not be able to farm or care for my children: I know that I can now afford the health service and education that my family needs".



## UNDAF Result 5b: Social Protection

### Summary of National Achievements

Rwanda's social protection sector is built on the Government's overarching EDPRS which aims at improving social and economic well-being and reduce poverty. The purpose of the Vision 2020 Umurenge Program (VUP)<sup>6</sup>, one of the three flagship programmes in the EDPRS, is to extend and improve results within the social protection sector. Particularly, one of the main objective is "to accelerate the reduction of extreme poverty in target sectors", decreasing extreme income poverty from 37% in 2005/6 to 24% in 2012. In terms of access to health, governmental efforts to extend health insurance coverage already demonstrated to have a positive impact, with 38% of the population included in mutual insurance schemes and a further 5% covered by other forms of insurance. Nonetheless, certain inequalities in access to health care persist. Furthermore, the social and economic vulnerability of specific groups of the population remains high, with certain social groups still vulnerable to a range of risks such as abuse, violence, seasonal and economic shocks.

The social protection sector is guided by a National Social Protection Policy 2005 and aims at providing effective social safety nets and integrated social protection programming with a focus on combating extreme poverty. During the reporting period, the national policy framework for social protection has been strengthened through the elaboration of a comprehensive Implementation Plan for the Social Protection Strategy (2011-2016). The plan emphasises the need for improved monitoring mechanisms to measure the impact of social protection programmes. To this end, a national coordination body, the Rwanda Local Development Support Fund, has been created and is currently operational. At the level of the MINALOC, the ministry with prime responsibility for the social protection sector, technical teams have also been put in place to ensure adequate coordination and harmonisation of the sector.

In terms of social protection and labour markets, Rwanda has ratified 28 ILO conventions, including all fundamental conventions. The labour law, which is in conformity with international labour standards, highlights the prohibition of child labour, the prohibition of all forms of discrimination in employment and the protection against vulnerability.

In 2011, the GoR has continued to take important steps in the fight against GBV and child abuse. The adoption of the GBV Policy and Strategic Plan was a breakthrough in the process of setting up measures and mechanisms for the adequate prevention and response to GBV. Following the establishment of the first two pilot One Stop Centres (OSCs) for GBV and child abuse in Rwanda, the GoR has committed to further expand these multi-disciplinary services to the rest of the country. The OSCs offer professional support to children, women and men who have experienced physical, sexual and psychological violence based on gender, both at the family or the community level. At the centres, victims of trauma receive comprehensive multidisciplinary psychosocial, medical and legal treatment and support. The National Scale-Up Strategy for OSCs has been finalised and a draft standardised treatment protocol has been developed in 2011. With the national scale up of the OSC model, the Rwandan Government aims at strengthening prevention and response systems for gender-based violence and child abuse.

Moreover, in the framework of the revision of important strategic documents such as the Vision Umurenge 2020 Programme, the Government prioritised the design and implementation of appropriate policy and institutional arrangements for a more effective management of disaster risks that may affect the country. The establishment of the Ministry for Disaster Management and Refugee Affairs (MIDIMAR) in 2010 and the institutional reinforcement undergone in 2011 represented a clear indication of the GoR's commitment to strengthen national capacities also at operational level.

<sup>6</sup> Rwanda, Government of. 2007. "Vision 2020 Umurenge - An Integrated Local Development Program to Accelerate Poverty Eradication, Rural Growth, and Social Protection: EDPRS Flagship Program Document" MINALOC August 2007, Kigali, Rwanda.

## ➤ Providing Support for the Effective Reintegration of Rwandan Returnees

The return of Rwandans to their home-country after decades in exile is a joyous moment. Returnees, as they are called, come with a wealth of experience from their years abroad, but reintegration is still a complex process. In order to ensure a successful return to Rwandan society, the UN partner with Government authorities in a programme that aims to equip returnees with tools that ease their reintegration into Rwanda.

On arrival, all returnees receive a three-month food basket. This helps them to focus on other critical areas of reintegration without having to worry about where their next meal will come from. Once they have spent a few days at the transit centres in Cyangugu or Gisenyi, returnees are then transported back to their areas of origin.

In the months that follow, UNHCR operates monitoring programmes which seeks to establish the major gaps which returnees face in their reintegration process. Whether the challenges fall under the health sector (such as problems to buy *mutuelle de sante*), or whether they are related to education or access to land and property, the UN works together with district authorities to help returnees address these issues.

Joseph Nsengimana, a 33-year old who has returned to Rutsiro District in the Western Province, explains: "With the local authorities' support, I was given a

loan through Vision Umurenge Programme (VUP). The 2% interest loan helped me to buy equipment for my small business and I now work as a telephone repairer."

The United Nations in Rwanda, through a joint intervention of UNDP, UNHABITAT, UNICEF, FAO, WFP and UNHCR, will continue to support the sustainable return of Rwandan nationals through a three-year Return and Reintegration Programme. The initiative will be implemented from 2012 to 2014 jointly with the Government of Rwanda and it will pave the way for Rwandan returnees to be reintegrated in their communities. The programme contains a strong upstream component as it aims at strengthening national structures in relation to the protection and reintegration of returnees in the framework of national development priorities. This is planned to be achieved through a comprehensive intervention in different areas such as access to justice and peace consolidation, health, nutrition, education, management of environment, natural resources and land, livelihoods and social protection.

Despite the joint efforts of the Government and the One UN, the needs are still considerable and a lot of work will have to be done to ensure that every single returnee has equal access to an effective and sustainable reintegration process.



## UN Specific Contribution

### *Outcome 1: An effective social protection system is in place to promote equity and socio-economic inclusion of the most vulnerable groups*

In 2011 the One UN has supported the adoption of the Social Protection Strategy as well as the development of a Comprehensive Implementation Plan. A key step in the process of strengthening the national capacity in social protection was represented by the five-day intensive training provided to 60 Government staff - including all Vice Mayors in charge of social affairs as well as social protection focal points from central governmental institutions - followed by a one-day discussion on the sustainability of the social protection programme at the national level. The ongoing mapping and rapid assessment of social protection interventions have been initiated and are expected to be finalised in early 2012. The analysis will enable stakeholders to identify possible gaps within the social protection sector as well as any inconsistency among existing programmes. The results will therefore allow for an improvement of the design and implementation of social protection systems and programmes.

The UN has also contributed to the establishment of sustainable support mechanisms for vulnerable groups, in order to promote equity and strengthen income generation initiatives and programmes (including VUP, mutuelles de santé and food/cash for work, among others). In 2011 the Management Information System started to be applied to a number of social protection interventions, ensuring the centralisation of the targeting systems. The purpose of such initiative is to confirm that the vulnerable and poor are correctly identified and there is no duplication in the provision of support to the beneficiaries. In the frame of social protection initiatives for Rwandan returnees, more than 7,500 individuals have been supported. The returnees have been accommodated and taken care of in the transit centres, before being transported to their districts of origin.

With the overall goal of ending violence against children (VAC), a national conference followed by a nationwide awareness campaign on VAC has been organised by MIGEPROF with the support of the One UN led by

UNICEF. The conference was opened by the First Lady and attracted a high number of participants, including ministers, local Government officials, civil society, donors and development partners. The conference produced and validated a list of recommendations, which will be included in a national action plan on VAC. The awareness raising campaign attracted a lot of attention and sparked the debate concerning better protection systems and realisation of children's rights.

With the assistance of the UN, a child protection system's approach was piloted in Gatsibo District. The initiative focused on strengthening referral systems between service providers in the community as well as increasing awareness on child protection issues, ensuring holistic and complementary protection services for all children. The pilot was led by MIGEPROF in coordination with the One UN and through the implementing support provided by the NGO AVSI. Trainings in child protection have been organised for the GBV and Child Protection Committees as well as for local authorities in three districts to ensure that the committees are able to address critical issues for children in a holistic and comprehensive manner.

Furthermore, the child protection system was strengthened through a joint UN intervention in three refugee camps, which together host approximately 56,000 refugees. The activities implemented included an assessment of critical issues related to child protection (such as GBV, violence against children and child labour), training of GBV and Child Protection Committees, sensitisation campaigns and the elaboration of a child protection system strategy, which will be presented to MIDIMAR for validation in 2012.

In relation to child protection interventions at the national level, the UN contributed to the reintegration of former child soldiers and street children. Essential parts of standardised and upstreamed work have included the elaboration of a manual for interventions with former child soldiers and a model for family reintegration of children-on-the-street. Finally, a national survey on child labour led by the NISR and the Ministry of Public Service and Labour in collaboration with the UN has been carried out and the results disseminated



at national level. This inter-agency research programme was initiated by ILO, UNICEF and the World Bank to support efforts in eliminating child labour. The country report “Understanding children’s work and youth employment” has led to the initiation of a broader research programme concerning child labour and youth employment in Rwanda.

Furthermore the Vision 2020 Umurenge Programme (VUP) was scaled up to 120 sectors and the VUP community training manual was developed. An important element towards enhanced levels of effectiveness of the social protection system has been the inclusion in the UBUDEHE national data system of targeted data collected in 2010, together with national data on household composition and poverty ranking. The UBUDEHE national data system is critical to ensure an open and fair selection of beneficiaries for community-based health insurance plans and student financing schemes based on vulnerability levels.

National and local capacities to reduce social exclusion, violence, including GBV, abuse and exploitation of vulnerable persons and groups were strengthened. The One UN contributed to the finalisation of the GBV Policy and Strategic Plan, and provided support to pilot the One Stop Centres through support for staff,

supply of medication and outreach activities. The UN also participated in the development of the OSC scaled-up strategy, including the preparation of the training curriculum as well as the draft standardised treatment protocol.

A partnership was forged between UN Women, on behalf of the One UN, and the Rwanda Men’s Resource Centre. The initiative aimed at engaging men for peer support and action in preventing GBV and promoting healthy families within the Gakenke District. Using peer education, the project contributed to enhance men’s knowledge concerning the fight against GBV. Other peer preventive actions were implemented in the respective communities and workplaces. Among the positive results achieved there was also the enhancement of dialogue among men, which led to awareness-raising on GBV-related issues, and the promotion of a positive male role as a model for effective GBV prevention.

***Outcome 2: An effective disaster management system is in place to minimise risks and respond to shocks***

Since 2008, the UN has supported the GoR in developing national capacities in disaster management, which is the responsibility of the Ministry of Disaster Management and Refugee Affairs (MIDIMAR) since

2010. The capacity building process has been carried out through the provision of advisory, policy and technical support to fully operationalise an effective disaster management system at the national, sector and district levels. Specifically, MIDIMAR has been assisted by the One UN in the development of a disaster management strategy and policy. Information and communication equipment have also been purchased to boost the implementation of effective and timely communication systems in disaster situations. Furthermore, the UN strengthened the capacities of MIDIMAR staff through training and support for participation in international courses on disaster management.

Among the training activities implemented, a pandemic emergency preparedness simulation exercise was organised in Rubavu in partnership with AFRICOM. The workshop was facilitated by the USA Army in coordination with senior officers of the national armies of Uganda, Tanzania and Nigeria. Representatives of central Government institutions, such as the Ministry of Defense, Ministry of Health, MIDIMAR and the Ministry of Local Government, took part in the initiative. UN agencies (WFP, WHO and UNFPA) and non Government organisations (such as CARE and Red Cross) were also represented for support. The workshop aimed at carrying out a simulation of a pandemic situation and assessing the capacity for a timely response.

### Partnerships

The One UN partnered with MoH, MINIJUST, MIGEPROF, MIFOTRA, RNP and district authorities, development partners – such as GIZ – and civil society organisations, namely Rwanda Men's Resource Centre, FIDESCO and OPDE. For interventions related to child protection in refugee camps, the One UN through UNHCR, UNICEF and WFP worked in partnership with MIDIMAR and the Italian NGO AVSI.

### Key Challenges and Opportunities

Relevant opportunities for the social protection sector are identified as follows:

- i) A good legal framework is in place on GBV and child abuse (including the 2008 Law on GBV, the

2011 Policy and Strategic Plan on GBV and the 2012 Prime Minister's Order on GBV);

- ii) Government institutions are committed to prevent and respond to GBV and child abuse both at the central and decentralised level, and many actors have already strengthened their capacities through targeted training;
- iii) The OSCs have proven to be an effective way of ensuring access to multidisciplinary medical, legal, police and psychological support to victims of violence. In addition, thanks to the technical capacity building of key staff in OSCs, the conditions exist for the extension of knowledge to new OSCs staff;
- iv) The Ministry of Health is planning to launch the Health Management Information System in 2012, a tool that will effectively respond to the need of a national data collection system.

Among the main challenges identified at the sector level it is important to highlight the insufficient disaggregation of data, which hindered policy planning, dialogue and appropriate targeting. Other significant challenges included:

- ❑ Insufficient scale and coverage in terms of social protection services;
- ❑ Limited coordination and harmonisation at national level and between decentralised levels;
- ❑ Weak national systems to monitor social protection interventions which leads to a need for improved delivery and monitoring systems for social protection programmes, including management information systems, quality assurance, effective targeting and financial management mechanisms.

In addition, the major challenges concerning the specific areas of interventions include:

- i) poor accommodation conditions for returnees in the transit centres and no provision of special assistance for returnees with specific needs;
- ii) delays in the validation process of the Ubudehe database, with consequent delays in capacity development at the district level;

- iii) insufficient capacity and coordination among implementing partners in the areas of GBV and VAC;
- iv) lack of national harmonised and integrated data collection system on GBV and VAC in the country;
- v) non adequate legal support provided for management and follow-up of GBV and VAC cases;
- vi) limited capacity of relevant actors' personnel (such as OSC staff, medical personnel, RNP);
- vii) non adequate institutional and operational capacity of the newly established MIDIMAR.

### Key Priorities for 2012

For social protection the main intervention of the UN system will focus on

- i) supporting the application of the implementation plan for the Social Protection Strategy;
- ii) enhancement of the Vision 2020 Umurenge Programme through national scale-up of VUP-eligible persons, dissemination of information, capacity-building of VUP staff and evaluation of targeting mechanisms;
- iii) reinforcement of UBUDEHE database management;
- iv) strengthening of the Health Insurance System through improvement of operational capacity and provision of equipment, capacity building of management staff and development of communication tools.

For GBV and VAC the main focus will be on strengthening the Government's capacity to prevent and respond to GBV and child abuse through:

- i) reinforcement and scaling-up of OSCs;
- ii) strengthening of GBV and Child Protection Committees;

- iii) adoption of treatment protocol and improved coordination of activities concerning the implementation of the GBV Policy and Strategic Plan;
- iv) scale-up of reintegration approach for children living in the street and strengthening of prevention programmes;
- v) reinforcement of the child protection systems at the national level and in refugee camps through a child protection system mapping.

