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**UNDAF 2008-2012
RWANDA**

Foreword

The Government of Rwanda is committed to attaining internationally agreed development objectives such as the Millennium Development Goals (MDGs) for poverty eradication and sustainable development. The United Nations plays an essential role in this effort. This United Nations Development Assistance Framework (UNDAF) constitutes an important platform for the United Nations Country Team (UNCT) to help the Government realize the goals set forth in its Economic Development and Poverty Reduction Strategy (EDPRS) and Vision 2020.

This UNDAF (2008-2012) was developed through a participatory process involving United Nations Agencies as well as national and international development partners and is fully aligned with the Government of Rwanda's Economic Development and Poverty Reduction Strategy (EDPRS) and Vision 2020. The UNDAF is the result of the consensus reached by the United Nations Country Team (UNCT) not to elaborate a Common Country Assessment (CCA), but rather to fully participate in the in-depth analyses provided by the EDPRS process.

The choice of Rwanda as one of the 'One UN' pilot countries for UN reform (together with Albania, Cape Verde, Mozambique, Pakistan, Tanzania, Uruguay and Vietnam) was announced during the elaboration of the UNDAF. The High Level Panel Report 'Delivering as One' recommends several measures to enhance the UN system's coherence and effectiveness at country level. The 'Four Ones' are central in this approach, namely 'One Programme', 'One Budgetary Framework', 'One Leader' and 'One Office'.

Parallel with the elaboration of the UNDAF, the UNCT in Rwanda has set important steps towards realizing the 'One UN'. The UN Country Team collaborated with the Government of Rwanda and the other development partners in its decision to use the UNDAF, including annexes, as the driver for the 'One Programme'. Next to the 'One Programme', the 'One Budgetary Framework' will be the cornerstone of the 'One UN' providing the mechanisms to encourage agencies to be results-oriented and work within the 'One Programme'.

In the coming years the UN system will have the opportunity to increase its impact, coherence, effectiveness and positioning at country level and to provide greater support to Rwanda as it works toward the achievement of the MDGs.

In concluding, we would like to extend our appreciation to the UN Country Team, the Government and the development partners for their contribution to the UNDAF and to the Reform process. We are committed to partnerships and increased cooperation among the UN system, the Government and other development partners to tackle development challenges and work towards the realization of national development goals.

James Musoni
Minister of Finance and
Economic Planning

Moustapha Soumaré
UN Resident Coordinator

UN Rwanda Mission Statement

We, the Representatives and the staff of the United Nations agencies in Rwanda, pledge to work together to support the national goals of Rwanda to achieve social and economic development with equity and sustainability through a people-centered development, and thereby, to reduce poverty. We believe in the vision of the United Nations Charter and aim to bring to life its mandate and principles through the policies we create and the programmes we implement. We will work together to effect positive, systemic change in the context of the UN reform process, whereby we would create a more efficient, streamlined, coordinated UN system in Rwanda. Likewise, we will uphold the resolutions set forward by the United Nations world conferences and promote the implementation of their plans of action through our own activities and programmes in Rwanda.

We support the national priorities and programmes of Rwanda and will provide assistance in those areas identified by national interests. We are dedicated to collaborating and cooperating with our national and international counterparts in response to the challenges for the Rwandan Government.

We will formulate humanitarian and development assistance to advance sustainability, effective capacity building, good governance and sound economic management. We believe in the principles of mutual respect, equality and participation for sound social, economic and political development. We will thus strive to encourage community- and civil society building.

We are committed to achieving these aims through responsible and appropriate policymaking, strategic and collaborative programming, and effective advocacy for the peace, reconciliation and progress of Rwanda. We will be active partners with the people and Government of Rwanda.

Resident Agencies

Joseph Foubi
UNICEF Representative

Maarit Hirvonen
WFP Representative

Thérèse Zeba
UNFPA Representative

Luke Wasonga
**UNDP Programme Director
and DRR/P a.i.**

Diosdado-Vicente Nsue Milang
WHO Representative

Kekoura Kourouma
UNAIDS UCC

Elisabeth Balepa
FAO Representative

Josephine Odera
**UNIFEM Regional Programme
Director**

Annette Nyekan
UNHCR Representative

Patrick K Bugembe
UNECA Director

Non-Resident Agencies + others

Joseph Massaquoi
UNESCO Regional Director

Toudjida Andemel
**Director of ILO Office in
Kinshasa**

Cristina Boelcke
**UNEP Director - Division of
Regional Co-operation**

Eric Rwabidadi
IFAD Country Liaison Officer

Patricia Francis
ITC Executive Director

UNCDF

Alioune Badiane
**UN-HABITAT Regional
Director**

Geoffrey Mariki
**UNIDO Head of Regional
Office**

UN Resident Coordinator

Moustapha Soumaré

Executive Summary

The United Nations Development Assistance Framework (UNDAF) is the common strategic framework of the United Nations system at country level. It provides a collective, coherent and integrated United Nations response to national needs and priorities as outlined in the Government's Economic Development and Poverty Reduction Strategy (EDPRS) and Vision 2020.

The UNDAF in Rwanda is organized around five pillars: Governance; Health, Population, HIV and Nutrition; Education; Environment and Sustainable Growth and Social Protection. These were identified by the UN Country Team, the Government and other Development Partners as the areas where the UN in Rwanda has the comparative advantage and capacity.

The five outcomes are:

1. Good **governance** enhanced and sustained;
2. The mortality due to child and maternal morbidity, the incidence and impact of HIV and AIDS and other major epidemics are reduced, and the growth of the population is slowed down;
3. All children in Rwanda acquire a quality basic **education** and skills for a knowledge-based economy;
4. Management of the **environment**, natural resources and land is improved in a sustainable way;
5. Rwandan Population benefits from economic growth and is less vulnerable to **social** and economic shocks.

These broad expected outcomes are then elaborated by specific outputs under each core area, and will be measured by clear indicators specified in the monitoring and evaluation matrix. In each of these areas, the inputs of the UN system are part of the broader development assistance framework that with a focus on the implementation of the EDPRS led by the Government in cooperation with its full complement of partners.

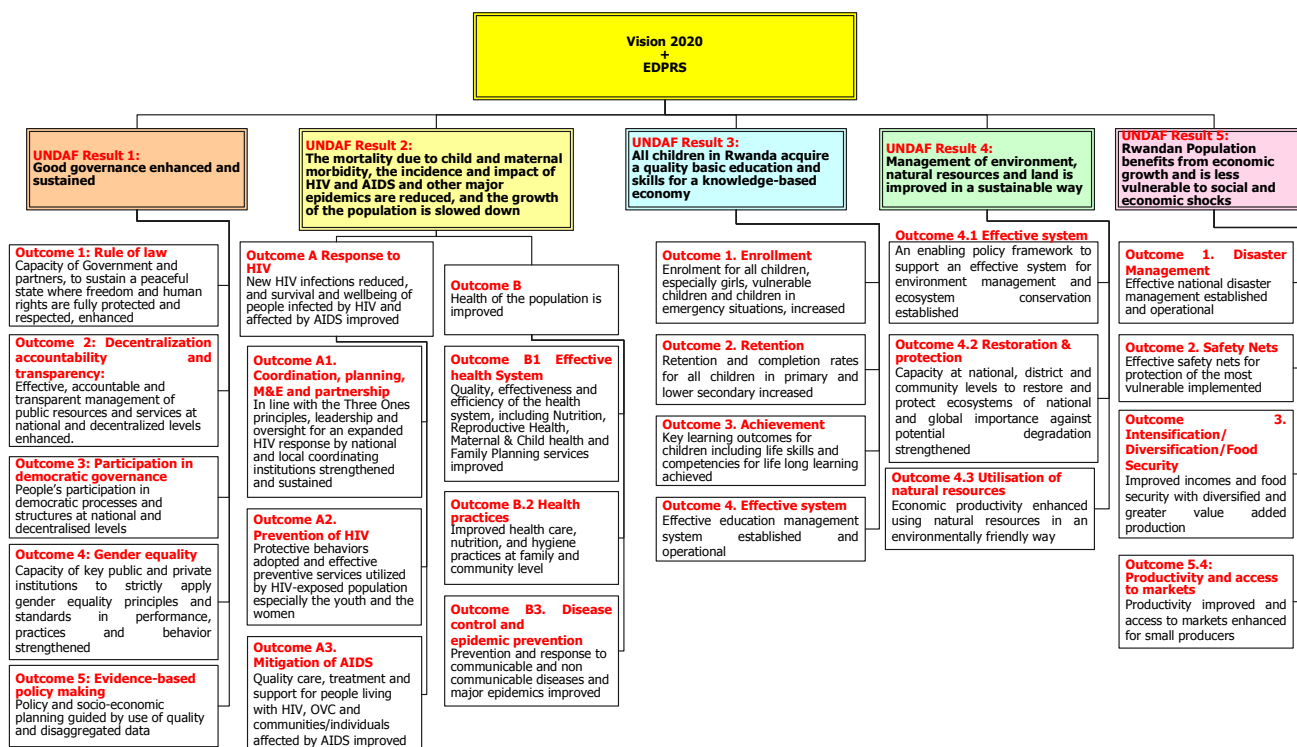


Table 1: Overview of the 5 UNDAF Results Matrices

Introduction

1. Rwanda's National Development Framework

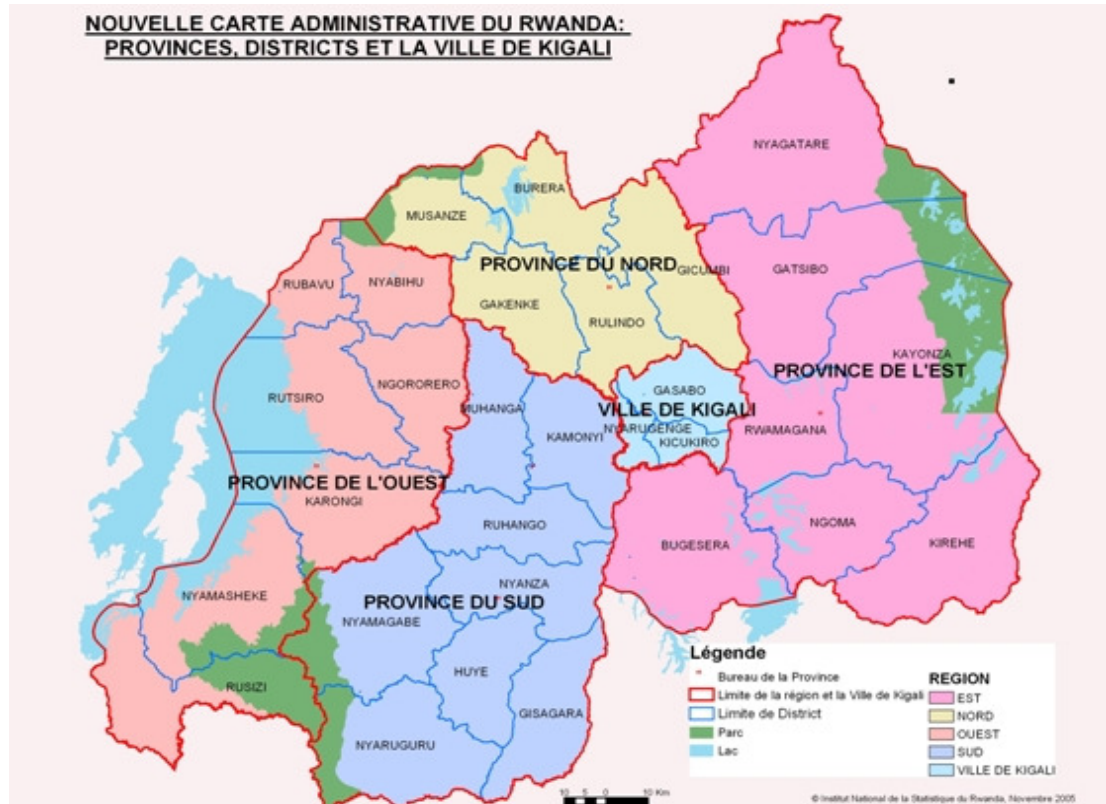


Figure 1: Administrative map of Rwanda

Rwanda has experienced a remarkable recovery since the 1994 genocide that devastated the country's human and physical capital, as well as its social and institutional fabric. Since the end of the emergency period, growth rates have averaged 5.8% per annum, making Rwanda one of the top performers in Africa and an example of successful post-conflict reconstruction. This economic success has enabled significant progress in the fight against poverty, with poverty rates dropping from over 70% at the end of the war to 56.9% today (with a national target of 23.8% by 2015). Significant progress has also been made in the areas of education, health and gender equality, with human development indicators recovering to pre-war levels and even exceeding pre-war achievements in some cases.

