



United Nations  
**RWANDA**  
Unity in Diversity

## United Nations Rwanda Delivering as One Annual Report 2009

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

*"The true measure of the success for the United Nations is not how much we promise, but how much we deliver for those who need us most."*

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

*"We have ample evidence that where governments own their development, where real partnership between supporters and those supported occur, and where the agenda is designed and executed by the people whom it is intended for, tangible results are obtained and livelihoods are improved."*

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

# Foreword

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

Dear Reader,

I am pleased to present to you the One UN Rwanda Annual Report for 2009. Rwanda's long-term development vision as set out in the national policy document, Vision 2020, along with the medium-term strategy as expressed in the Economic Development and Poverty Reduction Strategy-EDPRS, 2008-2012 delineate the entry points for the UN system's programmatic engagement with the Government in the area of development assistance. The United Nations Development Assistance Framework (UNDAF) 2008-2012 along with the Common Operational Document-COD are conceived within this national development framework and are designed to support the Government of Rwanda to effectively address and meet its medium and long-term development goals and targets.



In the third year of implementation and building on previous achievements, 2009 saw remarkable progress towards achieving the objectives of Delivering as One-DaO. This report highlights the significant progress in DaO and the key achievements recorded in all UNDAF result areas as well as the corresponding challenges that still need to be addressed with regards to UN reform for better coordination and joint program planning and implementation. One of the next key milestones are the transaction costs that are expected to be measured and significant reduction proven.

In the context of the 2005 *Paris Declaration* on Aid Effectiveness, the Government of Rwanda is committed to continue demonstrating strong leadership of the development processes by creating a favourable environment for effective development cooperation. Indeed the DaO is considered as the major vehicle of the UN system in delivering development assistance. Significant lessons have been learned over the years and both the Steering Committee and the UNCT are ever committed to improving development effectiveness and system-wide coherence. The recently approved UN Division of Labour (UN DoL) is a major step forward in this regard, and the Government of Rwanda looks forward to the positive outcomes of the implementation of the DoL – a strategic, focused and effective UN in support of Rwanda's development and poverty reduction efforts.

In the coming year, the One UN Steering Committee will continue to play an important role in guiding the progress and achievements of DaO. I commend the work of UNCT in Rwanda and for the continuous strategic partnership in support of the Government to enhance ownership, harmonization, alignment and managing for results.



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



# Introductory Remarks

By The Resident Coordinator



## Rwanda –land of a thousand possibilities

Rwanda has made tremendous socio-economic progress and institutional transformation since the 1994 Genocide. Today Rwanda is a peaceful state enjoying a steady progress towards the achievement of national development goals under a visionary and dedicated leadership. The Government of Rwanda continues to demonstrate strong leadership and ownership of the development processes by implementing several mechanisms to enhance aid effectiveness and coordination among development partners as well as facilitating a favourable environment for effective development cooperation. This provides a tremendous opportunity for the UN and indeed development partners to support the Government in its efforts.

The UN family is indeed proud to be a strong partner of the Government in its determination to assure a bright future for the people of Rwanda. The Millennium Declaration and the MDGs define the operational objectives in the area of development, and constitute the basis for holding the UN system accountable for delivering results. In this regard, the UN in Rwanda is here to provide strategic advice and support to national efforts in consolidating the gains so far made in ensuring peace and reconciliation, rule of law, human rights and shared economic growth, as well as the efficient provision of and access to basic social services, particularly for the most vulnerable.

The United Nations Development Assistance Framework (UNDAF) 2008-2012 along with the Common Operational Document-COD is aligned to the national development framework as espoused in Rwanda's long-term development Vision 2020, along with the medium-term strategy as expressed in the EDPRS, 2008-2012.

In 2009, the UNCT made remarkable progress towards achieving the objectives of the Delivering as One. In collaboration with the Government, significant progress was recorded in all UNDAF results areas and the work of the UNDAF theme groups saw marked improvements with more coherent coordination for joint planning and implementation. Most importantly, significant progress was made in the areas of education, health and gender equality. Furthermore, the UN continued to support the Government of Rwanda in its efforts towards environmental and natural resources management and sustainable land use. For instance, the UN was very instrumental in its support to the Government in the design and coordination of the Environment and Natural Resources (ENR) Sector

Wide Approach (SWAp) as well as in the development and publication of the first Rwanda State of the Environment Report (SoER, 2009).

Notably, the creation of the Program Planning and Oversight Committee (PPOC) to coordinate and oversee the implementation of the One Program is a significant milestone and indeed a breakthrough in the Delivering as One process in Rwanda. The PPOC will play a key role as the 'think-tank' for the One UN and will provide the relevant technical oversight as well as strategic policy advice to the UNCT in support of DaO. It is obvious therefore that Rwanda is joining all other DaO pilot countries in reaffirming "that there is no going back to doing business in the manner prior to the 'Delivering as One' initiative", as stated in the Kigali Statement of Outcomes and Way Forward of the Intergovernmental Meeting on Delivering as One.

Despite significant progress over the years, a lot still remains to be done to address some of the significant challenges facing Rwanda in order to ensure a steady path of sustainable development. Consequently, the UN family in Rwanda is ever committed to improving development effectiveness and system-wide coherence and will continue to play an important role in support of the Government's efforts to address its development challenges and priorities. This will require some innovations and a "thinking outside of the box" approach and mentality in our DaO. Above all, the UNCT will continue to support the Government to enhance ownership, harmonization, alignment and managing for results through mutual accountability. Strategic support will be given to the Government to design and implement the proposed division of labor for development cooperation taking into consideration the comparative advantages of other development partners for effective donor coordination.

I would like to express my sincere appreciation to all partners in the Government of Rwanda, civil society,

academic institutions, multilateral and bilateral organisations, the media and above all the good people of Rwanda for the partnerships and productive engagements in 2009. I warmly welcome the Minister of Finance and Economic Planning, Mr John Rwangombwa as Chair of the One UN Steering Committee that guides the Delivering as One process in Rwanda. His advice and guidance in the One UN reform is highly appreciated. In the same spirit, I would like to thank his predecessor, Mr James Musoni, Minister of Local Government, for his leadership in the One UN Steering Committee since its inception and for his strong commitment to national development in Rwanda.

I would like to extend my sincere appreciation to the Governments of Britain, Norway, Spain, Netherlands, Sweden and the other donor countries of the Expanded DaO Funding Window for their financial contributions to the One Fund.

To the UN Country Team and all UN Staff in Rwanda, thank you for your dedication and hard work in the spirit of DaO in support of the Government of Rwanda. I am proud to be your voice and partner in this noble endeavour. It is not always an easy task for none of us, but I am convinced that together we will support the Government in making this beautiful land of a "thousand hills" into a more prosperous land of a "thousand possibilities" in our collective quest to create a stronger and better future for Rwanda.

Aurélien A. Agbénonci



UN Resident Coordinator

# Executive Summary

2009

Annual Report

One UN Rwanda

## Rwanda's MDG Progress

The 1994 genocide had a devastating impact on Rwanda's social, economic and political foundations. This fact notwithstanding, Rwanda has made tremendous socio-economic progress and institutional transformation since 1994. The Government of Rwanda continues to demonstrate strong leadership and ownership of the development processes by implementing several mechanisms to enhance development effectiveness and coordination among development partners as well as facilitating a favourable environment for effective development cooperation. This provides a great opportunity for the UN and indeed development partners to support the Government in its development efforts.

The Government has put the Millennium Development Goals at the center of its development policy framework. To transition from growth based on recovery/reconstruction to more sustainable economic growth, the Government has a goal to become a middle-income country by 2020. This 'Vision 2020' incorporates six pillars: ensuring good governance; creating a knowledge-based society through human resource development; enabling a private sector-led economy; enhancing infrastructure; modernizing the agricultural sector; and achieving regional and international economic integration.

Rwanda has made impressive efforts at achieving several MDGs. This progress has been possible due to political commitment at the highest level, and international support for well designed and executed national scale programmes. For instance:

- ❑ Today, primary school enrolment rates are 97 percent, largely due to the government's decision to make primary education free and mandatory, backed by donor support and sensitization to encourage sending children to school.
- ❑ The gender equality in primary and secondary education target has already been met, together with other milestones; women's participation in parliament is now more than 50 percent (56% in 2008), the highest in the world.
- ❑ Similar high-level political leadership has led to HIV prevalence rates falling from 13 percent (2000) to 3 percent (latest value, 2006).
- ❑ Malaria fatalities have reduced from 9.3 percent (2001) to 2.9 percent (latest value, 2006) through a deliberate strategy of universal distribution of insecticide treated bed

nets, and modern treatment based on artemisinin combination therapy.

- ❑ Compared to 64% in 2000, the access to improved water source rate (73%) is high but and MDG 7 (82%) is attainable by 2015.

### Challenges

At the midpoint of the MDGs, Rwanda continues to face critical challenges. Despite high economic growth, poverty rates have not fallen proportionately, declining only by 4 percentage points, from 60 percent (2000) to 56.9 percent (latest value, 2006). *Achieving MDG 1 will require a focus on increasing rural incomes and agricultural output.*

Despite recent progress, child mortality rate (103 per 1000; Mini DHS 2008) remains a challenge. Similarly high maternal mortality rates (750 per 100,000 births) point to the need for greater investment in trained health staff and equipment at health facilities, with the need to encourage institutionalized births in rural areas.

One of the biggest challenges facing Rwanda is the insufficient investment in infrastructure for energy, water and sanitation, and transportation. Similarly, the combined pressures of agricultural production, high population growth, economic expansion and rising energy needs are increasing the environmental stress in Rwanda all pose as significant challenges mitigating against the consolidation of the gains so far made.

### Opportunities

The Government of Rwanda has made achieving the MDGs central to its policy framework, as defined in the EDPRS 2008-2012. Some opportunities include the following:

- ❑ The Government has prioritized infrastructure and agriculture, recognizing that these sectors require greater investment.
- ❑ In addition, the government has launched a major effort to scale up MDG interventions through the Vision 2020 Umurenge Programme.

- ❑ Donor confidence in Rwanda is high; official development assistance stands at approximately \$67 per capita, which is higher than the average for the region, but below the \$85 per capita promised under the Gleneagles commitments.

All of the above offers an opportunity for the international system to strengthen its support for the Government under the MDG Africa Steering and Working Group processes. Specific investment opportunities exist in the areas of modern inputs for increasing agricultural production; small-scale water management, access to energy and roads, improved environmental sustainability, and scaling up basic health care, including family planning services.

### Delivering as One in Rwanda

To improve coherence, effectiveness and relevance of efforts by the United Nations in Rwanda, in 2006 the Government asked to become a 'Delivering as One' pilot country. Today, the UNCT is in its third year of operating as 'One UN' with the characteristic features of One Programme, One Budgetary Framework, One Office and One Leader. The UNCT in Rwanda further emphasizes coherence with 'one voice'. An important feature of One UN is that each agency implements activities according to its capacity, comparative advantage and mandate while collaborating with the United Nations system as a whole.

In a changing aid environment with increasing numbers of development actors, the United Nations must adapt its ways of working in order to remain relevant. The United Nations development system is best placed to emphasize upstream policy work such as advisory services, advocacy and capacity building and should focus less on the implementation of programmes and projects with limited development impact where possible. Evidently, as part of reform efforts, the UNCT in Rwanda has been able to emphasize its comparative advantage in policy strengthening.

The Millennium Declaration and the MDGs define the operational objectives in the area of development, and constitute the basis for holding the UN system accountable for delivering results. Rwanda's long-term

development vision as set out in the high-level policy document, Vision 2020, along with the medium-term strategy as expressed in the EDPRS, 2008-2012 delineate the entry points for the UN system's programmatic engagement with the Government in the area of development assistance. The United Nations Development Assistance Framework (UNDAF) 2008-2012 along with the Common Operational Document (COD) are conceived within this national development framework and is designed to support the Government of Rwanda to effectively address and meet its medium and long-term development goals and targets. It consists of five main themes:

- (1) good governance, including gender equality;
- (2) HIV, health, population and nutrition (divided into two thematic groups);
- (3) education;
- (4) environment; and
- (5) sustainable growth and social protection.

### Summary of key Achievements-2009

The UNCT plays an important role in supporting government efforts to meet its development objectives. In 2009, the UNCT made significant progress towards achieving the objectives of the Delivering as One. In collaboration with the Government, major progress was recorded in all UNDAF results areas and the work of the UNDAF theme groups saw marked improvements with more coherent coordination for joint planning and implementation. Most importantly, significant progress was made in the areas of education, health and gender equality. Furthermore, the UN continued to support the Government of Rwanda in its efforts towards environmental and natural resources management and sustainable land use. For instance, the UN was very instrumental in its support to the Government in the design and coordination of the Environment and Natural Resources (ENR) Sector Wide Approach (SWAp) as well as in the development and publication of the first Rwanda State of the Environment Report (SoER, 2009).

Notably, the creation of the Program Planning and Oversight Committee (PPOC) to coordinate and oversee the implementation of the One Program is a significant milestone and indeed a breakthrough in the Delivering as One process in Rwanda. The PPOC will play a key role as the inter-agency and multi-disciplinary 'think-tank' for the One UN and will provide the relevant technical oversight as well as strategic policy advice to the UNCT in support of DaO. It is obvious therefore that Rwanda is joining all other DaO pilot countries in reaffirming "that there is no going back to doing business in the manner prior to the 'Delivering as One' initiative", as stated in the Kigali Statement of Outcomes and Way Forward of the Intergovernmental Meeting on Delivering as One in October 2009.

### UNDAF Result 1: Governance

The government of Rwanda has shown its commitment to achieve political, social, and economic transformation with regards to gender equality and women's empowerment through strategic and structural interventions. In terms of implementing political commitments, 2009 highlights included the finalization of the National Gender Policy and its Strategic Plan as well as the National Action Plan on UN Security Resolution 1325. MIGEPROF in collaboration with the National Women's Council supported by the United Nations conducted a nation-wide sensitization campaign on laws (GBV law, land law and labor law) fundamental to promoting gender equality during the 16 Days of Activism Campaign against Violence.

Under UN support, the National Institute of Statistics of Rwanda (NISR) delivered important statistical information from the completed surveys including

- (i) the National Agriculture Survey and the District Baseline Survey and
- (ii) the timely production of routine statistics including the Consumer Price Index, Trade Statistics, and the Producer Price Index

The UN was active in providing technical and advisory services to the Government in the area of decentralization, accountability, transparency and people's participation in democratic governance.

Additionally, the UN continued to play a critical role in aid coordination and management, supporting the Government of Rwanda in better harmonizing donor's interventions and strengthening the coordination framework under the leadership of the Ministry of Finance and Economic Planning. The aid effectiveness agenda has been broadened since the Accra High Level Meeting held in September 2008 calling for more responsive programming in light of the new aid environment. Under this aegis, the Government of Rwanda and UNDP became the founding members of the International Aid Transparency Initiative (IATI) and jointly organised and hosted the first IATI workshop for African countries in 2009.

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

The EDPRS provides the framework for multi-sectoral action on HIV and AIDS. During the reporting year, the UNDAF Result on HIV and AIDs focused on addressing the policy framework and advocacy issues, in addition to an intensive move to establish measures to mitigate against the disease. In 2009, a new HIV and AIDS National Strategic Plan (NSP) 2009-12 was developed in partnership with the UN, using highly participatory and gender-responsive methods. The NSP is fully owned by the Government of Rwanda and will receive funding support of about USD 389 million from the Global Fund.

With support from several UN agencies CNLS facilitated the integration of HIV activities into the strategic and operational plans of various sectors of the EDPRS. In particular, HIV was mainstreamed into the National School Health Guide and into the operational plan for the education sector.

Rwanda is on track toward universal access to HIV testing and to ARV prophylaxis for pregnant women and children in need. In 2009, around 75% of pregnant women attending antenatal clinics were tested for HIV and 8,209 HIV-infected women received ARV prophylaxis for PMTCT. Most importantly, about two-thirds of eligible pregnant women received HAART during pregnancy. During the same year, about 70% TBC of HIV infected children received ART.

Notably in 2009 was the launch in August of the One UN Joint Youth Program. The aim of the program is to support the Ministry of Youth with the coordination of an effective HIV prevention response among the youth and improving access to youth friendly HIV prevention services. Furthermore, the UN provided both technical and financial support for capacity building resulting in the increase in numbers and availability of trainers on HIV and AIDS at the workplace.

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

In 2009, the health sector continued to build on the gains made over the past 10 years. The Second Health Sector Strategic Plan (HSSP 2009-2012), which is fully aligned to the EDPRS, was finalized and adopted in June 2009. Its key objectives are to maximize preventative health measures and build the capacity for high quality and accessible health-care services for the entire population with the aim of reducing malnutrition, infant, child and maternal mortality, total fertility rate, and to control communicable diseases.

Maternal and child health remains a national priority for the Government of Rwanda. In 2009, a maternal and child death audit programme at community and health facility level was launched. The innovation of using mobile cellular technology, *the Rapid SMS*, will help to report maternal and child deaths in the community.

In March 2009, Rwanda signed the Global Compact for International Health Partnerships (IHP) and subsequently the Country Compact, further demonstrating national commitment to accelerate harmonization in the sector, and improve efficiency of development assistance to the sector towards meeting the health MDGs. Additionally, in 2009 various policies and strategies were adopted to provide the basis for programming in the sector. Government commitment to develop, adopt and implement clear policies as well as evidence-based interventions in health at all levels, and the strong partnership within the health sector provided opportunities for programming in the sector.

### UNDAF Result 3: Education

The Government of Rwanda (GoR) continued to make progress towards the Millennium Development Goals (MDGs) related to universal primary education and gender parity in enrolment at the primary level. Nearly all children of school age were enrolled in primary school with slightly more girls than boys accessing this level of education (Net Enrolment Rate was 94.2%: 95.1% (girls); 93.3% (boys)<sup>1</sup>).

The Ministry of Education (MINEDUC) began in earnest with implementation of its Nine Years Basic Education (9YBE) policy, which aims to provide every child with a quality basic education from the beginning of primary school through to the end of lower secondary school. Early indications suggest that this has impacted significantly on transition rates to the lower secondary school level which could be as high as 90% - a vast improvement on the last recorded transition rate of 54.6% in 2007.

UNCT support to the sector sought to address the following key objectives among others: (i) to increase retention and completion rates for all children. It worked to improve quality, facilities and services in schools to ensure that more children would remain in and finish basic education; and (ii) to improve achievement in key learning outcomes through improved teaching methodologies and raising capacity to meet the needs of pre-school aged children.

In 2009, the UN continued to work with its main implementing partner MINEDUC and its agencies including the IGE, NCDC and TSC. With UN support, the government was successful in attracting an additional \$35m for the Education Sector Strategic Plan (ESSP) from the Education for All Fast Track Initiative Catalytic Fund (FTI). To date Rwanda has received \$105m from this Fund.

As the co-lead of the Education SWAp the UN strengthened its partnership with a range of bilateral and multilateral donors and continued to work with Civil Society Organizations (CSO) to deliver results as well as build CSO capacity to influence policy formulation, implementation and monitoring and evaluation.

<sup>1</sup> Unless otherwise stated all statistics are from MINEDUC

### UNDAF Result 4: Environment

Rwanda's economy and the livelihoods of her people are dependent on natural resources, which are increasingly under pressure from unsustainable use resulting in environment degradation. The main challenge is to utilize natural resources to promote economic growth while at the same time conserving natural resources and avoiding soil erosion, deforestation and environment degradation. Consequently, the Government of Rwanda has established strategic environmental institutions including: (1) the Rwanda Environment and Management Authority (REMA) and (2) the Rwanda Development Board (RDB) whose mandates include ensuring environmental compliance, advocacy, environmental mainstreaming, cleaner production, biodiversity, strategic conservation and climate change assessments.

In 2009, the UN continued to support capacity building of national and local government institutions and communities for EDPRS implementation in the following areas: (1) environmentally friendly income generation activities, policy making for biodiversity of protected areas, and land management strategy for utilizing natural resources and enhancing productivity in an environmentally friendly way; 2) promotion of alternative energy sources that are economically viable and reduce usage of biomass; and 3) policy advisory in the development of Environmental Strategic policies and tools such as environmental impact assessments, policy on cleaner development mechanisms, etc.

Furthermore, the UN equally supported the Government to develop the Environment and Natural Resources (ENR) Sector Wide Approach (SWAp). The ENR SWAp serves as a collaborative mechanism bringing together all relevant national stakeholders and development partners to develop and coordinate a coherent support to environment programmes. Additionally, the National Disaster Management policy was developed and approved by the Cabinet with significant UN technical and advisory support to the Department of Internal Security.

### UNDAF Result 5: Sustainable Growth and Social Protection

Rwanda's agricultural sector generates more than 40% of Rwanda's GDP, making it one of the most important economic sectors, integral to achieving the targets set out in Vision 2020 and the EDPRS. The Government of Rwanda also gives high priority to the creation of safety nets for the poorest and the most vulnerable people, while achieving sustainable economic growth and social development. The Strategic Plan for the Transformation of Agriculture (PSTA II) is the framework around which food and nutritional security, and diversification of – and eventual improvements in – household incomes will be addressed. An important milestone is the increased budget for the agricultural sector: from about 3% in 2004-2005 to 6.7% in 2009 (MINECOFIN).

The *Vision 2020 Umurenge Program* (VUP) provides the right platform for strategic social protection interventions targeting the poorest households and forms the foundation for the national strategy to establish safety nets, namely:

- ❑ Public works;
- ❑ Direct support through unconditional cash transfers and financial services, including micro credit;
- ❑ Training on savings, and income generation. The program, launched in 2008 in one pilot sector throughout the country, was scaled-up to cover 60 sectors. The program has since reached 16,321 households through direct support (cash transfers) and 39,823 households in public works.