For disaster management and refugee affairs the main interventions will be centred on:

- i) starting-up of the Sustainable Reintegration of Rwandan Returnees multi-year support programme (2012-2014) and related activities, such as awareness raising among Rwandan refugees in asylum countries, improvement of contents of returnee assistance packages and provision of adequate protection for the most vulnerable groups. Particular attention will be paid to the upstream component of the programme and the strengthening of natural structures concerning returnee's integration and protection in the frame of national development priorities. This will be done through a multi-sector approach - including access to justice and peace consolidation, health, nutrition, education, management of environment, natural resources and land, livelihoods and social protection -) as well as a comprehensive institutional capacity development process;
- ii) capacity development of MIDIMAR in relation to refugee affairs and disaster management, including disaster risk reduction.



UN staff with the UN Resident Coordinator and UN Country Team after a townhall meeting in May 2011, which concluded a two-day induction workshop on the UNDP planning.

# Chapter 3

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## Progress In Delivering As One

### Part A: Governance and Coordination Structure

The UN Delivering as One (DaO) reform was launched by the United Nations in 2007 as part of an inter-institutional strategic action aiming at enhancing the efficiency, transparency, accountability and effectiveness of the UN system and respond to the increasing challenges faced by the development and aid sector worldwide. Rwanda has been one of the eight pilot countries that volunteered to take part in the UN DaO reform process, jointly with Albania, Cape Verde, Mozambique, Pakistan, Tanzania, Uruguay and Viet Nam.

The Governments of the pilot countries agreed to support the UN system in order to strengthen the comparative advantages and impact of the UN system at the country level. The initiatives implemented during the initial phase of the reform focused on developing more coherent programmes, reducing transaction costs for Governments and decreasing overhead costs for the UN system and its partners.

The guiding principles of the Delivering as One reform in Rwanda were defined and agreed upon during a working session in 2007 in which representatives of the Government and development partners actively participated. A concept paper containing the main elements of the agreements reached among the parts was signed on 5 April 2007 by the UN Resident Coordinator and the UN Country Team (including UNICEF, UNDP, UNFPA, WFP, WHO, UNAIDS, FAO, UNECA, UNIFEM – now UN Women – and UNHCR as resident agencies, and by ILO, UNESCO, UNIDO, UN-HABITAT, UNEP, IFAD, OHCHR, UNCTAD, UNCDF and UNV as non-resident agencies). The Minister of Finance and Economic Planning, Honorable James Musoni (since end 2009 Minister of Local Government and replaced by Honorable John Rwangombwa), signed the concept paper on behalf of the Government of Rwanda, underlining the Government's ownership and leadership role in the reform process.



The One UN Steering Committee chaired by Honorable Minister of Finance and Economic Planning during its meeting on 27 May 2011.

The year 2011 has again been significant for the Delivering as One (DaO) reform. With the start of the Independent Evaluation, the last part of the DaO piloting phase commenced. Furthermore, the planning for the next UN Development Assistance Framework (UNDAF) cycle 2013-2018 was launched and closely aligned with the revision of the national EDPRS. Four years into the DaO reform process, it is obvious that the initiative has resulted in multiple changes that improved the UN system's support to Rwanda. Significant achievements have been made thanks to the Government's strong commitment and leadership. The improved governance structures and coordination mechanisms adopted in the One UN system with the overall goal to enhance the support to Rwanda's national efforts have also generated very positive results.

The **One UN Steering Committee** is responsible for the overall strategic orientation and management of the UN DaO reform process. The Minister of Finance and Economic Planning chairs the committee. Other members participating in the committee are three other Government Ministers (in 2011: Ministry of Education,

Ministry of Local Government and Ministry of Foreign Affairs and Cooperation), the UN Resident Coordinator, four heads of UN agencies (in 2011: WFP, UNFPA, UNHCR and UNAIDS), one multilateral Development Partner (EU), and bilateral development partners. On the latter, after negotiation, it was agreed that all in Rwanda present One Fund contributors will be members of the committee (Swedish Sida, The Netherlands, DFID), instead of two rotational seats for bilateral development partners.

Considering the importance of the One UN Steering Committee in ensuring national ownership and leadership of the One UN Programme, particularly in terms of strategic guidance, the regularity of the One UN Steering Committee meetings can be improved. This will also contribute to ensure a transparent decision making and information sharing process at the highest level.

The **UN Country Team (UNCT)** is the main decision making body within the One UN governance structure. Under the leadership of the UN Resident Coordinator, the UNCT is responsible for the overall management and implementation of the One Programme and ultimately

accountable for the UN's work and the impact and results of the Programme at the country level. Thanks to its leadership role and the commitment of its members, the UNCT constitutes a strong element of the DaO reform process.

With regular monthly meetings, various additional consultations and continuous cooperation, the UNCT was again in a position to adopt and implement an ambitious work plan and further strengthen the spirit of Delivering as One within the UN system in Rwanda.

The **Office of the Resident Coordinator (RCO)** again performed a fundamental role in supporting the UN Resident Coordinator in the overall coordination of the One UN system in the country. The RCO ensured the secretarial functions for the UNCT and continued to assist and closely cooperate with the Ministry of Finance and Economic Planning in its performance as secretariat of the One UN Steering Committee.

In 2011, the RCO core team was operating with minimum capacity that included a Coordination and Executive Officer and a Non-Resident Agencies'

Coordination Officer. Few short-term national and international consultants have been recruited in order to ensure the RCO's full support to the implementation of the UNCT workplan. The wider RCO team included a Human Rights Advisor, an Aid Effectiveness Specialist and an Aid Information Management Systems Specialist.

Due to the need to increase the capacity of the RCO, the UNCT agreed to put together financial resources in order to recruit a UN Communication Specialist, a UN House Project Manager, a UNV for Common Services and a Senior Policy Advisor. During the recruitment of the UN Communication Specialist, Swedish Sida also confirmed the financing of a new Special Assistant to the RC (SARC) in charge of communications. Both new colleagues and the UN House Project Manager are expected to take on duties beginning 2012. The recruitment of the UNV for Common Services has been prepared and will be completed in 2012. Once the resources for the position of a Senior Policy Advisor are available, the recruitment process will be launched.

## Part B: The four Pillars of Delivering as One

The Delivering as One (DaO) initiative involves all UN funds, programmes and specialised agencies in Rwanda in a joint reform process based on fundamental pillars, the “Four Ones”: One Programme, One Budgetary Framework, One Office and One Voice & One Leader. The reform process carried out along the four pillars aims at strengthening the overall impact of the UN system at the country level, ensuring a closer alignment of programmes and funding to national priorities, while increasing transparency and accountability. The DaO reform intends to create a more coherent and coordinated system for delivering UN assistance, increasing transparency, efficiency and effectiveness of UN interventions. At the same time it contributes to strengthen the Government ownership and leadership of development processes in line with the Paris Declaration and Accra Agenda for Action. The reform also aims at increasing the efficiency level of operations, reducing transaction costs and optimising financial and human resources.

### One Programme

The One Programme is one of the four pillars of the DaO reform and represents a fundamental nationally-owned programming tool. It incorporates a set of strategic results based on national priorities and internationally agreed Millennium Development Goals, to which all UN agencies present in Rwanda contribute based on their respective comparative advantages.

Through joint programming in the spirit of Delivering as One, the UN system has been able to adopt a more inclusive and coherent approach, by drawing on the mandate, experience, expertise, and capacities of the different participating agencies, and to achieve a greater level of responsiveness to national needs in a more holistic manner.

The United Nations Assistance Framework (UNDAF) 2008-2012 is the 5-year common strategic framework for all UN programming interventions in the country. The contents of the UNDAF are strictly aligned with

and respond to the priorities identified by the Rwanda’s Economic Development and Poverty Reduction Strategy (EDPRS), also covering the same programming period 2008-2012, and Vision 2020. The Common Operational Document (COD) 2008-2012 indicates in detail how the UNDAF will be operationalised in Rwanda through the coordinated and complementary interventions of the different UN agencies in the spirit of DaO.

The main results of the UNDAF were jointly defined by the Government of Rwanda and the UN Country Team on the basis of the national priorities identified within the Vision 2020 and the EDPRS, as well as the comparative advantages of the UN agencies operating in Rwanda. The results of the UNDAF 2008-2012 are:

- i) Governance,
- ii) Health, Nutrition, HIV, and Population,
- iii) Education,
- iv) Environment,
- v) Sustainable Growth and Social Protection.

In order to guarantee adequate coordination and technical support for the implementation of the One Programme, all UN agencies – including resident and non-resident – are organised in thematic groups around the UNDAF result areas according to their respective mandates. Each thematic group is co-chaired by two agencies based on their respective mandates and all groups are supported by three inter-agency task forces (gender, human rights, monitoring & evaluation) that ensure the effective mainstreaming of all relevant cross-cutting issues across the One Programme. The Programme Planning and Oversight Committee (PPOC) is the main advisory body to the UNCT and supports the coherence, effectiveness and efficiency of the implementation of the One Programme.

During the One Programme implementation, increasing attention has been paid to the implementation and application of the Division of Labour, which has been developed and agreed upon by the UNCT in 2010 at the request of the Government in the Development Partners Coordination Group. The Division of Labour will be

mandatory for the UN from the next UN Development Assistance Plan (UNDAP) cycle starting 2013. The year of 2011 has therefore been used to start adjust existing work and coordination processes, as well as governance structures, to allow for a gradual transition towards fully working in line with the Division of Labour.

The inter-agency Gender Task Force, chaired by UN Women and UNFPA continued to support the UNCT in mainstreaming the gender equality dimension across the UN system in Rwanda and the diverse areas of intervention of the UNDAF. In 2011, specific technical support was provided for the review of UN joint interventions and the Consolidated Annual Work Plans (CAPs) applying the combined gender equality and human rights mainstreaming checklist. The members of the task force also supported and advised the UNCT in the carry-out and finalisation of the gender score card exercise. The initiative proved to be very useful and allowed for the establishment of an accountability framework for the UN Country Team, thus enhancing the overall ownership and transparency of the UN senior management in relation to UN's support to gender equality and women's empowerment processes in Rwanda.

The Gender Task Force also strengthened the capacities of gender focal points of UN agencies and Government institutions, enhancing their ability to effectively mainstream gender in strategic planning and programming processes in the view of the upcoming EDPRS and UNDAP planning processes. In the same line, the task force supported the One UN in the end-of-term revision process of the EDPRS by actively participating and producing a check list for the effective integration of gender equality in the different thematic sectors and throughout the entire planning process. Such initiatives contribute to guarantee that the EDPRS 2013-2018 will positively integrate gender and that the UNDAP will effectively be aligned with it.

The Human Rights Taskforce brings together human rights focal points from resident agencies. The task force again provided technical guidance to the One Programme in 2011 ensuring that human rights were taken into account and mainstreamed across the UNDAF thematic areas. For instance, the development

of the CAPs and One UN joint intervention proposals were supported and reviewed based on a checklist jointly elaborated by the gender and human rights taskforces. The inter-agency task force also engaged with national partners by holding thematic meetings - jointly with Government and civil society - to encourage dialogue for better informed programming. For 2012, it is planned to further enhance the integration of the Human Rights-Based Approach (HRBA) into the One UN programming cycle, not only by training human rights focal points of UN agencies on the approach. Other initiatives related to HRBA and the Universal Periodic Review (UPR) will also be key priorities of the Human Rights Taskforce's support in 2012.

The M&E Task Force again provided overall technical support to the planning, monitoring and evaluation of the One Programme in 2011. As a result, the inter-agency team contributed to the preparation of high-quality CAPs fully aligned with the UNDAF and Common Operational Document (COD) in adherence with RBM and SMARTness principles and taking into account new emerging national priorities. The task force continued to be actively represented in and provide guidance and support to the Programme Planning and Oversight Committee (PPOC) during the 2011 programming cycle and the preparations for the 2012 cycle. The taskforce also ensured continuous tailored support to theme groups for the monitoring and evaluation of respective programmes.

Moreover, the M&E Task Force supported the development of a guideline tool for the assessment of UN joint intervention proposals. These guidelines were used for the revision and selection of programme proposals and helped to ensure that these respond more effectively to emerging national priorities on the basis of the respective comparative advantages of UN agencies.

The voluntary mid-term review, which began in 2010 and was expected to be completed early 2011, was discontinued due to challenges faced in the recruitment process that resulted in major delays. Information gathered during the preparatory stocktaking exercise shall feed into the UNDAF end evaluation, for which preparations have commenced in 2011.

With the support of the PPOC and the M&E Taskforce, the RCO again led the coordination and use of the web-based One UN Programme Monitor. The Programme Monitor system was updated on a regular basis in order to provide accurate and timely information on the use of resources, including the One Fund expenditure rate, as well as the implementation progress of programme and project activities. The tool has continuously attracted attention at national, regional and global level and was repeatedly praised as an innovative and powerful tool for One UN's enhanced capacity to monitor and evaluate the implementation of the One Programme. It was also positively used for budgetary and spending tracking analysis, planning and implementation trend and performance analysis. The Programme Monitor again allowed for increased transparency and accountability and supported the instant reporting and provision of up-to-date graphs and figures.

In 2011, an orientation and training session on the innovative multi-year monitoring tool – the UNDAFInfo (devinfo tool) – was organised for M&E focal points of UN agencies. The effective utilisation of the instrument is expected to enhance the overall monitoring and evaluation ability of UN staff in relation to medium-term UNDAF progress and impact.

The Programme Planning and Oversight Committee (PPOC) was established in 2009 upon decision of the UN Country Team. Bringing together deputies/heads of programmes, theme group policy advisors, task forces' coordinators and the RCO, the PPOC again proved to effectively bridge the gap between the strategic leadership of the UNCT and the technical programme level and to serve as advisory body to the UNCT on One Programme issues. In 2011, the PPOC continuously served with the primary responsibility of advising the UNCT and improving the coherence and efficiency of the UN programming. This has been done at the general level and through the various One UN working groups. Performing such functions, the committee operated as a participatory advisory and technical platform through which agencies effectively partnered in the spirit and practice of Delivering as One by "thinking outside the box". As a result of it, the joint management and effectiveness of UN joint

interventions has been significantly enhanced and the overall impact at country level notably increased.

In 2012, the PPOC intends to play a more focused role in creating an adequate platform for policy dialogue in support of the UNCT's upstream policy advisory services to the Government.

In April-May 2011, Rwanda hosted the Regional UNDAF Planning Workshop with the participation of six UNDAF roll-out countries, and the facilitation provided by the United Nations System Staff College in collaboration with the UN Development Coordination Office and Regional UN Development Group Team. The workshop provided an opportunity for the UNDAF roll-out countries to share experiences and learn how to conduct a smooth process that will result in a high quality UNDAF in alignment with national priorities. For the One UN in Rwanda, the workshop also served to kick-off the UNDAF development process for the new cycle 2013-2018. Particularly, a UNDAF roadmap was developed and closely tied to the EDPRS I revision and development of the EDPRS II.