Rwanda's challenge over the next decade will be to operate a successful transition from recovery- and reconstruction-based growth to a broad-based and sustainable growth that will allow it to achieve its long-term development vision, called 'Vision 2020'. Below are key challenges to long-term sustainable economic development that have emerged from several sources: i) the recent review of the current Poverty Reduction Strategy Paper (PRSP); ii) the priority setting exercise for the new PRSP (the Economic Development and Poverty Reduction Strategy - EDPRS); iii) the results of the second EICV (Household Living Conditions Survey); and iv) the recent National Human Development Report.

- a. **Poverty and Agriculture:** Up to 90% of Rwanda's population lives in rural areas and are dependent on subsistence agriculture for their livelihood. Population growth and internal displacement have led to deforestation and soil erosion and decreasing agricultural productivity. As a consequence, food insecurity continues to be very high,

affecting at least 28% of households. Recurrent droughts and volatile climatic conditions in recent years indicate that climate change could further increase the pressure on agriculture. Furthermore, the current economic growth has come almost exclusively from the manufacturing and service sectors, thus yielding few benefits for the rural poor.

- b. **Population and Environment:** Despite progress in poverty rate reduction, recent population increases have contributed to an overall rise in the number of Rwandans living in absolute poverty by more than half a million since 2001. In order to reduce poverty and encourage economic growth, Rwanda must break the downward cycle of land fragmentation, over-cultivation and decreasing agricultural productivity, which has locked a large part of the population out of the development process. In order to sustain current performance levels, Rwanda will need to adopt an integrated approach to natural resource management that will enable it to anticipate and respond to challenges posed by population growth, urbanization, climate change and environmental degradation.
- c. **Inequality and Growth:** Rwanda's recent economic growth has largely bypassed the rural poor, leading to a concentration of wealth at the top of the income distribution scale, and an increase in the country's Gini-coefficient from 0.47 to 0.51 in the last five years. Despite strong and sustained growth, over the same period there were increases in the depth of poverty in several areas and deterioration in the living conditions among those with the lowest income. Growing inequality is not only a threat to poverty reduction efforts, but is also an obstacle to sustainable economic growth and could potentially undermine social peace.

Despite significant progress since the war, Rwanda still faces daunting challenges in terms of peace and reconciliation as well as rebuilding an efficient and inclusive state, a free and representative political system and a fair and transparent justice system. These challenges have to be met along side issues of transitional justice, clearing the backlog of genocide-related cases, and maintaining security. Rwanda's location in the tumultuous Great Lakes region together with its own experience of genocide means that the assistance framework for the country must strengthen good governance while addressing the consequences of social upheaval and the imperative of accelerating socio-economic development.

The United Nations Development Assistance Framework (UNDAF) 2008-2012 is conceived within this national development framework and is designed to support the Government of Rwanda to effectively address these major challenges in meeting its medium and long-term development targets. The UNDAF is aligned with the UN's strategic programming tools and is based on a systematic identification of the UN's comparative advantage and mandate in the priority areas defined by Rwanda. The UN Charter and Universal Declaration of Human Rights, together with the seven core conventions, provide overall guidance to the UN system in Rwanda. The Millennium Declaration and the MDGs define its strategic operational objectives in the area of development, and constitute the basis for holding the UN system accountable for delivering results. Vision 2020 and the EDPRS delineate the entry points for the UN system's programmatic engagement with the Government of Rwanda in the area of development assistance.

Vision 2020: Six Pillars

Rwanda's long-term development vision is set out in the high-level policy document called 'Vision 2020', which defines the country's ambition of becoming a middle-income country by 2020. Vision 2020 is broadly compatible with the MDG framework. Vision 2020 identifies the following six pillars for realizing this vision:

1. Reconstruction of the Nation, Good Governance and a capable state;

2. An efficient state, capable of uniting and mobilizing its population, and including regional and international economic integration;
3. Human resource development and a knowledge-based economy;
4. Town and country planning and development of basic infrastructures;
5. A private sector-led economy, with development of entrepreneurship and the private sector;
6. Modernization of agriculture and animal husbandry for productive and market-oriented agriculture.

Economic Development and Poverty reduction Strategy (EDPRS), 2008-2012: High Level Objectives

The medium-term strategy for achieving *Vision 2020* is expressed in the EDPRS 2008 - 2012, with the following identified priority areas:

- Poverty and vulnerability reduction;
- Institutional capacity building and social capital formation;
- Sustainable management of the natural environment;
- Good governance and enhanced efficiency and accountability of the public sector;
- Enhanced performance of the private/service sector, focusing on ICT;
- Economic infrastructure development: transport, energy, water and ICT;
- Rural development and agricultural transformation.

The strategy is articulated around the following four themes, subdivided into 12 Sector Working Groups:

1. **Economic Growth:** This sector includes three working groups on Growth and Employment, Private Sector Development, and Infrastructure. Four sub-groups on ICT, Roads, Energy and Meteorology are also included.
2. **Rural Development:** Agriculture, Environment and Water/ Sanitation
3. **Social Development:** Health, Education and Social Protection.
4. **Governance:** Justice and Reconciliation, Law and Order, Decentralization and Citizen Participation, and Security.

2. UNDAF Rwanda Preparation Process

While Common Country Assessments (CCAs) normally form the basis for the elaboration of the UNDAF, in 2005 the UN Country Team in Rwanda took a strategic decision to fully align the UNDAF programme cycle with the EDPRS 2008-2012. This necessitated the extension of the Country Programme Cycle 2001-2006 by one year. Throughout 2006 and 2007, the UNCT participated actively in the EDPRS elaboration process to ensure alignment with national priorities and international commitments, as well as to support the Government to conduct an EDPRS/MDG needs assessment exercise.

The EDPRS process began in early 2006 with an independent evaluation of PRSP I implementation that identified key challenges and opportunities. The Vision 2020, the MDGs and the 2003 Government Programme provided the basis for the conduct of sectoral self-evaluations and the development of priorities, objectives and strategies. Checklists of cross-cutting issues, agreed by stakeholders, were integrated into sector strategies.¹ Availability of EICV II results in February 2007 allowed working groups to refine their strategic approach to national development and poverty reduction, taking into consideration the updated profile of poverty and vulnerability situation.

A UNDAF Strategic Prioritization Retreat took place from 6th to 8th December 2006. UNDAF priorities were identified – **governance, health, social protection, education and the**

¹ The cross cutting issues mainstreamed in the EDPRS include gender, social inclusion, HIV/AIDS and the environment.

environment – and agreed by the UNCT, the Government and other development partners, who participated in both the prioritization and strategic planning phases. For each of the five priority areas, working groups were created to further develop the vision and results matrices.² Several workshops held in February and March 2007 and attended by the whole UNCT reviewed and aligned final results matrices. This was followed by a cross-validation for the UNDAF document and annexes. Additional discussions took place to accommodate the views of the Non-Resident Agencies. This has led to reformulations such as of the priority 'Social Protection' to 'Sustainable Growth and Social Protection'.

Support was also received from the Quality Support Assurance (QSA) Cluster of the Regional Directors Team (RDT) which reviewed and transmitted consolidated comments of the reader's groups on the draft UNDAF to the UN Country Team.

UNDAF 2008 – 2012 Priorities

SECTOR	NATIONAL PRIORITY	2012 UNDAF OUTCOME
Governance	Equitable, efficient, and effective services delivered to all citizens in an environment of participation, accountability and empowerment	Good governance enhanced and sustained
Health, Population, HIV and Nutrition	Reduce incidence and impact of communicable and child diseases, by improved advocacy, promotion, prevention, care, treatment, support	The mortality due to child and maternal morbidity, the incidence and impact of HIV and AIDS and other major epidemics are reduced, and the growth of the population is slowed down
Education	Access to quality, equitable and effective education to all Rwandans	All children in Rwanda acquire a quality basic education and skills for a knowledge-based economy
Environment	Optimal use and sustainable management of environment and natural resources, access to safe water and sanitation for all	Management of environment , natural resources and land is improved in a sustainable way
Sustainable Growth and Social Protection	Sustainable progress is made to ensuring that social protection is accessible to all, with a emphasis on the existing poor and vulnerable	Rwandan Population benefits from economic growth and is less vulnerable to social and economic shocks

The UNDAF will provide the framework for coordinating common UN responses to specific development challenges, common programming in certain sectors and greater emphasis to supporting the most vulnerable people in Rwanda. Thus, it will serve as the framework for the elaboration of each Agency's Country Programme, 2008-2012. The UNDAF will take effect in Rwanda on 1 January 2008 when UN agencies will harmonize programme cycles. The process is expected to:

- Improve coordination of the actions and programmes of UN Agencies;
- Enhance the strategic focus and impact of the UN System;
- Help UN Agencies to become more responsive to the emerging planning and implementation capacity of partners; and
- Seek more cost-effective administrative arrangements for the UN System.

² Each working group was chaired by a **designated convener agency** - Governance = UNDP; Health = UNFPA; Social Protection = WFP; Education = UNICEF and Environment = UNDP.

To ensure continued relevance and contextual coherence, the UNDAF will undergo a mid-term review where priorities will be adapted, as needed, to the realities existing at the time.

3. 2008 - 2012 UNDAF Results

UNDAF Outcome 1: Good Governance enhanced and sustained

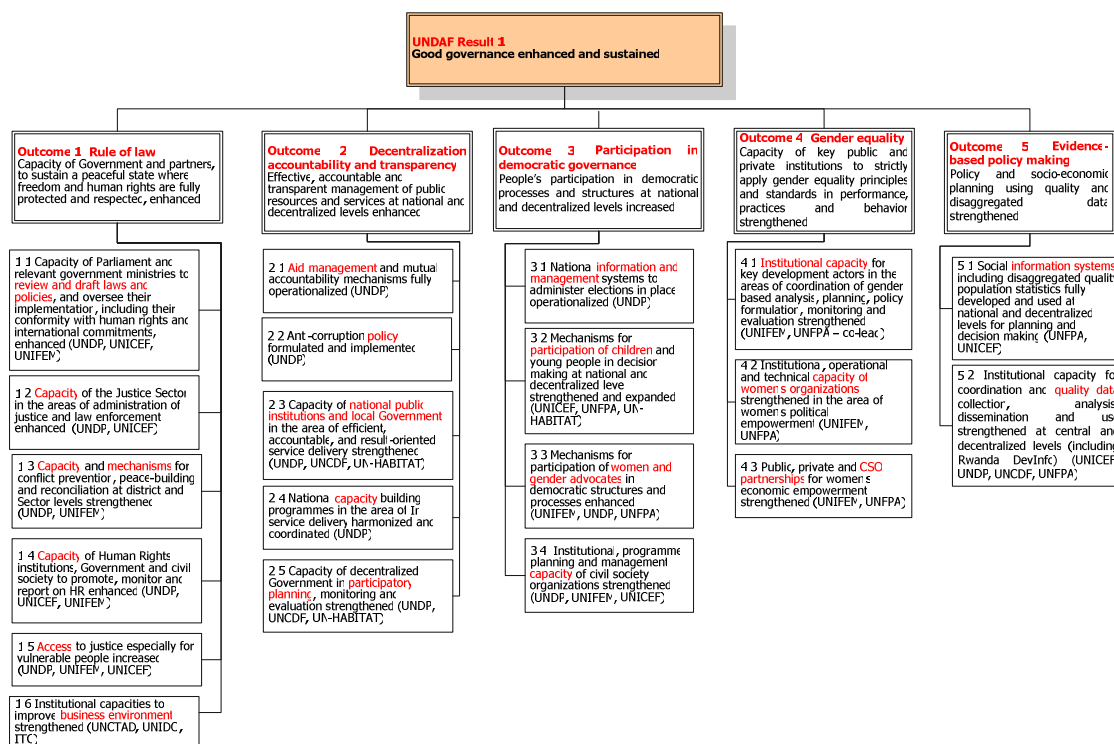


Table 2: Result Matrix on Governance

Background

Rwanda is currently making significant advances and showing a strong commitment to rebuilding and strengthening national capacity for good governance through institutional capacity building, law and order; public sector reform and decentralization; and anti-corruption and mutual accountability measures. A new constitution was adopted in 2003.

The decentralization policy has established participatory governance structures at even the lowest level of governance and is contributing to improvements in the quality of service delivery to the Rwandan population in areas such as health, education and social protection.

Rwanda has made significant progress in the area of peace and reconciliation, restoration of law and order, and democratization. This has included strengthening the rule of law through legal reform and establishing institutions such as the Supreme Court, the National Human Rights Commission, the National Unity and Reconciliation Commission and the National Unity and Reconciliation Commission (NURC). The community-based Gacaca court system was introduced in 2002 to deal with the backlog of genocide related cases and to serve as a platform for national reconciliation. To ensure universal access to justice, Rwanda will need to:

- Eliminate barriers to access including the removal of user fees for legal support;
- Strengthen community-based support mechanisms for those who are entitled to special measures of protection, for instance, children;
- Reinforce local mediation and reconciliation mechanisms for small offences and disputes;
- Sensitize citizens on individual legal rights and the legal system; and
- Work with civil society to put into place a system of situation monitoring at the local level.

In addition, the National Human Rights System must develop a clear mandate and strategy for treaty ratification, as well as reporting and follow-up on the observations and recommendations of the International Human Rights Treaty Committees.