In 2009, the UN continued to articulate its strategy around four axes, which determine the scope of UN interventions in support of national priorities. These include the following:

- ❑ Establishing and improving disaster prevention management: The UN provided financial and technical support for the development of a national disaster Early Warning System and also supported the conduct of several relevant studies and capacity building trainings for the Disaster Management Units (DMUs) on procurement methods and logistical coordination in emergency situations;

- ❑ Establishing safety nets for the most vulnerable populations: In 2009, the UN provided targeted and strategic support to a number of government institutions in support of establishing safety nets for the most vulnerable populations. Below are some of the specific UN contributions;
- ❑ Improving incomes and food security: Furthermore, the UN equally provided strategic support aimed at improving incomes and food security with diversified and greater value added production; and
- ❑ Improving productivity and market access.

### Looking Ahead:

It is obvious that for Rwanda, similar to all the One UN Pilot Countries, that there is no going back to doing business in the manner prior to the 'Delivering as One' initiative. In its third year of implementation, the DaO will continue to be the major focus of the UN system in delivering development assistance. Significant lessons have been learned over the years and the UNCT is ever committed to improving development effectiveness and system-wide coherence. In the coming year the UNCT will continue to play an important role in support of the Government's efforts to meeting its development priorities and objectives. This will require some innovations and a "thinking outside of the box" approach and mentality in Delivering as One. The UNCT will continue to support the Government to enhance ownership, harmonization, alignment and managing for results through mutual accountability. Strategic support will be given to the Government to design and implement the proposed division of labor for development cooperation taking into consideration the comparative advantages of other development partners for effective donor coordination.

As mentioned earlier, the creation of the PPOC has proven to be an innovation that has enhanced the quality of planning and implementation of the One Programme. More emphasis has been placed on promoting more Joint Programming through Joint Interventions. To this effect, the UNDAF theme groups have been empowered and encouraged to develop more joint interventions to be funded using the One Fund. Furthermore, based on the apparent comparative advantage of the UN system

in Rwanda, the UNCT will continue to focus more on upstream policy advisory support services and capacity building at all levels including in the private sector and civil society.

Rwanda provides some interesting examples of South-South cooperation. The UNCT should be a valuable partner in this area given the UN's ability to leverage knowledge and share global best practices. In this regard, the UNCT will seek to facilitate and promote South-South cooperation mechanisms among stakeholders. Additionally, the UNCT will equally explore the scope for active participation in the various Sector Wide Approaches (Swaps) and provide the relevant support to the Government.

Indeed, the UN system will continue to provide the relevant technical, financial, and policy advisory support services to the Government in the intervention areas outlined in the Common Operational Document-COD.

2010 also provides the UNCT with an opportunity to take stock and realign our support to Government through the Delivering as One modality. Two complementary and comprehensive assessments will be conducted. First, the Country-Led Evaluation, CLE exercise is required as part of the evaluation of the DaO process in the 8 pilot countries and seeks to assess the progress made against the strategic intent of the DaO and to identify areas for improvements. The evaluation will provide evidence on the relevance, effectiveness, efficiency and sustainability of the DaO in Rwanda in order to inform decision makers on how to enhance the role and contribution of the UN system in support of national policies and strategies towards the achievement of EDPRS targets and Vision 2020 goals. Secondly, a Mid-Term Review (MTR) will be undertaken by the UNCT to complement the CLE and will seek to concentrate on aspects related to the implementation of the UNDAF with the aim of providing recommendations for improvements and/or adjustments in strategy, design and/or implementation arrangements.



# Chapter 1

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## Overview of Development Progress and Policy Trends in Rwanda

The Government of Rwanda's (GoR) medium-term strategy for economic growth, poverty reduction and human development, is set out in the "Economic Development and Poverty Reduction Strategy" (EDPRS). The EDPRS covering the five year period from 2008 to 2012, identifies the country's developmental objectives, priorities and policies through three flagship programs:

- ❑ Growth for Jobs and Exports;
- ❑ Governance;
- ❑ Vision 2020 Umurenge, that aims to reduce inequality and poverty. The EDPRS is fully supported by country level stakeholders, including development partners and assigns a high priority in accelerating private sector-led growth.

Two years down the road of the implementation of the EDPRS, it is clear that progress is being made. The EDPRS results and policy matrix is organised around the three EDPRS flagship programs which have been aligned to the three clusters (Economic, Social and Governance).

In overall, a total of 107 policy actions were planned for the mini-budget period which is only based on the progress made in the implementation of the policy actions planned for January to June 2009. Out of these, a total of

84 policy actions (79%) were completed, 21 policy actions (19%) were partially achieved and only 2 policy actions (2%) were lagging significantly behind or had not commenced by the end of June 2009.

During the first year of implementation, in 2008, a notable growth performance of 11.2 % was higher registered than the projected rate of 8.5 %. This growth was mainly driven by a rebound in agriculture and continued buoyancy in the industry and services sectors

**Table1A.** Summary of Economic Cluster EDPRS Policy actions, 2009 Mini budget

Score Level	Macro & Financial	PSD	Agriculture	Energy	Transport	Environ. & Nat. resources	TOTAL
Green (fully met/on-track)	4	6	8	5	4	8	34 (83%)
Yellow (Partially met)	1	0	2	0	1	1	5 (12%)
Red (off track)	0	0	0	0	2	0	2 (5%)

The two policy actions that were not commenced are the establishment of the Axle Load control system for 50% of the National Paved Road Network and the signing of Multi Annual (3 years) Output and Performance Based Road Contracts (OPBRC's) by Districts in the Transport Sector.

which registered annual growth rates of 8.7, 16.3 and 11.5 % respectively (table2).

Social, political and economic stability, strong institutional governance and sustained commitment to meeting the

**Table1B.** Summary of Social Sector EDPRS Policy actions, 2009 Mini Budget

Score Level	Education	Health	Social Protection	Water and Sanitation	Youth	Total
Green (fully met/on-track)	7	5	4	8	2	26 (81%)
Yellow (Partially met)	1	2	1	2	0	6 (19%)
Red (off track)	0	0	0	0	0	0

Source: MINECOFIN, EDPRS 2009 Mini Budget Report

Since the Mini Budget period of 6 months was a relatively short period of time to implement some of the policy actions, a significant percentage of policy actions were only partially achieved. There are still a number of critical areas that need to be addressed in 2009/2010 fiscal year.

MDGs, along with low levels of corruption, contributed significantly to the effectiveness and efficiency of public service delivery. Access to basic social services including education, health care, water hygiene, and sanitation and road infrastructure have continued to improve.

**Table1C.** Summary of Governance Cluster EDPRS policy actions, 2009 Mini Budget

Score Level	PFM	JRLO	DCPETA	CBEP	Total
Green (fully met/on-track)	7	10	3	4	24 (71%)
Yellow (Partially met)	4	4	1	1	10 (29%)
Red (off track)	0	0	0	0	0

Source: MINECOFIN, EDPRS 2009 Mini Budget Report

However, in spite of the impressive progress in the country, it is still very vulnerable to external shocks and fiscal deficits. Rwanda, like many other developing countries, was also affected by the global Financial and Economic Crisis and negative effects were particularly observed in its export sector through low international commodity prices.

In 2009, the economic growth declined significantly from 11.2% recorded in 2008 to 5.5% (see Table 2 below). While the agriculture sector continued to perform well (10.4%) boosted by favorable weather conditions and Government' Green Revolution Program, the Industry (1.1%) and services (4.3%) sectors performed badly due to the fall in global demand and tightened credit conditions in the banking system.

**Table 2:** Rwanda Economic Performance ( %)

	2005	2006	2007	2008	2009 estim.
Real GDP	9.4	9.2	5.5	11.2	5.5
Agriculture	6.0	3.0	2.7	8.7	10.4
Industry	9.0	12.0	9.1	16.3	1.1
Services	12.0	13.0	7.3	11.5	4.3

*Source: MINECOFIN, Macroeconomic Unit*

However, inflation has significantly declined from 22.3% in December 2008 to 5.74% in December 2009, backed particularly by good performance in food production, decline in worldwide consumer goods' prices and the stable exchange rate.

Despite the negative effect of the global economic recession on the external sector, Rwanda managed to record a positive balance of payments of USD 57.05 million by the end of 2009, thanks to relatively important foreign capital inflows, which keep a comfortable external position with gross official reserves representing 6.2 months of imports of goods and services.

Despite the impact of the global economic crisis, the Government of Rwanda has embarked on a number of critical reforms to strengthen the business environment.

Rwanda is ranked as one of the 2010 "doing business" top reformers (rising from 143 to 67) and has introduced reforms in 7 out of the 10 categories of the World Bank's business indicators.

Participation in regional integration remains a priority for the Government. The strategic partnership with the East African Community (EAC) aims not only at creating new business opportunities, but at identifying avenues for the transfer of knowledge and ideas, thereby contributing to a sustainable economic development. On July 1st 2009, Rwanda joined the EAC customs union, a second milestone in Rwanda's full integration into EAC, while paving the way for the monetary union and the political federation in the coming years. The admission of Rwanda into the Commonwealth in December 2009 as its 54th member is expected to strengthen economic, trade and political ties with the other member states.

It is important to underline the efforts to develop and sustain an accountable state in Rwanda. This is done through the annual national leadership dialogue and the signature of performance contracts between the Head of State and the district mayors, Rwanda has built a unique accountability compact between leaders and citizens. The "imihigo" (performance contracts) has been fully integrated within the EDPRS institutional framework.

Efforts towards promoting women's rights and gender equality are on the right course. By using quotas to support gender equality in Parliament has not only enabled more representative leadership in Rwanda, but it has also triggered a positive mindset that should lead to more effective leadership and increase the chances for sustainable peace. Rwanda is now producing budget performance statements that include gender statements to foster gender responsive budgets.

### Policy response (by sector)

#### Education:

The Ministry of Education is working to ensure attainment of the Government of Rwanda policy of universal primary education by 2010 and Education for

all by 2015, as outlined in the MDGs and the Dakar agreements. The Government has implemented a policy of fee-free primary education in which school fees have been abolished. School feeding and bursaries system have also been implemented.

Unlike in the other countries where free schooling is restricted to primary level, Rwanda provides six years of primary education and three years of post-primary education, where students undertake a common-core syllabus, equivalent of junior secondary.

This means that anybody who has completed nine years of the basic education programme will have acquired academic, technical and life skills. Leavers can then proceed for high school education or join professional training centers where they can train for one year in any technical field like mechanics, electricity, plumbing or carpentry.

The nine-year free basic education is to be implemented within the poverty reduction framework and seeks to expand access to basic education and training to all children. Thus Rwanda's case provides an excellent

experiment of what countries can do to provide children with universal basic education. It fits within the new thinking in education where countries are being urged to provide basic education that goes beyond primary level.

The Government's response to some of the challenges associated with a high drop-out rate (14.6%) and repetition rate (15.8%) in primary education has focused on the provision of additional qualified teachers.

The quality of education challenge should be dealt with a more holistic way by developing appropriate policies for the education sector beyond the teacher management and development policy.

In Rwanda, the Education Sector Policy recognizes that the promotion of science and technology in education with special attention to ICT remains at the core of the Strategic Plan for achieving the human development objectives set out in Vision 2020 and the EDPRS. The ICT in education policy statement is designed to help realize the national ICT-led development vision by guiding the process of deploying and leveraging ICT throughout the education sector.



### **Energy:**

The current constraints of the energy sector in providing affordable power calls for increased generation capacity. A number of initiatives such as the construction of micro-hydro stations across the country should enable and facilitate the provision of power to rural areas in a more efficient and cost-effective way. Alternative sources and private participation are currently being explored.

The Ministry of Infrastructure (MININFRA) has signed a contract with an Independent Power Producer (Contour Global) for the generation of 100 MW of electricity from the Methane.

### **Water:**

Local water supply is of critical importance at the decentralized levels. There is the need for increased efficiency in operations with emphasis on sanitation initiatives.

Three district water resource master plans have been completed as planned and the construction of 490 km of new water supply systems has also been fully realized.

### **Health:**

The health sector has registered a number of positive improvements in service delivery. However resources available for the sector are still below the required, and need to be scaled up to address the MDGs in a meaningful way.

The Ministry of Health has laid down the following major policy objectives for the health sector:

- ❑ to improve the availability of human resources,
- ❑ to improve the availability of quality drugs, vaccines and consumables,
- ❑ to expand geographical accessibility to health services,
- ❑ to improve the financial accessibility to health services,

- ❑ to improve the quality of and demand for services in the control of disease,
- ❑ to strengthen national referral hospitals and research and treatment institutions, and
- ❑ to reinforce institutional capacity.

### **Agriculture:**

Increasing agriculture productivity will have to address some of the constraints of the agriculture sector: limited arable land and small plot size, climate vulnerabilities causing erosion, acidification and water scarcity, and the lack of quality seeds, storage facilities and new technology. The main avenues for improvement include: better irrigation and water management, control of soil erosion, increased use of improved seeds and increased use of fertilizers. In addition to this, there is a strong focus on development of markets (local and for export), private sector businesses and value chain linkages.

The seed policy with its five year costed action plan has been adopted and an evaluation study of the implementation of the 'One Cow per Household' has also been completed.

### **Rwanda's MDG Progress**

Rwanda has made impressive efforts at achieving several MDGs, overcoming major setbacks in the aftermath of the genocide in 1994. This progress has been due to political commitment at the highest level, and international support for well designed and executed national scale programmes.

Today, primary enrolment rates are 97 percent, largely due to the government's decision to make primary education free and mandatory, backed by donor support and sensitization to encourage sending children to school.

The gender equality in primary and secondary education target has already been met, together with other milestones; women's participation in parliament is now more than 50 percent (56% in 2008), the highest in the world.

Similar high-level political leadership has led to HIV prevalence rates falling from 13 percent (2000) to 3 percent (2006).

Malaria fatalities have reduced from 9.3 percent (2001) to 2.9 percent (2006) through a deliberate strategy of universal distribution of insecticide treated bed nets, and modern treatment based on artemisinin combination therapy.

Access to water source rate improved to 73% compared to 64% in 2000. The MDG7 target of 82% is attainable by 2015.

### Challenges

At the midpoint of the MDGs, Rwanda continues to face critical challenges. Despite high economic growth, poverty rates have not fallen proportionately, declining only by 4 percentage points, from 60 percent (2000) to 56.9 percent (2006). *Achieving MDG 1 will require a focus on increasing rural incomes and agricultural output.*

Despite recent progress, child mortality rate (103 per 1000; Mini DHS 2008) remains a challenge. Similarly high maternal mortality rates (750 per 100,000 births) point to the need for greater investment

in trained health staff and equipment at health facilities, with the need to encourage institutionalized births in rural areas.

One of the biggest challenges facing Rwanda is the insufficient investment in infrastructure for energy, water and sanitation, and transportation.

The combined pressures of agricultural production, high population, economic expansion and rising energy needs are increasing the environmental stress in Rwanda.

Rwanda needs to strengthen its capacity to deliver the necessary services and attract adequate financing for scaling up.



### Opportunities

The Government of Rwanda has made achieving the MDGs central to its policy framework, as defined in the EDPRS 2008-2012.

The Government has prioritized infrastructure and agriculture, recognizing that these sectors require greater investment.

In addition, the government has launched a major effort to scale up MDG interventions through the Vision 2020 Umurenge Programme.

Donor confidence in Rwanda is high; official development assistance stands at approximately \$67 per capita, which is higher than the average for the

region, but below the \$85 per capita promised under the Gleneagles commitments.

This offers an opportunity for the international system to strengthen its support for the Government under the MDG Africa Steering and Working Group processes.

Specific investment opportunities exist in the areas of modern inputs for increasing agricultural production; small scale water management, access to energy and roads, improved environmental sustainability, and scaling up basic health care, including family planning services.

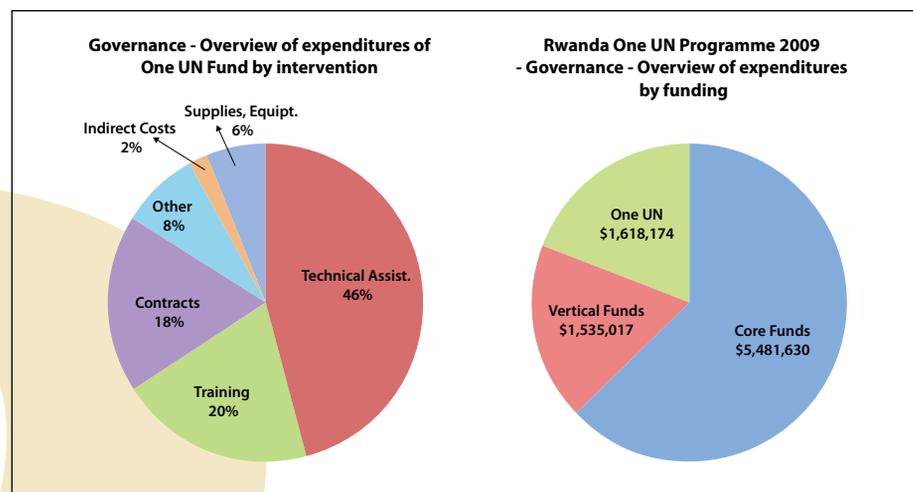
*The successes in the areas of education, gender and HIV and malaria control offer a strong foundation for donors to scale up support to achieve the other MDGs.*



# Chapter 2

## Summary of Results and Achievements Per UNDAF Result

### Part 1: UNDAF Result on Governance



### Summary of Significant National Achievements

Post genocide, reconciliation and economic development processes in Rwanda have been anchored on a fundamental change in governance. Rwanda has made significant progress in its peace-building efforts, reconciliation, restoration of law and order, and democratization. Through legal reforms, rule of law has been strengthened and institutions such as the Supreme Court, the National Human Rights Commission, the National Unity and Reconciliation Commission (NURC) and the Rwanda Governance Advisory Council have been established. Indeed the government is strongly committed to rebuilding national capacity for good governance through institutional capacity building, law and order; public sector reform and decentralization; and anti-corruption and mutual accountability measures and processes.

The government of Rwanda has shown its commitment to achieve political, social, and economic transformation with regards to gender equality and women's empowerment through strategic and structural interventions. In terms of implementing political commitments, 2009 highlights included the finalization of the National Gender Policy and its Strategic Plan as well as the National Action Plan on UN Security Resolution 1325. MIGEPROF in collaboration with the National Women's Council supported by the United Nations conducted a nation-wide sensitization campaign on laws (GBV law, land law and labor law) fundamental to promoting gender equality during the 16 Days of Activism Campaign against Violence.

In September 2009, the law on the Prevention and Punishment of sexual and Gender Based Violence (SGBV) was passed and the national policy on SGBV as well as the Integrated Child Policy are currently being developed and will be finalized in 2010. Furthermore, an assessment of the impact of the Beijing Declaration and Platform for Action after 15 years concluded that Rwanda achieved and made remarkable progress in the areas of Gender Equality and Women Empowerment. Additionally, significant progress has been made at the National Level with regards to decentralization, accountability and transparency initiatives, as well as in the area of people's participation in democratic governance processes and structures both at the national and decentralized levels.

Under UN support, the National Institute of Statistics of Rwanda (NISR) delivered important statistical

information from the completed surveys including the National Agriculture Survey and the District Baseline Survey. NISR continued the timely production of routine statistics including the Consumer Price Index, Trade Statistics, and the Producer Price Index. NISR finalized the formulation of the NSDS which will be the National Statistical System (NSS) and NISR's Master Plan for future interventions.

### UN Specific Contribution

On access to justice, the UN has continued its support in the areas of human and institutional capacity building of the judiciary. Since 2009 the JRLOS SWAp is being implemented and the UN is fully supporting this through active participation in the implementing organs of the SWAp and JRLOS strategy. With the overall aim of improving access to justice the UN has also supported the Rwanda National Police in the development and implementation of their community policing approach which aims at bringing communities and police closer together. As part of this initiative the UN is specifically targeting the Rwanda National Police-RNP's women network both to enhance participation of women in law enforcement as well as in training RNP in general in the appropriate response and handling of GBV cases. 2009 also saw significant UN technical and financial support to the National Human Rights Commission (NHRC) in the area of training and the establishment of information management systems which reduced significantly the number of days taken to process newly reported cases. In addition, support was equally provided to strengthen the National Observatory on Child Rights. And finally, the UN has continued its support to the justice sector

### Contribution

- ❑ In partnership with ASF, 160 judicial police officers and 142 lawyers were trained on children's rights and GBV
- ❑ In partnership with the RDF, 30 anti-GBV clubs, one in each district, have been created and the plan is to convert them into cooperatives to successfully address economic hardships faced by women at local levels
- ❑ During Child Legal Aid Week, organised by MINIJUST, the UN and other relevant justice stakeholders, 661 pending cases of children in conflict with the law have been treated
- ❑ Partnership and funding of Ingando (peace-camps) which provide a forum for students to debate issues relating to peace, national development, unity and reconciliation.

## ▶ Building a bridge to better government

Syldio is a farmer in Gicumbi District, who until recently had no way of selling his crops to neighboring districts, because of poor area roads.

Then the United Nations' Delivering as One UN Reform used the combined strengths of UN agencies to form a more cohesive and coherent effort in Gicumbi. As part of the programme, they now work with local leaders to decentralize the government and bring sustainable, community-led improvement to local citizens.