During initial consultations in view of the next programming cycle, the UN Country Team unanimously agreed to combine the UNDAF and COD into one document and prepare a UN Development Assistance Plan (UNDAP). An inter-agency UNDAP task force was established by the UNCT to carry forward and ensure the realisation of the UNDAP roadmap. The inter-agency task force is composed of selected members that represent different agencies groups (resident/non-resident, funds, programmes and specialised agencies), perspectives and expertise, including cross-cutting issues, M&E, policy advice and coordination. The UNDAP task force reports to and is supervised by the UNCT, and its key purpose has been defined as to:

- ❑ facilitate and implement the UNDAP roadmap for increased coherence and alignment in support of national development priorities and systems;
- ❑ coordinate and ensure at the technical level close cooperation with national processes in the revision of the EDPRS and Vision 2020; and
- ❑ enhance the application of all the relevant

programming principles as well as mutual accountability of UN agencies.

From its establishment, the UNDAP task force had weekly meetings to ensure timely follow up and implementation of actions. An online training needs assessment focusing on key programming principles was carried out among UN senior management and staff. Trainings were organised with internal or external facilitation teams depending on available capacities for all key programming principles, namely:

- Human rights-based approach;
- Gender equality;
- Environmental sustainability;
- Result-based management;
- Capacity development;
- Conflict prevention;
- Climate change;
- Disaster risk reduction.

Equally to the development of the current UNDAF in 2007, the UNCT decided to fully support the national-led analytical process and not to undertake an own country situation analysis. To that end, the UN strategic planning process was aligned with the Government programming activities. Continuous active UN participation was also ensured during the national revision of the EDPRS. To that end, a detailed guidance note for the One UN's support to the joint sector review and sector-self assessments was prepared. The guidance note put emphasis on using the existing UN internal governance and coordination structure under the One Programme, while encouraging the continued implementation and application of the agreed Division of Labour, which will be mandatory from the next UNDAP cycle.

### One Budgetary Framework

The One Budgetary Framework pillar is complementary to the One Programme as it brings together all resident and non-resident agencies operating in Rwanda under one financial framework that includes agencies' core

and vertical funds as well as the One Fund for the implementation of the One Programme. The framework and increased transparency allow both the UN internally and stakeholders/partners externally for a clear overview of UN activities, available resources and funding gaps. As such, it informs decision makers of adequate/required actions in terms of resource mobilisation and programme planning. At the end of the year joint reporting is provided on the progress made against planned programmes and utilised funds, thus allowing for a clear comprehensive financial picture of UN interventions at the country level. The system has proven to increase the overall coherence and efficiency of funding, and at the same time enhanced the transparency and accountability of the UN system in Rwanda.

Among the innovative tools adopted, the One Fund already demonstrated its effectiveness in responding to funding gaps, enhancing and harmonising joint resource mobilisation efforts in the country. The new mechanism is of high significance since it allows the One Programme to be result-driven instead of donor-driven.

Moreover, the central management of the One Fund operated by the Resident Coordinator in close cooperation with the UN Country Team allows funds to be available and promptly allocated, thus further increasing the efficiency of the UN response to emerging development needs at the country level.

In 2011, despite continued financial constraints of development partners, The Netherlands deposited their commitment of US\$ 2.076m to the One Fund and through the Expanded DaO Funding Window the One UN Rwanda received US\$ 8.245m un-earmarked funding for the One Fund. Another bilateral donor has not yet met commitments it had made both for 2010 and 2011.

The One UN Fund is administered by the UNDP Multi-Partner Trust Fund (MPTF) Office in New York, with certain functions delegated to UNDP at country-level. Established in 2006, the MPTF Office is the fund administrator for the UN system when UNDP is selected to administer donor funds intended for multi-agency operations established in the context of humanitarian, transition, reconstruction and development programmes.

The pass-through fund-management mechanism used for transfer of funds enhances UN transparency and accountability, a direct application of the Aid Effectiveness Agenda and UN Delivering as One reform, and is consistent with the principles of the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action, including national ownership and alignment with national priorities, harmonisation and coordination, effective and inclusive partnerships, and achieving development results and accounting for them.

The MPTF Office uses this arrangement to enable partnerships between donors, Governments and UN organisations. As per the Memorandum of Understanding concluded between participating UN organisations and the Administrative Agent, as well as the Standard Administrative Arrangement concluded between donors and the Administrative Agent, the responsibilities of the Administrative Agent include the receipt, administration and management of contributions from the donors, disbursement of such funds to participating UN organisations in accordance with the approved programmatic documents, and provisions of consolidated reports, based on the reports submitted by participating UN organisations. Annex 2 gives a detailed financial report on the source and use of One Funds in 2011.

A major vehicle for public transparency of operations under the One UN Fund during the reporting period was the MPTF Office GATEWAY. The system was launched in 2010 and is a knowledge platform providing real-time data from the MPTF Office accounting system (Atlas) on financial information on donor contributions, programme budgets and transfers to participating organizations. Currently, annual expenditure figures of participating organisations are also posted on the MPTF Office GATEWAY, and the MPTF Office is working with POs to enable periodic posting (quarterly or bi-annually). It is designed to provide transparent, accountable fund-management services to the United Nations system to enhance its coherence, effectiveness and efficiency. More detailed information concerning MPTF Office GATEWAY can be found on the MTPF website (<http://mptf.undp.org>).

In Rwanda, the One Fund also plays a strategic role in terms of increasing the participation of UN agencies in joint programming initiatives. As a rule the One Fund is mainly utilised to support joint interventions, thus being an effective incentive mechanism for more coordinated and coherent joint actions. As such, similar to the previous year, at least 80% of existing funds were again used to exclusively support Joint Interventions/Programmes. This has further boosted the joint programming spirit in the One UN and resulted in agencies' strengthened ability and willingness to increasingly jointly programme, implement and monitor in support of common goals.

This led to the increased capacity of the UN in this regard and allowed for greater impact of the One Programme at the country level. Agencies more and more get together for joint interventions financed exclusively through own resources, which is a sign of the growing spirit of Delivering as One and the understanding of its benefits.

As mentioned in the sub-chapter on One Programme, the online One UN Programme Monitor has again proved to be a highly appreciated and useful tool as it supports the monitoring and evaluation of the programme implementation, while allowing for detailed tracking and monitoring of the use and delivery of financial resources. Quarterly transparent reporting held participating agencies accountable for the use of resources in general and the One Fund in particular. Graphs and figures from the online tool were regularly used and referred to in various UN internal and external meetings and provided a reliable and up-to-date source of information for presentations, negotiations and experience sharing.

Key challenge remains the limited predictability of funding. Overall, there is a risk of non-replenishment of the One Fund basket in future years, not only due to global financial crisis. Development partners' expectation of the UNCT using all resources available in the One Fund basket before the end of the year leaves high unpredictability vis-à-vis available funding for the following year. It also challenges the building of strong partnerships that would require mutual longer term

obligations. The UNCT therefore decided to always keep a strategic reserve throughout the year and into the following year. This enables the UNCT to respond to emerging needs in timely manner throughout the year and to continue the implementation of the One Programme at the beginning of each year, while mobilising and waiting for new contributions. Moreover, a new resource mobilisation strategy is currently being prepared as part of the planning for the next UNDAF cycle.

Last but not least, some One Fund donors expressed hesitation for the provision of un-earmarked funding. Considering the positive changes that un-earmarked One Fund contributions have already allowed for in the joint UN programming, the UNCT under the leadership of the RC decided not to compromise agreements made and trends followed at the corporate level, but to continuously encourage un-earmarked contributions. This viewpoint has also been re-emphasised at the Inter-Governmental Conference on DaO in November 2011.

### One Leader & One Voice

The One Leader & One Voice is a fundamental element of the DaO reform. It specifically focuses on the strategic importance of the empowered role of senior management structures linked with a joint communication approach.

Throughout the year the UN Resident Coordinator led the UN system in close cooperation with peer heads of agencies and the entire UNCT, which also includes focal points of non-resident agencies, to ensure strong leadership and effective management of DaO processes and UN joint support to Rwanda. Emphasis was put on bringing together agencies' capacities and developing synergies to make even better use of the agencies' respective mandates and comparative advantages. The RC also supported the effective joint mobilisation of resources and funding and continuous advocacy for the DaO reform both at the national, regional and global level. For instance, in June 2011, he represented Rwanda at the UN Women Executive Board meeting in New York and shared UN Rwanda's experience of Delivering as One to fight violence against women and girls in the country.

While leading the UN Country Team in a participatory

and collective way and promoting the One Leadership style, the UN RC is ultimately responsible for the delivery of services and programmes that respond to national needs and strategic priorities in a timely and effective manner. In 2011, the RC thus provided guidance and assistance to both UNCT and One UN working groups for the successful implementation of the One Programme and the provision of effective support to Rwanda's development efforts.

The degree and number of partnerships with various stakeholders show that the UN has indeed been considered a trusted and supportive partner in Rwanda. This was also made possible thanks to the leadership of the UN RC in close cooperation with peer heads of agencies.

The RC also guaranteed the establishment of a harmonious coordination and open communication environment among UNCT members, ensuring a constant flow of information and empowering the heads of agencies in the vision of a joint leadership spirit. Such initiatives contributed to enhance the overall transparency and accountability of UN senior management and decision-making structures in the country. Through regular monthly meetings, additional ad-hoc meetings, electronic and bilateral consultations, the RC strengthened the UNCT ability to effectively coordinate and lead the UN system in Rwanda in accordance to the spirit of the Delivering as One reform.

Acting as the representative of the UN system at the national level, the RC promoted the global UN agenda and actively participated in various national meetings and fora, including media broadcasting activities. On official occasions, heads of agencies represented the entire UN system in Rwanda with One Voice.

Furthermore, in his role as co-chair of the Development Partners Coordination Group, the UN RC promoted the enhancement of the dialogue among donors, as well as between development partners and the Government. Under the RC's supervision, the UN positively supported the Government in strengthening the donor harmonisation and aid coordination processes, thus contributing to the implementation of the aid

coordination agenda in line with the Paris Declaration and Accra Agenda for Action. Over the years, Rwanda has been recognised as one of the leading African countries in this regard.

In line with the One Voice concept as part of the One Leader pillar, the RC and UNCT are ultimately responsible for the UN messages and communications with external stakeholders. Under the supervision and strategic guidance of the RC and the UNCT, the Resident Coordinator's Office and the UN Communication Group effectively contributed to the implementation of the UN joint communication and advocacy strategy. As a result, numerous activities have been carried out throughout the year in order to communicate for development and to enhance the visibility of the DaO process and UN interventions in the country, as well as to improve the internal communication and information-sharing system among UN agencies.

Among the key initiatives implemented were awareness-raising campaigns at the national and local level, the celebration of international UN days, including the Day of the United Nations, and the publication of regular newsletters. Magazines, such as Service Mag, were used to communicate for development and share the DaO experience of the UN. Particularly, in 2011 the Day of the United Nations was marked by the 10<sup>th</sup> anniversary of the International Year of Volunteers and the 7<sup>th</sup> Billion Baby Campaign. The One UN also partnered with the Rwanda Cinema Centre to support arts and culture as a means to promote peace, development and the Millennium Development Goals. Various visibility items, such as season greeting cards, calendars, pull-up banners, etc., were produced to increase the One UN visibility externally and to promote the One UN spirit internally.

Moreover, the UN Cares agenda was further advanced through a number of activities such as a survey, the celebration of the international day of HIV and a campaign against stigma. At a UN staff townhall meeting end of 2011, the "UN Plus", a global group of UN staff living with HIV, was launched in Rwanda as sign of solidarity of the UN Rwanda family to colleagues living with HIV. The initiative also showed the commitment to take action against issues as stigma and discrimination.



**Members of the UN Care group updating colleagues on the facts of HIV at the launch of the STIGMA campaign in June 2011**

International events were strategically used to represent the One UN Rwanda, share experience and further promote the Delivering as One reform. UN representatives accompanied the Government delegation to the Intergovernmental Meeting on DaO in Montevideo, Uruguay, where Rwanda actively participated in discussions and the preparation of the outcome statement. Several external study tours on DaO were



**One UN advertisement in the publication on the 7th Rwanda Film Festival, 2011**

hosted, such as from Kenya, Namibia, and the Republic of Congo-Brazzaville. High level visits were supported in accordance to the objectives and level of the missions.

As mentioned in the sub-chapter on One Programme, Rwanda hosted the Regional UNDAF Planning Workshop in March-April 2011. The overall objectives of the initiative were to share knowledge, building up on lessons and experiences from other countries, and equip country delegations to play a critical role in the countries' UNDAF planning processes. This is in order to produce high quality in-country UNDAF documents.

Subsequently, a two-day workshop for UN staff in Rwanda has been organised in May 2011. The main objectives of the workshop were to inform and update staff and newcomers on Delivering as One (DaO) in Rwanda, as well as to share information on Rwanda's UNDAF planning process linked to the EDPRS revision. In addition each UN agency presented its mandate, current priorities and planned focus in the next cycle. The workshop concluded with an all staff townhall meeting in the presence of the RC and UNCT. Based on the recommendations emerging from the Nielsen Survey carried out in 2008, these townhall meetings take place regularly to update all staff on DaO reform progress, discuss themes, build a spirit of UN family as well as promote the dialogue between senior management and all staff.

As part of the UNDAF development process, a number of training courses with internal and external facilitators, depending on the availability of internal capacities, were organised. Such courses not only enhanced the capacity of staff and national partners, but also strengthened the spirit of One UN among staff and supported team building processes.

In September 2011, HE President Paul Kagame hosted a regional consultative meeting of the ITU/UNESCO Broadband Commission for Digital Development in the presence of Dr Hamadoun Touré, Secretary-General of the International Telecommunication Union (ITU). A total of 17 commissioners participated or were represented at the meeting. More than 15 external Ministers or their deputies attended, as well as a number of regulators and CEOs from the private sector. Around 250 youth were also invited to the proceedings. "African youth

possesses the energy, passion and dedication to use these technologies to address global challenges and truly benefit from ICTs. Our duty as leaders is to build the right environment and promote the necessary investments to allow them to fulfil their potential", said HE President Paul Kagame.

In the lead up to the 4<sup>th</sup> High Level Meeting on Aid Effectiveness, 29 November to 1 December 2011, in Busan, but more importantly in order to deepen sharing of experience and African partner country engagement on aid management and effectiveness issues, the Government of Rwanda in cooperation with the One UN agreed to host and support the Francophone countries dialogue and learning exchange. The workshop took place from 12-14 September 2011 and provided an unique opportunity for bringing together more than 18 countries to share their rich experience and best practices on aid effectiveness.