Role of the UN

The UNCT will enhance and sustain the good governance framework through, 'The delivery of equitable, efficient and effective services to all citizens in an environment of participation, accountability and empowerment'.

- The UN will support Rwanda's national programme for capacity building and contribute to the strengthening of local governments and local development partners, as well as civil society actors. This will further advance the application of good governance principles in the pursuit of stronger accountability mechanisms and towards constructive participation in democratic structures and processes;
- The UN Country Team will encourage participation through the decentralization programme and the organization of local and national elections. This will include collaborating with UNDG to develop a CSO Trust Fund that will channel resources into a capacity strengthening programme for key national NGOs;
- The Rwanda UNCT will work to support accountability mechanisms and national institutions in order to enhance good governance. This will include strengthening accountability mechanisms currently in place and building the capacities of key institutions such as the Office of the Ombudsman, the Office of the Auditor General, Parliament and the National Electoral Commission to promote the accountability and professionalism of governance institutions;
- The UN will continue to combat and contribute to eradication of Gender-Based Violence and to build the capacity of poor women to participate in economic and political life. This will include reinforcing achievements in women representation at national and local levels, promoting gender equality and addressing the concerns of women in rural areas;
- The UNCT will also support the promotion of women, children and young people's participation in decision-making at the grassroots, decentralized and national levels;
- The UNCT will support institutions such as the National Institute of Statistics in data collection analysis and dissemination. This information will contribute to planning and policy formulation at national and local levels. It will also assist the UNCT in monitoring and evaluating progress in achieving results.

UNDAF Outcome 2: The mortality due to child and maternal morbidity, the incidence and impact of HIV and AIDS and other major epidemics are reduced, and the growth of the population is slowed down

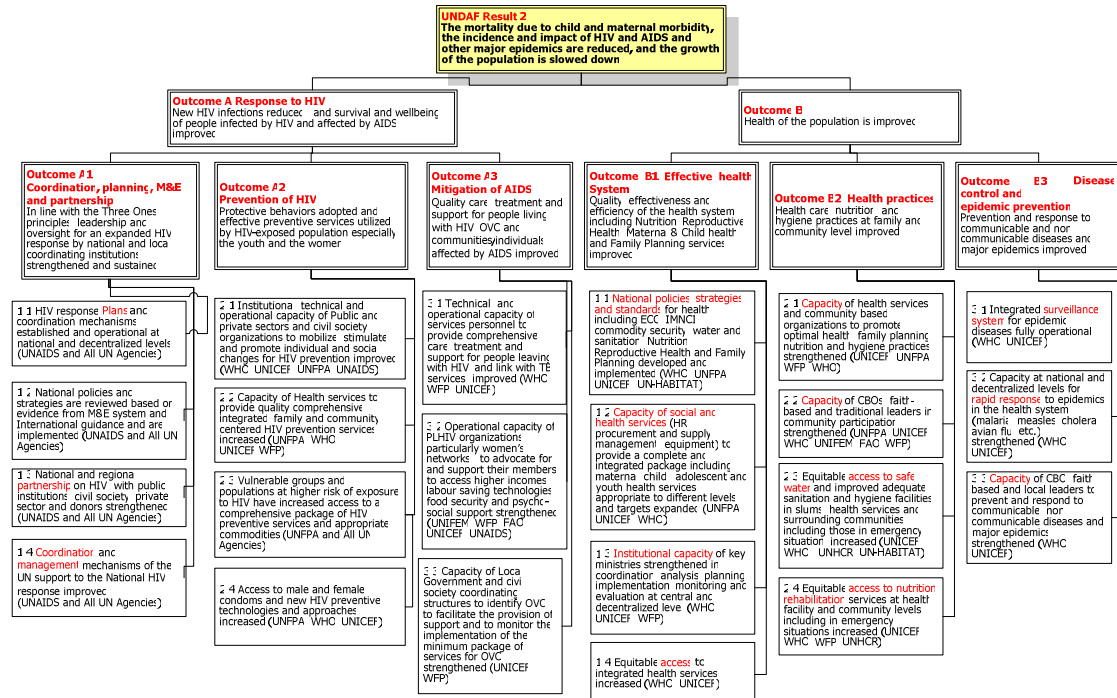


Table 3: Result Matrix on Health, Population, HIV and Nutrition

Background

Social indicators show improvement in addressing the health of its population. Between 1995 and 2000, infant and under-five child mortality (U5MR) were estimated at 107 and 196 per 1000 live births, respectively, declining to 82/1000 and 152/1000 by 2005. In 2000, maternal mortality was estimated at 1071/100,000 and declined to 750/100,000 by 2005. However, these indicators are still among the highest in the world.

Most Rwandans die of diseases that could be prevented and/or cured through increased access to safe water and improved sanitation. This includes simple health interventions and sensitization on disease prevention, nutrition and good hygiene practices. However, geographic and social disparity in access to basic health services persists. For instance, among the lowest income quintile, the U5MR is 211/1000, meaning that a child born to a very poor family has a 1 in 5 chance of dying before the age of 5 years, twice as high as that of a child born into a rich family.

The burden of HIV/AIDS continues to threaten Rwanda's economic and social fabric and undermine the country's efforts to reduce poverty. According to the 2005 DHS, 3% of the Rwandan population aged 15-49 is infected with HIV (3.6% for women and 2.3% for men). This results in increased pressure on the public health system into absorb costs, treat, care and support and pressure on families and communities to deal with declining productive capacity, overstretched community-based care and support systems, an unprecedented number of orphans and other vulnerable children (OVCs) and supporting child and elderly-headed households.

While Rwanda has a strong policy and planning framework for achieving the Vision 2020 and MDG targets for health and HIV/AIDS, effective implementation of these instruments is challenged by three key factors: a) insufficient investment; b) insufficient human resource

capacity at all levels of public administration and c) poor alignment between planning and budgeting processes, poor donor coordination and alignment with national priorities.

Role of the UN

The role of the UN in the health sector will be articulated around two major axes defined on the basis of the UN system's comparative advantage in relation to the Rwandan context.

1. The first axis highlights where the UN System's inputs will focus on the following:
 - Strengthening the capacity of central and local Government institutions to respond to the challenges posed by HIV and AIDS, in particular by strengthening the planning and monitoring function as well as donor coordination;
 - Working with local governments and civil society to strengthen access to HIV prevention methods and to sensitize the population on modes of transmission;
 - Mitigating the health and social impact of AIDS, notably through complementary nutrition and treatment as well as support for people living with HIV and AIDS (PLWA) and orphans.
1. The second axis outlines where the UN system will continue to work to strengthen the Rwandan health system, with a particular emphasis on MDGs such as maternal and child mortality, through:
 - Strengthening of the health system, from institutional capacity for planning, standard-setting and oversight, to procurement and supply management, with an emphasis on improved access to health services, water and sanitation facilities;
 - Improving health practices, including nutrition, hygiene and family planning; and
 - Improving disease control and prevention of, and response to major epidemics, notably through the development of a surveillance system and rapid response strategy for epidemics.

UNDAF Outcome 3: All children in Rwanda acquire a quality basic education and skills for a knowledge-based economy

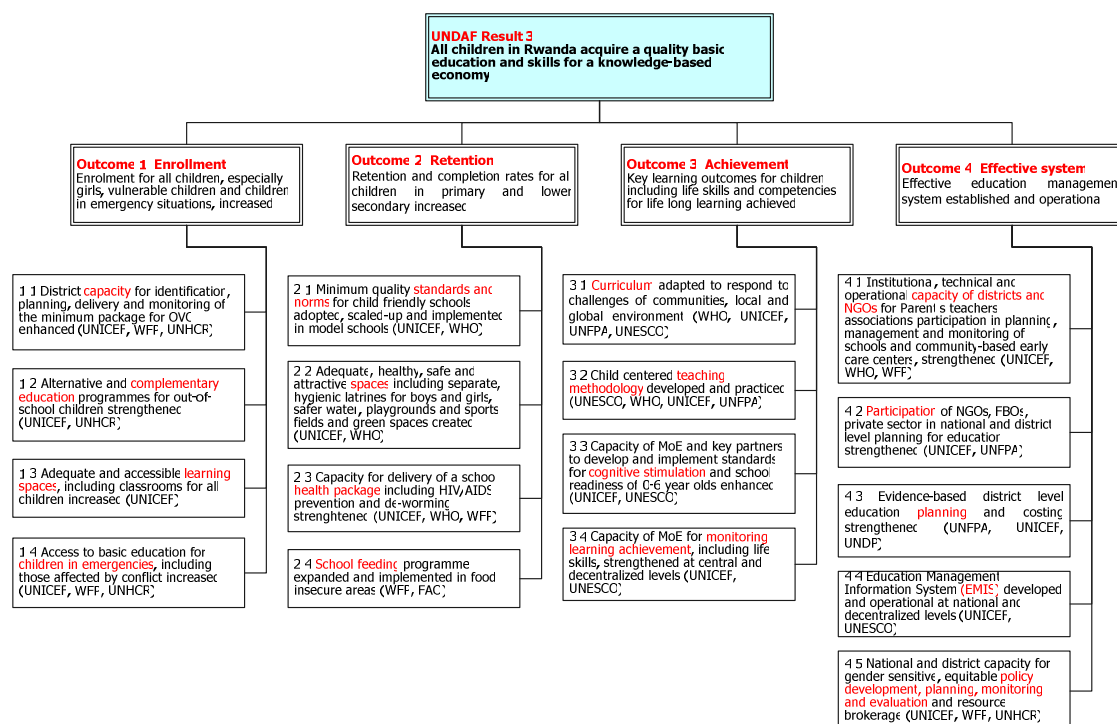


Table 4: Result Matrix on Education

Background

Rwanda has made remarkable progress in meeting national and international primary enrolment and parity goals (84.8% for boys and 86.9% for girls), due in part to a target-based education sector strategy and effective donor coordination through the establishment of a SWAp. In the last five years, female enrolment has slightly surpassed that of boys; however, retention and achievement remain critical challenges. Only 9.6% of boys and 10.3% of girls who start grade 1 actually reach grade 5, and in 'catch-up' schools, more than half of grade 1 to 3 enrolments represents 70% of total enrolment. Thus, the low current secondary school enrolment rates of 10.6% and 9.5% for boys and girls, respectively, constitute a major challenge to achieving Rwanda's Vision 2020 goals. Obstacles to successful secondary school transition and achievement at the tertiary level include:

- Lack of access to primary education: in terms of gender inequality and the OVC situation; direct and opportunity costs of schooling; and inadequate infrastructure for children with special needs;
- Non-completion of primary education: resulting from gender bias – only 16% of girls finish primary school; direct and opportunity costs of schooling; absence of qualified teachers and adapted curricula; inappropriate infrastructure unable to meet basic water, sanitation and hygiene needs; lack of safety; poor nutrition; and
- Low achievement at the primary level due to insufficient numbers of qualified teachers; low motivation among teachers; inadequate teaching and learning materials; and curricula that is not outcomes-based.

To address these issues, the Ministry of Education has moved forward in the development of sub-sector policies for OVCs' and Girls' Education and has established norms and standards to be integrated into the minimum quality framework for nine years of basic education. In 2006,

Rwanda was approved for assistance from the, Education for All Fast Track Initiative. If the expected increase in retention is realized, a key challenge will be to ensure that sufficient infrastructure, and organizational and human resource capacities exist to adequately deliver the minimum quality standards to all Rwandan children, especially those most vulnerable, and at all levels of schooling. The National Human Development Report for Rwanda (2006) concludes that predictable and substantial funding of the education sector as well as attention to equity and balance in spending will be key issues over the coming years.

Role of the UN

The UN will support the Government in these key areas of education quality, retention, achievement, enrolment of vulnerable groups and management of education systems.

The rationale for including education in the UNDAF is derived from the second pillar of the Rwanda Vision 2020 that prioritizes human resource development and a knowledge-based economy. Basic education is seen as directly supporting development of skills that are relevant to economic development. In this regard, the UN will contribute to ensuring all children in Rwanda (including refugees, returnees and children affected by natural disasters) acquire quality, basic education. The EDPRS elaborates on the Vision 2020 through the prioritization of a 9-year basic education policy directly relevant to the poverty reduction strategy where maximum returns can be realized. The UNDAF specifically addresses the challenges of low enrolment among the most vulnerable and the low completion rates (45%), and the challenges of ensuring children develop relevant skills particularly in the last three years of the 9 year basic education.

The UNDAF will focus on the following:

- Increasing enrolment/access for the most vulnerable children/groups especially girls and those affected by conflict;
- Increasing the acquisition of relevant learning outcomes including skills (formal and technical) relevant for economic development in basic education;
- Strengthening education management systems including policy development and capacity for delivery of services.

The UNDAF will therefore lead to:

- Increased access to education for all vulnerable children, girls, out-of-schools children and those affected by conflict;
- Improved retention/completion of children from the current 44.9% to at least 80%;
- strengthened capacity for gender-sensitive and equitable policy development, planning, and management;
- Improvement in mindset of the learners especially in appreciating how to apply the acquired knowledge to earn a living.