*Because of poor area roads, Syldio had no way of selling his crops to neighboring districts.*

These local government improvement efforts are led by the United Nations Capital Development Fund (UNCDF), through the governance agenda, offers a combination of capital investment and capacity building to address specific needs, including food security, peace building, democratization, gender and evidence-based planning and budgeting and public expenditure management.

All of these important reforms help the Rwandan population in addressing its most pressing needs. A better government in Gicumbi has led to better infrastructure. Now farmers like Syldio have a bridge that connects his village to nearby communities, so that he can sell his crops and improve his quality of life.

"Now people with small businesses can actually transfer their business into a neighboring district, and improve commerce for both themselves, and their community," Syldio says. "Moreover, government authorities like the police can also use the bridge."

The UN works to strengthen local government institutions by training officials, as well as providing basic equipment for groups such as the police who use the bridge to improve law enforcement. And in the spirit of the Delivering as One UN Reform, other agencies are working together to help the government understand the needs of its citizens. UNDP and UNICEF support the National Institute of Statistics to make them available to officials so they can participate in evidence-based planning. This kind

of planning focuses on the specific needs of the community, such as the bridge built in Gicumbi, which served not only commerce and police, but education as well.

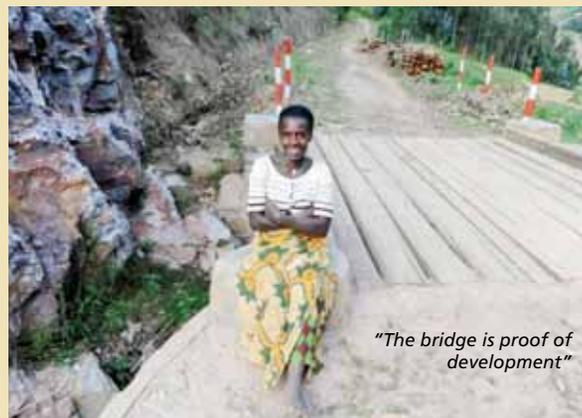
"Before the bridge, we also had huge difficulties because of the rain," Syldio says. "Parents actually had to accompany their children to cross this river to make sure they could get to school."

Besides basic public infrastructures, this community development programme, established in the Districts of Gicumbi and Rulindo, promotes decentralisation and local development initiatives by supporting participative, transparent, equitable and efficient local administrations benefiting to more than 700,000 people currently living in the regions. To make sure the programme is sustainable; UNCDF even trains local leaders and trainers—so that there is always a reservoir of available talent and knowledge to keep good governance in place.

Through institutional reforms such as these, real change—change that can be seen and touched—has come to Syldio's village.

"The bridge is proof of development," he says. "I have radical terraces on my farm, which technicians helped me build, and the only way they could come and help was by using this bridge. It's such a perfect example of development, because the bridge was built first."

In this and other improvements, the added infrastructure has not only provided a bridge from Syldio to more customers. It has also provided a bridge between Gicumbi's residents and its government.



*"The bridge is proof of development"*

in the area of legal aid through financing of the establishment of additional Access to Justice Bureau's (AJB) while actively facilitating the development of a framework for promoting effective partnerships and collaboration between civil society and the JRLO sector.

The UN was active in providing technical and advisory services to the Government in the area of decentralization, accountability, transparency and people's participation in democratic governance. With UN support, the Ministry of Local Government assessed 30 districts on their effectiveness and efficiency in service delivery. The capacities of Local Governments were built in Nyagatare Gicumbi and Rulindo Districts and 32 public institutions successfully completed their functional review in 2009.

The UN contributed towards ensuring that the performance evaluation and relevant manual for human resources were developed and used by the line Ministries with the adoption of a performance appraisal system within the MIFOTRA. The UN supported the Government in better utilisation of participatory methods for service delivery assessment such as the client charters. Additionally, Police officers and local leaders received training on anti-corruption, the legal framework as well as on judicial procedures and processes. This resulted in a more empowered Office of the Ombudsman and a fully operational complaints mechanism.

The UN continues to play a pivotal role in aid coordination and management, supporting the Government of Rwanda in better harmonizing donor's interventions and strengthening the coordination framework under the leadership of the Ministry of Finance and Economic Planning. The aid effectiveness agenda has been broadened since the Accra High Level Meeting held in September 2008 calling for more responsive programming in light of the new aid environment. Under this aegis, the Government of Rwanda and UNDP became the founding members of the International Aid Transparency Initiative (IATI) and jointly organised and hosted the first IATI workshop for African countries in 2009.

With specific reference to increasing people's participation in democratic governance processes and structures at

national and decentralized levels, the UN system has devoted its attention to the electoral cycle and in particular the elaboration of the electoral list software, to be used for the 2010 Presidential Elections. In 2009, support was given to the National Electoral Commission to conduct several training activities on election preparation and management as well as on Civic and Voter Education in advance of the upcoming elections.

The UN provided financial and technical support to government counterparts and civil society to facilitate and ensure the priority and visibility of children issues in political dialogue as well as in the planning processes in line with the EDPRS. This resulted in the 5th Annual Children Summit and the hosting of the Pediatric Conference which brought together 450 children delegates from all 30 districts of Rwanda and from Kenya and Tanzania- contributing to gaining commitment of the President of Rwanda towards the establishment of the Children's Commission.

### Equality

In 2009, the UN and the Government of Rwanda concluded a programme to support the implementation of the National Microfinance Strategy. The Programme aims at improving productivity and enhancing market access for small and medium scale producers and micro-enterprises.

Under Gender Equality, the UN built the capacity of key development actors for gender-based policy analysis and planning, and monitoring and evaluation of women's organizations in the area of women's political empowerment as well as in strengthening public, private and CSO partnerships for women's economic empowerment. The government of Rwanda has shown its commitment to achieve political, social, and economic transformation with regards to gender equality and women's empowerment through strategic and structural interventions. As stated earlier, 2009 witnessed the implementation of some political commitments by the Government including, the finalization of the National Gender Policy and its Strategic Plan as well as the National Action Plan on UN Security Resolution 1325.

Furthermore, the Gender Monitoring Office (GMO) was established showing progress in the area of accountability for equality in all sectors. The GMO conducted an assessment of the gender responsiveness of sectors in the implementation of the Economic Development and Poverty Reduction Strategy Paper. This resulted in a more gender sensitive 2009 budget statement and the budget with more resources allocated to social sectors, like agriculture, where majority of women in Rwanda are actively engaged. Budget and planning officers both at the central and decentralized levels received training on GRB and Gender Mainstreaming with UN support.

UN support to the joint GBV Programme resulted in the establishment of decentralized GBV/Child protection Committees from Imidugudu (village) level to District levels. In order to strengthen an integrated response and treatment to victims/survivors of Child, Domestic and Gender Based Violence, a “One-Stop Center” was established at the Kacyiru Police Hospital in Kigali providing medical, psychological and legal services to boys, girls, men and women.

It is important to mention that a Gender Subgroup was established under the Governance Theme Group to ensure harmonized implementation of Gender Equality Results. This led to a more coherent and effective coordination of UN-wide policy advisory support to on-going Government initiatives resulting in the above achievements.

The National Institute of Statistics, NISR played a significant role in the development of relevant tools and databases as well as the production of statistical data for effective policy making. There was marked improvement in the quality of data produced due to the enhanced technical capacity of staff and the advisory and technical support from the UN and development partners. The UN provided significant technical advisory and financial support to the development of DevInfo and IMIS .The UN supported the rebasing of the Consumer and Producer Price Indices; the National Agriculture Survey Results; GDP and National Accounts; as well as development of the civil registration system among others.

## Key Challenges

The Justice Sector faces challenges including low capacities, weak, infrastructure and institutional capacities which impedes institutions’ ability to perform their mandates in the delivery of services. In the JRLO sector in particular the main challenge remains the collaboration of the sector as a whole. The Justice Sector SWAp is a new approach and institutions are still learning on how to share information and communicate effectively. However, the Government of Rwanda is very committed to achieving its development goals as set out in the Vision 2020 and the EDPRS and this certainly provides a favorable environment for the interventions of the UN.

Rwanda has made remarkable progress on Gender Equality and is one of the leading countries with a critical mass of women in leadership and decision making. Despite the progress there is still a visible lack of capacity in policy analysis and effective gender mainstreaming at the decentralized levels. The lack of implementation as well as dissemination of laws and policies to primary stake- and right-holders at the decentralized levels poses a significant challenge for the upcoming year. The UN will continue to partner with Government in support of its initiatives by supporting the Gender Machinery to develop and utilize the necessary tools to manage gender mainstreaming at all levels and to address gender inequalities that are structurally ingrained in society.

Finally, the NISR faces both human and institutional capacity constraints. Consequently, there is still need for the UN and other partners to continue supporting NISR in strengthening its capacity.

## Key Priorities for 2010

The UN will continue its interventions in the areas as outlined in the Common Operational Document-COD. Particularly, Legal Aid mechanisms need to be further strengthened and efforts must be undertaken to make access to justice more affordable. The UNCT will also continue its technical and financial support to the National Human Rights Commission-NHRC to increase sensitization on Human Rights and Gender rights issues.

Overall, the programme for the Rule of Law Outcome will continue in the same direction in 2010 as it had in 2009.

For 2010 the Gender Subgroup within the Governance Theme Group, in close coordination with its national partners has identified four main joint interventions, namely:

- ❑ Gender based Violence;
- ❑ Gender Responsive Budgeting;
- ❑ Developing the gender equality programming capacity for parliamentarians; and
- ❑ supporting the National Gender Machinery. The UN is committed to support capacity development of national counterparts such as the Ministry of Gender and Family Promotion, the Gender Monitoring Office, the Gender Cluster and others in the area of policy analysis formulation, monitoring and evaluation, accountability and gender-disaggregated data collection and coordination.

Additionally, the UN will ensure that major emphasis will be placed on the protection of the most vulnerable groups, including women and girls.

Governance is about processes, not simply about goals. In 2010 the UN system will continue to provide the relevant technical, financial and policy advisory support services to the various governance institutions and civil society with the objective of strengthening their capacity to perform their specific functions and mandates. Finally, the UN will play a key role in support of the Government's preparations for the conduct of the upcoming Presidential Elections scheduled for August 2010 by providing the necessary technical and advisory support to National Electoral Commission and other key electoral stakeholders.



## Part 2a: UNDAF Result on HIV and AIDS

### Summary of Significant National Achievements

#### Studies Conducted in 2009

- ❑ The study on HIV and men who have sex with men;
- ❑ A National evaluation of the effectiveness of the PMTCT programme;
- ❑ Situation analysis of access to HIV care and treatment for HIV infected adolescents;
- ❑ Evaluation of the environment of care for HIV infected and affected children in Rwanda;
- ❑ A KAP-Male Circumcision Study and the BSS survey were launched and will continue throughout 2010;
- ❑ A mapping study of sex workers implementers and a guide for scaling-up.

The EDPRS provides the framework for multi-sectoral action on HIV and AIDS. During the reporting year, the UNDAF Result on HIV focused on addressing the policy framework and advocacy, in addition to an intensive move to establish measures to mitigate against the disease.

In 2009, a new HIV and AIDS National Strategic Plan (NSP) 2009-12 was developed in partnership with the UN, using highly participatory and gender-responsive methods. The NSP is fully owned by the Government of

#### HIV Prevalence 15-49 yrs (2005)

General - 3.0%

Urban - 7.3%

Rural - 2.2%

Women - 3.6%

Men - 2.3

#### At Risk Population

- ❑ HIV sero-discordant couples;
- ❑ sex workers;
- ❑ men who have sex with men;
- ❑ truck drivers and prisoners.

Rwanda and will receive funding support of about USD 389 million from the Global Fund. It is important to note that the rights of children have been mainstreamed into the NSP.

Another key achievement under this UNDAF Result area was the adoption and enforcement of the task shifting policy by the Ministry of Health policy that allows nurses and other cadres to perform some tasks usually undertaken by doctors, this helps to meet the challenges of inadequate human resources. Under the direction of the Ministry, the task shifting plans, tool and tools were developed and disseminated and concurrent plans are under way to accelerate implementation in 2010. The availability of these tools should have a significant impact on early access to ART and quality of follow-up for HIV infected children and parents at decentralized levels, where physicians are scarce. Modelling of the implementation of the national OVC policy using the HIV/AIDS entry point was undertaken through local organizations (BAMPOREZE, APESEK and UYISENGA N'IMANZI associations, and Partners in Health) to build evidence for scale-up. District health workers and community health agents were also been trained by "Partners in Health" organization to provide comprehensive health services to the most vulnerable children in Kayonza and Kirehe districts. The UN also supported HIV drug resistance (HIVDR) threshold survey in five (5) sites.

The most recent sentinel surveillance of pregnant women attending antenatal clinics in 2007 found that HIV prevalence among pregnant women was 4.3%, with significantly higher HIV prevalence in urban than in rural areas. The percentage of young pregnant women who are HIV infected remains very high, particularly among teenagers in Kigali.

In terms of behavioural change, recent data (BSS, CAP studies) show both positive and negative changes, with some sources reporting increased rates of systematic condom use and others indicate an increase in the percentage of young people having more than one sex partner. In addition, Rwanda effectively piloted the mother-to-baby pack as an innovative approach for delivery of PMTCT commodities.

CNLS, with support from several UN agencies, facilitated the integration of HIV activities into the strategic and operational plans of various sectors of the EDPRS. In particular, HIV was mainstreamed into the National School Health Guide and into the operational plan for the education sector.

Rwanda is on track toward universal access to HIV testing and to ARV prophylaxis for pregnant women and children in need. In 2009, around 75% of pregnant women attending ante-natal clinics were tested for HIV and 8,209 HIV-infected women received ARV prophylaxis for PMTCT. Most importantly, about two-thirds of eligible pregnant women received HAART during pregnancy. During the same year, about 70% TBC of HIV infected children received ART.

TRACPlus was supported to revise the national PMTCT guidelines within the national prevention technical working group. Financial and technical assistance was provided to conduct a unit cost exercise for the national PMTCT as well as Pediatric HIV care and treatment programs. The findings from this exercise will be available in the first trimester of 2010 and will guide the development of an accelerated plan with budget for both programs. Furthermore, technical assistance was equally provided to complete the quantification

exercise for 2009-2010 PMTCT commodities and an evaluation of the HIV supply chain in 20 PMTCT sites was completed in 2009.

In addition, a national research conference and the 5th National Paediatric Conference on children and HIV were successfully conducted with the UN as lead partner; the conferences provided a platform for sharing national HIV strategic information. A national assessment of the HIV M&E system was carried out and key M&E documents were developed and validated at country level with technical support from UN agencies.

Finally, in collaboration with the Imbutu Foundation, the family package to PMTCT was further extended from 5 to 7 sites.

### UN-Specific Contribution

In 2009, the UN jointly supported the World AIDS Day Campaign that successfully took place throughout the country. The theme of the awareness campaign was: *“Condoms as a means of dual protection. Let’s talk about it, let’s access it, let’s use it; a fundamental right for all”*. As part of UN Cares, the UN organized a family day on HIV for UN staff and their families. About 61,000 male condoms and about 3,200 female condoms were distributed among UN agencies.

Notably in 2009 was the launch in August 2009 of the One UN Joint Youth Program. The aim of the program is to support the Ministry of Youth with the coordination of an effective HIV prevention response among the youth and improve access to youth friendly HIV prevention services.

### Highlights

- ❑ Parent-to-parent and parent-to-child dialogue reaching 2,700 young people and 240 families;
- ❑ Peer-education and anti-AIDs clubs reaching over 12,000 students in 30 Secondary Schools in 3 districts (Musanze, Burera and Gakenke);
- ❑ Newsletter on HIV prevention;
- ❑ Sports, culture, acrobatics, literacy, and anti-AIDs clubs in Musanze. The Rwanda National Youth Council (RNYC) was supported to manage three Youth Friendly Centers (Rubavu, Bugesera, and Kabuga) reaching 30,000 youth with HIV prevention.



## Stopping HIV

### Giving priority to the needs of Youth

Twenty-year-old Grace raises at 3 am most mornings to study quietly for a few hours before breakfast. After breakfast, she walks a mile to the Youth Centre to attend classes in science and math. Judging from the equations that fill the blackboard, the classes are not easy.

"The reason I study very hard is to get a public scholarship," she said. "In my family, most of the women didn't go to school, and I want to be different. My mother and father are poor farmers with many children, so they can't support my education."

Grace came to stay with relatives in the bustling northern Rwanda town of Nyagatare so she could be closer to a place where she can study. Though she comes from a family of poor farmers, she has lofty ambitions. She's determined to get a scholarship to attend the university. Eventually she wants to become a doctor.

Getting there will not be easy. Her classes and the exams are in English, a language she is still struggling with. There are few textbooks and she doesn't have access to the Internet. And finding good science and math teachers in the area is problematic. "Sometimes they come, sometimes they don't," says Grace.



Some of such investments can be seen at the youth centre in Nyagatare, supported by UNFPA and UNICEF under the One UN Programme. While some young people, like Grace, are taking academic subjects, others are learning knitting, welding and beekeeping and honey production. In a gazebo behind the building, a group of girls are learning hairdressing skills as they plait each other's hair. In a nearby classroom a dozen or so girls are operating sewing machines. After graduating from a year of training, each girl will get a sewing machine. HIV prevention, care, advocacy and support is part of their training.

Ensuring HIV prevention and the sexual and reproductive health of young people is a critical area of government investment and UN support. HIV prevalence, as well as deaths from AIDS, are decreasing significantly. However, HIV, which during the period of war and genocide -- is still a big problem. In 2005, HIV prevalence was estimated at 3 per cent but few young people -- but only 7 per cent of men and 8 per cent of women, reported using condoms during their first sexual encounter.

At the youth centre, programmes encourage frank discussions about relationships, HIV sexuality and reproductive health issues. John, 23, started coming in April. "We were always having problems," he said, "but we were afraid to talk about them. Now we are sharing information with our friend— sometimes even with our parents." At the youth centre, he said, the conversation addresses behaviour, attitudes, rights and feelings. Youth have access to condoms as well and are taught how they can use it.

"Most of us come here because it's like a forum to share ideas", said Muzungu, a 22-year old. "When you're isolated you don't get any wisdom that can help you."

The UN provided both technical and financial support for capacity building resulting in the increase in numbers and availability of trainers on HIV and AIDS at the workplace. The ILO Code on HIV and AIDS in the World of Work which was translated into Kinyarwanda contributed significantly to strengthening the capacities of partners to set up and conduct HIV prevention activities at their workplaces. 4,940 booklets were distributed to workers, employer' organizations and NGOs involved in the implementation of HIV prevention activities.

Additionally, the UN supported a local NGO, Ihoreremunyarwanda to develop and implement a comprehensive HIV prevention package comprising educational and vocational training, VCT, referrals,



social mobilization and psychosocial counseling targeting 3300 sex workers and children in six districts

During 2009, condom accessibility and distribution among women living with HIV and AIDS was significantly improved within the organized cooperatives. Furthermore, based on the needs assessment conducted in 2008, a comprehensive condom program and strategic plan was developed as part of a systematic response to HIV prevention. 55 participants from health centres, districts pharmacies, and women cooperatives participated in the workshop on strengthening condom accessibility and distribution at community level. 19 peer-educators from women living with HIV were trained in correct condom use and continuing distribution among these cooperatives. 21 Kits (including learning materials) for condom use and distribution were produced and distributed among the trained peer educators.

The UN also supported the integration of Male Circumcision (MC) into the National policy on prevention. Consequently, the national KAP study on MC was launched in 2009 and the national document defining the norms and guidelines for Male Circumcision is currently available.

Technical and financial support was provided to the National Reference Laboratory (NRL) and TRACPlus to improve national capacities for early infant diagnosis of HIV through the construction of a new biomedical laboratory in Butare to house the second PCR machine in the country. Construction works are almost completed and the installation of the PCR machine is scheduled for 2010 with support from the Global Fund.

Finally, under this result area, the UN supported vulnerable women's networks and associations to access higher incomes, labour saving technologies and food security, through development of kitchen gardens and training in food, nutrition and agriculture.

### Partnerships

It is important to note that the overall coordination of the HIV Response in Rwanda is administered by the National AIDS Commission-CNLS in collaboration with

its decentralised structures at the district level through the (District AIDS Control Committee- CDLS.

Key partner ministries include the following: Ministry of Health/TRACPlus, Ministry of Education, Ministry of Youth, Ministry of Gender and Family Promotion, Ministry of Local Government, Ministry of Agriculture, and the Ministry of Justice.

Civil society organizations (CSOs), the mass media organizations, as well as the private sector are also active in the national response. In particular, the Network of People living with HIV, an umbrella CSO, brings together about 1,300 associations at the national level.