In November 2011, The Government of Rwanda, in partnership with the African Development Bank (AfDB), and the UN Peace Building Commission (PBC), hosted the High Level Meeting on Post-conflict Peacebuilding. The initiative aimed at drawing upon Rwanda's experience in addressing some of the critical challenges the country faced following the genocide in 1994. His Excellency the President Paul Kagame and RH Cote d'Ivoire Prime Minister Guillaume Soro joined the second and final day of the meeting. Participants recommended that relevant aspects of Rwanda's experience in nation-building feed into the UN Peacebuilding Commission's work, through a global platform for lessons sharing between countries.

### One Office

The One Office constitutes another pillar of the Delivering as One reform. By harmonising business policies and procedures as well as common services and premises for UN agencies, this pillar aims at fostering UN agencies' cooperation in the spirit of Delivering as One and reducing operational and transaction costs both for the UN and its partners. At the same time it intends to increase the efficiency and effectiveness in delivery and gives the opportunity to identify synergies and develop economies of scale. The savings obtained can be spent in direct programmatic development work at the country level thus enhancing the extent of UN support

to national development efforts. In addition, the use of unified premises, services and procedures contributes to bring UN agencies physically and operationally together, enhancing the dynamics and cooperation among UN agencies both at the technical and managerial level.

The establishment of common services and harmonised business practices constitutes an important component of the Secretary-General's reform agenda and is strongly supported by the General Assembly. In his Programme of Reform, the Secretary-General emphasised the need to pursue harmonised programme and budgetary frameworks, services, facilities, and administration and personnel practices, recognising the strengthening of common services as one of his reform strategies. The member states of the United Nations reiterated the message through several General Assembly resolutions, calling for the sharing of administrative systems and services in order to assure that support services are cost-effective, high quality, timely and provided on a competitive basis, resulting in full client satisfaction.

The UN system's Funds, Programmes and specialised agencies are requested to take effective and concrete steps in the following areas in order to decrease overall operational costs of their interventions:

- a) rationalisation of country presence through common premises and co-location of UN Country Team members;
- b) implementation of the joint office model (One House);
- c) common shared support services including security, IT, telecommunication, travel, banking, procurement, administrative and financial procedures;
- d) harmonisation of the principles of cost recovery policies, including that of full cost recovery.

In Rwanda the UNCT has dynamically responded to the Secretary-General's call and committed to carry out the common services reform process, to maximum extent possible at the country level, through the technical support of the Operations Management Team (OMT). The team is currently chaired by UNDP and integrates members from all resident agencies heading overall

operations (including finance, administration and human resources). It operates under the guidance of the UNCT and has a specific mandate for the identification and implementation of appropriate common services and other areas of improvement with regard to harmonised business procedures and practices. The OMT is composed of several sub-working groups with different mandates in the areas of procurement, ICT, human resource and finance. All working groups operate under the supervision of the OMT, which reports to and is supervised by the RC/UNCT.

The Country Led Evaluation highlighted the need for the UN to underscore the reduction and quantification of transaction costs. Based on these findings, the Government of Rwanda re-emphasised this request during a DaO Steering Committee meeting. While preparations started and first results were available in 2010, a detailed support mission by the Adviser on Common Services and Business Practice Harmonisation from the Development Operations Coordination Office in New York took place in February 2011. The advisor held strategic discussions with the UNCT and trained the OMT during a one-week retreat on the quantification of transaction costs and helped identify "low hanging fruits", i.e. areas and possible actions that promise immediate reduction of transaction costs. In addition, a one-day retreat was organised with the PPOC. The initiative aimed at identifying working areas to increase

**Celebrating the United Nations Day 2011 which was marked by the 10th anniversary of the international year of volunteers and the 7th billion baby campaign**



synergies and reduce costs through enhanced joint programming and avoidance of duplication within programmes, such as for instance the organisation of common field visits for joint monitoring. The advisor also met individually with development partners and Government representatives to update them on the progress made so far and present first plans on the way forward. The support mission resulted in concrete work plans that were implemented in the course of the year with significant results. Throughout 2011, consultations have been held and updates shared with the Government and development partners on the reduction and quantification of transaction costs. Key forum for discussion was, but was not limited to, the One UN Steering Committee.

Following the two years work plan (2011-2012) designed during the retreat in February 2011, the OMT has been able to conduct several activities in order to finalise the implementation of additional common services, and at the same time to advance the execution of key strategies for the reduction of transaction costs. The following sections summarise some of the results achieved by the OMT with the support of the sub-working groups and under the supervision of the RC/UNCT:

Procurement Working Group: Initial steps for the implementation of common services have been taken in key operational areas of UN agencies. Main achievements have been the following:

- a) Banking Services, event management, transportation and courier services: the terms of reference for the respective services have been prepared and agreed on and will be published early 2012.
- b) Audit services for nationally executed projects and programmes (NEX): the tender process has resulted in appointing two audit firms with which a long-term agreement has been signed for the next 2 years.
- c) Travel Services: the evaluation of the travel agents has been conducted and UNDP is yet to submit the reports to Regional Advisory Committee on Procurement.
- d) Printing and garage services: the tender processes have

been completed and long-term agreements have been signed with the suppliers for the respective service.

Concerning transaction costs, the OMT elaborated a standard proforma document for long-term agreements. It has been observed that, as a result of this new approach, around 75% to 80% of cost savings are made on the overall transaction costs for each long-term agreement established thanks to the cuts in recurrent procurement processes.

In order to ensure proper management and better use of the various common services for which long-term agreements have been established, the OMT prepared a set of Standard Operations Procedures (SOP) to be used by UN agencies.

Finance Working Group: For each common service identified by the procurement working group, the finance working group prepared a cost benefit analysis. Other common services (such as TV spot, Fuel and IT management) are at the evaluation stage.

Human Resources Working Group: Concrete actions have been undertaken following the signing of the Joint Recruitment Memorandum of Understanding (MoU) by all heads of resident agencies at the end of 2010. The aim of the MoU was to reduce transaction costs by avoiding repetitive recruitment processes conducted in the same period of time for similar positions in different agencies. The new approach is actively used and significantly contributes to reduce long and redundant recruitment processes for equivalent positions.

In addition, during the reporting period, the human resources working group has been able to achieve the following results:

- a) An official mission to Rwanda of Vanbreda & GMC's representatives has been organised and informative sessions with UN staff have been held. Specific claims have been raised and feasible solutions discussed;
- b) A medical network outside Kigali City has been established;

- c) A comprehensive salary survey for 2011 has been undertaken, for which staff was trained in the framework of capacity building activities.

**One UN House:** Following the Government's donation of a 4ha plot to the One UN for common premises, the formal processes have started to be worked on. Due to the complex issues, the UNCT decided to contribute financial resources for the recruitment of a UN House Project Manager in order to support the UN system in Rwanda for the design and construction of the One UN House. The position has been classified and terms of references have been published. The interview process and written tests are scheduled for early 2012. At the same time, heads of agencies continued to follow up with respective headquarters on the jointly signed letter to agencies' principals sent in July 2010 requesting a formal commitment to the UN House project in Rwanda. In parallel, consultations with the Government and stakeholders concerning the most appropriate financing option for the project and related tendering process have been carried out.

**Priorities for 2012:** The year 2011 has been labour-intensive in terms of increasing common services and harmonising business practices and a significant record of tangible results has been made. The main priority was to build on 2010 achievements through the implementation of the action plan drafted during the one week OMT retreat focusing on the reduction of transaction costs and the quantification of the same.

The main priority for 2012 will be the establishment of a clear system of indicators for the reduction and quantification of transaction costs with empirical evidence of the impact of the implementation of common services. Furthermore, additional common services – such as event management, courier services, transportation/car rental, telephone, car leasing, banking services, fuel and IT maintenance – have been identified and will be concluded in 2012 under the guidance and supervision of the RC/UNCT.

## Examples Of Special Events And Processes In The Delivering As One Initiative In 2011

### *Paris Declaration Survey*

In view of the upcoming high level forum on aid effectiveness in Busan, a survey concerning the Paris Declaration Survey was conducted in 2011 by Rwanda with the support of the One UN. The survey aimed at assessing the advancements made at the national level against both qualitative and quantitative indicators of the Paris Declaration, drawing on data provided by the Government and development partners, the OECD and other stakeholders. The survey's final report highlights the strong progress made since 2005 by Rwanda towards the achievement of the Paris Declaration targets for 2010. Out of the 13 indicators with applicable targets, 8 have been met and 5 remain unmet, although a number of these are close to the target. Progress has been recorded in ownership, mutual accountability and alignment indicators - in particular: alignment with national priorities; use of country public financial management systems; predictable aid and the use of common arrangements or procedures. All harmonization indicators have met the targets for 2010.

Although a mutual accountability mechanism is in place, challenges remain in improving the effectiveness of the country's results-oriented framework. On another note, the survey revealed that the recent global financial crisis and limited aid predictability tend to deepen the challenges towards the achievement of the Paris Declaration.

In follow up to the survey, two areas for priority action have been identified:

- i) improvement of statistical generation and analytical capabilities of national institutions in order to ensure adequate frequency and quality of data for monitoring and evaluation purposes:
- ii) enhancement of Parliamentary oversight of aid transparency and engagement of civil society groups and Parliament in mutual accountability systems.

In order to respond to the national needs identified in the survey, in 2012 the One UN will continue to positively contribute to the enhancement of Rwanda's

aid effectiveness framework through the financial and technical support to MINECOFIN, the strengthening of the National Institute of Statistics of Rwanda (NISR) capacity in data collection and analysis, and the engagement of civil society groups and Parliament in mutual accountability systems. Such interventions will enhance the global progress made at the country level in implementing the Paris Declaration, contributing to promote transparency, accountability and results-driven decision-making systems.

### **Inter-Governmental Conference on Delivering as One**

At the High-Level Tripartite Conference in Hanoi in 2010, the Government of Uruguay offered to host the fourth High-Level Inter-Governmental Conference on Delivering as One (DaO) in Montevideo in 2011, following the conferences in Maputo 2008, Kigali 2009 and Hanoi 2010. The conference was held from 8-10 November 2011 and attended by representatives of 30 Governments and RC/UNCTs, including the eight DaO pilot countries, multilateral cooperation authorities and experts. The gathering aimed at evaluating the progress of the UN DaO reform process and identifying the way forward, as well as sharing recommendations from the pilot countries on the most critical elements of the DaO initiative.

Discussions at the conference were informed by the lessons learned identified in the Country-Led Evaluations (CLEs) of pilot countries and the responses by the UNCTs and/or Evaluation Management Groups (EMGs). The evaluations had been previously conducted in seven of the eight pilot countries, including Rwanda, with the purpose of assessing the relevance, effectiveness, efficiency and sustainability of DaO. Based on the most significant achievements and lessons learnt that characterised the Delivering as One reform process in the pilot countries and self-starters, the participants of the conference recognised that “the DaO process has proven to be an overall efficient mechanism for coherent programming, monitoring, evaluation and accountability” and that it is “necessary to continue promoting enhanced coherence, effectiveness and efficiency among UN agencies”<sup>7</sup>.

<sup>7</sup> IV High Level Intergovernmental Conference on Delivering as One, Montevideo Conference, Outcome Document, 8-10 November 2011, Montevideo, Uruguay.



**Showcasing Rwanda at the knowledge fair on Delivering as One at the Inter-Governmental Conference on DaO in November 2011**

In a final outcome document the participants presented the key messages of the Inter-Governmental Conference. They include the following:

- i) The participants commit to strengthen multilateralism and reaffirm the role of the United Nations as the most legitimate, universal and representative forum to discuss the development agenda.
- ii) The key to success of Delivering as One (DaO) lies in national ownership and Government leadership.
- iii) The lessons learned in the DaO initiative must be widely shared, including through South-South cooperation and the willingness to engage constructively in this exercise.
- iv) Pooled funds have enhanced Governments’ capacity to coordinate and align international aid to respective national priorities. Funding remains a key element for DaO. The provision of core un-earmarked, predictable, multiyear and sustained funding is needed.
- v) An empowered Resident Coordinator, adequately staffed and funded, as the primary UN interlocutor with the Government is fundamental to ensure System Wide Coherence at the country level.

The representatives of the pilot countries and self-starters also reaffirmed the principles stated at the conferences in Maputo, Kigali and Ha Noi that “there is no going back to doing business in the manner prior to the DaO initiative” and that “no one size fits all”, recognising the particularities of individual countries and the specificities in the implementation of the DaO initiative. The participants strongly recommended that “given the experience gained and the achievements reached at the country-level so far, DaO serves as a model for the UN membership at large”. The participants in the Montevideo Conference expressly called for “the need to carry DaO beyond the pilot phase.”

Finally, a recommendation was made for the DaO experiences and lessons learned to be taken into account in the 2012 Quadrennial Comprehensive Policy Review negotiation in order to improve coordination, coherence and efficiency of the UN activities at operational level.

During the conference the position of the Government of Rwanda was clearly expressed in line with the above mentioned. Rwanda’s delegation to Uruguay was comprised of a Government official, the UN Resident Coordinator, the UNFPA Representative and supported by a RCO staff. At the knowledge fair exhibition, Rwanda’s experience of DaO was showcased with tangible products from two examples of joint UN support programmes.

The Government of Albania offered to host the next intergovernmental meeting on Delivering as One in 2012.

#### **4th High Level Forum on Aid Effectiveness**

The Fourth High Level Forum on Aid Effectiveness in Busan, Korea, follows the high level forums held in Rome (2003), Paris (2005) and Accra (2008) that contributed to transforming aid relationships between donors and partners into true vehicles for development cooperation. Based on 50 years of field experience and research, the five principles that resulted from these forums encourage local ownership, alignment of development programmes to a country’s development strategy, harmonisation of practices to reduce transaction costs, the avoidance of fragmented efforts and the creation of results frameworks – all principles that equally underlie the UN Delivering as One reform

process. Looking ahead, diverse sources of finance, knowledge and expertise will play a key role in the future of development – and broad, dynamic partnerships will continue to give these principles relevance.

The Busan Conference, held from 29 November to 1 December 2011 and attended by over 3,000 delegates, concluded the OECD/DAC-led process on aid effectiveness that was launched by the Paris Declaration in 2005. As such, the Fourth High Level Forum was set to be a major milestone for the global aid effectiveness agenda. The conference programme included assessing the progress on implementing the principles of the Paris Declaration and the commitments of the Accra Agenda for Action by the 2010 deadline, as well as reporting on the monitoring of the Fragile States Principles. Significantly, the event was also meant to chart future directions for more effective development aid and contribute towards a new international aid architecture as follow-up to the Paris process. The 2015 MDGs deadline and the biennial ECOSOC Development Cooperation Forum were of particular relevance in this regard and helped to put the UN system in the limelight during the negotiations. Delegates also discussed how to maintain the relevance of the aid effectiveness agenda in the context of the evolving development landscape.