UNDAF Outcome 4: Management of environment natural resources and land is improved in a sustainable way

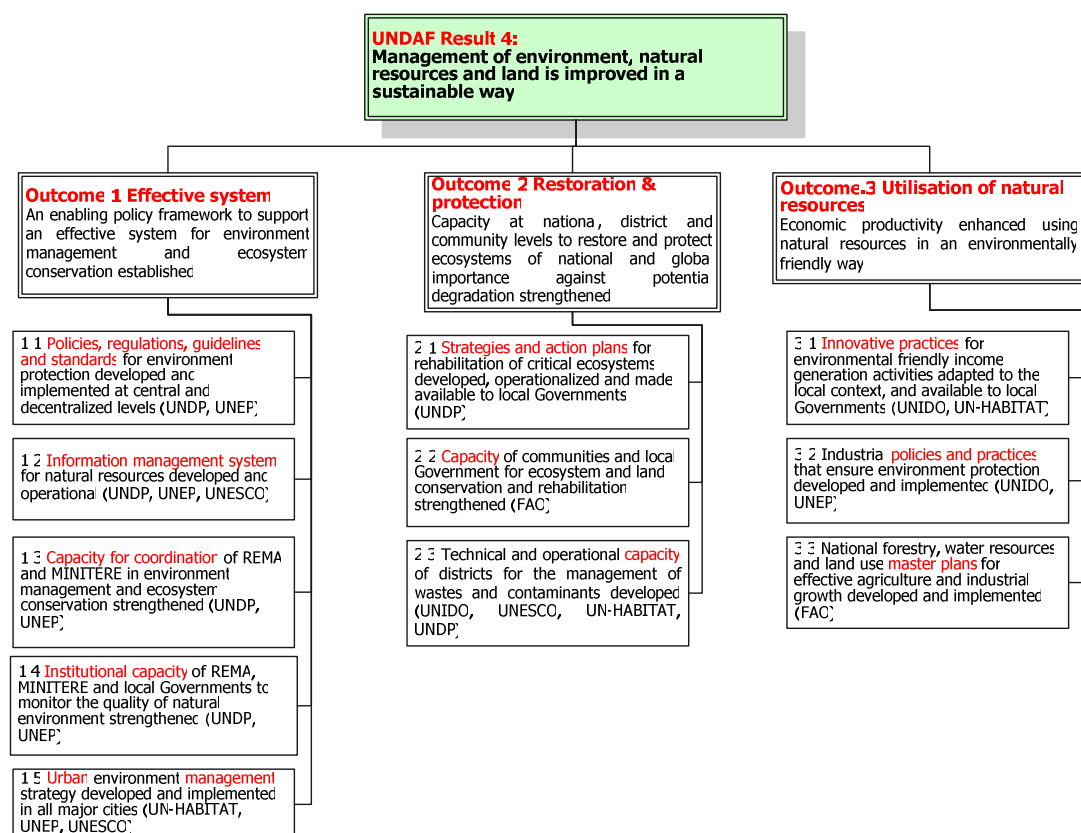


Table 5: Results Matrix on Environment

Background

The structural dimensions of poverty and vulnerability, particularly the demographic pressures and environmental degradation, exacerbate an already complex situation. Population density in Rwanda is the highest in Africa with over 350 persons per km². This is well above the Sub-Saharan average of 31 and an approximate population growth rate of 3.5% per year. In addition, 89.5 % of the nearly 9 million people live in rural areas and their livelihoods are dependent on the natural environment.

Rwanda's successful transition will largely depend on sustainable management of its natural resource base. Rwanda has experienced environmental problems and constraints that have resulted in serious environmental degradation. In addition, the following factors have impeded effective implementation of environmental management and the 'Rio Conventions':

- Failure of development policies and markets to influence the behavior of people to conserve the environment in the pursuit of their economic activities;
- Low priority accorded to the environment within decentralized structures;
- Inadequate investment of resources in environmental/conservation activities;
- Low understanding and awareness of environmental issues; and
- Inadequate capacity to plan, propose projects, implement, monitor and evaluate environmental issues.

Decades of mismanagement, poverty, shifting demographics and war has subjected the national ecosystem to strain and abuse. Attempts are being made to address this problem through

environmental policies aimed at preserving and improving environmental management. The Government of Rwanda is making every endeavor to reverse deforestation and the mining of natural resources through improvement of land use, control of soil erosion, contour farming, afforestation, reforestation and improved management of wetlands. Rural communities are deeply involved in these development initiatives.

The significance of environmental management to the Government of Rwanda's policy objectives is underscored in policy documents such as the EDPRS, Vision 2020, National Biodiversity Strategy and Action Plan (NBSAP) and the Environment Act of Rwanda. One of the key goals is the integration of environmental objectives into all policies and programmes pertaining to economic and social development as well as in all decision-making processes by 2020. Objectives include the protection of the environment, sustainable management of natural resources, and reducing gender inequalities in access to natural resources.

The Role of the UN

The UNCT 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.

The UN will support the Government of Rwanda through:

- Putting in place an effective system for environmental management and ecosystem conservation;
- Supporting the restoration and protection against potential degradation of ecosystems of national and global importance;
- Supporting the utilization of natural resources to enhance productivity in an environmentally friendly way.

The UN will work together to provide critical input into Rwanda's ability to effectively manage natural resources, environment, and land and to assure the long-term maintenance of the environmental services, and economic benefits accruing from natural resources.

The focus of the activities will be on building the capacities of national institutions such as ORTPN and REMA. Environmental conservation activities will be linked to the livelihoods of communities living near protected areas. Innovative solutions will be sought to create buffer zones that not only protect natural resources but also serve as a productive and functional resource to local community members. Support will be given to local Governments to build their capacities in environmental management and participation. Additional project activities will include promoting the development of micro-hydro systems and revenue-sharing arrangements among parks. To this end, the UN will support policies and programmes outlined in Government planning documents and strategies such as EDPRS, Vision 2020, the National Policy on Environment, the National Biodiversity Strategy and Action Plan (NBSAP) and the Environment Act of Rwanda.

The UNCT in Rwanda will support national efforts to increase environmental protection and sustainable use of natural resources to mainstream environmental sustainability into policies, and to promote sustainable management of natural resources while reducing gender and poverty inequalities.

Furthermore, the UN will concentrate energy and resources on the development of national environmental management strategies that will additionally help address critical needs in socio-economic development, poverty reduction and inadequacies in national capacity to plan, implement and monitor environmental programmes.

UNDAF Outcome 5: Rwandan Population benefits from economic growth and is less vulnerable to social and economic shocks

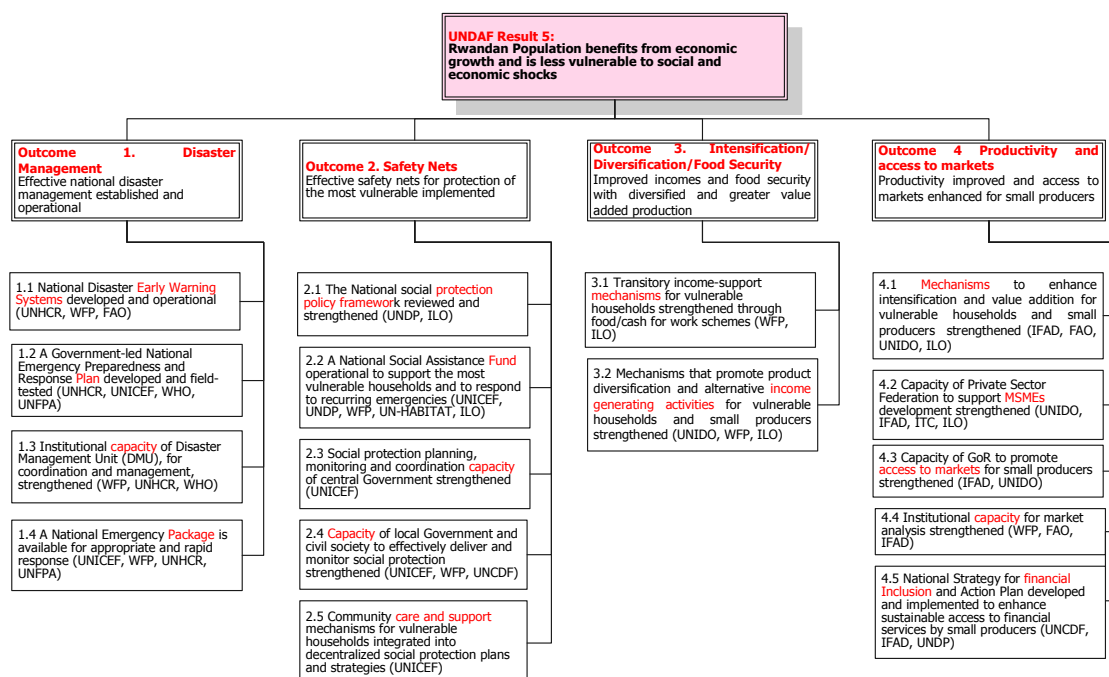


Table 6: Results Matrix on Sustainable Growth and Social Protection

Background

Recent studies (EICV, DHS, CFSVA) have shown that the majority of Rwanda's population lives below the poverty line, with an estimated one third of the population lives below the food poverty line. The war has greatly contributed to increasing the vulnerability of the population, due to the rise in child- and widow-headed households among others. Recurring droughts, climate change and environmental degradation has contributed to food insecurity and associated health problems. Furthermore, with close to 90% of the population depending on subsistence agriculture for survival, vulnerability to climatic and economic shocks has become an obstacle to growth by hindering accumulation of assets and aggravating the problem of inter-generational transmission of poverty.

In line with national sustainable development objectives, the Government of Rwanda is currently designing a national strategy for social protection that will replace a number of small programmes with a coherent strategy for managing social and economic risk. The national strategy is characterized by a pooled social assistance fund, which aims to reduce fragmentation of donor resources and improve coordination and alignment for effective delivery of social assistance to the most vulnerable households. Eligible households will be able to move into more sustainable means of self-support by participating in livelihoods enhancement schemes that gradually afford households the opportunity to participate in formal social insurance mechanisms (health insurance, unemployment insurance and pensions) and enable them to contribute to the formal market economy.

Aimed at strengthening the capacity of the poor to participate productively in the economy, the national strategy on social protection will address comprehensive vulnerability, fully in line with the MDGs and Vision 2020 and integrated into the decentralization implementation plan. The strategy entails the following interventions:

- Strengthened social safety nets for the poorest and most vulnerable who will be most affected by the socio-economic consequences of economic growth;
- Access to sustainable self-support mechanisms to enable the poorest and most vulnerable to move out of the poverty trap and productively participate in the generation of economic growth; and
- Enhanced coverage of formal insurance mechanisms.

Role of the UN

The Government of Rwanda will be supported by the UN to achieve its social protection targets, namely to reduce the vulnerability of the Rwandan population to social and economic shocks.

The strategy proposes an integrated approach to risk management, aimed at reducing the occurrence of shocks, mitigating the impact of shocks, and promoting long-term solutions to reduce vulnerability. The strategy is articulated around the following four axes:

- Improving disaster prevention and management to reduce the occurrence and impact of catastrophic events;
- Strengthening safety nets for the most vulnerable population to reduce the impact of social and economic shocks;
- Diversify income and provide off-farm employment to reduce pressure on land, to improve food security as well as livelihoods in general;
- Improve productivity and access to markets for sustainable growth and strengthened resilience of the population to shocks.

Central to this will be the establishment of a Social Assistance Fund which will ensure minimum coverage to the most vulnerable households. The UNCT will have an important role to play in the establishment of the Fund and the coordination mechanism through which the Fund will be managed. A sector-wide approach is envisaged in the near future and the Government will be supported by the UNCT to ensure development partners are on board, that programmes are in line with the national strategy, and that growth linkages are advanced.

4. Cross-cutting issues

'Crosscutting issues' are issues that have been identified as specific drivers within the UNCT development work. As such, it is imperative to mainstream them into all planning processes or actions undertaken by any UN Agency. Crosscutting issues work as catalysts for change, making implementation of development work more efficient and better targeted. For that reason, mainstreaming is considered a prerequisite for the achievement of expected outputs and outcomes.

Both the independent evaluation and the sectoral self-evaluations of PRSP I found that: The cross-cutting issues were not translated into objectives or targets for the sectors; there were very few cross-cutting indicators; little data was collected and monitoring systems are underdeveloped making it difficult to gauge progress against the cross-cutting issues.

The cross-cutting issues in the EDPRS are gender, environment, social inclusion, HIV and AIDS. Checklists for each of these areas have been developed to show the nature of action required to meet national policy commitments. All cross-cutting issues identified in the EDPRS have been integrated into UN programming either as UNDAF outcomes or as country programme outcomes.