### Key Challenges

- ❑ Limited capacity of national counterparts, especially in planning and M&E. This situation is compounded by the high turnover of staff in national institutions and CSOs;
- ❑ Reaching MARPs with HIV prevention, because of barriers to working in some hard-to-reach or marginalized contexts and reaching the hard to reach with PMTCT and ART programmes; though overall coverage is high, around 70%, the missing ones may be the most difficult to attain;
- ❑ There is need to strengthen coordinating bodies (human resources) at national, district and EDPRS

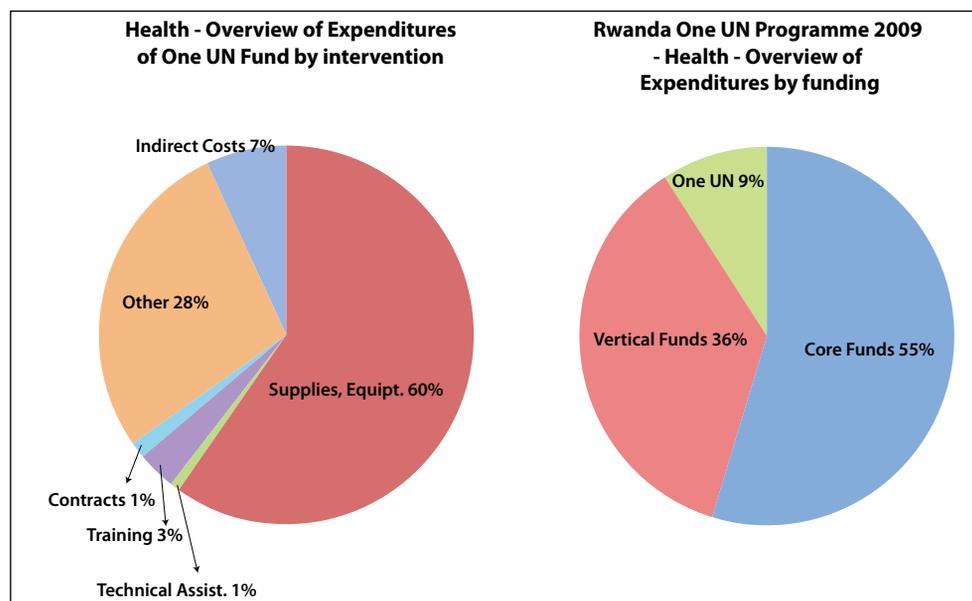
sectors for more effective mainstreaming and coordination of HIV activities, and to strengthen coordination of HIV prevention activities at national and district levels.

### Priorities for 2010

Several opportunities exist to build on this year's progress. These include but are not limited to the following:

- ❑ The new NSP 2009-12 will be funded for gaps by the Global Funds, meaning that Rwanda will have the financial means for implementation of this strategy;
- ❑ Availability of a result and evidence based NSP 2009-12 that will allow better alignment of partners (including umbrella organisations and districts) to national priorities;
- ❑ Since Rwanda joined the EAC and Commonwealth more opportunities for regional exchanges are open to partners;
- ❑ The High level commitment of HIV national bodies such as CNLS and TRACPlus and their ongoing institutional changes towards a better integration of the HIV response into the health sector;
- ❑ An evaluation of the Imbutu Foundation model is planned for 2010 and will inform future planning and scaling-up of the approach.

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



### Summary of Significant National Achievements

Nutrition, particularly child nutrition, received the highest political attention in 2009 with the first National Nutrition Summit, spearheaded by the UN. In addition, a Presidential Directive to develop a multi-faceted approach to eliminating malnutrition in Rwanda was issued. To implement the Emergency Plan to fight malnutrition, 1.1 million out of 1.3 million children under 5 were screened and 37,000 cases of severely malnourished children of the 106,000 children found to be moderately and severely malnourished were provided with treatment.

In 2009, the health sector continued to build on the gains made over the past 10 years. The Second Health Sector Strategic Plan (HSSP 2009-2012), which is fully aligned to the EDPRS, was finalized and adopted in June 2009. Its key objectives are to maximize preventative health measures and build the capacity for high quality and accessible health-care services for the entire population with the aim of reducing malnutrition, infant, child and maternal mortality, total fertility rate, and to control communicable diseases.

Maternal and child health remains a national priority. In 2009, maternal and child death audit programme at community and health facility level was launched. The innovation using mobile cellular technology, the Rapid SMS, will help to report maternal and child deaths in the community. The launch by government of the AU campaign on accelerated reduction of maternal mortality, further demonstrates the GoR's commitment to reduce maternal mortality. Also launched was the first ever Women's Health day. The introduction of the pneumococcal vaccine in the context of the Global Action Plan for Pneumonia was a key achievement to accelerate reduction of child mortality. Access to family planning increased to about 51% (HMIS estimate) as a result of the commitment to improve services through expansion of community health services.

The Government of Rwanda also made significant gains in malaria prevention. In 2009 the malaria early warning system and the mapping of epidemics by district were established. The aim is to ensure that at least 90% of the malaria epidemics are detected within two weeks and monitored. Mass media campaigns on protection against TB infection were conducted. This

was accompanied by activities to detect and diagnose clinical cases at community facility level, as well as diagnosis and treatment of multi-drug resistant cases.

The Government strengthened emergency preparedness and response capacity by establishing a strong coordination mechanism. The country has undergone preparedness and response to human pandemic influenza and other epidemics. Surveillance continued on neglected tropical diseases. Non-communicable diseases prevention has been prioritised by the sector. The strategy is to focus on risk factor surveillance and health promotion towards healthy lifestyles. A situation analysis is being undertaken by all partners to provide evidence base for strategic planning of human resources for health. This includes policy review.

### Advocacy Highlights

- ❑ Establishment of Kitchen Gardens by vulnerable households began as a means of integrating nutrition initiatives with other medical health concerns. Result: a multi-sectoral approach to managing malnutrition;
- ❑ Mother and Child Health Week biannual event provided treatment for 1.3 million children, 3 million school children and 48,000 post delivery women with critical interventions including vitamin A, family planning commodities and deworming agents.

Efforts to reduce financial barriers to access to health services have continued through review of the Rwanda Health Financing Systems including developing options for a universal coverage (Mutuelle de Santé). These should provide safety nets for the very poor and marginalised.

In March 2009, Rwanda signed the Global Compact for International Health Partnerships (IHP) and subsequently the Country Compact, further demonstrating national commitment to accelerate harmonization in the sector, and improve efficiency of development assistance to the sector towards meeting the health MDGs.

In 2009 various policies and strategies were adopted to provide the basis for programming in the sector. The MoH with the technical and Financial support of the UN and development partners produced 2 policies, 7 strategic plans, 5 norms and standards and 4 advocacy and knowledge management events in maternal health, accelerated child survival, nutrition, health financing and health information system..

Non-communicable diseases have, for a long time, remained low on the agenda of the MOH. However, during the reporting period, the MoH raised the focus on non-communicable diseases. In accordance with the EDPRS, the MoH sensitized partners and leveraged support from Development partners, and the UN, to conduct a baseline survey on non-communicable diseases among them mental health.

Behavioural change driven health promotion included the celebration of thematic days to create visibility and mobilize the people on key health interventions and linked to the already existing advocacy events such as the celebration of hygiene and sanitation week which promoted hand washing, food safety as well as promotion of water quality. Sensitization of the population on the prevention of Malaria and Home Based Management of Malaria (HBM) was accelerated.

The pre-programme assessment for the introduction of a community based family planning method was a significant milestone that will ensure a community driven family planning process for more community ownership. The MoH together with Development Partners focused on the implementation of Integrated Disease Surveillance and Response (IDSR) which, for some time, has been facing challenges.

### UN-Specific Contribution

The UN supported the Government to build capacity to implement integrated disease surveillance, including provision of surveillance tools, materials and equipment and focusing mainly on pandemic influenza (Avian Flu and H1N1) and EPI notifiable diseases.

## UN-Specific Support- Highlights

- ❑ Strengthening health-care services by providing equipment, skills to enable the provision of a complete and integrated package of health services;
- ❑ The MoH to institutionalize maternal deaths audit built capacity to conduct appropriate audits at facility level and community levels; integration on family planning services in all public health care services; and adoption of the strategy to establish secondary health posts are near Faith Based Health facilities that do not provide family planning services;
- ❑ Develop the Health Sector Monitoring and Evaluation Policy and its Strategic Plan, and to generate data for evidence based planning, costing and budgeting of specific interventions as well as to develop a harmonization manual for the health sector SWAP mechanism;
- ❑ Develop a proposal for the Mutual Health Insurance (MHI) reforms, to organize a regional consultative meeting on the role of the Performance Based Financing (PBF) and to train invoice verifiers at hospital level and Directors of mutual health insurance.

The Disaster Management Centre (DMC), co-chaired by the UN, ensured a coordination of the wider network of partners and line ministries dealing with disaster management. Within this framework, the UN supported the DMC to improve central and district level capacities for emergency preparedness and response (including for epidemics). In addition, training was organised for District DMTs, provision of emergency supplies and maintenance of replenished emergency stores for adequate and timely response. Additional support was provided for the development of the National Contingency Plan and the health specific Epidemic Emergency Preparedness and Response Plan and the conduct two National Rounds of Polio Campaign.

In 2009, the UN supported the GoR to improve water supply systems with the development of 10 protected springs in Butaro (3), Ruhunde (4), Rwerere (3) in Burera districts reaching about 100,000 people. Furthermore, support was provided for the introduction of the Community based Environmental Health Promotion programme which is an initiative that seeks to bring about a new systemic approach that will accelerate behaviour change for improved health practices.

Additionally, the UN equally provided financial and technical support to the MOH to develop materials for anti-tobacco sensitization and tobacco cessation. The MOH was also supported to conduct a study on Post traumatic syndrome disorders and co-morbidities study.

### Partnerships

Government commitment to develop, adopt and implement clear policies as well as evidence-based interventions in health at all levels, and the strong partnership within the health sector provided opportunities for programming in the sector.

Subsequent to the launch of the health sector SWAP in October 2007 during which leading development partners in the health sector including the UN signed the SWAp MoU, several initiatives have been developed to operationalize the SWAp. Particularly important is the development and deployment of the sector Joint Annual Work Plan (JAWP), which operationalizes a single sectoral plan and provides a framework for evidence based planning, as well as coordination and mapping of sectoral activities. It is also expected that this tool will facilitate and provide the basis for a single M&E Framework to lower the high transaction costs that are associated with evaluating multiple plans and projects in the sector.

With a new favourable policy environment, available strategic planning frameworks and more decentralized processes, opportunities continue to emerge especially through evidence generation of proven interventions and processes to support community based health practices for improved health promotion.

## Key Challenges

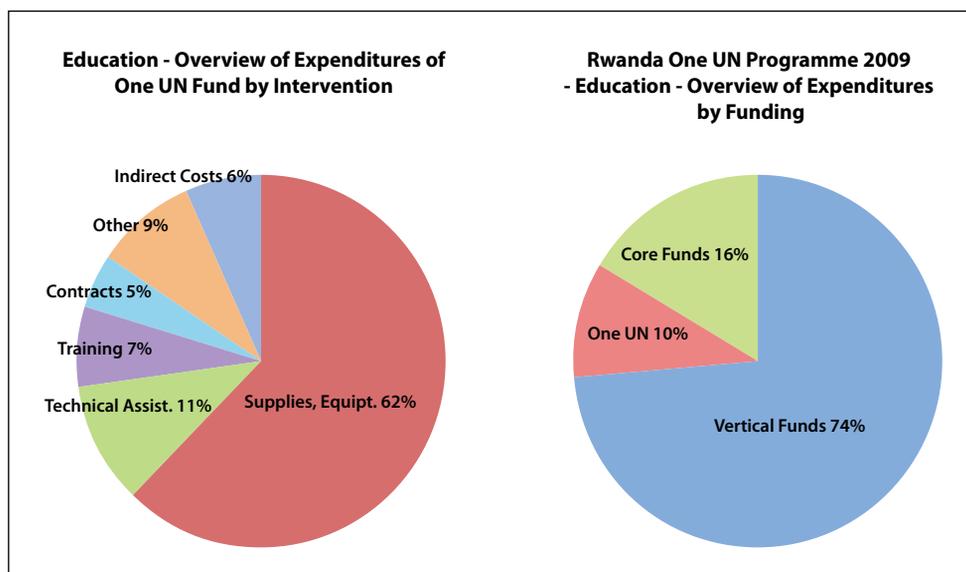
- ❑ Limited human resources at both central and decentralized levels, which has resulted in insufficient coordination capacity and weaknesses in quality of care;
- ❑ The change of the budget year and extensive civil service reforms introduced by the Ministry of Health;
- ❑ Competing priorities in the health sector with limited resources has affected the ability to equip health facilities for improved quality service delivery;
- ❑ Weak systems of data collection, analysis and reporting from decentralized levels (health facilities, household and communities).

## Priorities for 2010

- ❑ Support implementation of the Health Sector Strategic Plan (HSSP II) and other strategies and scale up plans for effective, meaningful and comprehensive coverage;
- ❑ Support efficient management of development assistance in the health sector through operationalization of the SWAP harmonization manual;
- ❑ Support MOH in knowledge lead in areas of the UN comparative advantage. More emphasis on downstream generation of evidence to provide evidence based policy dialogue;
- ❑ Forge stronger strategic partnerships and leverage resources for health.



## Part 3: UNDAF Result on Education



### Summary of Significant National Achievements

The Government of Rwanda (GoR) continued to make progress towards the Millennium Development Goals (MDGs) related to universal primary education and gender parity in enrolment at the primary level. Nearly all children of school age were enrolled in primary school with slightly more girls than boys accessing this level of education (Net Enrolment Rate was 94.2%: 95.1% (girls); 93.3% (boys)<sup>2</sup>).

The Ministry of Education (MINEDUC) began in earnest with implementation of its Nine Years Basic Education (9YBE) policy which aims to provide every child with a quality basic education from the beginning of primary school through to the end of lower secondary school. Early indications suggest that this has impacted significantly on transition rates to the lower secondary school level which could be as high as 90% - a vast improvement on the last recorded transition rate of 54.6% in 2007. The policy was also expected to impact significantly on completion rates which have been hovering at around 50% since 2006. Sensitisation programmes to encourage parents and local communities to send and keep their children, especially

girls, in school were also conducted which are believed to have impacted on retention rates.

MINEDUC also began with implementation of English as the medium of instruction from the primary through to the tertiary level. Training of teachers in English was prioritised and the Teacher Service Commission (TSC) used this training as an entry point for training on child-centred approaches in order to increase achievement.

In terms of the system the GoR was successful in attracting an additional \$35m for the Education Sector Strategic Plan (ESSP) from the Education for All Fast Track Initiative Catalytic Fund (FTI). To date Rwanda has received \$105m from this Fund. Progress was also made in terms of finalisation of key policies and strategic plans including those on girls' education and teacher development and development of draft plans and strategies on other key areas including Early Childhood Development (ECD).

### UN specific contribution

The UN worked towards increasing enrolment, particularly for girls and the most vulnerable children, including orphans, refugees and children in

<sup>2</sup> Unless otherwise stated all statistics are from MINEDUC

emergencies. It supported development in many areas but three worth particular mention are:

- ❑ Implementation of the 9YBE policy by increasing the number of adequate learning spaces. The UN supported the Government in design and implementation of its programme to construct over 3,000 additional classrooms and over 10,000 blocks of latrines in 765 9YBE schools. The standards used for these new constructions were based on the UN's Child Friendly School (CFS) construction guidelines and standards;
- ❑ Increased access to education for vulnerable groups of children, including refugees– The UN provided scholastic materials and uniforms to refugee children in camp based and urban areas and was able to support 1689 refugee children (53% girls) to access secondary education; and
- ❑ Uninterrupted access to education for all children affected by emergencies – The UN supported the two earthquake affected Districts of Rusizi and Nyamasheke to initiate construction works to rebuild and rehabilitate schools.

The UN sought to increase retention and completion rates for all children. It worked to improve quality, facilities and services in schools to ensure that more children would remain in and finish basic education. Three key results were:

- ❑ Enhanced capacity to implement quality standards – The UN supported the General Inspectorate of Education to train all school inspectors on the Quality Standards in Education for nursery, primary and secondary schools. All 765 9YBE schools were inspected according to the Standards which are based on the UN's CFS principles;
- ❑ Increased sustainable food security and improved nutrition for primary school children – The UN supported MINEDUC to begin the design of a school feeding and school gardening programme to enhance Government and community ownership. The UN provided children in 278 schools with a daily hot meal and supported 19 schools with school gardening; and

- ❑ Increased capacity for healthy living – The UN supported MINEDUC to develop a School Health Package based on the draft School Health Policy. The package aims to equip children and teachers with the skills to live healthily and focuses on six main areas:

- epidemics and infectious diseases;
- reproductive health and family planning;
- nutrition;
- hygiene and sanitation;
- sports and;
- mental health.

The UN aimed to improve achievement in key learning outcomes through improved teaching methodologies and raising capacity to meet the needs of pre-school aged children. Three important areas of UN intervention were:

- ❑ Support for curriculum revision to meet new global challenges e.g. finalization of teachers' guides and elaboration of student textbooks on entrepreneurship education;
- ❑ Finalisation of the teacher development and management strategic plan and equipping 40% of Teacher Training Colleges (TTCs) to be able to deliver a quality pre and in-service teacher training system in line with the teacher development policy; and
- ❑ Progress towards development of comprehensive ECD services for all 0-6 year olds through support to the near finalisation of the ECD policy and strategic plan and the development of a concept note on developing one ECD model site per District.

The UN supported the development of an effective education system in several ways. Already mentioned above was the additional financial support from the FTI – the UN supported the GoR's application for these Funds. Other areas of particular note were:

- ❑ Development of policy frameworks to ensure the education system caters for all children, including

girls and OVCs – this included support for the finalization of the Girls' Education strategic plan and successfully advocating for development of a national school feeding and school gardening programme;

- ❑ Raised awareness on the importance of girls' education through support to the First Lady's Awards for the best performing girls to encourage girls to perform well; and
- ❑ Development of the ESSP 2010-2015 as a document to attract external financing and ensure the Government maintains domestic financing which goes to the Sector.

### Partnerships

The UN continued to work with its main implementing partner MINEDUC and its agencies including the IGE, NCDC and TSC. The UN partnered with other Ministries including MINECOFIN, MINISANTE, MIGEPROF and MINICYOUTH and continued its partnerships with the decentralised levels especially Districts and at the school level with school administrators, parent teacher associations and children themselves.

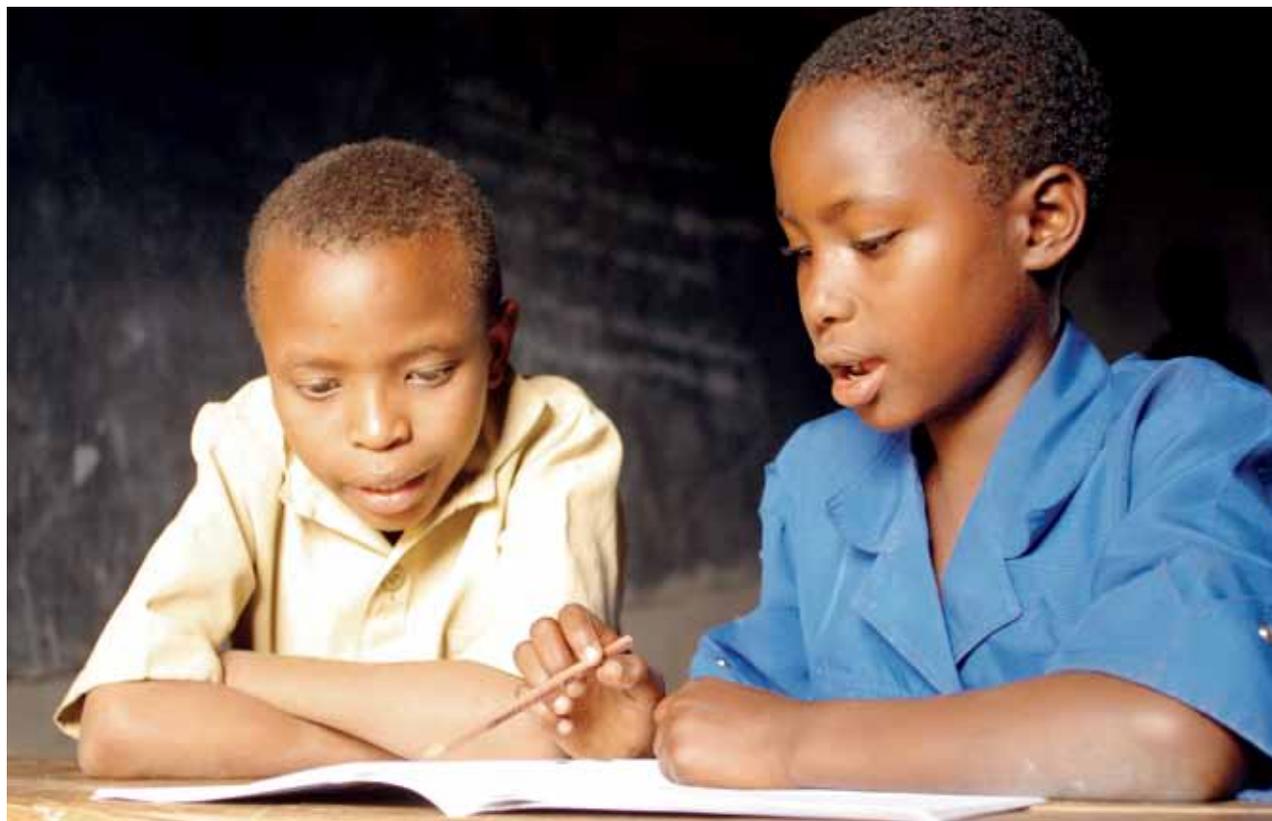
As the co-lead of the Education SWAp the UN strengthened its partnership with a range of bilateral and multilateral donors including DfID (UK), the World Bank, the AfDB, GTZ, BTC, JICA, USAID, CIDA and the Dutch Embassy. The UN led on behalf of the Development Partners to set up a high level Quality Implementation Working Group which it will co-chair with the IGE.

The UN continued to work with Civil Society Organizations (CSO) to deliver results and to build CSO capacity to influence policy formulation, implementation and monitoring and evaluation. The UN partnered with many CSOs including ADRA, FAWE, JRS, MVP, RTP, the Imbuto Foundation, SNV and VSO.