Drawing on the achievements made in Rwanda and the commitments to further enhance the effectiveness of development cooperation, Rwanda was appointed by other African countries to be the voice of Africa. As such, Rwanda – jointly with key members of partner countries – played a critical role in the negotiation and finalisation of the Busan Partnership Document for Effective Development Cooperation. Together with representatives from other countries, Rwanda put forward strong messages concerning the development effectiveness agenda. Particularly, it has been emphasised how aid effectiveness principles become even more important as developing countries are calling for aid to play a catalytic role and to stimulate national capacity to exit aid dependency.

The forum culminated in the signing of the Busan Partnership for Effective Development Co-operation by Ministers of developed and developing nations, emerging

economies, providers of South-South and triangular co-operation and civil society, marking a critical turning point in development co-operation. After extended negotiations, elected representatives from a wide group of stakeholders reached an agreement on the Busan Partnership. This declaration for the first time establishes an agreed framework for development cooperation that embraces traditional donors, South-South cooperation stakeholders, the BRICS (Brazil, India, China and South Africa), civil society organisations and private funders.

In his remarks to the High Level Forum, the UN Secretary-General, Mr Ban Ki-moon, encouraged new and emerging donor countries, alongside traditional donors, to work with the United Nations, to assist the least developed countries, countries emerging from conflict and countries in transition. In this sense, he underlined that “the United Nations Delivering as One effort aligns the work of our funds and programmes – and our peacekeeping and political support – with country priorities [and that] it offers a coherent, country-level platform for effective aid”. In his message, the Secretary-General also gave as an example of partnership building for development the case of Rwanda, where the Government is setting trends in gender empowerment, service delivery, internet connectivity and green growth.

### **Independent Evaluation of the Delivering as One**

After the country-led evaluation conducted in 2010, the third and last step of evaluating the Delivering as One pilot reform process is the Independent Evaluation of the eight DaO pilot countries. The evaluation exercise started in 2011 and will be finalised in 2012. The overall objective of the Independent Evaluation is to assess the contribution and value added of the Delivering as One approach and to draw lessons learned significant for the UN system as a whole. Particularly, the evaluation considers the following aspects of the DaO process:

- ❑ Relevance of the initiatives and of the approach as a whole – in terms of responsiveness to the needs and priorities of the individual pilot countries and enhanced relevance and coherence of the UN development system;
- ❑ Effectiveness of the reform – in terms of strengthened national ownership and leadership and enhanced

national capacities / capacity development in pilot countries; contribution of the UN system to development results; implementation of appropriate processes and production of results, including on cross-cutting issues, notably gender equality and women’s empowerment;

- ❑ Efficiency of the initiatives implemented – taking into account the reduction of transaction costs for the countries, the UN system and other partners, new ways of doing business, simplification and harmonisation of rules, regulations and procedures, more predictable and more flexible funding mechanisms;
- ❑ Sustainability of the Delivering as One approach – considering the probability of continuing the approach over time and feasibility of long term benefits both at the level of the pilot countries and for the UN development system as a whole.

The purpose of the evaluation exercise is not to make an evaluation of what has been achieved in each of the eight pilot countries, but rather to develop an understanding of what lessons are available for the UN system on the basis of all the pilots. Therefore, the analysis has a strong focus on drawing out factors that have contributed to successful results and national commitment to the DaO approach, as well as on assessing any challenges that might have appeared. This analysis is based on extensive documentary assessment, further explored and expanded upon by tightly-focused country missions. Since much ground has already been covered by the Country Led Evaluations and a variety of other documents, the evaluation is using the inputs from individual country studies as one of the major sources of data for its overall analysis of the achievements and challenges of DaO as a system-wide reform process. The ultimate purpose of the Independent Evaluation is to inform the Quadrennial Comprehensive Policy Review on Operational Activities for Development of the United Nations system in late 2012, as well as other inter-Governmental processes concerning system-wide coherence.



# Chapter 4

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## Conclusions and Way Forward

**I**n 2011, the One UN system continued to support the Government of Rwanda (GoR) in reaching the development targets set at the national level. Significant progress has been made in the diverse programmatic areas with a special focus on national capacity development.

The main interventions and results can be summarized as follows. In the area of governance, the UN worked with the Government in order to expand its services for access to justice and was positively commended under the Universal Periodic Review of Human Rights (UPR). Efforts to promote gender equality and enhance transparency and effectiveness of development interventions continued to be strengthened. These were highlighted through Rwanda's leadership role played at the 4<sup>th</sup> High-Level Conference on Aid Effectiveness. The decentralisation process was also improved and initiatives focused on democratic participation and representation as well as civil society engagement. Also, youth participation and empowerment were promoted.

Prevention, mitigation, coordination and research of HIV/AIDS have been supported through the implementation of a multi-sector approach. The main initiatives focused on capacity-building of health personnel, awareness raising campaigns, implementation of gender sensitive planning, promotion of protective behaviours and preventive services as well as and scaling-up of voluntary medical male circumcision for HIV prevention. In the area of health, population and nutrition, key interventions contributed to enhance evidence-based planning, implementation and response capacity of the health system at the central, district and community level, as well as the coordination among partners.

An early childhood development policy and strategic plan - developed by the Government with the support of the One UN - positively contributed to address barriers to equitable access to learning and quality education, at the same time fostering the application of an inter-sector coordination in the areas of education, health, nutrition, sanitation and child protection. A system for monitoring of learning achievement has also been successfully developed and applied in order to assess numeracy and literacy levels.

Effective initiatives to develop institutional and policy frameworks for sustainable natural resources management and ecosystem conservation have been implemented, while significant progress in policy making and monitoring concerning environmental performance has been registered. Particularly, environmental protection has been further mainstreamed at the local and central level into policies, strategies, guidelines, standards and regulations.

In sustainable growth, the One UN system contributed to the promotion of income generation and food security through intensification and diversification of production, at the same time strengthening economic governance and trade facilitation. The social protection sector was enhanced through the adoption of key policies and initiatives – such as the Gender-Based Violence (GBV) Policy and the scaling-up plan for One Stop Centers for survivors of gender-based violence and child abuse – as well as through the improvement of data generation and management systems.

The One UN actively contributed through human and financial resources to all the above mentioned achievements based on its expertise and comparative advantages in the spirit of Delivering as One.

Building up on the achievements obtained in 2011, the UN system will continue to strengthen its commitment to support Rwanda in 2012 to achieve its national development targets and its vision of becoming a middle-income country by 2020. Along that way, the UN will particularly continue to contribute to the Government's strategic national capacity-building initiative in order to respond to one of the main

challenges of national development. Specifically, the One UN will support the national institutions for the enhancement of programme and project coordination, monitoring and evaluation capacities, implementation of data collection and evidence generation systems for improved policy-making, as well as development and implementation of sector policies and strategic plans. Upon request of the Government, special support will also be provided to the Office of the Prime Minister to upgrade its capacities in order to build its strategic policy coordination function.

Among the main programmatic initiatives that will be implemented, the One UN will collaborate with the Government in its long-term commitment to promote good governance and gender equality, advancing access to justice for all while reinforcing the capacity of the national gender machinery.

The initiatives related to the elimination of mother-to-child transmission of HIV will be strengthened and special attention will be given to programmes aiming at improving the livelihoods and social environment for people living with HIV.

The focus of UN interventions in the education sector will remain on ensuring that the education system provides a quality education for all and that the most vulnerable children, including refugees, can access a quality basic education. In addition, the UN will support the Government to develop early child development programmes.

Environmental sustainability will be mainstreamed into national development programmes and plans, and adequate long-term capacity for effective environmental governance will be ensured both at the central and local level. Furthermore, the interventions will focus on climate change mitigation and adaptation, thus positively contributing to disaster risk reduction.

The One UN will continue to support the Government in its efforts to improve and diversify income generation and production activities, enhancing value addition and food security for long-term sustainable growth.

Key elements of UN interventions will also be the improvement of technical skills of cooperatives and enterprises for high-quality production and marketing, the reinforcement of inclusive financial systems as well as the promotion of the regional integration process. The UN system will positively contribute to the implementation of the social protection strategy at the national level, strengthening the GoR's capacity in preventing and responding to gender-based violence and child abuse. One-Stop Centres will also be reinforced and scaled-up. Of particular significance will be a three-year UN joint programme that will commence in 2012 in close partnership with the MIDIMAR and focus on the sustainable reintegration

of Rwandan returnees through the adoption of a multi-disciplinary and inclusive approach.

As 2012 will be the last year of implementing the current EDPRS, the One UN system will continue to actively engage in the process of revising the EDPRS and preparing the new EDPRS 2013-2018 by providing solid technical expertise and contributing to develop adequate policy response to national priorities.

Closely aligned with the national planning process, the One UN will continue to prepare for its five-year strategic planning document, the UN Development Assistance Plan (UNDAP) 2013-2018. In this process, the UNDAP taskforce in close cooperation with the Programme Planning and Oversight Committee (PPOC) will continuously support and advise the UN Country Team. Significant activities such as stakeholders' analysis, assessment of UN comparative advantages and strategic programming retreat will be carried out during the first quarter of the year. During such planning exercise, special attention will be put on strengthening the alignment of One UN initiatives along the development partners' division of labour, up-streaming and further prioritizing the UN agencies' interventions, making bold steps forward in the Delivering as One (DaO) reform process. Lessons learned in the first years of the DaO implementation – as outlined in the annual reports, the country-led evaluation and the independent evaluation – will be key references in the process. The UNDAP preparation process will also be accompanied by a strategic communication plan to ensure transparency, inclusiveness and accountability.

In addition, the PPOC will play a key role in the coming year in support of the UNCT's upstream policy advisory services to the Government by helping to improve the platform for policy dialogue.

At the RCO level, the plan is to fill and add positions that the UNCT identified as strategically important to continue moving forward the DaO agenda and also agreed to finance these positions to a large extent. Particularly, the positions include two One UN communication specialists, a senior policy adviser, a monitoring and evaluation specialist, a UNV for



common services and a project manager for the One UN house.

The Paris Declaration Survey conducted in 2011 identified result-based management and mutual accountability as two areas that will have to be strengthened in order to improve Rwanda's aid effectiveness framework. As a result, the One UN system will support the Government in addressing these main priority actions. The improvement of statistical generation and analytical capabilities of national institutions, and the engagement of civil society groups and Parliament in mutual accountability systems will be among the main areas of action. Such interventions will enhance the global progress made in Rwanda in implementing the Paris Declaration, contributing to promote transparency, accountability, results-driven decision-making processes and aid effectiveness.

Moreover, in line with the Paris Declaration, the Accra Agenda for Action and the recently developed Busan Partnership Document, the One UN system will continue to strengthen national ownership as well as to respond to Rwanda development priorities through harmonization and alignment of interventions alongside the division of labour. Within such framework, the UN is also strongly committed to upstream its interventions in order to provide a more effective support within the areas of the UN's comparative advantages. A continued renovate focus will also be put on transaction costs reduction and its quantification in the framework of further improving the overall efficiency of the One UN system in Rwanda.

After the country-led evaluation, the third and last step of evaluating the DaO reform process is the Independent Evaluation of the eight DaO pilot countries, which has started in 2011 and will be completed in 2012. The overall objective of the evaluation exercise is to assess the contribution and value added of the Delivering as One approach and to draw lessons learned in this context that are significant for the UN system as a whole. Particularly, the evaluation will assess the:

- i) relevance of the DaO initiatives and the approach as a whole in terms of responsiveness to the priorities of the pilot countries as well as enhanced coherence of the UN system;
- ii) efficiency, principally related to reduction of transaction costs, new ways of doing business, simplification and harmonisation of regulations and procedures, more predictable and flexible funding mechanisms;
- iii) sustainability of the Delivering as One approach.

The findings and recommendations from the independent evaluation will inform the Quadrennial Comprehensive Policy Review on Operational Activities for Development of the United Nations system in late 2012, as well as other inter-Governmental processes concerning system-wide coherence. Through these forums, it will have great impact on the decision of the UN General Assembly on the future of the Delivering as One reform process in the UN system as a whole. Stakeholders and the One UN in Rwanda will also receive valuable feedback to further improve their efforts in support of the Rwanda development agenda.

The results achieved through the DaO process in terms of aid effectiveness and optimisation of resources have been positively recognized in several occasions, such as the country-led evaluations and the discussions held at the Inter-Governmental Conference on Delivering as One Conference in Montevideo in 2011. The representatives of the pilot countries from both Government institutions and One UN reaffirmed that "there is no going back to doing business in the manner prior to the DaO initiative".

In this spirit, the One UN together with the Government of Rwanda is therefore determined and committed to improve its performance in the areas of concern while keeping a strong focus on boldly moving forward the DaO agenda.

Particularly, the UN system will continue to work to reduce the fragmentation of interventions and increase

the overall impact by focusing on its comparative advantages.

The fifth inter-Governmental meeting of the eight DaO pilot countries' Governments, self-starters and development partners will be held in Albania in 2012.

The meeting will be an opportunity to deepen the reflection about the experiences and lessons learned from the DaO initiatives as well as share findings, concrete results and recommendations emerging from the independent evaluation in view of increasing the efficiency, effectiveness and sustainability of the Delivering as One reform process.