The UN will therefore pursue a two-pronged approach to cross-cutting issues: support specific outcomes for cross-cutting issues and pursuing mainstreaming. 'Mainstreaming' as a strategy will put cross-cutting issues at the centre of planning and implementation across UNDAF outcomes, while integrating the particular focus needed to track progress and deliver results.

5. Human rights

UN Common Understanding of the Human Rights-Based Approach to Development Cooperation³

1. All programmes of development co-operation, policies and technical assistance should further the realization of human rights as laid down in the Universal Declaration of Human Rights and other international human rights instruments.
2. Human rights standards contained in, and principles derived from, the Universal Declaration of Human Rights and other international human rights instruments guide all development cooperation and programming in all sectors and in all phases of the programming process.
3. Development cooperation contributes to the development of the capacities of 'duty-bearers' to meet their obligations and/or of 'rights-holders' to claim their rights.

A Human Rights-Based Approach (HRBA) to development cooperation requires that development work be guided by the universal human rights protected under international law and the basic principles that underlie these rights. The UNCT has emphasized that both programme outcomes and processes should be designed to further human rights. Thus, the overarching strategy for the UNCT in Rwanda is to promote sustainability and national ownership by strengthening the capacity of duty bearers to fulfill their obligations and empower those most vulnerable and disadvantaged. The UNDAF 2008-2012, elaborated through a consultative process with the Government and other Development Partners, calls for:

- A legally mandated and enforced line of accountability of those who have the obligation to respect, fulfill, protect and promote the progressive realization of human rights, including ongoing support for reporting on implementation of human rights instruments;⁴
- Participation of people and non-state actors from policy development to programme planning, implementation and monitoring;
- Duty-bearer accountability at the district level through the establishment of socio-economic information management systems, sound monitoring, evaluation and reporting and institutionalization of people participation;
- Addressing structural poverty, vulnerability and social exclusion and explicit recognition of the most vulnerable;
- Improved evidence-based planning and effective coordination among Development Partners for enhanced poverty impact and accelerated achievement of the MDGs.

The UNCT will continue to support the mainstreaming of human rights at the country level as well as building the capacity of the UNCT to effectively promote human rights through initiatives such as the Action 2 programme. In 2007, the country team expects to recruit a Human Rights Advisor and Policy Analyst, to be based in the UN Resident Coordinator's Office.

6. Implementation and coordination

a. Implementation

The UNDAF will be the driver for the 'One Programme' in Rwanda. The UN Country Team, in partnership with the Government and under the leadership of the UN Resident Coordinator, is responsible for the implementation of the UNDAF.

³ UN Common Understanding, UNDG Interagency Workshop on a Human Rights based Approach in the context of UN reform 3-5 May, 2003

⁴ Rwanda has ratified five of the seven core international human rights treaties - Rwanda is not a State Party to Convention Against Torture (CAT) and the Migrant Workers' Convention (MWC). However, reporting on the implementation of treaty provisions and the recommendations of treaty committees has been irregular.

The development of Agency specific Country Programme Documents (CPDs) and the Country Action Plans will contribute to a Common Operational Document. To assure the alignment of the CPDs, similar documents and the Common Operational Document with the UNDAF, an inter-agency consultation will be set up to review these documents.

Five UNDAF theme groups will be established to coordinate the implementation of the UNDAF. The UNDAF Theme Groups are responsible for the development of joint implementation plans, the establishment of strategic joint programmes, reporting on resource utilization and monitoring progress towards UNDAF outcomes.

b. Coordination mechanism

The main coordination mechanism for the UNDAF will be a Steering Committee that will be set up to guide the implementation of the 'One UN'. This Steering Committee will play a primordial role in the organization of the coordination of the UNDAF.

Additionally to this new Steering Committee the UN System in Rwanda will continue their participation in the existing national coordination mechanisms in the different ministries of their respective intervention sectors.

c. Partnerships

The preparatory processes of the UNDAF supported the development of strong partnerships, increased networking among stakeholders, greater exchange of information and expertise, and increased collaboration among UN agencies, Government and Development Partners. The UNCT will build on this process to consolidate its position as a trusted development partner. The UNCT will pursue partnership building with the Government of Rwanda and development partners for the consensus, coordination and synergy of national priorities. Partnership arrangements with the Government of Rwanda will ensure full ownership and leadership of UN's programmes and projects framed within the priorities laid out in the EDPRS. Mutually beneficial partnerships with multilateral institutions and bilateral donors will be pursued based on the convergence of interests and objectives.

d. Programming principles

The UN programming principles are fully aligned with the principles of UN reform and the Rome and Paris Declarations. These include: national ownership, core comparative advantage and maximum effectiveness and accountability.

The UNDAF takes into account the following strategies:

- i. A Human Rights Based Approach (HRBA):** The UN has a duty to support member states to fulfill their obligations as duty bearers and to support populations to enjoy their rights as rights holders. The UN is cognizant of the responsibilities for both duty bearers and rights holders.
- ii. Achieving Gender Equality:** The UN is committed to achieving gender equality and eliminating all forms of discrimination so that the development agenda is responsive to the needs of both male and female populations of all ages.
- iii. Sustainable development:** The UN is aware that commitments for sustainable development impact on present and future generations and those strategies for sustainable development have political, institutional and capacity implications.

- iv. Results Based Management (RBM):** RBM responds to accountability, monitoring and reporting requirements but it also permits partners to engage the UN in assessing changes that UN assistance brings.
- v. Capacity Development:** This is an integral aspect of any development plan and the UN aims to build lasting in-country capacity to facilitate achievement of national priorities and the MDGs. The Monitoring and Evaluation framework will be the reference point for gauging performance.
- vi. Scope of the Programme:** The United Nations will concentrate its efforts in the same areas based on the vulnerability of the population with the exception of action that will be pursued on a wider level than the concentration zones.

7. Estimated resource requirements

The total funds needed to implement this UNDAF are US\$ 347 million based on the estimates made for the execution for 2008-2012⁵. At this stage almost US\$ 130 million (i.e. 37% of the total needed) have been raised from UN Agency core resources. The results matrix of each UNDAF outlines the total necessary budget per output. However these are indicative numbers and core resources depend on the agreements of Agency specific Boards.

In order to achieve the objectives of the UNDAF, an additional 63% remains to be mobilized. The cornerstone of the 'One UN' will be the 'One Budgetary Framework'. It will provide the incentive mechanisms to ensure that agencies adhere to the 'One Programme' and that the strategies remain results-oriented.

There will be two means of funding, (i) the core resources from agencies (Cods or Country Action Plans), and (ii) the resources needed to be mobilized to fund the UNDAF gap (difference between what is actually needed and what is already estimated to be received via core resources). The funds needed to fill this gap in the UNDAF will be mobilized by the Office of the Resident Coordinator according to the guidelines set out in the 'One UN Concept Paper'⁶.

Under the leadership of the Resident Coordinator, the UNCT will work together to mobilize a pooled fund to cover the UNDAF funding gap. In order to prevent funding-driven strategies and achieve the strategic objectives defined in the 'One Programme', it is crucial that sufficient financial resources be provided to the System from the outset. Agencies would commit to avoiding independent fund-raising at country level with exceptions made for:

- i.** Vertical funding sources (e.g. UNICEF National Committees, Friends of WFP, Thematic Trust Funds). Agencies need to ensure that vertical funding sources are aligned with UNDAF outcomes;
- ii.** Humanitarian emergencies, which should be responded to through the Central Emergency Response Fund, or dealt with on a case-by-case basis.

8. Monitoring and evaluation

The UN Country Team, in close collaboration with the Government, has defined a limited series of realistic indicators to measure results for each UNDAF outcome. The Monitoring and Evaluation (M&E) Framework takes into account the existing capacities and mechanisms at national and agency level. The UNCT will undertake explicit interventions to reinforce national capacity in data collection, analysis, management, and dissemination.

⁵ However not all figures were known at the time of writing this document. After the first semester Review of UNDAF implementation, foreseen in July 2008, the figures will be updated and more accurate.

⁶ Document signed on 5 April 2007 by the UNCT and the Rwandan Ministry of Finance and Economic Planning

To ensure its effectiveness and impact on programming, the M&E framework will be fully integrated into the UNDAF management system. Commonly agreed performance evaluation criteria will guide financial disbursements in the pooled fund managed by the Resident Coordinator.

The Monitoring and Evaluation Calendar focuses on the principal M&E activities of the Government of Rwanda and UN system including studies, surveys and evaluations. These will provide an opportunity for the UN to assess progress towards coherence, harmonization and good programming practices (joint evaluations, organizations of joint missions, peer reviews and support, etc). The plan also includes a calendar of M&E system development to ensure continuous data collection and improved data management and accessibility. This includes the development of the Rwanda DevInfo for tracking progress against MDG goals.

Four evaluation themes for the UNDAF 2008-2012 are suggested:

- i. The High-Level Panel First-Year Evaluation of One UN development experience in Rwanda (last quarter of 2008), will be a part of the externally planned eight-country evaluation of the One UN Pilot;
- ii. Mid-Term Evaluation of the Rwanda UNDAF and its contribution to the UN Reform process, i.e. the One UN Pilot Project (mid-2010). This will be an independent (by external evaluators) but formative evaluation, designed for learning and programme improvement;
- iii. Impact of decentralization on the democratic process, equitable service delivery and local development, and significance of the UN contribution (2011). The success of decentralization being a key determinant in achieving results for the poorest and vulnerable populations, findings and conclusions of this evaluation will enrich the end-of-cycle evaluation;
- iv. End-Of Cycle Evaluation of the Rwanda UNDAF and its contribution to the UN Reform process (mid-2012). This evaluation can be given a double character: (a) Formative – to help improve the design of the next UNDAF and refine the One UN pilot design, and (b) Summative, to provide evidence-based arguments for the UN Reform strategy and influence the global thinking on UN reform.

The above evaluations, managed by the Office of the Resident Coordinator with full participation of the entire UNCT and key stakeholders, will be conducted by external, independent and internationally credible institutions. The choices of additional thematic and joint evaluations at agency level should be guided by the desire to contribute to the four strategic evaluations. The evaluations will be supported by quantitative data from major surveys [DHS, MICS, the Third Integrated Survey of Living Conditions (EICV III) and others] and qualitative data from studies and periodic UNDAF implementation progress reviews. Such reviews will be held at least once a year.

Annexes

- 1. UNDAF Results Matrices**
- 2. Monitoring and Evaluation Framework**
- 3. Monitoring and Evaluation Calendar**
- 4. Glossary of Terms and Abbreviations**
- 5. Activities of UN Agencies not mentioned in the UNDAF**

Annex 1: UNDAF Results Matrices

Result Matrix on GOVERNANCE

National Priority/Goal: Good governance promoted for equitable, efficient, and effective services delivery to all citizens				
UNDAF Outcome: Good Governance enhanced and sustained				
Country Programme Outcome	Country Programme Output	Role of the Partners	Resources (in million US \$)	
			Core Resources	To mobilize
Outcome 1: Rule of law Capacity of Government and partners, to sustain a peaceful state where freedom and human rights are fully protected and respected, enhanced	1.1 Capacity of Parliament and relevant government ministries to review and draft laws and policies, and oversee their implementation, including their conformity with human rights and international commitments, enhanced (UNDP, UNICEF, UNIFEM)	<ul style="list-style-type: none"> ▪ Parliament: Coordination and implementation, enacting laws and Government oversight ▪ Government ministries: drafting decrees and law proposals ▪ Human Rights Commission & CSO: monitoring implementation ▪ Development partners (DFID, Belgium): capacity building and funding 	UNDP: 1 UNICEF: 0.3 UNIFEM: 0.05	1.6
	1.2 Capacity of the Justice Sector in the areas of administration of justice and law enforcement enhanced (UNDP, UNICEF)	<ul style="list-style-type: none"> ▪ MINIJUST: Chair Justice Sector Coordination Group and justice sector institution : Implementation and coordination ▪ MINALOC & MININTER: Joint planning and implementation ▪ Bar Association, NGOs, Legal aid forum: Setting policy on legal aid/assistance, implementation, M&E ▪ NGOs: Advocacy & Lobbying ▪ E.C., DFID, BELGIUM,NETHERLANDS: financial and technical support 	UNICEF: 0.2 UNDP: 1 UNIFEM: 0.05	0.5
	1.3 Capacity and mechanisms for conflict prevention, peace-building and reconciliation at district and Sector levels strengthened (UNDP, UNIFEM)	<ul style="list-style-type: none"> ▪ NURC: Implementation and coordination ▪ President's Office: Special Envoy to the President for the Great Lakes Region ▪ MINIJUST, Gacaca: Steering Justice Sector Coordination Group and policy and implementation on mediation and Gacaca ▪ NURC, CSOs, Abunzi committees and gacaca courts: Conflict prevention, peace-building and mechanisms for unity and reconciliation ▪ E.C., DFID, BELGIUM,NETHERLANDS: financial and technical support 	UNDP: 1 UNIFEM: 0.1	1.2
	1.4 Capacity of Human Rights institutions, Government and civil society to promote, monitor and report on HR enhanced (UNDP, UNICEF, UNIFEM)	<ul style="list-style-type: none"> ▪ MINIJUST: developing a national treaty body reporting and follow up plan ▪ RHRC, NURC, CSOs: human rights promotion, situation monitoring and reporting; ensuring that the views of all stakeholders are considered in reporting processes; advocacy for treaty ratification ▪ MIGEPROF (CEDAW/CRC): reporting to the treaty body committees, implementing committee recommendations ▪ Parliament/President of the Republic: treaty ratification ▪ Ministry of Foreign Affairs, RHRC: treaty reporting ▪ Justice Sector Coordination Group, Human Rights Coordination Framework (NHRC, CSOs): coordination ▪ MINIJUST, NHRC, CSOs (International and National): Human Rights promotion and protection (monitoring and reporting) ▪ E.C., DFID, BELGIUM,NETHERLANDS, GTZ: financial and technical support 	UNDP: 1 UNICEF: 0.2 UNIFEM:0.05	0.7 0.8