### Key challenges

Despite many successes the following were challenges which affected implementation:

- ❑ Low capacity among implementing partners - MINEDUC has fewer than 40 staff that are responsible for planning and delivery of the entire education system. Competing demands on staff time mean



## ▶ Feeding a Country's Hunger for Knowledge

### **Alloys, who says there is no food at his home to eat.**

Their stories are not unique at this Rwandan primary school, where 1,170 students come to class each morning—many of them hungry for knowledge, but also hungry for a warm meal. Almost every child in Rwanda enrolls in primary school, but nearly half drop out before the end of sixth grade.

The UN works with the government of Rwanda to scale up the “child-friendly” school model—a school which centers on learning, competency-based teaching and offers services to keep children in school. With clean water and motivated teachers, there are currently 54 models of CF schools in Rwanda, which have been recognized by the government as the gold standard for all schools in the country.

One of the first areas the UN decided to address was hunger. “If children have food in their stomach, they are better students. They can concentrate better,” says Jean Pierre Sinibagiwe, Headmaster of Murama Secondary School. “It is essential to provide food to students at school.”

One incentive that keeps students in school is the free meal of maize and beans that WFP provides every day. “I don’t eat the same food at home,” says 12-year-old David Isina. “What we eat here is better.”

David and Florence want to be teachers some day, and Alloys hopes to “build strong houses.” Together, the government of Rwanda and the UN hope to help Florence, Alloys, and other Rwandan children realize their dreams.

To make the school systems self-sustaining, the UN also helps the faculty and local communities raise pigs to generate income. They sell about six small pigs a month—each fetching a price of 8,000 Rwf (US\$15). The animals are not the community’s only chance to help sustain the school. The UN’s Food and Agricultural

Organization (FAO) provides agricultural programs to teach communities how to raise their own crops. Donated seeds provide additional vegetables to improve the diet of children, and in turn the communities.

Even if the students have enough food, there still must be a skilled teaching force to ensure their education is a quality one. In order to reach this goal, UNICEF supports teacher training, and UNESCO helps devise programs that will specifically cater to young girls’ interests and help keep them in school. This is especially important, because of the Rwandan children who completed their education in 2006, 37.9% were girls and 62.1% were boys.

UNICEF works with the Rwandan government to ensure “smartware” for schools, ranging from child-centered learning to the promise of clean water and sanitation. Through these efforts, the UN has overseen the construction of water and sanitation facilities in 76s primary schools and one refugee camp. To emphasize a future of sustainability, UN agencies have also organized meetings in 15 districts and communities where 200 people were trained on the duties and responsibilities of healthy school communities.

Hopefully Florence will continue to stay in school, because, as she says: “It is important to learn to become more intelligent, get a good job and become someone.”



that some activities cannot be implemented. The UN is working with Development Partners to support MINEDUC in development of a comprehensive sector capacity building plan to enhance institutional capacity. The UN supports all its implementing partners from the design and planning stage of projects through to execution and reporting stages;

- ❑ Use of Government procedures. The UN uses Government procedures in order to enhance Government ownership and contribute to the sustainability of national systems but this can lead to serious delays. The UN works closely with its partners at every stage to ensure compliance with national procedures in the most efficient way;
- ❑ Late approval by the GoR of some key policies and standards such as on OVC education, ECD and Teacher Development and Management – without these frameworks it is difficult to develop and implement sustainable programmes. The UN supports MINEDUC technically and financially to progress on these areas and advocates at the highest level to ensure these are given priority; and
- ❑ Lack of accurate, available and reliable data, particularly on the plight of OVC, children with SNE and girls – EMIS was due to be operational by September 2009 but by the end of 2009 the information from EMIS was still not available. The UN together with Development Partners is supporting MINEDUC with the roll-out of EMIS and will work with other institutions including the NISR to carry out necessary studies on the situation of vulnerable children.

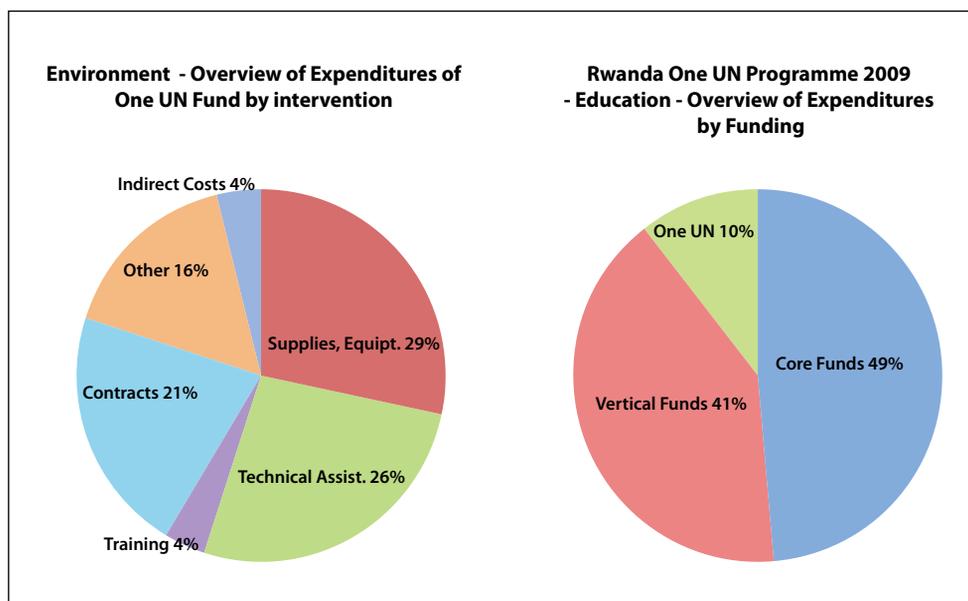
### Key priorities for 2010

1. On enrolment the UN will focus on achieving two main results namely:
  - successful implementation of the Government's 9YBE construction programme to ensure children have access to child friendly learning spaces; and
  - building sustainable partnerships to ensure that education for the most vulnerable groups

of children including refugees and children affected by emergencies continues unabated.

2. On retention the UN will focus on achieving two main results namely: 1) nationwide application of quality standards and norms to ensure children stay in school and 2) creation of model schools where the UN will partner with Districts to ensure schools have the full quality package (inclusiveness, gender sensitivity, good health and nutrition including school gardens and school feeding, quality teaching, good leadership and excellent community partnerships).
3. On achievement the UN will focus on achieving three main results namely:
  - a comprehensive curriculum review initiated and accompanying materials developed to ensure that children leave schools equipped with the skills needed for the future;
  - development of a Monitoring of Learning Achievement system to make sure that early literacy and numeracy skills are developed and evaluated; and
  - development of the framework to ensure that every District has at least one model ECD site.
4. On system the UN will focus on three main areas:
  - finalisation of a high quality ESSP which will be used to attract both internal and external resources for the sector;
  - development of policy and institutional frameworks to ensure the system delivers for the most vulnerable, this will include work to develop the school feeding and school gardening programme and support for Districts to cater for refugees; and
  - operationalisation of the NGO co-ordination network to ensure NGOs fully participate in the planning, implementation, monitoring and evaluation of the education sector.

## Part 4: UNDAF Result on Environment



### Summary of significant national achievements

Rwanda's economy and the livelihoods of her people are dependent on natural resources, which are increasingly under pressure from unsustainable use resulting in environment degradation. The main challenge is to utilize natural resources to promote economic growth while at the same time conserving natural resources and avoiding soil erosion, deforestation and environment degradation. Environmental conservation in Rwanda is impeded by inadequate and unclear long term strategies for environmental mainstreaming as well as inadequate capacity and a lack of a capacity development strategy within environmental institutions. Environmental disasters, including the degradation of ecosystems create an additional burden to Rwanda's economy as these may constitute significant challenges towards the achievement of the expected results as defined in the Economic Development and Poverty Reduction Strategy (EDPRS) and Vision 2020.

Consequently, the Government of Rwanda has established strategic environmental institutions including:

- (1) the Rwanda Environment and Management Authority (REMA); and

- (2) the Rwanda Development Board (RDB) whose mandates include ensuring environmental compliance, advocacy, environmental mainstreaming, cleaner production, biodiversity, strategic conservation and climate change assessments.

It is important to note that the Government rehabilitated degraded ecosystems during the reporting year. Similarly, national institutions in the management of natural and environmental resources effectively utilized environmental management tools and instruments such as environmental impact assessments and environmental mainstreaming guidelines. Most notable in 2009 was the publication of the first Rwanda State of the Environment Report (SoER, 2009). In addition, the demand for effective engagement on international environmental commitments led to increased financing for environmental protection from 0.2% of the total national public expenditure budget in 2003 to 1.8% in 2008 by the Government of Rwanda.

### UN Contribution to Achievements

The UN supports the Government of Rwanda in its efforts towards environmental and natural resources

management and sustainable land use. In this regard, the UN supported mainstreaming environment issues into the country's Economic Development and Poverty Reduction Strategy (EDPRS) and policy frameworks.

In 2009, the UN continued to support capacity building of national and local government institutions and communities for EDPRS implementation in the following areas:

- (1) environmentally friendly income generation activities, policy making for biodiversity of protected areas, and land management strategy for utilizing natural resources and enhancing productivity in an environmentally friendly way;
- 2) promotion of alternative energy sources that are economically viable and reduce usage of biomass; and
- 3) policy advisory in the development of Environmental Strategic policies and tools such as environmental impact assessments, policy on cleaner development mechanisms, etc.

The UN supported the Government to develop the Environment and Natural Resources (ENR) Sector Wide Approach (SWAp). The ENR SWAp serves as a collaborative mechanism bringing together all relevant national stakeholders and development partners to develop and coordinate a coherent support to environment programmes. Furthermore, the National Disaster Management policy was developed and approved by the Cabinet with significant UN technical and advisory support to the Department of Internal Security.

The National disaster management policy was developed and approved by the cabinet with UN support to the Department of Internal Security. The policy provides guidelines and strategies in the management and implementation of disaster management interventions.

- ❑ In addition to the above, the following are some of the significant contributions of the UN to the Government in the area of Environment and Natural Resource management in 2009:

- ❑ Financial and technical assistance to REMA to develop Environmental Impact Assessment (EIA) guidelines and policies;
- ❑ Advocacy support on environmental awareness through training of teachers in the Southern and Northern Provinces and the formation of environmental clubs in Nyabihu, Rutsiro and Rubavu districts;
- ❑ Support for the conduct of Needs Assessment for environmental mainstreaming within the national education curricula;
- ❑ Technical support to Government to conduct training on best carbonization practices for reduction of wood energy consumption, production and use of improved stoves resulting in the construction and distribution of 1500 wood stoves to vulnerable families in 6 districts. To this effect, 36 blacksmiths from 6 districts were trained on how to manufacture improved and alternative stoves;
- ❑ Support for the conduct of a study on employment creation through Labor Intensive approaches in partnership with MINECOFIN and MINALOC. The recommendations are intended to help District Planning Officers expand employment creation opportunities in the areas of infrastructural development and environmental conservation among other identified areas for vulnerable groups including women and youth;
- ❑ Comprehensive cost-benefit survey for all commercial structures in Gikondo-Nyabarongo wetland system to guide expropriation of Gikondo industrial park and surrounding areas has been conducted to avoid future environmental degradation;
- ❑ The UN provided technical support in the facilitation of public expenditure review, environment fiscal reviews and environmental impact assessments at the sector level and supported validation workshops which provided valuable inputs that were incorporated into environment and Joint sector review document that was submitted to MINICOFIN-UNEP/UNDP.

Furthermore, the UN supported the government in the establishment of a Statistical and geographical data tool "WISDOM" (Wood fuels Integrated Supply/Demand

## > Environmental awareness brings new light

Before the Sabyinyo Eco-Tourism Lodge came to the Kinigi Sector of Rwanda, Julienne Nyirasine's children often had to skip school to help the family take potatoes to the nearby market. But now money from the lodge, nestled near Volcanoes National Park, has funded roads that allow vehicles to pick up the market goods, and take children to school, instead. "After the lodge came in, we got a lot that we didn't have before," says Julienne.

The luxury lodge is part of an ongoing effort to help Rwandans reap the benefits of Ecotourism supported by the UN in partnership with Rwanda's Ministry of Lands, Environment, Forestry, Water and Natural Resources. Together they espouse the advantages of projects where residents can profit from the natural resources around them.

The infrastructure required to maintain the lodge has spread to the local community. Now water, housing, roads, bridges and schools are more abundant in the region. These tools have enabled Rwandans such as Julienne to get their crops and wares to local markets more efficiently and increase their business. "When we get money from our crops, first we pay medical insurance for all the children and for us. Anyone who gets sick can be treated, no problem," she says of the improvements. "We use the money also for clothes and for pens and notebooks. We also continue to buy seeds for crops."

The developments have also brought a new mindset to the region and expanded upon the popularity of sustainable growth. "Our children have to go to school, but when they go back home they also spend a small part of their day helping their parents, and as mothers we show children how we cultivate and go about our economic planning," says Julienne. "Our actual thought process has changed."

Not far from the lodge, the Mutobo Micro Hydro Power Rural Electrification Project has also made a difference in local lives. The project, which is supported by UNIDO, harnesses the power of local water sources to provide electricity to the region. "Villages around the stream are

very poor and they badly need electricity," says Yonas Ponaecre, manager of the Mutobo project. "People will use electricity for shops, salons, and other activities in schools and offices."

And just like in the Kinigi Sector, changing mindsets has also taken hold when it comes to the region's natural resources. "We teach people how to protect the environment, which they are very excited to do, because they know they get electricity from this water," says Yonas.

Consolée, a villager from Cimonyo, says access to electricity will improve her life in many ways. "Electricity can really help in the village, because we can boil water to keep ourselves healthy," she says. "We will also have electricity for places like hair salons, and then we'll have business." The electricity will especially benefit the children of Consolée and other residents.

"I'm a teacher and I don't have much time to tutor my children," she says. "But with electricity, as soon as I leave work and go home, I'll simply switch on my lights, and I'll be able to tutor my children after dark."

With the possibilities of alternative energy, new lights continue to shine not only in Consolée's house, but also in homes all over for Rwandans and their children.



Overview Mapping). "WISDOM" is a spatially-explicit planning tool for highlighting and determining wood fuel priority areas or "wood fuel hot spots", related to consumption patterns and supply-demand condition for wood energy.

The development and publication of the first Rwanda State of the Environment Report (SoER, 2009) by the Government was accomplished with support from the UN. The state of the environment report provides information and knowledge on the status of the

environment and serves as a reference document for policy makers on improving environmental performance.

It also establishes evidence based data for monitoring the implementation of the environment priorities.

### Challenges and opportunities

The main challenge lies in the utilization of natural resources to promote economic growth on the one hand, while simultaneously conserving natural resources, preventing soil erosion, deforestation and environment degradation on the other when majority of the population derive livelihoods from natural resources.

Secondly, mainstreaming environment has equally been a challenge because other sectors are yet to appreciate the role of environmental management. Furthermore, there are inadequate national environmental accounting skills for environmental services as well as unreliable sources of funds for environmental management programs.

The above challenges notwithstanding, there are also several significant opportunities worth noting:

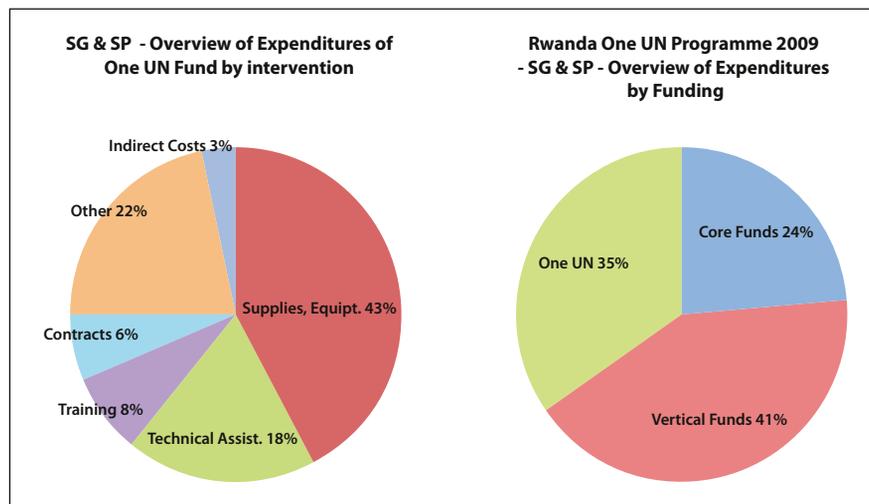
- ❑ That environment is increasingly recognised as a pillar for sustainable development in Rwanda for achieving EDPRS results and the Vision 2020, presents an opportunity for continuous advocacy for environmental mainstreaming and management;
- ❑ Regional integration initiatives through the EAC and/or COMESA equally present an opportunity for sound management of shared ecosystem services; and
- ❑ the existence of a wide range of stakeholders involved in environmental management (development partners, NGOs, Private Sector, decentralised government structures, public and private institutions) is a very good opportunity for the management of natural resources in Rwanda.

### Key priorities for 2010

The UN system in Rwanda has committed itself to providing support to the Government of Rwanda in achieving sustainable management and improvement of its environment, natural resources and land. Consequently, in 2010, the UN will continue to support the Government through:

- ❑ Ensuring sustainable management of all critical ecosystems;
- ❑ Protecting productive sectors from the effects of climate change;
- ❑ Ensuring environmental sustainability principles are effectively mainstreamed into all national development planning and budgeting processes;
- ❑ Supporting the utilization of natural resources to enhance productivity in an environmentally friendly way;
- ❑ Putting in place an effective system for environmental management through sustained capacity development for effective environmental governance and decentralized service delivery.

## Part 5: UNDAF Result on Sustainable Growth and Social Protection



### Summary of Significant National Achievements

Rwanda's agricultural sector generates more than 40% of Rwanda's GDP, making it one of the most important economic sectors, integral to achieving the targets set out in Vision 2020 and the EDPRS. Thus, the Government of Rwanda gives high priority to the creation of safety nets for the poorest and the most vulnerable people, while achieving sustainable economic growth and social development. The Strategic Plan for the Transformation of Agriculture (PSTA II) is the framework around which food and nutritional security, and diversification of – and eventual improvements in – household incomes will be addressed. An important milestone is the increased budget for the agricultural sector: from about 3% in 2004-2005 to 6.7% in 2009 (MINECOFIN).

As malnutrition is still rather high in Rwanda (45% of the population is considered chronically malnourished, CFSVA 2009), nutrition became a priority for the government in 2009, and an Emergency Plan against Malnutrition was prepared. Its aim is to eradicate acute malnutrition. In addition, the "Rwanda Post-CAADP Compact: High-Level stakeholders meeting" took place in Kigali in December, 2009, where an updated<sup>3</sup> Agricultural Investment Plan was presented.

<sup>3</sup> The updated version analyzed the gaps to be filled in order for Rwanda to achieve the CAADP target of 6% annual growth in the agricultural sector.

To further realize the PSTA II, nationwide programs, partly financed by international partners, aimed at improving agricultural practices, were implemented. The **Land-husbandry, water harvesting and hillside irrigation project** (LWH) was initiated in 2009, with the objective of increasing the productivity and commercialization of hillside agriculture. The program is estimated to cost US\$200 million, of which US\$30 million will be met by the government.

The **Kirehe community-based Watershed Management Project** (KWAMP) is an agricultural investment project, estimated at US\$49.3 million, implemented by MINAGRI became operational in April 2009. The overall objective is the development of sustainable profitable small-scale commercial agriculture in Kirehe District, aiming to reach 22,500 direct and 10,000 indirect beneficiaries. The GoR also invested in irrigation structures through various programs, for example the RSSP, PAPSTA, PADAB, PAIRB, and the NASHO Irrigation Project.

The **Crop Intensification Programme (CIP)** was set up by the GoR in 2007, but still constitutes one of the main investments in the agricultural sector today. The

programme addresses the falling trend in productivity of crops and the minimal use and low availability of fertilizer in the country. The overall agricultural growth in 2009 was 19% for Season A, and 6.6% for Season B, mainly explained as a direct result of the Crop Intensification Programme (CIP) and good weather conditions. The increases in production and yield improvements resulting from CIP have reduced dependence on imports and buffer Rwanda from increases in global food prices while increasing rural incomes. Substantial efforts at soil erosion control have begun to pay off and Rwanda was able to protect an additional 10% of its arable land from loss of soil nutrients between January 2008 and June 2009.

In the livestock sub-sector, increase in production in 2009 was substantial, most notably for milk (11%), fish (12%) and eggs (9%). The **Girinka** program (“One cow per poor family”), piloted in 2006, constitutes an important contribution to the goal of household food security. Between January and June 2009, the programme distributed 10,248 Ankole and 4,154 cross-breed cows to poor households. A further 998 cattle were purchased with the assistance of bank loans, facilitated by RARDA. This is being scaled up to cover the entire country.

Three social protection interventions targeting the poorest households form the foundation for the national strategy to establish safety nets, namely:

- ❑ Public works;
- ❑ Direct support through unconditional cash transfers and financial services, including micro credit;
- ❑ Training on savings, and income generation. The program, launched in 2008 in one pilot sector throughout the country, was scaled-up to resulting in 60 sectors being addressed. The program has reached 16,321 households through direct support (cash transfer) and 39,823 households in public works.

The **Vision 2020 Umurenge Program** (VUP), funded through World Bank and DfID with UN participation at technical level, provides financing for the technical assistance operations.