# Annexes

## Annex 1: MDG Indicators

*Millennium Development Goals (MDGs) in Rwanda 2011*

On track
Strong to moderate potential to achieve with support to accelerate progress
Off track

Target	Indicator	2000/01	2005/6	2010/11	MDG Target	Status
1.A: Halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day	1.1 Proportion of population below the official poverty line	58.9	56.7	44.9	30.2	
	1.2 Poverty gap ratio	24.4	22.3	14.8		
1.C: Halve, between 1990 and 2015, the proportion of people who suffer from hunger	1.3 Prevalence of underweight children under five years of age	24.3	18	11.4	14.5	
	1.4 Proportion of population below minimum level of dietary energy consumption	40	35.8	24.1	20.7	
	Child malnutrition (% of under five children stunted)	42.6	51	44.2	24.5	
	Child malnutrition (% of under five children wasted)		5	2.8	2	
	Child malnutrition (% of under five children under weight)	24.3	18	11.4	14.5	

MDG 1 - Source: RoR, NISR, RDHS 2010

Target	Indicator	2000	2005/6	2010/11	MDG Target	Status
2: Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling	2.1 Net enrolment ratio in primary education	72.6	86.6	91.7	100	
	2.2 Proportion of pupils starting grade 1 who reach last grade of primary school	24.1	51.7	78.6	100	
	2.3 Literacy rate of women and men aged 15-24 (data desaggregated by sex)	48 / 48	76.8 / 76.9	84.7 / 82.5	100	

MDG 2 - Source : RoR, RDHS 2010, MINEDUC - EDUCATION STATISTICS 2011

#### MDG Indicators (continued)

Target	Indicator	2000	2005/6	2010/11	MDG Target	Status
3: Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015	3.1 Ratios of girls to boys in primary school	1.00		1.089	1.00	
	Ratios of girls to boys in secondary school	0.51			1	
	Ratios of girls to boys in tertiary school	0.96			1	
	3.2 Share of women in waged employment in the non-agricultural sector		13.5	17.5	50	
	3.3 Proportion of seats held by women in national parliament	26.0	48.8	56.3	50.0	

MDG 3 - MDG 2 - Source : RoR, RDHS 2010, MINEDUC - EDUCATION STATISTICS 2011

Target	Indicator	2000	2005/6	2010/11	MDG Target	Status
4: Reduce by two thirds, between 1990 and 2015, the under-five mortality rate	4.1 Under-five mortality rate (per 1000 births)	196.2	152	76	47	
	4.2 Infant mortality rate (per 1000 births)	107	86	50	28	
	4.3 Proportion of 1 year-old children immunised against measles	87	85.6	95	100	
	% of children 12-23 months fully vaccinated	76	75.2	90.1	100	

MDG 4 - Source : RoR, NISR, RDHS 2010

#### MDG Indicators (continued)

Target	Indicator	2000	2005/6	2010/11	MDG Target	Status
5.A: Reduce by three quarters, between 1990 and 2015, the maternal mortality ratio	5.1 Maternal mortality ratio	1.071	750	476	268	
	5.2 Proportion of births attended by skilled health personnel	31	39	69		
5.B Achieve, by 2015, universal access to reproductive health	5.3 Contraceptive prevalence rate (condom utilization 15-24)					
	Male		39.5			
	Female		26.4			
	5.4 Women 15-49 using modern contraceptive method	4.3	10.3	45.1		
	5.5 Adolescent birth rate (% total live births)	5.2	4.2	4.1		
	5.6 Antenatal care coverage (at least one visit)	92.5	94.4	98	100	
	5.7 Antenatal care coverage (at least four visits)	10.4	13.3	35.4		
	5.8 Unmet need for family planning	17.7	37.9	18.9		

MDG 5 - Source : RoR, NISR, RDHS 2010

## MDG Indicators (continued)

Target	Indicator	2000	2005/6	2010/11	MDG Target	Status
Target 6.A: Have halted by 2015 and begun to reverse the spread of HIV/AIDS	6.1 HIV prevalence among population aged 15-24 years		1	1		
	6.2 Condom use at last high-risk sex – Total	4	39			
	Male	50.3	40.9	27.5		
	Female	14.7	19.7	28.9		
6.3 Proportion of population aged 15-24 years with comprehensive correct knowledge	Male	55	53.6	100		
	Female		50.9	100		
6.4 Ratio of school attendance of orphans to school attendance of non-orphans aged 10-14 years		0.80	0.92	0.91		
Target 6.C: Have halted by 2015 and begun to reverse the incidence of malaria and other major disease.	6.6 Incidence and death rates associated with malaria					
	M-PMR (per 100,000 population)	52.0	37.7			
	M-PMR Children 0-5		41.0			
	Malaria cases per 100,000 population		28.4			
	6.7 Proportion of children under 5 sleeping under insecticide-treated bed nets	5.0	59.7	69.6		
	6.8 Proportion of children under 5 with fever who are treated with appropriate anti-malarial drugs	12.6	12.3	10.8		
	6.9 Incidence, prevalence and death rates associated with tuberculosis	23/ 29/ 40	15/ 18/ 19	11 14 11		
6.10 TB-related mortality per 100,000 population	6	6	5			
6.11 Proportion of tuberculosis cases detected and cured under directly observed treatment short course	Detected	32				
	Cured	52	73	77		
	HIV/AIDS prevalence rate	13	3	3		

MDG 6 - Source : RoR, NISR, RDHS 2010

MDG Indicators (continued)

Target	Indicator	2000	2005/6	2010/11	MDG Target	Status
7.A: Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources	7.1 Proportion of land area covered by forest	12.4	20	22.4	25.0	
7.B: Reduce biodiversity loss, achieving, by 2015, a significant reduction in the rate of loss	7.2 Proportion of terrestrial area protected		8	10.13	10	
	7.3 Proportion of species threatened with extinction		12		10	
7.C: Halve, by 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation	7.4 Proportion of population using an improved drinking water source	64.1	70.3	74.2	82.0	
	7.5 Proportion of population using an improved sanitation facility	51.5	58.5	74.5		

MDG 7 - Source : RoR, NISR, RDHS 2010

Target	Indicator	2000	2005/6	2010/11	MDG Target	Status
8. Develop a Global Partnership for Development	8.1 Proportion of ODA to basic social services (education, primary health care, nutrition, safe water and sanitation)					
	8.2 Proportion of bilateral HIPC debt cancelled					
	8.3 Debt service as a percentage of exports of goods and services		10			
	8.4 Telephones per 100 population		2.3	40.6		
	8.5 Fixed			0.4		
	8.6 Cellular			40.2		
	8.7 Access to essential drugs					
	8.8 Personal computers per 100 population		0.6			

MDG 8 - Source : RoR, RURA, STATISTICS AND TARIFF INFORMATION IN TELECOM SECTOR (as of September 2011)

## Annex 2: Financial Reporting

For the period ending 31 December 2011  
(Amounts in US\$ Thousands)

Table 5.1.1 - Financial Overview

	Prior Years as of 31 Dec 2010	Current Year Jan- Dec 2011	TOTAL
<b>Sources of Funds</b>	55,482,012	10,321,750	65,803,762
Gross Donor Contributions	701,840	112,198	814,038
Fund Earned Interest Income	67,732	28,129	95,861
	-	-	-
Other Revenues	-	-	-
<b>Total: Sources Of Funds</b>	<b>56,251,585</b>	<b>10,462,077</b>	<b>66,713,661</b>
<b>Uses Of Funds</b>			
Transfers to Participating Organizations	31,388,956	15,524,207	46,913,162
Refunds received from Participating Organizations	-	(352,500)	(352,500)
<b>Net Funded Amount to Participating Organizations</b>	<b>31,388,956</b>	<b>15,171,707</b>	<b>46,560,662</b>
Administrative Agent Fees	554,820	103,218	658,038
Direct Costs:(Steering Committee, Secretariat, etc.)	798,378	415,579	1,213,957
Bank Charges	66	763	829
Other Expenditures	-	-	-
<b>Total: Uses of Funds</b>	<b>32,742,220</b>	<b>15,691,266</b>	<b>48,433,485</b>
<b>Balance of Funds Available with Administrative Agent</b>	<b>23,509,365</b>	<b>(5,229,189)</b>	<b>18,280,176</b>
Net Funded Amount to Participating Organizations	31,388,956	15,171,707	46,560,662
Participating Organizations' Expenditure	27,411,282	13,706,811	41,118,093
<b>Balance of Funds with Participating Organizations</b>	<b>3,977,674</b>	<b>1,464,895</b>	<b>5,442,569</b>

Table 5.1.2A - Financial Delivery Rate by Sector within Country

Country/Sector	Prior Years as of 31 Dec 2010		Current Year Jan-Dec 2011		TOTAL		Delivery Rate (%)
	Net Funded Amount	Expenditure	Net Funded Amount	Expenditure	Net Funded Amount	Expenditure	
<b>Rwanda</b>							
Education and Skills	7,233,928	6,997,837	1,679,045	2,432,179	8,912,973	9,430,017	105.80
Environment & Natural Res	2,402,872	2,159,150	1,460,393	1,343,923	3,863,265	3,503,072	90.68
Governance	9,387,858	8,413,711	5,111,360	4,406,774	14,499,218	12,820,484	88.42
Growth & Soc Protection	5,873,220	4,640,224	3,949,987	2,576,521	9,823,207	7,216,745	73.47
Health, Population	3,866,106	3,816,090	1,691,459	1,656,670	5,557,565	5,472,760	98.47
National HIV & AIDS	2,624,973	1,384,270	1,279,462	1,290,745	3,904,435	2,675,014	68.51
<b>Rwanda Total</b>	<b>31,388,956</b>	<b>27,411,282</b>	<b>15,171,707</b>	<b>13,706,811</b>	<b>46,560,662</b>	<b>41,118,093</b>	<b>88.31</b>
<b>TOTAL</b>	<b>31,388,956</b>	<b>27,411,282</b>	<b>15,171,707</b>	<b>13,706,811</b>	<b>46,560,662</b>	<b>41,118,093</b>	<b>88.31</b>

Table 5.1.2B - Financial Delivery Rate by Country within Sector

Sector/Country	Prior Years as of 31 Dec 2010		Current Year Jan-Dec 2011		Total		Delivery Rate
	Net Funded Amount	Expenditure	Net Funded Amount	Expenditure	Net Funded Amount	Expenditure	
<b>Education and Skills</b> Rwanda	7,233,928	6,997,837	1,679,045	2,432,179	8,912,973	9,430,017	105.80
Education and Skills Total	7,233,928	6,997,837	1,679,045	2,432,179	8,912,973	9,430,017	105.80
<b>Environment &amp; Natural Res</b> Rwanda	2,402,872	2,159,150	1,460,393	1,343,923	3,863,265	3,503,072	90.68
Environment & Natural Res Total	2,402,872	2,159,150	1,460,393	1,343,923	3,863,265	3,503,072	90.68
<b>Governance</b> Rwanda	9,387,858	8,413,711	5,111,360	4,406,774	14,499,218	12,820,484	88.42
Governance Total	9,387,858	8,413,711	5,111,360	4,406,774	14,499,218	12,820,484	88.42
<b>Growth &amp; Soc Protection</b> Rwanda	5,873,220	4,640,224	3,949,987	2,576,521	9,823,207	7,216,745	73.47
Growth & Soc Protection Total	5,873,220	4,640,224	3,949,987	2,576,521	9,823,207	7,216,745	73.47
<b>Health, Population</b> Rwanda	3,866,106	3,816,090	1,691,459	1,656,670	5,557,565	5,472,760	98.47
Health, Population Total	3,866,106	3,816,090	1,691,459	1,656,670	5,557,565	5,472,760	98.47
<b>National HIV &amp; AIDS</b> Rwanda	2,624,973	1,384,270	1,279,462	1,290,745	3,904,435	2,675,014	68.51
<b>National HIV &amp; AIDS Total</b>	2,624,973	1,384,270	1,279,462	1,290,745	3,904,435	2,675,014	68.51
<b>Total</b>	<b>31,388,956</b>	<b>27,411,282</b>	<b>15,171,707</b>	<b>13,706,811</b>	<b>46,560,662</b>	<b>41,118,093</b>	<b>88.31</b>

**Table 5.2.1 - Donor Contributions**

Donors	Prior Years as of	Current Year	Total
	31 Dec 2010	Jan-Dec 2011	
DEPARTMENT FOR INT'L DEVELOPMENT	10,499,650	-	10,499,650
Expanded DaO Funding Window	27,059,000	8,245,000	35,304,000
GOVERNMENT OF NORWAY	3,661,542	-	3,661,542
SWEDISH INT'L DEVELOPMENT COOP	4,189,020	-	4,189,020
GOVERNMENT OF SPAIN	6,000,000	-	6,000,000
GOVERNMENT OF NETHERLANDS	4,072,800	2,076,750	6,149,550
<b>Total</b>	<b>55,482,012</b>	<b>10,321,750</b>	<b>65,803,762</b>

**Table 5.3.1 - Sources and Uses of Interest Earnings**

Administrative Agent	Prior Years as of 31 Dec 2010	Current Year Jan-Dec 2011	Total
Fund Earned Interest	701,840	112,198	814,038
<b>Total - Fund Earned Interest Income</b>	<b>701,840</b>	<b>112,198</b>	<b>814,038</b>
<b>Participating Organization (PO)</b>			
UNCTAD	2,084	1,463	3,547
UNDP	5,145	23,084	28,229
UNESCO	5,284	620	5,904
UNFPA	19,899	-	19,899
UNIDO	25,386	1,795	27,181
UNWOMEN	9,934	1,166	11,100
<b>Total - Interest Income received from PO</b>	<b>67,732</b>	<b>28,129</b>	<b>95,861</b>
<b>Total</b>	<b>769,573</b>	<b>140,327</b>	<b>909,899</b>

**Table 5.4.1 - Transfer of Net Funded Amount by Participating Organization**

Participating Organization	Prior Years as of 31 Dec 2010		Current Year Jan-Dec 2011		Total	
	Approved Amount	Net Funded Amount	Approved Amount	Net Funded Amount	Approved Amount	Net Funded Amount
ECA	350,000	262,500	795,908	795,908	1,145,908	1,058,408
FAO	3,560,924	2,533,937	465,211	450,211	4,026,135	2,984,148
ILO	989,174	636,989	353,453	293,214	1,342,627	930,204
ITC	110,000	-	-	-	110,000	-
UNAIDS	733,839	99,795	252,726	252,726	986,565	352,521
UNCDF	129,482	100,900	119,317	89,488	248,799	190,388
UNCTAD	637,000	457,000	57,473	57,473	694,473	514,473
UNDP	5,770,057	4,802,001	2,861,918	2,058,313	8,631,975	6,860,314
UNDP(UNV)	140,000	105,000	83,000	-	223,000	105,000
UNEP	151,133	123,384	64,315	64,315	215,448	187,698
UNESCO	1,230,511	951,416	683,756	512,817	1,914,267	1,464,233
UNFPA	4,918,861	4,191,124	3,844,746	3,508,559	8,763,607	7,699,683
UNHABITAT	1,552,251	965,412	613,473	460,104	2,165,724	1,425,516
UNHCR	1,635,200	1,315,678	1,101,750	826,313	2,736,950	2,141,990
UNICEF	7,442,679	6,707,886	2,194,839	2,194,839	9,637,518	8,902,725
UNIDO	2,613,378	1,737,098	711,633	711,633	3,325,011	2,448,731
UNWOMEN	1,827,856	1,600,041	997,446	997,446	2,825,302	2,597,486
WFP	3,614,951	2,891,515	851,855	776,855	4,466,806	3,668,369
WHO	2,831,430	1,907,283	1,495,323	1,121,492	4,326,753	3,028,775
<b>Total</b>	<b>40,238,726</b>	<b>31,388,956</b>	<b>17,548,140</b>	<b>15,171,707</b>	<b>57,786,866</b>	<b>46,560,662</b>