	1.5 Access to justice especially for vulnerable people increased (UNDP, UNIFEM, UNICEF)	<ul style="list-style-type: none"> ▪ MINIJUST: setting rules and regulations for the administration of and access to justice ▪ MINALOC: management of delivery of community justice ▪ Bar Association: legal assistance ▪ NGOs: legal advice, situation monitoring ▪ Districts: identification of vulnerable people, judgment execution ▪ Justice Sector Coordination Group, Legal Aid Forum: coordination ▪ MINIJUST (Pilot Project Maison d'Accès à la Justice Nyanza), Kigali Bar Association, Legal Aid Forum: mechanisms legal aid, especially most vulnerable ▪ Danish center for HR, BELGIUM: financial and technical support 	UNDP: 1 UNICEF: 0.5 UNIFEM: 0.1	1 1
	1.6 Institutional capacities to improve Business environment strengthened (UNCTAD, UNIDO, ITC)	<ul style="list-style-type: none"> ▪ MINICOM, MINAGRI, MINECOFIN, NIS ▪ Development Partners (EU, USAID, WB, AfDB) 	UNIDO: 0	0.3
Outcome 2: Decentralization accountability and transparency: Effective, accountable and transparent management of public resources and services at national and decentralized levels enhanced.	2.1 Aid management and mutual accountability mechanisms fully operationalized (UNDP)	<ul style="list-style-type: none"> ▪ MINECOFIN: Coordination; Office of the Auditor General: monitoring and standard setting; Ombudsman: Monitoring; ▪ MINALOC: Reporting, Monitoring and Evaluation; ▪ International NGOs, Development partners, IMF and World Bank: promoting transparency 	UNDP: 1	2.3
	2.2 Anti-corruption policy formulated and implemented (UNDP)	<ul style="list-style-type: none"> ▪ Ombudsman: Advise on policy, monitor and investigation; ▪ MINALOC, MINIJUST, MIFOTRA: policy formulation; ▪ National NGOs: policy validation, advocacy and sensitization; ▪ Development partners (DFID, SIDA): monitoring, technical support and funding 	UNDP: 0.2	2
	2.3 Capacity of national public institutions and local Government in the area of efficient, accountable, and result-oriented service delivery strengthened (UNDP, UNCDF, UN-HABITAT)	<ul style="list-style-type: none"> ▪ MINALOC/MIFOTRA/HIDA: capacity building needs assessment and programme design ▪ RALGA: advocacy and networking ▪ Provinces/CDF: monitoring and evaluation ▪ Districts: implementation ▪ CSO: advocacy and lobbying for better public service delivery ▪ Development partners (RNE, SIDA, GTZ, DFID, CIDA, Belgium, EU): funding coordination and capacity building 	UNDP: 4.8 UNCDF: 4 UNIFEM: 0.03 UNICEF: 0.2 UN-HABITAT: 0.25	1.2 0.2
	2.4 National capacity building programmes in the area of service delivery harmonized and coordinated (UNDP)	<ul style="list-style-type: none"> ▪ HIDA/MIFOTRA: design, implementation and coordination ▪ Government ministries: implementation ▪ Development partners (World Bank, ACBF, CIDA): capacity building and funding 	UNDP: 3	0.5
	2.5 Capacity of decentralized Government in participatory planning, monitoring and evaluation strengthened (UNDP, UNCDF, UN-HABITAT)	<ul style="list-style-type: none"> ▪ MINALOC/Districts: Allow space for CBO and local NGO to participate in local development planning processes. ▪ CDF: channeling budget support to districts and investments oversight ▪ Local NGO: strengthen the capacity of grass roots people to understand and take part in planning/M&E ▪ Development partners (GTZ, SIDA, RNE): capacity building and funding 	UNIFEM: 0.1 UNICEF: 0.1	0.3
Outcome 3: Participation in democratic governance People's participation in democratic processes and structures at national and	3.1 National information and management systems to administer elections in place operationalized (UNDP)	<ul style="list-style-type: none"> ▪ National Electoral Commission: Implementation and coordination; ▪ MINALOC, The Districts, The Supreme court and Parliament: Enact laws; Development Partners, Programme d'Observation des Elections au Rwanda (POER): Monitoring 	UNDP: 1.5	5

decentralized levels increased		and Observation. <ul style="list-style-type: none"> ▪ Development partners (EU, DFID, Belgium): observation missions and funding 		
	3.2 Mechanisms for participation of children and young people in decision making at national and decentralized level strengthened and expanded (UNICEF, UNFPA, UN-HABITAT)	<ul style="list-style-type: none"> ▪ MIGEPROF: coordination, policy and planning, children's empowerment and advocacy ▪ MIJESPOC: capacity building and social mobilization of young people ▪ Districts: organization of children's and youth for a, participatory planning ▪ NGOs, FBOs, CBOs: facilitation and capacity building 	UNICEF: 2.8 UNFPA: 0.15 UN-HABITAT: 0.2	1 0.01
	3.3 Mechanisms for participation of women and gender advocates in democratic structures and processes enhanced (UNIFEM, UNDP, UNFPA)	<ul style="list-style-type: none"> ▪ MIGEPROF: for coordination, M&E ▪ FFRP: Implementation and advocacy ▪ Pro-femmes: Capacity building for CSOs 	UNIFEM: 0.3 UNDP: 1	0.3
	3.4. Institutional, programme planning and management capacity of civil society organizations strengthened (UNDP, UNIFEM, UNICEF)	<ul style="list-style-type: none"> ▪ MINALOC: participatory planning ▪ Higher institutions of learning & NGOs: research ▪ Umbrella Organizations: capacity building, social mobilization and advocacy ▪ International and National CSOs: Capacity building, planning, Implementation and coordination ▪ Development Partners(DANIDA, DFID, CIDA, SIDA, RNE, BELGIUM, GERMANY, WB, EU) 	UNIFEM: 0.1 UNICEF: 0.1 UNDP: 1	0.1 1
Outcome 4: Gender equality Capacity of key public and private institutions to strictly apply gender equality principles and standards in performance, practices and behavior strengthened	4.1 Institutional capacity for key development actors in the areas of coordination of gender based analysis, planning, policy formulation, monitoring and evaluation strengthened (UNIFEM, UNFPA – co-lead)	<ul style="list-style-type: none"> ▪ MIGEPROF: implementation and coordination ▪ Gender observatory: disseminating information, setting standards, M&E ▪ Parliament: Advocacy and law enactment through the RRPD and FFRP ▪ NIS: Support and control in data analysis and use ▪ NGOs: Advocacy, implementation, sensitization, research and training ▪ Development Partners (DANIDA, DFID,CIDA, Belgium, SIDA, RNE, MONACO): Funding and technical support 	UNFPA: 1 UNIFEM: 0.05 UNICEF: 0.4	0.7
	4.2 Institutional, operational and technical capacity of women's organizations strengthened in the area of women's political empowerment (UNIFEM, UNFPA)	<ul style="list-style-type: none"> ▪ MIGEPROF: implementation and coordination ▪ Gender observatory: disseminating information, setting standards, M&E Parliament: Advocacy and legislation through the RRPD and FFRP ▪ Media: IEC/BCC ▪ High institutions of learning & NGOs: research and advocacy ▪ Development partners (SIDA, EU, CIDA, ADB): funding and technical support 	UNICEF: 0.1 UNIFEM:0.05 UNFPA: 0.2	0.5
	4.3 Public, private and CSO partnerships for women's economic empowerment strengthened (UNIFEM, UNFPA)	<ul style="list-style-type: none"> ▪ MIGEPROF: Policy design, implementation and coordination ▪ Gender Observatory: disseminating information, setting standards, M&E ▪ NIS: making available data disaggregated by sex ▪ NGOs: implementation and advocacy ▪ Development partners (CIDA, EU, ADB): funding and technical support 	UNIFEM: 0.05 UNFPA: 0.2	0.5

Outcome 5: Evidence-based policy making Policy and socio-economic planning using quality and disaggregated data strengthened	5.1 Social information systems including disaggregated quality population statistics fully developed and used at national and decentralized levels for planning and decision making (UNFPA, UNICEF)	<ul style="list-style-type: none"> ▪ MINECOFIN & other key ministries: Institutional steps and data management ▪ INS: Coordination and technical support including quality data assurance ▪ DISTRICTS: Institutional steps and data management ▪ WB, DFID, EU, USAID: funding and technical capacity building 	UNICEF: 0.5 UNFPA: 0.5 UNDP: 1	0.3 0.2
	5.2 Institutional capacity for coordination and quality data collection, analysis, dissemination and use strengthened at central and decentralized levels (including Rwanda DevInfo) (UNICEF, UNDP, UNCDF, UNFPA)	<ul style="list-style-type: none"> ▪ MINECOFIN: Support and oversight ▪ Other key ministries: collaboration ▪ INS: conduct institutional needs assessment and activity plan; oversee institutional steps; ensure technical support; organize regular official data collection, analysis and dissemination to users ▪ WB, DFID, EU, USAID: funding and technical capacity building 	UNDP: 1.5 UNFPA: 1 UNIFEM: 0.035 UNCDF: 0.06 UNICEF: 1	7 3.5 0.3
Coordination mechanisms and programme modalities	Implementation modalities will be defined by UN agencies according to their complementarities and the need for enhanced synergy. The gender programme might need a joint programme between the involved agencies. Agencies will assess the implementation capacity of their Government counterparts before making decision on the execution modalities.			

Results Matrix on Health, Population, HIV and Nutrition

National Priority/Goal: To ensure, promote & improve the health status of the Rwandan population by providing accessible quality preventive, curative, promotional & rehabilitative services				
UNDAF Outcome: The mortality due to child and maternal morbidity, the incidence and impact of HIV and AIDS and other major epidemics are reduced, and the growth of the population is slowed down				
Country Programme Outcome	Country Programme Output	Role of the Partners	Resource Mobilization Targets	
			Core Resources	To mobilize
Outcome A Response to HIV New HIV infections reduced, and survival and wellbeing of people infected by HIV and affected by AIDS improved				
Outcome A1. Coordination, planning, M&E and partnership In line with the Three Ones principles, leadership and oversight for an expanded HIV response by national and local coordinating institutions strengthened and sustained	1.1 HIV response Plans and coordination mechanisms established and operational at national and decentralized levels (UNAIDS and All UN Agencies)	<ul style="list-style-type: none"> ▪ CNLS: Coordination and M&E ▪ Government: MINISANTE (oversight and integrate HIV in Health system), Lines ministries including TRAC (collaboration) ▪ Civil Society organizations: NGO umbrellas (advocacy, policy dialogue, implementation, monitoring) ▪ Development partners: GFATM, ADB, regional economic bodies for technical and financial support ▪ Bilateral partners sub-leads in RW (support and technical capacity development) 	UNDP: 1 UNAIDS: 0.25	1.2 1
	1.2 National policies and strategies are reviewed based on evidence from M&E system and International guidance and are implemented (UNAIDS and All UN Agencies)	<ul style="list-style-type: none"> ▪ CNLS: Coordination and M&E ▪ Government: MINECOFIN/MINISANTE including TRAC and INS (oversight for knowledge management), Lines ministries (collaboration & integrating HIV) ▪ Districts: Information management ▪ Civil Society organizations: NGO umbrellas (information 		