Improving the capacity of Rwanda’s Agricultural Research Institute (ISAR) led to the release of new cassava varieties into the extension system. Similarly, extension services have been significantly improved through the establishment of district “platforms” which allow farmers’ organizations to control the services provided by the Ministry of Agriculture and Animal Resources (MINAGRI).

In 2009, MINAGRI started restructuring its implementing agencies to streamline service delivery. The six agencies that implement the bulk of MINAGRI’s strategy will be



restructured and merged into two boards: the Rwanda Agricultural Board (RAB) and the National Agricultural Export Board (NEB). This will help to bring research and extension under one body (RAB) and export crop production under another (NEB), thus strengthening coordination and preventing duplication of activities. A further step towards alignment consisted of the progress of the Sector Wide Approach (SWAp) between the GoR and 10 development partners.

### UN-Specific Contribution

The UN's strategy is articulated around four axes which determine the scope of UN interventions in support of national priorities. These include the following:

- ❑ Establishing and improving disaster prevention management: The UN provided financial and technical support for the development of a national disaster Early Warning System and also supported the conduct of several relevant studies and capacity building trainings for the DMUs on procurement methods and logistical coordination in emergency situations;
- ❑ Establishing safety nets for the most vulnerable populations: In 2009, the UN provided targeted and strategic support to a number of government institutions in support of establishing safety nets for the most vulnerable populations. Below are some of the specific UN contributions:
  - Support to the National institute of statistics to undertake the national nutrition survey (Comprehensive Food Security and Vulnerability Analysis and Nutrition Survey) to analyze the situation in the country;
  - Capacity development for districts staff in charge of Social Affairs on key social protection tools, and key social protection studies and tools for children has been validated and disseminated;
  - Support for monitoring and documentation of location, age/gender and place of return for returnees in 2009. Trainings in data collections, statistical analysis and Geographical Information Systems (GIS) were provided to key stakeholders in refugee and

returnee settings, along with provisions of essential packages to refugees and returnees;

### Progress with Gender - Highlights

The Ministry of Gender and Family Promotion has developed tools to promote gender responsive processes, namely:

- ❑ A Minimum package for OVC;
- ❑ M&E framework of OVC strategic plan;
- ❑ Vulnerability criteria for Most Vulnerable children, OVC identification Guide.

- Support to Bugesera District to provide shelter to returnees from Tanzania and other vulnerable households, including construction of modern and environmentally friendly furnaces to burn tiles for the house roofing in collaboration with the Ministry of Infrastructure;

### Promoting Product Diversification & Alternative Income-Generating Activities

- ❑ Agricultural and food processing inputs, packaging materials for MSMEs;
- ❑ Processing plants have been upgraded and some new ones established to enhance product quality and create learning facilities for Rwandans;
- ❑ A plan to develop urban and peri-urban agriculture was complemented with support for irrigation and waste management in Kigali.

- Support the National Social Protection programme VUP (at pilot phase) and to strengthen the national social protection programme (VUP) in partnership with WB and DfiD;
- Support to the Ministry of Gender and Family Promotion in finalization and dissemination of M&E framework for OVC, Minimum Package for OVC in order to improve coordination, information and services to OVC;

- Support for a quick assessment of the impact on children and women of the Social protection flagship programme, the Vision 2020 Umurenge Programme (VUP). Child Protection Networks were made operational by the support of the UN, and NGO's were assisted in the implementation of community based approaches.
- ❑ Improving incomes and food security: Furthermore, the UN equally provided strategic support aimed at improving incomes and food security with diversified and greater value added production: Here the UN is supporting:
  - Activities in direct support of the PSTA II, for instance the two projects PAPSTA and KWAMP, have been co-financed by the UN;
  - Strengthening income support mechanisms for vulnerable households through food/cash for work schemes, reaching 6,866 vulnerable households in 15 Districts, and worked with Labour Intensive Approaches to enhance the opportunity for vulnerable people to obtain labour.
- ❑ Improving productivity and market access: In this area, the UN has been instrumental in supporting the following initiatives:
  - Training in improved commodity production, handling and value adding, processing, packaging and storage practices for small producers and MSMEs in partnership with MINAGRI, MINICOM, Private sector, districts and NGOs;
  - Cooperatives were also supported with infrastructure and equipment to enhance productivity, through KWAMP. In partnership with relevant ministries training of trainers on labour market access, expansion and management of MSMEs, entrepreneurship, and business development was implementing;
  - Compliance of WTO Sanitary, Phytosanitary and trade agreements through creating and strengthening enquiry points and notification authorities;
  - The national food safety week and assessment of the Food Safety Management System

certification for local companies in order to enhance consumer and private sector operator's awareness in food safety.

### Partnership arrangements and the role of the UN within these partnerships.

The UN continued to work with its main implementing ministries and key partners including: MINAGRI, MINALOC, MINICOM and MINECOFIN, MINISANTE and *MININTER*, districts and local associations of farmers and producers. As a collaborator in the SWAp the UN strengthened its partnership with a range of bilateral and multilateral donors including DFID (UK), the World Bank, the GTZ, BTC, JICA, USAID, CIDA and SIDA. Collaboration with Civil Society Organizations (CSO) continued to help to deliver results and to build CSO capacity to influence policy formulation, implementation and monitoring and evaluation. Collaboration with the private sector helped stimulate private sector growth in terms of increased productivity and income generation.

### Challenges and/or opportunities.

Despite these successes the following challenges affected implementation:

- ❑ Unexpected emergencies, for instance instability in DRC and varying refugee and returnee flows affect the emergency preparedness processes. For example a much higher number of returnees came to Rwanda in 2009 – (receiving 17.000 compared to 10,000 planned). Consequently, due to the limited capacity, only a fraction of returnees;
- ❑ Challenges in coordinating activities with DMU due to high and frequent turnover of DMU Coordinators, which affected the coordination and implementation of the DMTF activities;
- ❑ The preparation of the Social Protection Strategic Plan has delayed. However, the social protection working group under the Ministry of Local Government is now active and coordinating all partners of the sector;
- ❑ Limited resources to implement all anticipated projects, and some delays in the formal process or time-consuming logistical procedures leading to the need to postponement of programs;

- ❑ Limited access and supply of certain raw materials such as seeds and seedlings, seasonings, herbs, preservatives, packaging material etc. The need to outsource from the international markets takes time and increases the cost of projects;
- ❑ Low capacity of some cooperatives and enterprises to effectively manage the production operation for higher productivity and sustainability;
- ❑ Internal restructuring of the local authorities delayed the inauguration of the LPTF;
- ❑ Lack of accurate and reliable data, particularly on nutrition and health. The UN together with Development Partners has been supporting MINEDUC with the roll-out of EMIS and will work with other institutions including the NISR to carry out necessary studies on the situation of vulnerable children.

The following opportunities are also noted:

- ❑ More government officials are knowledgeable about international protection and the need to plan for returnees separately in their local development plans;
- ❑ The understanding of shared roles and responsibilities between the international community and the government in the country of origin of the returnees;
- ❑ The sharing of data with government officials to facilitate local discussions on the subject matter of vulnerable returnees;
- ❑ A strong technical working group created an opportunity for collaboration among the main donors on Social Protection: World Bank, DFID and EU;
- ❑ The demographic and regional information, including GIS map locations, on returnees, is useful for the planning of activities;
- ❑ A number of demonstration units and training pilot plants have been established and equipped/upgraded, and constitutes a good opportunity for further capacity building. A number of new affordable processing technologies have been implemented recently;
- ❑ Processing of fruit and vegetables constitutes a big export opportunity from Rwanda, especially as EAC opens for trade across borders;

- ❑ There is a large mass of leather artisans in the country, ready for training and upgrading to competitive operators in the region;
- ❑ Joint programming and partnerships between UN and implementing partners constitutes a very effective way of looking at production in a more holistic manner.

### Key Priorities for 2010

The following are some of the key priorities for 2010

- ❑ Disaster management: strengthening the management of food reserve system through training of staff working in food reserves/warehouse and depots and ensuring the package of food and non-food items is strategically pre-positioned at national level for immediate delivery in case of emergency;
- ❑ Improvement of safety nets: improved distribution of food packages to vulnerable, advocate for a child and gender sensitive Social Protection program, train key government partners in social protection aspects and establish and maintain Child Protection systems in refugee camps;
- ❑ Intensification, diversification and food Security: Establishment of Rubhalls and distribution of food to FFW schemes as well as strengthening the capacity of producers, MSMEs, cooperatives and associations through input supply, technical assistance and trainings;
- ❑ Productivity and access to markets: Improving value production among producers, MSMEs, cooperatives and associations, and promote establish income generating activities for vulnerable.





Rwandan women with the UN Deputy Secretary General, Asha Rose Migiro

# Chapter 3

## Progress in Delivering as One

### Part A: Governance and Coordination Structure

**A**t the beginning of 2007 and upon request of the Government, Rwanda became one of the eight pilot countries for Delivering as One UN (in addition to Albania, Cape Verde, Mozambique, Pakistan, Tanzania, Uruguay and Viet Nam).

During the preparatory year of 2007, the basic principles of the Delivering as One reform in Rwanda were defined during a workshop in Akagera (Eastern Province, Rwanda) with the active participation of the Government and Development Partners. The concept paper defining the basic principles was signed on 5 April 2007 by the UNCT (UNICEF, UNDP, UNFPA, WFP, WHO, UNAIDS, FAO, UNECA, UNIFEM and UNHCR as resident agencies and by ILO, UNESCO, UNIDO, UN-HABITAT, UNEP, IFAD, ITC, OHCHR, UNCTAD, ITU 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 showing the active ownership of the Government throughout the reform process.

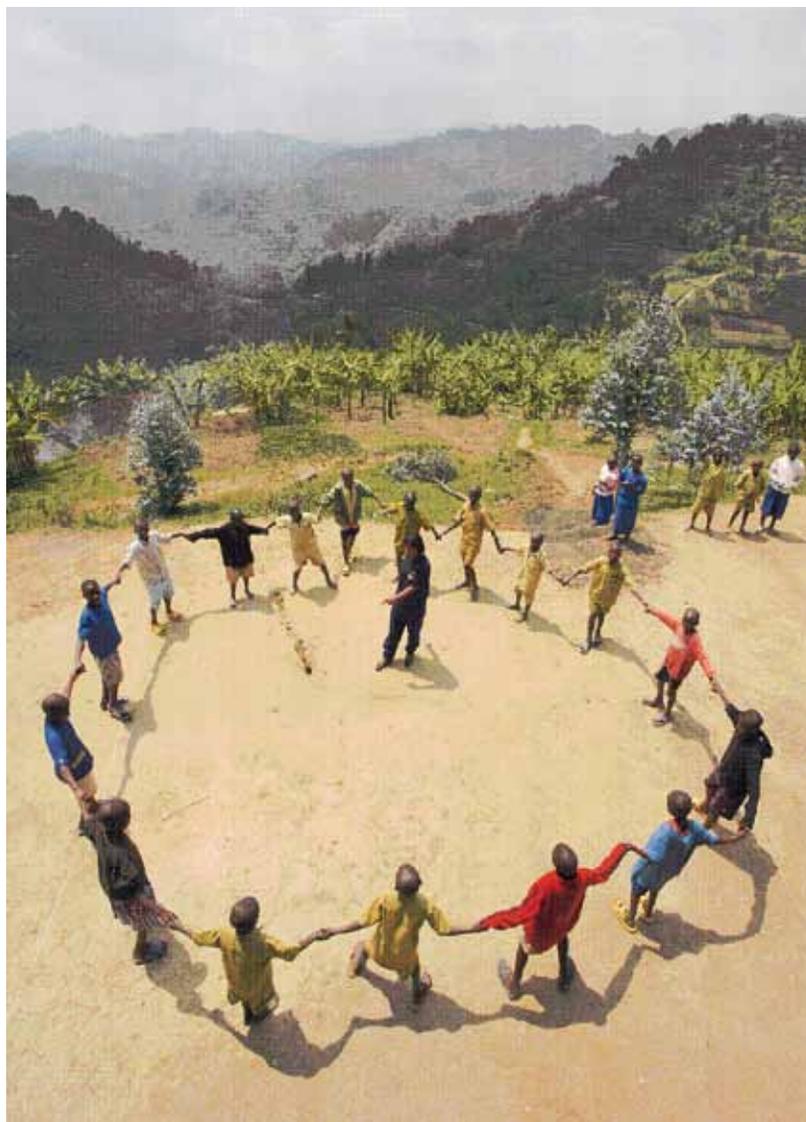
**The One UN Steering Committee**, chaired by the Minister of Finance and Economic Planning, gives the overall guidance to the Delivering as One UN Reform process. In addition to the Minister of Finance and Economic Planning, three other Government Ministers, the UN Resident Coordinator, four UN agencies (in 2009: FAO, UNICEF, WHO, WFP), and three Development Partners are members of the steering committee. The European Commission represents the multilateral donors whereas UK and Germany replaced Belgium and Switzerland in 2009 to

represent bilateral donors. Considering the importance of this One UN Steering Committee in ensuring national ownership and leadership of the One UN Programme, the regularity of the One UN Steering Committee can be improved further in order to guarantee a transparent decision making and information sharing process at the highest level.

**The UN Country Team (UNCT)**, chaired by the UN Resident Coordinator, is responsible for ensuring and overseeing the achievement of results and adherence to the One UN Programme. Meetings are held on a monthly basis. The UNCT annual retreat took place from 28 to 30 October 2009 with the elaboration of Action Points for 2010.

**The Office of the Resident Coordinator (RCO)** serves as the secretariat of both the One UN Steering Committee and the UNCT and supports the overall coordination of the One UN in Rwanda. In 2009, the recruitment process for the positions of Senior Policy Adviser and Non Resident Agency (NRA) Officer were finalized.

All resident and non-resident UN Agencies are organized in six Thematic Groups fully aligned with national priorities. Each thematic group is co-chaired by two agencies according to their specific mandates. Three inter-agency Taskforces on Gender, Human Rights and Monitoring & Evaluation advise the UNCT and support all thematic groups in their planning, implementation and reporting cycles.



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

The One UN Rwanda is built around four pillars of Delivering as One. These are the *One Programme*, *One Budgetary Framework*, *One Leader and One Voice*, and *One House and Common Services*. The following sections will provide a brief overview of progress made under each pillar. In annex 5 a detailed chronological overview of the various key milestones of the Delivering as One reform process in Rwanda can be found.

### The One Programme

A milestone in the Delivering as One process in Rwanda was the signing of the Common Operational Document (COD) on 20 November 2007. The COD is a programmatic document specifying how the UN in Rwanda will operationalize the United Nations Development Assistance Framework (UNDAF), which is the common strategic framework of the UN at country level. The UNDAF covers the programming period of 2008-2012, the same time period as Rwanda's Economic Development and Poverty Reduction Strategy (EDPRS). The 5 UNDAF Results aligned with the EDPRS are:

- ❑ Governance;
- ❑ HIV, Health, Nutrition and Population;
- ❑ Education;
- ❑ Environment; and
- ❑ Sustainable Growth and Social Protection.

Implementation of the One UN Programme began in January 2008. The Consolidated Annual Plans (CAPs) were developed in the Theme Groups to address the 5 UNDAF Results areas<sup>4</sup>. Within these Theme Groups, all resident and non-resident agencies for the first time defined jointly the activities of the UN in close collaboration with the Government ensuring full

<sup>4</sup> Governance: UNDP/UNIFEM; HIV: UNAIDS/UNFPA; Health, Nutrition and Populations: WHO/UNFPA; Education: UNICEF/WFP; Environment: UNDP/UNEP; Sustainable Growth and Social Protection: WFP/FAO

alignment with national priorities. Same procedure was followed while planning for 2009 and the CAPs have again proven to be beneficial in avoiding duplication and strengthening the use of comparative advantages of each agency.

In August 2009, the recruitment of a NRA Officer in the RCO strengthened the inclusiveness of Non Resident Agencies (NRAs) in One Programme and Joint Planning and facilitated improved communication with NRAs. In 2009, there have been remarkable improvements in the work and functioning of the Theme Groups. Theme Groups have been strengthened and have increasingly taken up their role as principal instruments in support of planning, reporting, monitoring and evaluation. The Theme Groups serve as the channels through which the UN provides policy and advisory services to the Government. However, there is still potential for further improvement and the strategic positioning and involvement of the Theme Groups will be required to strategically champion joint intervention initiatives in 2010.

In addition to the UNDAF Theme Groups three main taskforces ensure the mainstreaming of crosscutting issues. The Monitoring and Evaluation Taskforce, the Gender Taskforce and the Human Rights Taskforce have become increasingly important. In 2010, it is envisaged that there will be further professionalization of the Theme Groups and the Taskforces through trainings and related capacity build initiatives. It is important to note that a Regional Integration Taskforces was also created in September 2009 by the UNCT to be co-chaired by UNECA and UNDP.

The UN Gender Task Force, co-chaired by UNFPA and UNIFEM, strengthened the promotion of gender equality throughout UN programming in Rwanda by putting in place mechanisms for timely and continuous technical support in gender mainstreaming to the UNDAF Theme Groups including the development and adoption of gender mainstreaming tools for use in the DaO context. In addition, a gender task force focal point is assigned to each TG.

The Human Rights Taskforce facilitated the deliberation process that led to the Gender Based Violence (GBV) bill

passing into law. The taskforce also gave inputs to the inter-agency government treaty body reporting mechanism. Furthermore, the Human Rights Task Force was involved in advocacy efforts to get financial commitments from UN agencies which culminated into the Joint UN support worth 800,000 USD and in further support of this inter-agency government taskforce, the team also facilitated validation and pre-validation workshops on the ICESCR, CEDAW and CERD for submission.

Key highlights for the M&E task force include:

- ❑ development of a result-focused and user-friendly work plan template based on lessons learnt from 2008 and 2009;
- ❑ development of the draft ToRs for the DaO country-led evaluation;
- ❑ advocacy for the online web-based reporting system and development of the ToRs as well as providing orientation in the design of its structure; and
- ❑ review UNDAF of indicators to be included in the UN DevInfo database.

A significant achievement of the UNCT in 2009 was the creation of the Programme Planning and Oversight Committee (PPOC) in October 2009. The PPOC replaced the Program Advisory Team (PAT) with the aim of strengthening quality implementation of the Delivering as One. Drawing on the experience of the PAT and within the framework of the DaO, the PPOC was designed to assist the UNCT and the UNDAF Thematic Groups in ensuring the harmonization, coordination and coherent delivery of UN interventions in line with UNDAF and the One Programme. The PPOC is composed of Deputy Resident Representatives/Heads of Programme, RCO Senior Policy Advisor, taskforce coordinators, and Policy Advisors of all thematic Groups. The committee is chaired and vice-chaired by members designated by the RC in consultation with the UNCT on annual basis. Through the composition the committee ensures cross-fertilization between the different UNDAF Theme Groups and common sharing of best practices. Above this, the PPOC supports the UNCT by providing strategic and technical recommendations to programme planning, implementation, and reporting of the One

UN Programme. It also supports the Management of the One Fund and provides quality performance and oversight, as well as policy dialogue participation.

The PPOC has already proven to be breakthrough in the Delivering as One process in Rwanda. During a retreat in December 2009, all committee members were brought to the same level of understanding regarding the storyline of the reform process in Rwanda. The committee further discussed and came up with detailed recommendations to the UNCT on a new structure and roadmap for the Annual Report 2009, new template and guidelines for the CAPs 2010, as well as a roadmap for the Mid Term Review of the COD in 2010. Most of the recommendations by the PPOC have been endorsed by the UNCT. Indeed, the PPOC was commended by the UNCT for providing quality policy advisory services to the UNCT while equally providing strategic technical oversight and guidance to the Theme Groups. Consequently, there has been marked improvements in the quality and timely preparation of the CAPs for 2010 as well as the quality of reporting for 2009.

### One Budgetary Framework

The One Budgetary Framework allows the UN internally, but also external partners, to have a clear overview of the financial situation and planning of the One UN Rwanda. The One Fund is used to successfully encourage joint programming between agencies. As a result the spirit of One UN can be increasingly seen in the One Programme through the corresponding achievement of results.

While the One UN started the year with limited funds available, the One Fund received several considerable contributions from both bilateral and multilateral donors. Through the Expanded Delivering as One Funding Window the One UN Rwanda was granted 17.219 million USD in 2009 with the notification that a similar amount can be expected from the Funding Window for 2010. In November 2009, a MoU was signed between the Swedish Sida and the UN in which Sida pledged to double its contributions to 3.5 million USD to the One UN Fund Rwanda. During the same period, The Netherlands also committed 4.5 million Euro to the One UN Fund.

During the reporting year, there were significant delays in the disbursement of the first tranche of One Fund allocation to UN agencies in line with the Consolidated Annual plans (August 2009). However, most agencies began programme implementation earlier in the year using core and vertical funds (a detailed financial a detailed financial report can be found in Annex 3). The following are some of the reasons for the late fund allocation among others:

- ❑ The finalization of quality Consolidated Annual plans took more time than initially anticipated;
- ❑ The financial reporting per agency was not done on time and due to quality assurance, new funds are not allocated without appropriate reporting on the use of One Funds in the previous year;

- ❑ Insufficient communication channels between agencies' Country Office and Headquarters led to several changes in the figures after official deadline;
- ❑ New assignment of the Coordination Officer and appointment of interim Coordination Officer in the course of the cycle;
- ❑ Specific cases with individual agencies.

### One Leader and One Voice

The UN Resident Coordinator is the primary contact for the Government and other partners. This strengthened role of the One Leader which has been increasingly recognized during the year cuts transaction costs and ensures effective dialogue with partners.