Table 5.4.2 - Net Funded Amount by Sector within Country

Country/Sector	Approved Amount	% Approved per country	Net Funded Amount	% of Funded Amount to Approved Amount per country	Number of Projects
<b>Rwanda</b>					
Education and Skills	10,036,164		8,912,973		
Environment & Natural Res	5,255,225		3,863,265		
Governance	17,364,509		14,499,218		
Growth & Soc Protection	12,829,271		9,823,207		
Health, Population	7,475,871		5,557,565		
National HIV & AIDS	4,825,826		3,904,435		
<b>Rwanda Total</b>	<b>57,786,866</b>	<b>100.00</b>	<b>46,560,662</b>	<b>80.57</b>	<b>6</b>
<b>Total</b>	<b>57,786,866</b>	<b>100.00</b>	<b>46,560,662</b>	<b>80.57</b>	<b>6</b>

Table 5.5.1 - Expenditure by Sector within Country

Country/Sector	Approved Amount	Net Funded Amount	Expenditure		Total	Delivery Rate
			Prior Years as of 31 Dec 2010	Current Year Jan-Dec 2011		
<b>Rwanda</b>						
Education and Skills	10,036,164	8,912,973	6,997,837	2,432,179	9,430,017	105.80
Environment & Natural Res	5,255,225	3,863,265	2,159,150	1,343,923	3,503,072	90.68
Governance	17,364,509	14,499,218	8,413,711	4,406,774	12,820,484	88.42
Growth & Soc Protection	12,829,271	9,823,207	4,640,224	2,576,521	7,216,745	73.47
Health, Population	7,475,871	5,557,565	3,816,090	1,656,670	5,472,760	98.47
National HIV & AIDS	4,825,826	3,904,435	1,384,270	1,290,745	2,675,014	68.51
<b>Rwanda Total</b>	<b>57,786,866</b>	<b>46,560,662</b>	<b>27,411,282</b>	<b>13,706,811</b>	<b>41,118,093</b>	<b>88.31</b>
<b>Total</b>	<b>57,786,866</b>	<b>46,560,662</b>	<b>27,411,282</b>	<b>13,706,811</b>	<b>41,118,093</b>	<b>88.31</b>

Table 5.5.2 - Expenditure by Participating Organization, with breakdown by Category

Participating Organization	Approved Amount	Total Net Funded Amount	Supplies Commodities Equipment & Expenditure	Transport	Expenditure by Category			Total Programme Cost	Indirect Support Costs	% of Total Programme Costs	
					Training of Personnel Counterparts	Contracts	Other Direct Costs				
ECA	1,145,908	1,058,408	674,284	-	151,766	-	177,355	301,050	630,172	44,112	7.00
FAO	4,026,135	2,984,148	2,628,449	990,767	676,605	225,552	373,628	189,942	2,456,493		7.00
ILO	1,342,627	930,204	675,925	13,220	240,164	352,921	9,909	15,492	631,706	44,219	7.00
ITC	110,000	-	-	-	-	-	-	-	-	-	0.00
UNAIDS	986,565	352,521	238,239	-	-	-	238,239	-	238,239	-	0.00
UNCDF	248,799	190,388	108,024	-	86,456	-	9,705	4,800	100,961	7,063	7.00
UNCTAD	694,473	514,473	505,693	10,423	362,458	84,609	15,013	107	472,610	33,083	7.00
UNDP	8,631,975	6,860,314	6,401,669	342,998	3,915,693	22,624	615,331	1,116,249	6,012,895	388,774	6.47
UNDP(UNV)	223,000	105,000	-	-	-	-	-	-	-	-	0.00
UNEP	215,448	187,698	63,387	-	17,931	16,088	15,000	12,674	61,693	1,694	2.75
UNESCO	1,914,267	1,464,233	1,137,520	74,476	394,013	50,366	529,561	14,687	1,063,102	74,417	7.00
UNFPA	8,763,607	7,699,683	6,455,685	1,600,676	813,595	340,189	2,639,222	640,530	6,034,210	421,474	6.98
UNHABITAT	2,165,724	1,425,516	1,335,313	24,759	504,487	164,513	501,676	48,227	1,243,662	91,651	7.37
UNHCR	2,736,950	2,141,990	2,141,990	853,716	676,301	13,808	159,025	299,009	2,001,859	140,131	7.00
UNICEF	9,637,518	8,902,725	8,497,612	1,741,397	278,309	101,376	5,774,032	46,579	7,941,694	555,919	7.00
UNIDO	3,325,011	2,448,731	2,019,797	599,580	1,075,826	81,992	81,184	51,524	1,890,107	129,690	6.86
UNWOMEN	2,825,302	2,597,486	2,126,154	29,668	191,100	4,286	1,725,766	17,761	1,968,581	157,573	8.00
WFP	4,466,806	3,668,369	3,185,719	1,764,435	577,283	55,888	61,146	482,646	2,941,399	244,320	8.31
WHO	4,326,753	3,028,775	2,922,634	123,277	112,946	21,069	2,424,081	63,776	2,745,148	177,486	6.47
<b>TOTAL</b>	<b>57,786,866</b>	<b>46,560,662</b>	<b>41,118,093</b>	<b>8,169,392</b>	<b>10,074,933</b>	<b>1,535,280</b>	<b>15,349,873</b>	<b>3,305,053</b>	<b>38,434,530</b>	<b>2,683,563</b>	<b>6.98</b>

Table 5.5.3 - Expenditure by Category

Category	Expenditure		Total	Percentage of Total Programme Cost
	Prior Years as of 31 Dec 2010	Current Year Jan-Dec 2011		
Supplies, Commodities, Equipment and Transport	5,810,907	2,358,485	8,169,392	21.26
Personnel	7,037,255	3,037,677	10,074,933	26.21
Training of Counterparts	902,628	632,652	1,535,280	3.99
Contracts	10,250,060	5,099,813	15,349,873	39.94
Other Direct Costs	1,554,350	1,750,703	3,305,053	8.60
<b>Programme Costs Total</b>	<b>25,555,200</b>	<b>12,879,330</b>	<b>38,434,530</b>	<b>100.00</b>
Indirect Support Costs	1,856,082	827,481	2,683,563	6.98
<b>Total</b>	<b>27,411,282</b>	<b>13,706,811</b>	<b>41,118,093</b>	

## Annex: Expenditure by Project within Sector

Sector / Project No. and Project Title	Participating Organization	Total Approved Amount*	Net Funded Amount	Total Expenditure	Delivery Rate
<b>Education and Skills</b>					
00065944 RWA 3 - Education	ECA	300,000	300,000	209,334	69.78
00065944 RWA 3 - Education	FAO	1,450,040	1,192,808	1,202,119	100.78
00065944 RWA 3 - Education	UNESCO	440,664	361,248	343,717	95.15
00065944 RWA 3 - Education	UNFPA	697,881	294,928	99,376	33.69
00065944 RWA 3 - Education	UNHCR	693,000	504,900	504,900	100.00
00065944 RWA 3 - Education	UNICEF	4,525,471	4,511,312	4,501,545	99.78
00065944 RWA 3 - Education	UNIDO	380,334	197,834	170,206	86.03
00065944 RWA 3 - Education	WFP	1,038,007	951,375	1,834,850	192.86
00065944 RWA 3 - Education	WHO	810,767	598,567	563,970	94.22
<b>Education and Skills Total</b>		<b>10,336,164</b>	<b>8,912,973</b>	<b>9,430,017</b>	<b>105.80</b>
<b>Environment &amp; Natural Res</b>					
00065945 RWA 4 - Environment	ECA	405,340	349,090	222,911	63.85
00065945 RWA 4 - Environment	ILO	53,514	40,136	38,664	96.33
00065945 RWA 4 - Environment	UNHABITAT	699,363	461,049	431,994	93.70
00065945 RWA 4 - Environment	UNDP(UNV)	185,500	82,500	-	0.00
00065945 RWA 4 - Environment	UNEP	215,448	187,698	63,387	33.77
00065945 RWA 4 - Environment	UNESCO	1,035,234	790,117	487,322	61.68
00065945 RWA 4 - Environment	UNHCR	75,000	56,250	56,250	100.00
00065945 RWA 4 - Environment	UNIDO	1,018,645	763,732	678,860	88.89
00065945 RWA 4 - Environment	WHO	133,301	77,732	77,732	100.00
00065945 RWA 4 - Environment	UNDP	1,433,881	1,054,961	1,445,952	137.06
<b>Environment &amp; Natural Res Total</b>		<b>5,255,225</b>	<b>3,863,265</b>	<b>3,503,072</b>	<b>90.68</b>
<b>Governance</b>					
00065941 RWA 1 - Good Governance	ILO	401,255	270,950	270,489	99.83
00065941 RWA 1 - Good Governance	ITC	110,000	-	-	0.00
00065941 RWA 1 - Good Governance	UNCDF	197,799	152,138	108,024	71.00
00065941 RWA 1 - Good Governance	UNHABITAT	672,562	506,296	473,712	93.56
00065941 RWA 1 - Good Governance	UNCTAD	637,000	457,000	449,049	98.26
00065941 RWA 1 - Good Governance	UNDP(UNV)	37,500	22,500	-	0.00
00065941 RWA 1 - Good Governance	UNESCO	300,771	235,128	233,335	99.24
00065941 RWA 1 - Good Governance	UNFPA	5,095,977	4,294,781	3,580,441	83.37

\* Includes future years

Sector / Project No. and Project Title	Participating Organization	Total Approved Amount*	Net Funded Amount	Total Expenditure	Delivery Rate
00065941 RWA 1 - Good Governance	UNICEF	1,477,700	1,292,459	1,192,138	92.24
00065941 RWA 1 - Good Governance	UNIDO	323,963	186,075	273,909	147.20
00065941 RWA 1 - Good Governance	UNWOMEN	2,403,750	2,182,812	1,945,394	89.12
00065941 RWA 1 - Good Governance	UNDP	6,046,925	4,899,080	4,293,994	87.65
<b>Governance Total</b>		<b>17,705,201</b>	<b>14,499,218</b>	<b>12,820,484</b>	<b>88.42</b>
<b>Growth &amp; Soc Protection</b>					
00065946 RWA 5 -Sustainable Growth and	ECA	440,568	409,318	242,038	59.13
00065946 RWA 5 -Sustainable Growth and	FAO	2,314,208	1,562,427	1,213,041	77.64
00065946 RWA 5 -Sustainable Growth and	ILO	522,093	366,779	141,936	38.70
00065946 RWA 5 -Sustainable Growth and	UNCDF	51,000	38,250	-	0.00
00065946 RWA 5 -Sustainable Growth and	UNHABITAT	654,101	341,049	322,328	94.51
00065946 RWA 5 -Sustainable Growth and	UNCTAD	57,473	57,473	56,644	98.56
00065946 RWA 5 -Sustainable Growth and	UNESCO	25,000	18,750	18,085	96.45
00065946 RWA 5 -Sustainable Growth and	UNFPA	471,223	352,091	535,151	151.99
00065946 RWA 5 -Sustainable Growth and	UNHCR	1,341,430	1,094,353	1,094,352	100.00
00065946 RWA 5 -Sustainable Growth and	UNICEF	958,065	858,054	752,914	87.75
00065946 RWA 5 -Sustainable Growth and	UNIDO	1,602,069	1,301,090	896,822	68.93
00065946 RWA 5 -Sustainable Growth and	UNWOMEN	310,500	310,500	180,760	58.22
00065946 RWA 5 -Sustainable Growth and	WFP	2,492,681	2,021,475	915,831	45.31
00065946 RWA 5 -Sustainable Growth and	WHO	257,000	185,325	185,120	99.89
00065946 RWA 5 -Sustainable Growth and	UNDP	1,331,861	906,274	661,723	73.02
<b>Growth &amp; Soc Protection Total</b>		<b>12,829,271</b>	<b>9,823,207</b>	<b>7,216,745</b>	<b>73.47</b>
<b>Health, Population</b>					
00065943 RWA 2b - Health	ILO	139,323	92,296	85,412	92.54
00065943 RWA 2b - Health	UNHABITAT	139,698	117,123	107,278	91.59
00065943 RWA 2b - Health	UNESCO	30,750	-	-	0.00
00065943 RWA 2b - Health	UNFPA	2,020,353	1,476,130	1,705,452	115.54
00065943 RWA 2b -Health	UNHCR	348,000	263,068	263,068	100.00
00065943 RWA 2b -Health	UNICEF	1,952,805	1,622,014	1,489,659	91.84
00065943 RWA 2b -Health	WFP	699,942	509,613	355,706	69.80
00065943 RWA 2b -Health	WHO	2,145,000	1,477,322	1,466,186	99.25
<b>Health, Population Total</b>		<b>7,475,871</b>	<b>5,557,565</b>	<b>5,472,760</b>	<b>98.47</b>

\* Includes future years

Sector / Project No. and Project Title	Participating Organization	Total Approved Amount*	Net Funded Amount	Total Expenditure	Delivery Rate
<b>National HIV &amp; AIDS</b>					
00065942 RWA 2a - HIV AIDS	FAO	261,887	228,912	213,289	93.17
00065942 RWA 2a -HIV AIDS	ILO	226,441	160,043	139,424	87.12
00065942 RWA 2a -HIV AIDS	UNAIDS	986,565	352,521	238,239	67.58
00065942 RWA 2a -HIV AIDS	UNESCO	81,848	58,990	55,061	93.34
00065942 RWA 2a -HIV AIDS	UNFPA	1,238,173	1,281,753	535,266	41.76
00065942 RWA 2a -HIV AIDS	UNHCR	279,520	223,420	223,420	100.00
00065942 RWA 2a -HIV AIDS	UNICEF	723,478	618,886	561,356	90.70
00065942 RWA 2a - HIV AIDS	UNWOMEN	111,052	104,174	-	0.00
00065942 RWA 2a - HIV AIDS	WFP	236,176	185,906	79,332	42.67
00065942 RWA 2a - HIV AIDS	WHO	980,685	689,830	629,627	91.27
<b>National HIV &amp; AIDS Total</b>		<b>5,125,826</b>	<b>3,904,435</b>	<b>2,675,014</b>	<b>68.51</b>
<b>Total</b>		<b>58,727,558</b>	<b>46,560,662</b>	<b>41,118,093</b>	<b>88.31</b>