		<ul style="list-style-type: none"> sharing & best practices, monitoring) Development partners: GFATM, ADB, regional economic bodies for technical and financial support. Bilateral partners sub-leads in RW (support and technical capacity development) 		
	1.3 National and regional partnership on HIV with public institutions, civil society, private sector and donors strengthened (UNAIDS and All UN Agencies)	<ul style="list-style-type: none"> CNLS: Coordination and M&E Government: MINISANTE & Lines ministries including TRAC (harmonization, resource mobilization, ensure continued partnership) Civil Society organizations: NGO umbrellas (advocacy, policy dialogue, implementation, monitoring) Development partners: support and technical capacity development 	UNAIDS: 0.5 UNICEF: 0.25	0.5
	1.4 Coordination and management mechanisms of the UN support to the National HIV response improved (UNAIDS and All UN Agencies)	<ul style="list-style-type: none"> CNLS: Coordination and M&E Government: MINISANTE (oversight and integrate HIV in Health system), Lines ministries including TRAC (collaboration) Civil Society organizations: NGO umbrellas (advocacy, policy dialogue, implementation, monitoring) Development partners: GFATM, ADB, regional economic bodies for technical and financial support Bilateral partners sub-leads in RW (support and technical capacity development) 		
Outcome A2. Prevention of HIV Protective behaviors adopted and effective preventive services utilized by HIV-exposed population especially the youth and the women	2.1 Institutional, technical and operational capacity of Public and private sectors and civil society organizations to mobilize, stimulate and promote individual and social changes for HIV prevention improved (WHO, UNICEF, UNFPA, UNAIDS)	<ul style="list-style-type: none"> CNLS: Coordination & M&E Line Ministries: MINSANTE, including TRAC and key ministries: Strategy development, coordination, implementation and M&E CSO and NGOs: Social mobilization Development partners: Financial support to PMTCT scale up plan and VCT sites, condoms procurement and including social marketing 	UNICEF: 1.5	3
	2.2 Capacity of Health services to provide quality comprehensive, integrated, family and community centered HIV prevention services increased (UNFPA, WHO, UNICEF, WFP)	<ul style="list-style-type: none"> CNLS: Coordination & M&E Line Ministries: MIJESPOC, including TRAC and key ministries: Strategy development, coordination, implementation and M&E CSO and NGOs: Social mobilization, service delivery Development partners: Financial support to PMTCT scale up plan and VCT sites, condoms procurement and including social marketing GLIA: financial support to HIV programs in refugee sites for two years 	UNFPA: 0.15 UNICEF: 0.5 UNHCR: 0.5	0.1 1 2
	2.3 Vulnerable groups and populations at higher risk of exposure to HIV have increased access to a comprehensive package of HIV preventive services and appropriate commodities (UNFPA and All UN Agencies)	<ul style="list-style-type: none"> CNLS: Coordination & M&E Line Ministries: MINSANTE, including TRAC and key ministries: Strategy development, coordination, implementation, research and M&E CSO and NGOs: Social mobilization, service delivery Development partners: Financial support to PMTCT scale up plan and VCT sites, condoms procurement and including social marketing 	UNFPA: 0.2 UNICEF: 1	0.1 1.5
	2.4 Access to male and female condoms and new HIV preventive technologies and approaches increased (UNFPA, WHO, UNICEF)	<ul style="list-style-type: none"> CNLS: Coordination & M&E Line Ministries: MINSANTE, including TRAC and key ministries: Strategy development, coordination, implementation, research and 	UNFPA: 0.1 UNICEF: 0.25	0.1 0.75

		<ul style="list-style-type: none"> M&E CSO and NGOs: Social mobilization Development partners: Financial support to advocacy for condoms procurement including social marketing 		
Outcome A3. Mitigation of AIDS Quality care, treatment and support for people living with HIV, OVC and communities/individuals affected by AIDS improved	3.1 Technical and operational capacity of services personnel to provide comprehensive care, treatment and support for people leaving with HIV, and link with TB services improved (WHO, WFP, UNICEF)	<ul style="list-style-type: none"> CNLS: Coordination & M&E Line Ministries: MINSANTE, including TRAC and key ministries: Strategy development, coordination, implementation, research and M&E CSO and NGOs: Social mobilization & service delivery Development partners: Financial support and technical capacity development 	UNICEF: 0.75 UNHCR: 0.045	2.5
	3.2 Operational capacity of PLHIV organizations, particularly women's networks, to advocate for and support their members to access higher incomes, labour saving technologies, food security and psycho-social support strengthened (UNIFEM, WFP, FAO, UNICEF, UNAIDS)	<ul style="list-style-type: none"> CNLS: Coordination, advocacy and technical support Line Ministries: MINSANTE, including TRAC and key ministries: support to access care & treatment CSO and NGOs: Social mobilization, BCC & service delivery Development partners: Financial support and technical capacity development 	UNAIDS: 0.1	1
	3.3 Capacity of Local Government and civil society coordinating structures to identify OVC, to facilitate the provision of support and to monitor the implementation of the minimum package of services for OVC strengthened (UNICEF, WFP)	<ul style="list-style-type: none"> CNLS: Coordination & M&E Line Ministries: MIGEPROF, including TRAC and key ministries: Strategy development, coordination, implementation, research and M&E CSO and NGOs: Social mobilization & service delivery Development partners: Financial support and technical capacity development 	UNICEF: 0.25	2.25
Outcome B Health of the population is improved				
Outcome B1 Effective health System Quality, effectiveness and efficiency of the health system, including Nutrition, Reproductive Health, Maternal & Child health and Family Planning services improved	1.1 National policies, strategies and standards for health, including ECC, IMNCI, commodity security, water and sanitation, Nutrition, Reproductive Health and Family Planning developed and implemented (WHO, UNFPA, UNICEF, UN-HABITAT)	<ul style="list-style-type: none"> MOH (Coordination, policy formulation, setting strategies and standards, oversight and management); Other line ministries: collaboration Health districts: Implementation, management and distribution NGOs and Private sectors: advocacy and legislation, service delivery and implementation Partners: WB, USAID, GTZ, EU: funding and technical capacity building 	UNFPA: 0.2 UNICEF: 0.75 UN-HABITAT: 1.8	0.3 1.5
	1.2 Capacity of social and health services (HR, procurement and supply management, equipment) to provide a complete and integrated package including maternal, child, adolescent and youth health services appropriate to different levels and targets expanded (UNFPA, UNICEF, WHO)	<ul style="list-style-type: none"> MoH: coordination, management, M&E Districts: Management, service delivery, M&E NGOs: Advocacy, service delivery, M&E Partners: WB, GTZ, USAID and EU: funding and technical capacity building 	UNFPA: 1.8 UNICEF: 4	2.9 8
	1.3 Institutional capacity of key ministries strengthened in coordination, analysis, planning, implementation, monitoring and evaluation at central and decentralized level (WHO, UNICEF, WFP)	<ul style="list-style-type: none"> MoH and other line ministries: Need assessment, Coordination, M&E Districts and health facilities: Implementation (service delivery), M&E NGOs and Private sectors: Advocacy, Implementation and M&E Partners: USAID, GTZ, EU and other partners: funding and technical capacity building 	UNICEF: 0.75	1.5

	1.4 Equitable access to integrated health services increased (WHO, UNICEF)	<ul style="list-style-type: none"> ▪ MOH: Coordination, institutional steps, setting strategies and standards, oversight, M&E ▪ Other line ministries: Collaboration ▪ Health districts: Implementation, management and service delivery and M&E ▪ NGOs and Private sectors: Service delivery and implementation ▪ Partners: WB, BTC, USAID, GTZ, EU: funding and technical capacity building 	UNICEF: 0.5	1
Outcome B2. Health practices Health care, nutrition, and hygiene practices at family and community level improved	2.1 Capacity of health services and community based organizations to promote optimal health, family planning, nutrition and hygiene practices strengthened (UNICEF, UNFPA, WFP, WHO)	<ul style="list-style-type: none"> ▪ MOH: Coordination, institutional steps, setting strategies and standards, oversight, M&E ▪ Other line ministries: Collaboration ▪ Health districts: Implementation, management and service delivery and M&E ▪ NGOs and Private sectors: Service delivery and implementation ▪ Partners: WB, BTC, USAID, GTZ, EU: funding and technical capacity building 	UNICEF: 0.745 UNFPA: 1	1.49 2
	2.2 Capacity of CBOs, faith-based and traditional leaders in community participation strengthened (UNFPA, UNICEF, WHO, UNIFEM, FAO, WFP)	<ul style="list-style-type: none"> ▪ MINALOC & MoH: Coordination, setting institutional steps and strategies; oversight and M&E ▪ Other line ministries: Collaboration ▪ Health districts: Advocacy and implementation and M&E ▪ NGOs and Private sectors: Implementation, advocacy and BCC ▪ Partners: WB, BTC, USAID, GTZ, EU: funding and technical capacity building 	UNFPA: 0.15 UNICEF: 0.5	0.2 1.21
	2.3 Equitable access to safe water and improved adequate sanitation and hygiene facilities in slums, health services and surrounding communities, including those in emergency situation, increased (UNICEF, WHO, UNHCR, UN-HABITAT)	<ul style="list-style-type: none"> ▪ MOH: Coordination, setting institutional steps, policy and standards, oversight and M&E ▪ Other line ministries: Collaboration ▪ Districts: Implementation, management and service delivery and M&E ▪ NGOs and Private sectors: Service delivery and implementation ▪ Partners: WB, BTC, USAID, GTZ, EU: funding and technical capacity building 	UNICEF: 1.5 UNHCR: 1.4 UN-HABITAT: 0	3 2
	2.4 Equitable access to nutrition rehabilitation services at health facility and community levels including in emergency situations increased (UNICEF, WHO, WFP, UNHCR)	<ul style="list-style-type: none"> ▪ MOH: Coordination, setting institutional steps, policy and standards, oversight and M&E ▪ Other line ministries: Collaboration ▪ Districts: Implementation, management and service delivery and M&E ▪ NGOs and Private sectors: Service delivery and implementation ▪ Partners: WB, BTC, USAID, GTZ, EU: funding and technical capacity building 	UNICEF: 1 UNHCR: 0.8	2.5
	Outcome B3. Disease control and epidemic prevention Prevention and response to communicable and non communicable diseases and major epidemics improved	3.1 Integrated surveillance system for epidemic diseases fully operational (WHO, UNICEF)	<ul style="list-style-type: none"> ▪ MOH: Coordination, setting institutional steps, policy and standards, oversight and M&E ▪ Other line ministries: Collaboration ▪ Districts: Implementation, management and service delivery and M&E ▪ NGOs and Private sectors: Service delivery and implementation ▪ Partners: WB, BTC, USAID, GTZ, EU: funding and technical capacity building 	UNICEF: 0.3
	3.2 Capacity at national and decentralized levels for rapid response to epidemics in the health system	<ul style="list-style-type: none"> ▪ MOH: Coordination, setting institutional steps, policy and standards, oversight and M&E 	UNICEF: 0.7	1.2

	(malaria, measles, cholera, avian flu, etc.) strengthened (WHO, UNICEF)	<ul style="list-style-type: none"> ▪ Other line ministries: Collaboration ▪ Districts: Implementation, management and service delivery and M&E ▪ NGOs and Private sectors: Service delivery and implementation ▪ Partners: WB, BTC, USAID, GTZ, EU: funding and technical capacity building 		
	3.3 Capacity of CBO, faith based and local leaders to prevent and respond to communicable, non communicable diseases and major epidemics strengthened (WHO, UNICEF)	<ul style="list-style-type: none"> ▪ MOH: Coordination, setting institutional steps, policy and standards, oversight and M&E ▪ Other line ministries: Collaboration ▪ Districts: Implementation, management and service delivery and M&E ▪ NGOs and Private sectors: Service delivery and implementation ▪ Partners: WB, BTC, USAID, GTZ, EU: funding and technical capacity building 	UNICEF: 0.5	1
Coordination Mechanism and Program Modalities	<p>A range of coordination mechanisms will be put in place to drive the delivery of UNDAF Health, Population, Nutrition and HIV/AIDS outcomes. These mechanisms aim at promoting among sectors stakeholders (UN agencies, national counterparts, Development Partners and civil societies) an environment of dialogue, information sharing, feedback, and review towards greater results. Three levels of periodic exchange and knowledge sharing meetings are part of the coordination mechanisms. These comprise the UNCT meeting, the Technical Working groups for Health and for HIV/AIDS meeting, the health/HIV/AIDS components task force meeting, and the HIV/AIDS and the Health Cluster meetings.</p> <p>1. UNCT level: On behalf of the UN country team, the UNCT meeting is the high level coordination to meet quarterly to approve the Health and HIV/AIDS technical group recommendations and provide guidance for monitoring and evaluation of the health, nutrition, population and HIV/AIDS results;</p> <p>2. The HIV/AIDS and the Health Technical Groups: the second level of coordination will be the Technical group meetings comprising 2 representatives per UN agency to meet on a quarterly basis for harmonization of the implementation approaches of the sector in view of the report to be addressed to UNCT quarterly meeting;</p> <p>3. Health Component Task Force: there are three task forces for HIV/AIDS, RH & Maternal health and Child Health & Nutrition & Water & Sanitation. These groups will meet on a bimonthly basis to chair information and knowledge on the progress in implementing this sector for feedback to the UNCT through the Health & HIV/AIDS Technical Group. Government health & HIV/AIDS stakeholders as well as civil society representatives will attend the Health Component task force meetings;</p> <p>4. Health Cluster Meeting and the HIV/AIDS cluster meeting: There are the Government coordination mechanisms in for HIV/AIDS and for health which meet on a regular basis. The UNCT should attend this meeting to share information on the HIV/AIDS and health outcomes progress with other partners.</p>			