The UN Resident Coordinator (UNRC) has successfully guided the design and led the implementation of the One Programme through effective leadership in close cooperation with the UNCT. The UN Resident Coordinator has equally had the primary responsibility for raising funds for the One Fund. The UN Resident Coordinator also advocates and represents the broader UN agenda in the country and represents the UN system at national development fora such as through his role as the co-chair of the the Development Partners Coordination Group.

The members of the UN Country Team which is chaired by the Resident Coordinator are increasingly committed to the One UN and are encouraged to speak with One Voice in the spirit of One UN when communicating to partners outside and inside the UN.

To strengthen the UN appearance with One Voice, a Joint UN Communications Strategy 2009-2010 was developed and implemented throughout the year by the UN Communications Group (UNCG). The strategy aims to increase the visibility of the work of the UN in supporting the five UNDAF results as well as improve information sharing between agencies. It outlines priority audiences as well as core messages for the UN. During 2009 communicating results was emphasized in a flagship project showcasing results on the ground in each of the UNDAF themes. The UN Campaign Week in October was used as an opportunity to advocate for key UN issues, for example through debate on the role of the UN and a photo exhibition on UN results.

Key UN days, campaigns, high level meetings and visits have all provided good opportunities to raise the profile of the UN and advocate for key issues. Extensive media work generated many news stories about UN operations during the year. Training in Communication for Development was organized for Communications staff in the UN and Government. A One UN Documentation Center was launched providing a hub for information about development and the UN in Kigali. The new Graphic identity is being increasingly used by all agencies.

Internal communications increased in 2009 with general staff meetings on a quarterly basis, an internal news

flash directly from the RC to all staff. Internal initiatives like the One Dollar Campaign for Genocide Survivors, UN Staff participating in the Kigali Peace Marathon and a blood donation activity, contributed to the One UN team spirit.

On 25 February 2009, the Resident Coordinator met with His Excellency the President of Rwanda, Paul Kagame. In the meeting the excellent partnership between the Government of Rwanda and the United Nations was acknowledged.

The Resident Coordinator also represented the UN Rwanda in a well-attended Special Session on One UN Rwanda during the ECOSOC Conference on 15 July 2009 in Geneva.

### One Office

In 2009, several achievements in various areas of One House and common services aimed at strengthening the One UN system in Rwanda were made through the inter-agency Operations Management Team (OMT). Special attention was paid to harmonizing procedures for managing human resources, procurement, ICT and the One UN House which were considered to be critical to the achievement of the results targeted for the year.

### One UN House

Both the Government of Rwanda and UN are convinced that the One UN House will improve the work and transparency of the UN and reduce costs. A major achievement and highlight in 2009 was the signing of a land agreement between the Government of Rwanda and the UN on 13 April 2009. The following months were used to look into the various financial and practical options of designing and constructing an environmentally friendly house.

In October 2009, a One UN House Taskforce was created bringing together the UNCT, UNDSS, OMT, Federation of UN Staff Association, RCO, UNCG, as well as Environmental, architectural, and IT skills. The Taskforce will work closely with a Government Representative appointed by the Ministry of Finance and Economic Planning. Discussions are underway as

to how to organize the processes regarding the design, contracting and construction of the facility.

### **Human resources**

It was decided to conduct a salary survey to harmonize salaries and terms of references among consultants mostly with service contract type employees. The process has been initiated and the hiring of a consultant to conduct the survey is underway. The following tasks were also part of the 2009 action plan and will be further worked on in 2010: To create a common UN recruitment panel; to build a common job advertisement website; to create a common consultant roster; to design a common training program; to have a common orientation plan for newcomers; staff data base for recruitment/mobility/communication/info sharing.

### **Procurement**

In 2009, the procurement work group resumed meetings and conducted workshops to launch a new strategy.

The group had set-up the following goals:

- Common vendors database;
- Review and launch new long term agreements (LTA),

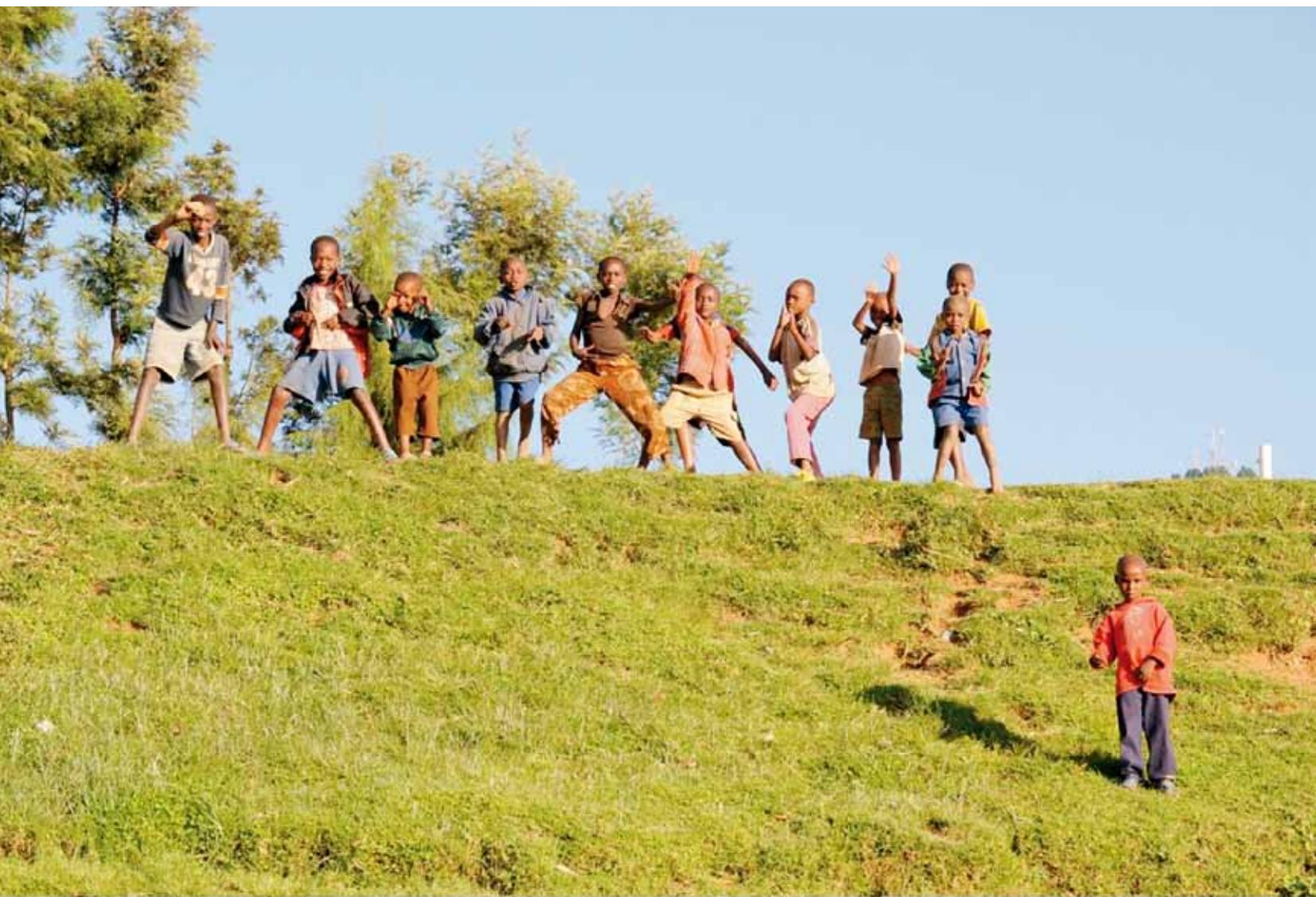
- Conduct market survey to assess and add potential suppliers.

These actions will continue through the year 2010 since they represent a long process. The actions to retain will be determined through a common consensus among UN agencies. Those actions include services such as cleaning, travel, communications, computing, etc.

### **ICT**

The ICT working group produced an ICT road map 2009-2010, which has been endorsed by the UNCT. The roadmap includes seven points to implement and is part of the Delivering as One reform. In order to enhance cooperation among UN agencies, the five main objectives are:

- Collaboration and knowledge management;
- Telecommuting and staff mobility;
- Cost savings;
- Improve IT services;
- Increase users' support.



# Chapter 4

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## Conclusions and Way Forward

**T**he Millennium Declaration and the MDGs define the operational objectives in the area of development, and constitute the basis for holding the UN system accountable to delivering results. Rwanda's long-term development vision as set out in the high-level policy document, Vision 2020, along with the medium-term strategy as expressed in the EDPRS, 2008-2012 delineate the entry points for the UN system's programmatic engagement with the Government in the area of development assistance. The United Nations Development Assistance Framework (UNDAF) 2008-2012 along with the Common Operational Document (COD) are conceived within this national development framework and are designed to support the Government of Rwanda effectively address and meet its medium and long-term development goals and targets.

In 2009, the UNCT made remarkable progress towards achieving the objectives of the Delivering as One. Significant progress was recorded in all UNDAF results areas and the work of the UNDAF theme groups saw marked improvements with more coherent coordination for joint planning and implementation. Within the education sector for instance, with UN support, the Government is redesigning and strengthening the education sector in an integrated manner and is on track towards achieving Millennium Development Goal 2. Similarly, Gender equality has been exceptionally mainstreamed into the Rwandan governance policy framework. With support from the UNCT, the Government

implemented some important political commitments including the finalization of the National Gender Policy and its Strategic Plan as well as the National Action Plan on UN Security Council Resolution 1325.

A significant innovation and breakthrough in the delivering as One process in Rwanda is the creation of the Program Planning and oversee the implementation of the One Program. The PPOC was very instrumental in the planning process for 2010 in providing the necessary guidance and tools while correspondingly supporting the UNDAF theme groups in the reporting for 2009.

In the context of the 2005 Paris Declaration on Aid Effectiveness, the Government of Rwanda continues to demonstrate strong leadership and ownership of the development processes by implementing several mechanisms to enhance aid effectiveness and coordination among development partners. In view of this, the Government continues to create a favorable environment for effective development cooperation. Consequently, to remain competitive in a changing aid environment with increasing numbers of stakeholders and partners, the UNCT must continuously redefine its role and added value based on individual agency comparative advantages in order to deliver effectively and efficiently. Indeed the DaO model in Rwanda seeks to support and facilitate healthy division of labor, avoiding duplications and building upon and complementing individual agency strengths.

In its third year of implementation, the DaO will remain the major focus of the UN system in delivering development assistance. Significant lessons have been learned over the years and the UNCT is ever committed to improving development effectiveness and system-wide coherence. In the coming year the UNCT will continue to play an important role in support of the Government's efforts to meeting its development priorities and objectives.

The creation of the PPOC has proved to be an innovation that has enhanced the quality of planning and implementation of the One Programme. More emphasis has been placed on promoting more Joint

Programming through Joint Interventions. To this effect, the UNDAF theme groups have been empowered and encouraged to develop more joint interventions funded under the One Fund. Furthermore, based on the apparent comparative advantage of the UN system in Rwanda, the UNCT will continue to focus more on upstream policy advisory support services and capacity building at all levels including in the private sector and civil society. Additionally, the UNCT will continue to foster and facilitate strategic and effective partnerships with development stakeholders including state and non-state actors, as well as development partners in support of the Government's development agenda. Above all, the UNCT will continue to support the Government to enhance ownership, harmonization, alignment and managing for results through mutual accountability. Strategic support will be given to the Government in designing and implementing the proposed division of labor for development cooperation taking into consideration the comparative advantages of other development partners.

Rwanda provides some interesting examples of South-South cooperation. The UNCT is a valuable partner in this area given the UN's ability to leverage knowledge and share global best practices. In this regard, the UNCT will seek to facilitate and promote South-South cooperation mechanisms among stakeholders. Additionally, the UNCT will equally explore the scope for active participation in the various Sector Wide Approaches (Swaps) and provide the relevant support to the Government. Lastly, the UN system will continue to provide the relevant technical, financial, and policy advisory support services to the Government in the intervention areas outlined in the Common Operational Document-COD.

This notwithstanding, 2010 also provides the UNCT with an opportunity to take stock and realign our support to Government through the Delivering as One modality. Two complementary and comprehensive assessments will be conducted. First the Country-Led Evaluation, CLE process which is a mandatory evaluation of the DaO process in the 8 pilot countries, will assess the progress made against the strategic intent of the DaO and to identify areas for improvements. The evaluation

will provide evidence on the relevance, effectiveness, efficiency and sustainability of the DaO in Rwanda in order to inform decision makers on how to enhance the role and contribution of the UN system in support of national policies and strategies towards the achievement of EDPRS targets and Vision 2020 goals. Secondly, UNDAF the Mid-Term Review (MTR) will be conducted to complement the CLE and will seek to concentrate

on aspects related to the implementation of the UNDAF with the aim of providing recommendations for improvements or adjustments in strategy, design and/or implementation arrangements. Indeed, the MTR serves as a formative exercise aimed at enabling the UNCT to make the necessary adjustments in the substance of the UNDAF and the COD as well as the processes established for implementation.



# Annexes

## Annex 1: EDPRS Strategic Outcome Indicators, EDPRS Intermediate Indicators, MDG Indicators

*Below report is based on EICV Enquête Intégrale sur les Conditions de Vie des ménages (EICV) and the Demographic and Health Surveys (DHS). UNDP is currently supporting the drafting of the third MDG report.*

### EDPRS Strategic Outcome Indicators

Indicators	Base 2005-06	Target 2012	Data source	Frequency
GDP growth rate (% per annum)	6.3	8.8	National accounts macro projections EDPRS	Annual
Share of population living in poverty (%)	56.9	46.0	EICV	Every five years
Share of population living in extreme poverty (%)	36.9	24.0	EICV	Every five years
Real agricultural wage (average daily nominal wage/consumer price index)			EICV, Labor survey - MINAGRI administrative Records	Every five years - Annual/quarterly
Economic inequality (Gini coefficient of consumption)	0.51	0.40	EICV	Every five years
Infant Mortality Rate (per 1,000 live births)	86	75	DHS	Every five years
IMR in lowest wealth quintile	114	99	DHS	Every five years
Incidence of stunting (height for age) (%)	52	27.2	DHS	Every five years
Maternal Mortality Rate	750	600	DHS	Every five years
Population growth rate (% per annum)	2.9	2.3	DHS	Every five years

## EDPRS Strategic Outcome Indicators (continued)

Indicators		Base 2005-06	Target 2012	Data source	Frequency
Total fertility rate		6.1	5.5 (2010)	DHS	Every five years
% of households having access to clean drinking water		64	80	EICV	Every five years
Malaria prevalence (% of adults in Eastern province)		35	28	Malaria Metrical Survey; Malaria Prevalence Household Survey	Annual
HIV prevalence (% of adults aged 15-24)	All	1	0.5	DHS	Every five years
	Men				
	Women				
Percentage of pupils sitting national exams in National Examination Council Annual primary year 6 who obtain an average mark of at least 50/100 (% of examinees)	All	8.9	20		
	Boys				
	Girls				
Share of population expressing satisfaction/confidence in decentralized governance (%)		85	100	Select source	
Number of new corruption/ embezzlement cases involving public funds reported by Auditor-General					Annual
Proportion of corruption/embezzlement cases involving public funds on file which have been resolved through prosecution or otherwise (%)		70	?		Annual
% of cumulative total of those charged with genocide-related offences who are still awaiting trial					Annual
Percentage of protected areas with biodiversity preservation (%)		8	10		Annual

Source: EDPRS

## EDPRS Intermediate Indicators

Indicators	Base 2005-06	Target 2012	Data source	Frequency
Gross fixed investment (% GDP)	16.3	23.5	MINECOFIN	
% of agricultural land protected against soil erosion	40	60	Annual reports of MINAGRI and MINITERE	
Area of hillside agricultural land irrigated (has)	130	3,200	Annual reports of RADA/REMA/MINAGRI	
% of farm households using <ul style="list-style-type: none"> <li>• Inorganic mineral fertilizers</li> <li>• Organic fertilizers</li> <li>• Improved seeds</li> <li>• Insecticides</li> </ul>	10.8 6.8 3.0 23.9	21.0 25.0 20.0 45.0		
% of livestock in intensive systems	16	60		
% of farm households with access to extension services	1:3,000	1:1,500	Annual reports of RADA/ISAR/MINAGRI	Annual
% of district gravel roads rehabilitated				
Number of households with access to electricity	77,000	200,000	Electrogaz, MINIFRA, NEDA	
Power outages (% of any 24 hr period)	10	?	Electrogaz	
Primary completion rate	52.4	125		
Pupil/teacher ratio in primary schools	70:1	47:1		
Gross secondary school enrolment	10	30		
Pupil/teacher ratio in secondary schools	30:1	32:1		
% of TVET students absorbed in industry	25	75		
Pupil/teacher ratio in TVET institutes	30:1	15:1		
% of TVET teachers with qualifications	20	35	EMIS	
% of women aged 15-49 years using modern contraceptive techniques	10	70	DHS, HMIS	
% of women giving birth in health centers	28.2	75		
% of rural households within 500 meters of an improved water source	61	85		
% of urban households within 200 meters of an improved water source	69	100	Water Sector Strategy Development Report	Annual
% of population living within 5 kms of a functioning health centre	58	70	HMIS	Annual
Number of primary pupils/school latrine (or toilet)				

## EDPRS Intermediate Indicators (continued)

Indicators	Base 2005-06	Target 2012	Data source	Frequency
Number of insecticide treated bed nets distributed annually			Population Service I (PSI) MINISANTE	
% of population covered by health insurance	70	95	HMIS, MOH and private insurance bodies	
Average number of days to deal with licenses	130	70	World Bank <i>Doing Business</i> Reports	
Number of prisoners per warder	10	?		
Number of additional full-time non-farm jobs created (per annum)				

Source: EDPRS

## MDG Indicators

	Vision 2020 And MDG Indicators	2000 Baseline	Targets MDG 2015	Latest Value 2005/2006
<b>MDG 1: Eradicate extreme poverty and hunger</b>	Poverty (% below national poverty line)	60.4	30.2	56.9
	Child malnutrition (% of under-5s underweight)	24.5	14.5	22.5
	Proportion (%) of the population below minimum level of dietary energy consumption	41.3	20.7	36.0
<b>MDG 2 Achieve universal primary education</b>	Literacy level (% of 15 - 24 year olds)	74.0	100.0	76.8
	Primary school net enrolment (%)	72.0	100.0	95.0
	Primary school completion rate (%)	22.0	100.0	51.7
	Gender gap in primary education (%)	0.0	0.0	0.0
<b>MDG 3 Promote gender Equality</b>	Gender gap in literacy (%)	10.0	0.0	0.1
	Seats held by females in parliament (% of seats)		50.0	48.8
<b>MDG 4 Reduce child mortality</b>	Children immunized against measles (% of 11-23 month-old)		100.0	84.0
	Under 5 mortality rate (per 1,000 births)	196.0	50.0	152.0
	Infant mortality rate (per 1,000 births)	107.0	28.0	86.0
<b>MDG 5 Improve maternal health</b>	Maternal mortality rate (per 100,000 births)	1,071.0	268.0	750.0
	Births attended by skilled health personnel (% of births)			28.0

MDG Indicators (continued)

	Vision 2020 And MDG Indicators	2000 Baseline	Targets MDG 2015	Latest Value 2005/2006
<b>MDG 6 Combat AIDS, malaria and other diseases</b>	HIV prevalence (%)	13.9		3.5
	Modern contraception (condom use) prevalence (%) among 15-24 year-olds	4.0		39.0
	Proportion of population aged 15-24 years with comprehensive correct knowledge of HIV/AIDs (%)			54.0
	Ratio of school attendance of orphans to school attendance of non-orphans (%)			0.92
	Proportion of population with advance HIV infection with access to ARVs (%)			
	Prevalence and death rates associated with malaria (%)	51.0		2.4 to 4.9
	Proportion of children under 5 sleeping under insecticide-treated bed nets (%)			37.7
	Prevalence and death rates associated with tuberculosis (%)			59.7
	Proportion of tuberculosis cases detected and cured under directly-observed treatment short courses (%)			6.0
<b>MDG 7 Ensure environmental sustainability</b>	Forested land as percentage of land area (%)		25.0	
	Ratio of Area Protected to Maintain Biological Diversity to Surface Area (%)		10.0	12.0
	Proportion of the Population with Sustainable Access to an Improved Water Source (%)		82.0	64.0
	Proportion of the Population with Access to Improved Sanitation. (%)			8.0
<b>MDG 8 Develop a global partnership for development</b>	Proportion of ODA to basic social services (basic education, primary health care, nutrition, safe water and sanitation) (%)			
	Proportion of official bilateral HIPC debt cancelled (%)			
	Debt Service as a Percentage of Exports of Goods and Services (%)			10.6
	Telephone Lines and Cellular Subscribers per 100 People (%)			2.3
	Personal Computers in Use and Internet Users per 100 People (%)			0.6

On track	Likely to be achieved	Unlikely to be achieved	Inconclusive
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Source: [www.statistics.gov.rw](http://www.statistics.gov.rw)

The full report can be downloaded via the following link: <http://www.statistics.gov.rw/images/PDF/MDGs%20final%20report%20Rwanda%20.pdf>