\* Includes future years

## Annex 3: Chronological Overview of Delivering as One in Rwanda in 2011

- 23-25 January:** UN Resident Coordinator representing Rwanda at the regional retreat held by the UN Department of Political Affairs in Nairobi on challenges to peace and security in the East African/Great Lakes countries;
- 24 January:** Rwanda's Universal Periodic Review (UPR) supported by the One UN Rwanda in close cooperation with the Government of Rwanda was completed by the Human Rights Council in Geneva;
- 28 January:** HE President Paul Kagame attended a World Food Program (WFP) event held in Davos, Switzerland, under the theme "Nourishing people, invest in the next generation";
- 28 January:** UN Resident Coordinator representing UN Rwanda in an interview with Radio France Internationale – Emission en direct de Kigali;
- 31 January-7 February:** Visit of the UN independent expert on minority issues, Ms. Gay McDougall;
- 2 February:** The UNCT holds strategic consultations with Mr Mustapha Darboe, WFP Regional Director of Southern and Central Africa and UNDG Focal Person for Rwanda;
- 2-8 February:** Support mission of Mr Christian Schornich from the UN Development Operations Coordination Office (DOCO) in the framework of One UN Rwanda's efforts to reduce and quantify transaction costs' for UN and partners;
- 4-7 February:** World's first International Community Health Conference held in Kigali with the support of the One UN;
- 10-11 February:** Study tour and experience exchange mission on aid effectiveness and Delivering as One from Togo to Rwanda;
- 17-18 February 2011:** Head of investment promotion department at Rwanda Development Board represented Rwanda at High level Conference on Business facilitation held in Mali (UNCTAD)
- 18-20 February:** Visit of the UN Good-will Ambassador for Biodiversity Edward Norton in Rwanda, accompanied by the Executive Secretary of the UN Convention on Biological Diversity Mr. Ahmed Djoghla.
- 25-26 February:** Third session of the Technical Tripartite Meeting between the Government of Rwanda, the Government of Congo-Brazzaville, and the Office of the United Nations High Commissioner for Refugees (UNHCR) held in Kigali;
- 26 February:** Launch of initiative to promote social and community dialogue on key issues affecting children in Rwanda by the Rwanda's Ministry of Gender and Family Promotion in partnership with One UN Rwanda, through UNICEF, and Urunana;
- 28 February:** Signing and Launch of the One UN's support to the national Integrated Development Program project in Musanze, Kayonza and Rwamangana;
- 4 March:** The first tranche One fund allocations are being disbursed to UN agencies;
- 8 March:** Commemoration of the International Women's Day and launch of campaign initiatives focused on the development of rural women with support from the One UN Rwanda;
- 15-16 March:** Visit of Executive Director of UNAIDS Michel Sidibé to promote collaboration in the response to HIV;
- 15-17 March:** Prison Officers trained in human rights with the support of One UN Rwanda during a 3-day workshop in Musanze;
- 17-18 March:** Visit of the Special Adviser to the UN Secretary General on Sport for Development and Peace, Mr Wilfried Lemke;
- 23-25 March:** The annual Government and Development Partners Retreat took place in Rubavu with the participation of Heads of UN Agencies and the UN Resident Coordinator as co-chair of the retreat.
- 29 March-1 April:** Regional UNDAF Planning Work-

shop held in Kigali to initiate the UN Development Assistance Framework (UNDAF) planning process in six African countries;

**3-6 April:** Visit by Government of Namibia representatives and UN officials for a study tour on Delivering as One in Rwanda;

**6-7 April:** UN participate to the 17th Commemoration of the Genocide in Rwanda;

**12 April:** The UN family in Rwanda remembers the colleagues that lost their life in the genocide in Rwanda;

**14 April:** The UN Country Team establishes an inter-agency UNDAF Taskforce;

**25-26 May:** UNDAF Planning and new staff Induction workshop held in Kigali for UN staff;

**26 May:** All staff Townhall meeting held in the presence of the UN Country Team and UN Resident Coordinator;

**26 May:** Launch of the Masaka Leather Goods Processing and Training facility as part of a joint One UN support initiative;

**27 May:** One UN Steering Committee meeting held in Kigali chaired by the Ministry of Finance and Economic Planning;

**8 June:** Launch of the *Stigma fuels HIV multimedia campaign supported by the UN Cares Team in Rwanda*;

**20 June 2010:** World Refugee Day celebrated by One UN with partners;

**21-24 June:** Regional Symposium on Human Development Concepts and Measurements held in Kigali;

**27 June-1 July:** The UN Resident Coordinator and UNDP Resident Representative and UNDP senior management staff participate in the UNDP Global Management Meeting held in New York;

**28 June:** The UN Resident Coordinator participated in the UNWOMEN Executive Board meeting held in New York and shared experience on the joint UN support to eliminate gender-based violence;

**29 June-20 July:** Experience exchange mission from UN Benin on joint communications;

**11 July:** World Population Day celebrated;

**13-15 July:** Training on Capacity Development for UN staff held in the framework of the UN Development Assistance Plan (UNDAF) preparation process with a parallel strategic consultation session by the UN Country Team;

**15-29 July:** 7th Edition of Rwanda Film Festival supported through partnership with the One UN;

**23 July:** Launch of the State of the World's Midwifery 2011;

**26-28 July:** Global high level meeting on Gender Responsive Budgeting (GRB) hosted in Kigali;

**19-21 July:** Mother and child Health week observed in Rwanda with the support of One UN;

**2-5 August:** The UN Resident Coordinator and UNDP Resident Representative represents the UN Rwanda at the Africa Dialogue of Global Commission on HIV and the Law in South Africa;

**7-8 September:** Regional high-level consultative meeting of ITU/UNESCO Broadband Commission for Digital Development in the presence of Dr Hamadoun Touré, Secretary-General of the International Telecommunication Union (ITU), hosted by HE President Paul Kagame;

**12-14 September:** Francophone countries dialogue and learning exchange meeting on aid effectiveness held in Kigali in preparation for the 4th High-Level Conference on Aid Effectiveness in Busan;

**21 September:** Celebration of the International Peace Day with the UN's partnership under the theme "Make Your Voice Heard";

**29 September:** Two financing agreements worth US\$ 39.8 million signed between the Government of Rwanda and the International Fund for Agricultural Development (IFAD);

**3 October:** Rwanda's First Lady, Jeannette Kagame, launches a national campaign to end violence against children organized with the support of One UN;

**24 October:** UN Day celebrated with all UN staff and partners of One UN and marked by the 10th anniversary of the International Year of Volunteers and the 7th Billion Baby Campaign;

**29 October-1 November:** Visit of Dr Tegegnework Gettu, Assistant Secretary-General of the United Nations, Chair of the Regional UN Development Group (UNDG) Team and Regional Director for Africa of the United Nations Development Programme (UNDP);

**31 October:** Celebrations for the World at 7 Billion held in Rwanda;

**31 October:** The second tranche One Fund allocations are being disbursed to UN agencies;

**8-9 November:** UN Peacebuilding Commission meeting hosted in Kigali;

**8-10 November:** IV Inter-Governmental Conference on Delivering as One held in Montevideo with the participation of a delegation from Government and UN in Rwanda;

**9 November:** VII Annual Conference on Children and HIV hosted in Kigali;

**22-23 November:** II National Nutrition Summit held in Kigali;

**29 November:** First regional Summit on Achieving Quality Education for All held in Kigali;

**5 December:** Celebration of the International Volunteer Day and the Tenth Anniversary of the International Year of Volunteers (IYV+10);

**5 December:** Launch of the first State of the World's Volunteerism Report;

**10 December:** celebrations for the Human Rights Day and 63rd Anniversary of the Universal Declaration of Human Rights held at the Enfant de Dieu Centre in Gasabo District;

**12-13 December:** National Conference on Volunteerism under the theme "*Volunteering Matters: Recognising and Enhancing the Contribution of Volunteers to Peace and Development in Rwanda*";

**13 December:** All staff Townhall meeting at the occasion of the World Aids Day;

**17 December:** Launch of Rwanda Women Leaders' Network with the support of the One UN.

## Annex 4: Abbreviations

AIDS	Acquired Immune Deficiency Syndrome	GAVI	Global Alliance for Vaccines and Immunization
AJPRODHO	Youth Association for Human Rights Promotion and Development	GBV	Gender Based Violence
BTC	Belgian Technical Cooperation	GDP	Gross Domestic Product
CAP	Consolidated Annual Work Plan	GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
CEPGL	Economic Community of the Great Lakes Country	GMO	Gender Monitoring Office
CIDA	Canadian International Development Agency	GoR	Government of Rwanda
CIEA	Composite Indicator of Economic Activities	HIV	Human Immunodeficiency Virus
CLE	Country Led Evaluation	HPV	Human Papilloma virus
COD	Common Operational Document	HRBA	Human Rights Based Approach
CSOs	Civil Society Organizations	HSSP	Health Sector Strategic Plan
DAD	Development Assistance Database	ICT	Information and Communication Technology
DaO	Delivering as One	IFAD	International Fund for Agriculture Development
DFID (UK)	Department of International Development (UK)	IHDPC	Institute for HIV/AIDS Disease Prevention and Control
DHS	Demographic and Health Survey	ILO	International Labour Organization
DOCO	Development Operations Coordination Office	ITC	International Trade Center
DoL	Division of Labour	ITU	International Telecommunication Union
DPAF	Donors Performance Assessment Framework	JICA	Japan International Development Agency
DPCG	Development Partners Coordination Group	LTA	Long Term Agreement
DPM	Development Partners Meeting	MAB	Man and Biosphere
DPR	Development Partners Retreat	MAJ	Maisons d'Accès à la Justice
EAC	East African Community	M&E	Monitoring and Evaluation
EDPRS	Economic Development and Poverty Reduction Strategy	MDGs	Millennium Development Goals
ECD	Early Childhood Development	MIDIMAR	Ministry of Disaster Management and Refugee Affairs
ECOSOC	United Nations Economic and Social Council	MIFOTRA	Ministry of Public Service and Labour
EICV	Integrated Household Living Conditions Survey	MIGEPROF	Ministry of Gender and Family Promotion
ESA	Environmental Security Assessment	MINADEF	Ministry of Defence
ESSD	Environmental Education for Sustainable Development	MINAFFET	Ministry of Foreign Affairs and Cooperation
EU	European Union	MINAGRI	Ministry of Agriculture and Animal Resources
EWASA	Energy, Water and Sanitation Authority	MINALOC	Ministry Of Local Government
FAO	Food and Agriculture Organisation	MINEAC	Ministry of East African Community
FFRP	Forum for Rwandan Women Parliamentarians	MINECOFIN	Ministry of Finance and Economic Planning
		MINEDUC	Ministry of Education
		MINICOM	Ministry of Commerce
		MINIJUST	Ministry of Justice

MININFRA	Ministry of Infrastructure	SRH	Sexual and Reproductive Health
MINIYOUTH	Ministry of Youth	SWAp	Sector Wide Approach
MINIRENA	Ministry of Environment and Natural Resources	UN	United Nations
		UNAIDS	Joint United Nations Programme on HIV/AIDS
MoH	Ministry of Health	UNCDF	United Nations Capital Development Fund
MoU	Memorandum of Understanding	UNCT	United Nations Country Team
MPTF	Multi Partner Trust Fund	UNCTAD	United Nations Conference on Trade and Development
NGO	Non-Governmental Organisation	UNDAF	United Nations Development Assistance Framework
NICI	National Information and Communications Infrastructure	UNDAP	United Nations Development Assistance Plan
NISR	National Institute of Statistics of Rwanda	UNDG	United Nations Development Group
NSP	National Strategic Plan	UNDP	United Nations Development Programme
NWC	National Women's Council	UNECA	United Nations Economic Commission for Africa
ODA	Overseas Development Assistance	UNEP	United Nations Environment Programme
OECD	Organization for Economic Cooperation and Development	UNESCO	United Nations Educational, Scientific and Cultural Organization
OHCHR	Office of the High Commissioner for Human Rights	UNFPA	United Nations Population Fund
OMT	Operations Management Team	UN HABITAT	United Nations Human Settlements Programme
OSC	One Stop Centre	UNHCR	United Nations High Commissioner for Refugees
PLHIV	People Living with HIV	UNIDO	United Nations Industrial Organization
PMTCT	Prevention of Mother to Child Transmission	UNICEF	United Nations Children's Fund
EMTCT	Elimination of Mother to Child Transmission	UNV	United Nations Volunteers
PPOC	Programme Planning and Oversight Committee	UNWOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
PSTA	Strategic Plan for the Transformation of Agriculture	UPR	Universal Periodic Review
RALGA	Rwanda Association of Local Government Authorities	US\$	United States Dollars
RBC	Rwanda Biomedical Centre	USAID	United States Agency for International Development
RC	UN Resident Coordinator	VAC	Violence against Children
RCO	Office of the UN Resident Coordinator	VUP	Vision 2020 Umurenge Programme
REB	Rwanda Education Board	WFP	World Food Programme
REMA	Rwanda Environment and Management Authority	WHO	World Health Organization
RIEF	Rwanda Innovation Endowment Fund	WICBT	Women in Informal Cross Border Trade
RNP	Rwanda National Policy		
RNRA	Rwanda Natural Resources Authority		
SEA	Strategic Environmental Assessment		
SIDA	Swedish International Development Cooperation Agency		

## Annex 5: UN Country Team and Resident Coordinator's Office

### UN Country Team

Agency	Member	Title
UN	Aurelien A. Agbenonci	UN Resident Coordinator and UNDP Resident Representative
FAO	Vacant – WHO/WFP Representative	Representative a.i
ICTR	Alfred Kwende	Head of Office
IMF	Dimitri Gershenson	Representative
UNAIDS	Amadou Moctar Mbaye	Country Coordinator
UNDP	Auke Lootsma	Country Director
UNECA	Antonio M. A. Pedro	Regional Director
UNESCO	Joseph Massaquoi	Regional Director
UNFPA	Victoria Akyeampong	Representative
UNHCR	Neimah Warsame	Representative
UNICEF	Joseph Fombi (until July); Noala Skinner (from August)	Representative
UN Women	Diana Ofwona	Regional Programme Director
WFP	Abdoulaye Balde	Country Director
WHO	Delanyo Dovlo	Representative
World Bank	Omowunmi Ladipo	Country Manager
<b>Non-Resident Agencies</b>		
IFAD	Claus Reiner	Country Programme Manager
ILO	Alexio Musindo	Regional Director
UNEP	Samba Harouna	Regional Programme Coordinator
UNCDF	Makarimi Adechoubou	Head of Southern and East Africa Regional Office
UNCTAD	Manuela Tortora	Chief, Technical Cooperation Service
UN-Habitat	Alioune Badiane	Regional Director
UNIDO	David Tommy	Representative
UNV	Ivan Dielens	Programme Officer

**Office of the UN Resident Coordinator**

<b>Name</b>	<b>Title</b>
Aurelien A. Agbenonci	UN Resident Coordinator
Oumar Kane	Human Rights Adviser
Michaela Winter	Coordination and Executive Officer
Solange Uwera	NRA Coordination Analyst
Clarisse Uwambayikirezi	Consultant, Assistant to the RC