## Annex 2: Financial Reporting

### Sources, Uses, and Balance of Rwanda One UN Fund, as of 31 December 2009

US\$ 000	Prior Years	2009	Total as of 31 December 2009
<b>Source of Funds</b>			
Gross Contributions	16,450	24,850	41,300
Fund Earned Interest Income	238	109	347
Participating UN Organization Earned Interest Income	0	0	0
<b>Total - Source of Funds</b>	<b>16,688</b>	<b>24,959</b>	<b>41,647</b>
<b>Use of Funds</b>			
Transfers to Participating UN Organizations	11,671	3,631	15,302
From Donor Contributions	11,671	3,631	15,302
From Earned Interest	0	0	0
Refund of Unutilized Balances on Closed Projects by Participating UN Organizations	0	0	0
Administrative Agent Fees	510	(97)	413
Direct Costs: (Steering Committee, Secretariat ... etc.)	0	362	362
Other Expenditures from Earned Interest	0	0	0
Bank Charges	0	0	0
<b>Total - Use of Funds</b>	<b>12,181</b>	<b>3,896</b>	<b>16,077</b>
<b>Balance of Funds Available</b>	<b>4,507</b>	<b>21,063</b>	<b>25,570</b>

### Total Donor Deposits into the Rwanda One UN Fund, cumulative as of 31 December 2009

US\$ 000	Gross Donor Deposits			
	2007	2008	2009	Grand Total
Donor Name				
Expanded DaO Funding Window	0	0	17,219	17,219
The NETHERLANDS	0	0	1,453	1,453
NORWAY	3,662	0	0	3,662

US\$ 000	Gross Donor Deposits			
	2007	2008	2009	Grand Total
Donor Name				
SPAIN	0	4,000	2,000	6,000
SWEDEN	0	762	1,706	2,467
UNITED KINGDOM	0	8,020	2,480	10,500
<b>Grand Total</b>	<b>3,662</b>	<b>12,782</b>	<b>24,857</b>	<b>41,300</b>

**Transfer of Funds by Participating UN Organization, Rwanda One UN Fund**

US\$ 000	Prior Years	2009	Cumulative as of 31 Dec 2009
Participating UN Organization	Funds Transferred Amount	Funds Transferred Amount	Funds Transferred Amount
FAO	981	223	1,204
ILO	239	24	263
UNDP	2,759	906	3,665
UNEP	40	10	50
UNESCO	588	8	596
UNFPA	1,149	1,228	2,377
UNHABITAT	598	0	598
UNHCR	504	168	672
UNICEF	649	463	1,113
UNIDO	1,139	186	1,324
UNIFEM	679	166	845
WFP	1,114	83	1,197
WHO	687	273	960
UNAIDS	347	(347)	0
UNCDF	101	0	101
UNCTAD	97	240	337
<b>Total</b>	<b>11,671</b>	<b>3,631</b>	<b>15,302</b>

**Transfer of Funds by Window, Rwanda One UN Fund cumulative as of 31 December 2009**

	US\$ 000		
	Budget	Funds Transferred	% of Funds Transferred
<b>Rwanda</b>	40,239	15,302	100.00
Governance	11,777	5,746	37.55
National HIV & AIDS	3,342	1,245	8.14
Health, Population	5,448	2,233	14.60
Education and Skills	8,123	1,621	10.59
Environment & Natural Res	3,373	1,345	8.79
Growth & Social Protection	8,175	3,111	20.33
<b>Total</b>	<b>40,239</b>	<b>15,302</b>	<b>100.00</b>

**Financial Delivery Rates, for the reporting period and cumulative as of 31 December 2009, Rwanda One UN Fund**

US\$ 000	Cumulative			2009		
	Total Transfers	Expenditure	% Delivery Rate	Transfer	Expenditures	% Delivery Rate
Rwanda	15,302	13,801	90.19	3,631	5,829	160.55
Governance	5,746	5,625	97.88	1,454	1,529	105.14
National HIV & AIDS	1,245	454	36.47	291	86	29.75
Health, Population	2,233	2,226	99.67	852	1,308	153.45
Education and Skills	1,621	1,215	74.96	352	616	175.06
Environment & Natural Res	1,345	1,218	90.56	312	731	234.05
Growth & Social Protection	3,111	3,063	98.45	369	1,558	422.12
Total	15,302	13,801	90.19	3,631	5,829	160.55

**Total Expenditure by Category and Reporting Period, Rwanda One UN Fund**

US\$ 000	Total Expenditure			
	Category	2008	2009	Total Expenditure
Supplies, com, equip	1,497	1,797	3,294	25.59
Personnel	3,177	1,872	5,049	39.22
Training of counter	395	233	629	4.88
Contracts	1,967	1,371	3,338	25.93
Other direct costs	360	205	564	4.38
<b>Programme Costs Total</b>	<b>7,396</b>	<b>5,478</b>	<b>12,874</b>	<b>100.00</b>
Indirect costs	575	352	927	7.20
Indirect Support Costs Total	575	352	927	7.20
Total Expenditure	7,971	5,829	13,801	

## Total Expenditure by Window and Year, Rwanda One UN Fund as of 31 December 2009

US\$ 000	Total Funds Budget and Transferred as of 31 Dec 2009			EXPENDITURE		
	Budget	Funds Transferred	% of Total Funds Transferred	2008	2009	Total
<b>Rwanda</b>	<b>40,239</b>	<b>15,302</b>	<b>100.00</b>	<b>7,971</b>	<b>5,829</b>	<b>13,801</b>
Governance	11,777	5,746	37.55	4,095	1,529	5,625
National HIV & AIDS	3,342	1,245	8.14	368	86	454
Health, Population	5,448	2,233	14.60	918	1,308	2,226
Education and Skills	8,123	1,621	10.59	598	616	1,215
Environment & Natural Res	3,373	1,345	8.79	486	731	1,218
Growth & Social Protection	8,175	3,111	20.33	1,505	1,558	3,063
<b>Total</b>	<b>40,239</b>	<b>15,302</b>	<b>100.00</b>	<b>7,971</b>	<b>5,829</b>	<b>13,801</b>

**Expenditures Reported by Participating Organizations Rwanda One UN Fund  
Cumulative as of 31 December 2009**

US\$ 000 Participating UN Organization	Transfers			Expenditures		
	Budget Amount	Funds Transferred	Funded Amount	2008	2009	Grand Total
ECA	350	0	0	0	0	0
FAO	3,561	1,204	1,204	337	700	1,037
ILO	989	263	263	101	144	245
ITC	110	0	0	0	0	0
UNAIDS	734	0	0	0	0	0
UNCDF	129	101	101	72	12	84
UNCTAD	637	337	337	13	197	210
UNDP	5,770	3,665	3,665	2,625	788	3,413
UNDP(UNV)	140	0	0	0	0	0
UNEP	151	50	50	40	0	40
UNESCO	1,231	596	596	461	119	580
UNFPA	4,919	2,377	2,377	1,382	882	2,264
UNHABITAT	1,552	598	598	96	373	469
UNHCR	1,635	672	672	330	342	672
UNICEF	7,443	1,113	1,113	626	470	1,096
UNIDO	2,613	1,324	1,324	657	567	1,223
UNIFEM	1,828	845	845	569	237	805
WFP	3,615	1,197	1,197	340	653	993
WHO	2,831	960	960	321	346	667
Total	40,239	15,302	15,302	7,971	5,829	13,801

**Total Expenditure by Participating UN Organization, with breakdown by Category, Rwanda One UN Fund, cumulative as of December, 2009**

EXPENDITURE by CATEGORY										
US\$ 000	Funds Transferred	Total Expenditure	Supplies, com, equip	Personnel	Training	Contracts	Other direct costs	Total Programme Cost	Indirect costs	Grand Total
FAO	1,204	1,037	579	247	80	10	53	969	68	1,037
ILO	263	245	0	108	121	0	0	229	16	245
UNAIDS	0	0	0	0	0	0	0	0	0	0
UNCDF	101	84	0	67	0	10	0	77	7	84
UNCTAD	337	210	0	127	55	15	0	196	14	210
UNDP	3,665	3,413	218	2,827	0	3	153	3,202	211	3,413
UNEP	50	40	0	14	16	0	10	40	0	40
UNESCO	596	580	43	96	41	355	7	542	38	580
UNFPA	2,377	2,264	473	343	119	967	214	2,116	148	2,264
UNHABITAT	598	469	0	214	49	166	5	435	35	469
UNHCR	672	672	375	120	0	60	73	628	44	672
UNICEF	1,113	1,096	424	69	24	505	2	1,024	72	1,096
UNIDO	1,324	1,223	488	523	47	63	24	1,146	78	1,223
UNIFEM	845	805	30	87	0	630	3	750	55	805
WFP	1,197	993	623	169	55	55	13	915	79	993
WHO	960	667	43	37	21	498	6	605	63	667
<b>Grand Total</b>	<b>15,302</b>	<b>13,801</b>	<b>3,294</b>	<b>5,049</b>	<b>629</b>	<b>3,338</b>	<b>564</b>	<b>12,874</b>	<b>927</b>	<b>13,801</b>

**Total Expenditure by Participating UN Organization, with breakdown by Category, Rwanda One UN Fund, 1 January - 31 December, 2009**

US\$ 000	EXPENDITURE by CATEGORY										
Participating UN Organization	Funds Transferred	Total Expenditure	Supplies, com, equip	Personnel	Training	Contracts	Other direct costs	Total Programme Cost	Indirect costs	Grand Total	
FAO	223	700	299	229	69	10	48	655	46	700	
ILO	24	144	0	71	63	0	0	134	9	144	
UNAIDS	-347	0	0	0	0	0	0	0	0	0	
UNCDF	0	12	0	12	0	0	0	12	0	12	
UNCTAD	240	197	0	115	55	15	0	184	13	197	
UNDP	906	788	77	584	0	0	75	737	51	788	
UNEP	10	0	0	0	0	0	0	0	0	0	
UNESCO	8	119	5	14	-1	90	3	111	8	119	
UNFPA	1228	882	216	23	7	556	23	824	58	882	
UNHABITAT	0	373	0	176	0	166	3	345	28	373	
UNHCR	168	342	190	120	0	0	9	320	22	342	
UNICEF	463	470	326	34	0	78	1	439	31	470	
UNIDO	186	567	154	277	22	63	14	530	37	567	
UNIFEM	166	237	30	54	0	141	2	226	11	237	
WFP	83	653	471	135	-2	2	27	633	20	653	
WHO	273	346	29	29	20	250	0	328	18	346	
Grand Total	3631	5829	1797	1872	233	1371	205	5478	352	5829	

## Annex 3: Chronological overview of the DaO Reform process in Rwanda

- 28 January 2009: **Delivering as One Communications Strategy 2009-2010** adopted by UNCT;
- 19 – 21 February 2009: **ICT Workshop**;
- 25 February 2009: UN Resident Coordinator meets **H.E. President of Rwanda Paul Kagame**;
- 26 – 27 February 2009: Launch of **Joint Youth Programme**;
- 27 February 2009: Joint **Environment Field Trip**;
- 1 March 2009: Visit of the UN **Secretary General Ban ki-Moon**;
- 12 March 2009: Joint Field trip to **Kiziba Refugee Camp**;
- 30 March 2009: **all UN staff meeting**;
- 30 March 2009: signing of MoU with the **Rwanda UN Association**;
- 31 March – 2 April 2009: **OMT Retreat**;
- 13 April 2009: signing of the land agreement for the **One UN House**;
- 4 – 6 May 2009: Visit of **UNIFEM Executive Director Ines Alberdi**;
- 17 May 2009: Visit of the **UN Security Council** to Rwanda;
- 17 – 24 May 2009: **Peace Week** celebrated;
- 21 May 2009: Visit of **UNEP Executive Director Achim Steiner**;
- 24 May 2009: UN Staff participate in **Kigali Peace Marathon**;
- Late May 2009: **DfID and Sida review the One UN Rwanda**;
- 12 – 13 June 2009: **Visit of DOCO Director Debora Landey**;
- 16-19 June 2009: **Africa Regional Management Team** Meeting in Addis Ababa, Ethiopia
- 23 June 2009: Launch of **One UN Documentation Center**;
- 23 June 2009: Launch of **One Dollar Campaign for UN staff**;
- 8 July 2009: Approval of **Action Plan** on Common Services by UNCT;
- 9 July 2009: Launch of **One Stop Center**;
- 16-18 July 2009: **African Union Workshop**;
- 15 July 2009: **ECOSOC Conference with Special Session on One UN Rwanda** in Geneva;
- 27 July 2009: Meeting of the **One UN Steering Committee**;
- 4 August 2009: Notification of **Contribution from Expanded Delivering as One Funding Window** to One Fund (17.219 million USD);
- August 2009: **disbursement** of resources from the One UN Fund to the UN Agencies;
- August 2009: Appointment of **NRA Officer in RCO**;
- 27 August – 3 September 2009: Visit of the **UNAIDS Executive Director** Mr Michel Sidibé to Rwanda;
- 2 September 2009: Visit of **UN Secretary-General Special Envoy to Stop Tuberculosis and former President of the Portuguese Republic** Dr Jorge Sampaio to UNCT;
- 10 September 2009: **Regional integration Taskforce** under lead of UNECA created by UNCT;
- 16-18 September 2009: **Training on Human Rights** conducted for university students;
- 23 September 2009: Rwandan National Authorities and UNCT Rwanda **accept to serve as godfather** of the DaO agenda in the Comoros;
- 18-21 October 2009: Visit of the **High Commissioner for Human Rights** Mr António Guterres to Rwanda;

- 19-21 October 2009: **Intergovernmental Delivering as One Meeting** held in Kigali;
- 19-20 October 2009: Visit of the **UN Deputy Secretary General** Dr Asha-Rose Migiro to Rwanda;
- 15-25 October 2009: **UN Campaign Week** including Launch of UN Photo Exhibition, Blood Donation activity for UN staff, General Staff Meeting with UN Deputy Secretary, Debate on Development and UN support in Rwanda, UN staff Sports Day, etc.
- 24 October 2009: **UN Day** Celebration – UNity in Diversity Cultural Show;
- 28-31 October 2009: **UNCT Retreat** during which the Programme Planning and Oversight Committee (PPOC) and One UN House Taskforce were created;
- 16-20 November 2009: **Pilot Resident Coordinators' Consultations** in New York;
- 18-20 November 2009: **Human Rights Workshop** for DaO pilots in Geneva;
- 20 November 2009: **Resident Coordinator officially closed the Human Rights Workshop** for DaO Pilots in Geneva on behalf of all Pilot Resident Coordinators;
- November 2009: signing with **Swedish Sida on contributions to One Fund** (3.5 million USD);
- November 2009: **The Netherlands commit 4.5 million USD to One Fund**;
- 8-10 December 2009: **PPOC Retreat**;
- 14 – 18 December 2009: **Delivering as One Communications Retreat** in New York with all pilots.

## Annex 4: List of Abbreviations

ADRA	Adventist Development Agency	FTI	Fast-track Initiative
AIDS	Acquired Immune Deficiency Syndrome	GMO	Gender Monitoring Office
AJB	Access to Justice Bureau's	GoR	Government of Rwanda
ART	Anti Retroviral Therapy	GRB	Gender Responsive Budgeting
ASF	Avocat sans frontière	HAART	Highly Active Anti-Retroviral Therapy
AU	African Union	HIV	Human Immunodeficiency Virus
CAADP	Comprehensive Africa Agricultural Development Programme	HMIS	Health Management Information Systems
CAPs	Consolidated Annual plans-	HSSP	Health Sector Strategic Plan
CDLS	District AIDS Control Committee	HSSP II	Health Sector Strategic Plan II
CFS	Child Friendly School	IATI	International Aid Transparency Initiative
CFSVA	Comprehensive food security Vulnerability Assessment	IDSR	Integrated Disease Surveillance and Response
CIP	Crop Intensification Programme	IHP	International Health Partnerships
CNLS	National AIDS Commission-	Imidugudu village	Imbuto Foundation
CSO	Civil Society Organizations		Local NGO Chaired by the First Lady of Rwanda
DaO	Delivering as One	IMIS	Integrated Management Information system
DevInfo	Development Info	Ingando	Peace-camps
DFID (UK)	Department of International Development (UK)	ISAR	Rwanda's Agricultural Research Institute
DMC	Disaster Management Centre	JAWP	Joint Annual Work Plan
DMTF	Disaster Management Task Force	JRLOS	Justice Reconciliation Law and Order Sector
ECD	Early Childhood Development	JRS	Joint sector review
EDPRS	Economic Development and poverty Reduction strategy	KWAMP	Kirehe community-based Watershed Management Project
ECOSOC	Economic and Social Council	MARPs	Most at Risk Populations
EIA	Environmental Impact Assessment	MC	Male Circumcision
ENR	Environment and Natural Resources	MDGs	Millennium Development goals
EPI	Expanded programme of Immunization	MHI	Mutual Health Insurance
ESSP	Education Sector Strategic Plan	MINAGRI	Ministry of Agriculture and Animal Resources
FAWE	Forum for African Women educationists	MINALOC	Ministry Of Local Government
FFW	Food For Work		

MINECOFIN	Ministry of Economic planning Finance	RARDA.	Rwanda Animal resources Development Authority
MINEDUC	Ministry of Education	RCO	Office of the Resident Coordinator
MINICOM	Ministry of Commerce	RDB	Rwanda Development Board
MINIJUST	Ministry of Justice	REMA	Rwanda Environment and Management Authority
MININTER	Ministry of Internal security	RNP	Rwanda National Police
MINISANTE	Ministry of Health	RTP	Reaching the Poor
MoH	Ministry of Health	SGBV	Sexual and Gender Based Violence
MoU	Memorandum of Understanding	SoER	Rwanda State of the Environment Report
MSMEs	Micro small and medium enterprises	SNV	Netherlands Development Organization
Mutuelles de Santé	Community Health Insurance	SWAp	Sector Wide Approach
MVP	Millennium Village Project	UN	United Nations
NEB	National Agricultural Export Board	UNAIDS	Joint United Nations Programme on HIV/ AIDS
NISR	National Institute of Statistics of Rwanda	UNCDF	United Nations Capital Development Fund
NRA's	Non Resident Agencies	UNCG	UN Communications Group
NSDS	National Strategies for the development of Statistics	UNCT	United Nations Country Team
NSS	National Statistical System	UNCTAD	United Nations Conference on Trade and Development
NSP	National Strategic Plan	UNDAF	United Nations Development Assistance Framework
NRL	National Reference Laboratory	UNDG	United Nations Development Group
NURC	National Unity and Reconciliation Commission	UNDP	United Nations Development Programme
OMT	Operations Management Team	UNECA	United Nations Economic Commission for Africa
OVC	Orphans and Vulnerable Children	UNEG	United Nations Evaluation Group
PAT	Program Advisory Team	UNEP	United Nations Environment Programme
PAPSTA	Project for the Strategic Transformation of Agriculture	UNESCO	United Nations Educational, Scientific and Cultural Organization
PBF	Performance Based Financing	UNFPA	United Nations Population Fund
PCR	Polymerase Chain Reaction	UN-HABITAT	United Nations Human Settlements Programme
PMTCT	Prevention of Mother to Child Transmission	UNHCR	United Nations High Commissioner for Refugees
PSTA II	Strategic Plan for the Transformation of Agriculture		
RAB	Rwanda Agricultural Board		

UNIDO	United Nations Industrial Organization	WFP	World Food Programme
UNICEF	United Nations Children’s Fund	WHO	World Health Organization
UNIFEM	United Nations Development Fund for Women	WTO	World Trade Organization
UNRC	UN Resident Coordinator	TBC	Tuberculosis
UNSSC	United Nations System Staff College	TRACPlus	Treatment Research and AIDS Centre
UNV	United Nations Volunteers	TSC	Teacher Service Commission
USD	United States Dollars	TTCs	Teacher Training Colleges
VSO	Volunteer Services Overseas.	VCT	Voluntary counseling and Testing,
VUP	Vision 2020 Umurenge Programme	TB	Tuberculosis
WISDOM	Wood fuels Integrated Supply/Demand Overview Mapping	9YBE	Nine Years Basic Education

## Annex 5: UNCT Members

Agency	Member	Title
RCO	Aurelien A. Agbenonci	RC
FAO	Elisabeth Balepa	Representative
ICTR	Alfred Kwende	Head of Office
ILO	Toudjida Andemel	Director Office DRC, Burundi, Congo Brazzaville and Rwanda
IMF	Dimitri Gershenson	Representative
MONUSCO	Joseph Felli	Head of Office
UNAIDS	Amadou Moctar Mbaye	Country Coordinator
UNDP	Anthony Ohemeng-Boamah	Country Director
UNECA	Antonio M.A. Pedro	Regional Director
UNESCO	Joseph Massaquoi	Regional Director
UNFPA	Therese Zeba	Representative
UNHCR	Annette Nyekan	Representative
UNICEF	Joseph Foubi	Representative
UNIDO	David Tommy	Representative
UNIFEM	Josephine Odera	Regional Programme Director
WFP	Abdoulaye Balde	Representative and Country Director
WHO	Abdoulie Jack	Representative
World Bank	Omowunmi Ladipo	Country Manager
<b>Non-Resident Agencies</b>		
IFAD	Claus Reiner	Country Programme Manager
UNEP	Jeannette Clover	Direction Regional Cooperation
UNCDF	Antoine Quentin	Programme Officer
UNCTAD	Manuela Tortora	Chief, Technical Cooperation Service
UN Habitat	Alioune Badiane	Regional Director
UNV	Fatoumata Diallo	Programme Officer

**Office of the Resident Coordinator**

Aurelien A. Agbenonci	UN Resident Coordinator
Hillevi Ekberg	Communication Officer
Frederik Matthys (January to June); Michaela Winter (June to December)	Coordination Officer
Oumar Kane	Human Rights Adviser
Solange Uwera	NRA Coordination Officer
Immaculee Karake	Assistant to the RC