Results Matrix on Education

National Priority/Goal: Access to quality, equitable and effective education to all Rwandans				
UNDAF Outcome: All children in Rwanda acquire a quality basic education and skills for a knowledge-based economy				
Country Programme Outcome	Country Programme Output	Role of the Partners	Resource Mobilization Targets	
			Core Resources	To mobilize
Outcome 1. Enrollment Enrolment for all children, especially girls, vulnerable children and children in emergency situations, increased	1.1 District capacity for identification, planning, delivery and monitoring of the minimum package for OVC enhanced (UNICEF, WFP, UNHCR)	<ul style="list-style-type: none"> ▪ MINEDUC: To coordinate the implementation, monitoring and evaluation ▪ MINISANTE, MIJESPOC, MINALOC, MIGEPROFE, MINITERE, MININFRA: Contribution to the implementation of the CFS model ▪ Districts: Implementation ▪ Civil Society: PACFA, FAWE, PROFEMMES, ADRA, Care International, SNV, VSO, FBOs: Advocacy (PACFA) and promotion of best practices and care and support for vulnerable children. ▪ Private Sector ▪ Development partners (donors): DFID, WB, GTZ, JICA, USAID, ADB, Netherlands, Belgium: Funding and technical support ▪ Parents and communities: Cooperation and monitoring 	UNICEF : 0.2 WFP: 0.01 UNHCR: 0	0.4 0.2

	1.2 Alternative and complementary education programmes for out-of-school children strengthened (UNICEF, UNHCR)	<ul style="list-style-type: none"> ▪ MINEDUC: Coordination, Monitoring and Evaluation, Initiating of programs ▪ MINALOC, MIJESPOC, MIGEPROFE: Initiating of programs, campaigning ▪ Districts: Implementation, budgeting, planning, monitoring and evaluation ▪ Civil Society: Care International, Save the children Fund UK, SNV, FBOs, CBOs: Implementation ▪ Development Partners: USAID, GTZ, DANIDA, DFID ...: Technical assistance and funding 	UNICEF: 0.3 UNHCR: 0	0.6 0.2
	1.3 Adequate and accessible learning spaces, including classrooms for all children increased (UNICEF)	<ul style="list-style-type: none"> ▪ MINEDUC: Coordination, setting of standards, monitoring and evaluation ▪ MININFRA, MINITERE: Quality assurance ▪ MINECOFIN: Resource allocation ▪ Districts: Identification of needs, providing space, planning and monitoring ▪ Civil Society: SNV, Faith Based Organizations, Community Based Organization, Red Cross: Construction ▪ Private Sector ▪ Development Partners: USAID, ADB, JICA, Netherlands, WB: Funding and technical assistance 	UNICEF: 1.5	5
	1.4 Access to basic education for children in emergencies, including those affected by conflict increased (UNICEF, WFP, UNHCR)	<ul style="list-style-type: none"> ▪ MINEDUC: To coordinate the implementation, monitoring and evaluation ▪ MINALOC, MININFRA: implementation of emergency response plans ▪ Districts: Implementation ▪ Civil Society: ARC, SCF for provision of psychosocial support and other emergency services 	UNICEF: 0.8 UNHCR: 0.4 WFP: included in 2.4	0.2 0.8
Outcome 2. Retention Retention and completion rates for all children in primary and lower secondary increased	2.1 Minimum quality standards and norms for child friendly schools adopted, scaled-up and implemented in model schools (UNICEF, WHO)	<ul style="list-style-type: none"> ▪ MINEDUC: To coordinate the implementation, monitoring and evaluation ▪ MINISANTE, MIJESPOC, MINALOC, MIGEPROFE, MINITERE, MININFRA: Contribution to the implementation of the CFS model ▪ Districts: Implementation ▪ Civil Society: PACFA, FAWE, PROFEMMES, ADRA, Care International, SNV, VSO, FBOs: Advocacy (PACFA) and promotion of best practices and care and support for vulnerable children ▪ Private Sector ▪ Development partners (donors): DFID, WB, GTZ, JICA, USAID, ADB, Netherlands, Belgium: Funding and technical support ▪ Parents and communities: Cooperation and monitoring 	UNICEF : 0.5	0.5
	2.2 Adequate, healthy, safe and attractive spaces including separate, hygienic latrines for boys and girls, safer water, playgrounds and sports fields and green spaces created (UNICEF, WHO)	<ul style="list-style-type: none"> ▪ MINEDUC: Coordination, setting of standards, monitoring and evaluation ▪ MININFRA, MINITERE: Quality assurance ▪ MINECOFIN: Resource allocation ▪ Districts: Identification of needs, providing space, planning and monitoring ▪ Civil Society: SNV, Faith Based Organizations, Community Based Organization, Red Cross: Construction ▪ Private Sector 	UNICEF: 1	7

		<ul style="list-style-type: none"> ▪ Development Partners: USAID, ADB, JICA, Netherlands, WB: Funding and technical assistance 		
	2.3 Capacity for delivery of a school health package including HIV/AIDS prevention and de-worming strengthened (UNICEF, WHO, WFP)	<ul style="list-style-type: none"> ▪ MINEDUC: Coordination, monitoring and evaluation ▪ MINALOC, MIGEPROFE, and other ministries: Advocacy and implementation ▪ Districts: Implementation, monitoring and evaluation, Needs assessment ▪ Civil Society: Care International, ADRA, Save the children Fund UK, Partners in Health, SNV: Implementation, advocacy ▪ Development Partners: DFID, JICA, GTZ, etc.: Technical support and capacity building 	UNICEF: 0.2	0.9
	2.4 School feeding programme expanded and implemented in food insecure areas (WFP, FAO)	<ul style="list-style-type: none"> ▪ MINEDUC for development of a national school feeding programme ▪ MINALOC, Districts for implementation of school feeding programme ▪ Development Partners: CARE international, World Vision, etc.: Technical support and capacity building 	WFP: 0.026 FAO: 0	FAO: 4
Outcome 3. Achievement Key learning outcomes for children including life skills and competencies for life long learning achieved	3.1 Curriculum adapted to respond to challenges of communities, local and global environment (WHO, UNICEF, UNFPA, UNESCO)	<ul style="list-style-type: none"> ▪ MINEDUC, NCDC (National Curriculum Development Centre), KIE: Coordination, development and approval of curricula, monitoring and evaluation, identification of needs ▪ MIFOTRA: Coordination and Linking labour market and skills development ▪ Districts and schools: Development and implementation of curricula ▪ Private sector and Civil Society: Care International, etc.: Contribute to the needs identifications ▪ Development Partners: USAID, Belgium, GTZ, JICA: Technical assistance and funding 	UNICEF: 0.3 UNFPA: 0.3 UNIDO: 0.1	0.5 0.1
	3.2 Child centered teaching methodology developed and practiced (UNESCO, WHO, UNICEF, UNFPA)	<ul style="list-style-type: none"> ▪ MINEDUC, NCDC: Coordination, training, monitoring and evaluation ▪ KIE: Support teacher development training ▪ Districts and schools: Implementation, monitoring and evaluation ▪ Civil Society: ADRA, VSO, HIDA: Training and technical assistance ▪ Development Partners: DED : Training, JICA: Funding and technical assistance 	UNICEF: 0.3 UNFPA: 0.1	0.3 0.09
	3.3 Capacity of MoE and key partners to develop and implement standards for cognitive stimulation and school readiness of 0-6 year olds enhanced (UNICEF, UNESCO)	<ul style="list-style-type: none"> ▪ MINEDUC, NCDC (National Curriculum Development Centre): Coordination, providing regulations, monitoring and evaluation ▪ MINALOC, Districts and schools: Mobilizing parents and communities, facilitation ▪ National Youth Council, National Women Council: Mobilizing and campaigning, facilitation ▪ Civil Society: Profemmes, FBOs, CBOs, etc.: Capacity building 	UNICEF: 0.2	0.4
	3.4 Capacity of MoE for monitoring learning achievement, including life skills, strengthened at central and decentralized levels (UNICEF, UNESCO)	<ul style="list-style-type: none"> ▪ MINEDUC, NCDC (National Curriculum Development Centre), KIE: Coordination, development and approval of system for monitoring learning achievement ▪ MIFOTRA: Coordination and Linking labour market and skills development ▪ Districts and schools: Development and implementation of MLA 	UNICEF: 0.4	0.2

		<ul style="list-style-type: none"> ▪ Development Partners: USAID, Belgium, GTZ, JICA: Technical assistance and funding 		
Outcome 4. Effective system Effective education management system established and operational	4.1 Institutional, technical and operational capacity of districts and NGOs for Parent's teachers associations participation in planning, management and monitoring of schools and community-based early care centers, strengthened (UNICEF, WHO, WFP)	<ul style="list-style-type: none"> ▪ MINEDUC: Coordination, providing regulations, monitoring and evaluation ▪ MINALOC, Districts and schools: Mobilizing parents and communities, facilitation ▪ National Youth Council, National Women Council: Mobilizing and campaigning, facilitation ▪ Civil Society: Profemmes, FBOs, CBOs, etc.: Capacity building 	UNICEF: 0.2 WFP: 0.025 WHO: 1.0	0.5
	4.2 Participation of NGOs, FBOs, private sector in national and district level planning for education strengthened (UNICEF, UNFPA)	<ul style="list-style-type: none"> ▪ MINEDUC: Coordination, Monitoring and Evaluation, planning ▪ MINALOC, MIFOTRA and other key ministries: Contribution to comprehensive package for quality education, mobilization and campaigning ▪ Districts and National Youth Council, National Women Council: Planning for education ▪ Private Sector: Participation and resource mobilization ▪ Civil Society: Profemmes, FBOs, CBOs, etc.: Capacity building 	UNICEF: 0.3 UNFPA: 0.05	0.1 0.5
	4.3 Evidence-based district level education planning and costing strengthened (UNFPA, UNICEF, UNDP)	<ul style="list-style-type: none"> ▪ MINEDUC: Coordination, Identification of the needs, Monitoring and evaluation, Planning ▪ MINECOFIN: Resource allocation, coordination of population issues ▪ MINALOC, MIFOTRA and other key ministries: Identification of needs, Planning and implementation ▪ Districts: Planning, Budgeting, Identification of needs, Implementation ▪ Civil Society: National Youth Council, National Women Council, SNV: Capacity building ▪ Rwanda Parliamentarian Network on Population and Development: Advocacy ▪ Development Partners: DFID, EU, USAID: Costing and technical assistance 	UNFPA: 0.3 UNICEF: 0.3	UNFPA: 0.6
	4.4 Education Management Information System (EMIS) developed and operational at national and decentralized levels (UNICEF, UNESCO)	<ul style="list-style-type: none"> ▪ MINEDUC: Management, monitoring and evaluation, quality control ▪ National Institute of Statistics (NIS): Harmonization and quality assurance ▪ Development Partners: DFID: Funding and technical assistance 	UNICEF: 0	0.4
	4.5 National and district capacity for gender sensitive, equitable policy development, planning, monitoring and evaluation and resource brokerage (UNICEF, WFP, UNHCR)	<ul style="list-style-type: none"> ▪ MINEDUC: Coordination, monitoring and evaluation ▪ MINALOC: Identification and implementation, planning, monitoring and evaluation ▪ MIJESPOC, MIGEPROF: Identification and implementation ▪ National Institute of Statistics: Information/data collection and management ▪ NATIONAL POLICE: Protection and enforcement ▪ Civil Society: Catholic Relief Services, ARC, Save the Children, VSO, Care international, ADRA, World Vision: Identification, funding, campaigning, technical assistance and support ▪ Development Partners: DFID, WB, GTZ, JICA, USAID, ADB, Netherlands, Belgium: Funding and technical support 	UNICEF: 0.5 UNHCR: 0 WFP: 0.01	0.5 0.3
Coordination Mechanism and	The Education sector is advanced in a SWAP and has already an education cluster which is operational and carries out Joint Education Sector Review (JESR) every year.			

Program Modalities	The Education Sector Strategic Plan (ESSP) is the reference for the sector priorities.
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Results Matrix on Environment

National Priority/Goal: Optimal use and sustainable management of environment and natural resources, access to safe water and sanitation for all				
UNDAF Outcome: Management of environment, natural resources and land is improved in a sustainable way				
Country Programme Outcome	Country Programme Output	Role of the Partners	Resource Mobilization Targets	
			Core Resources	To mobilize
Outcome 1. An enabling policy framework to support an effective system for environment management and ecosystem conservation established	1.1 Policies, regulations, guidelines and standards for environment protection developed and implemented at central and decentralized levels (UNDP, UNEP)	<ul style="list-style-type: none"> ▪ UNDP to facilitate donor coordination, fundraising, and support to project implementation ▪ UN-HABITAT to support urban environment policy, planning and project implementation ▪ UNEP to provide policy advice, financial and technical support to projects ▪ NGOs and Private sector to provide technical inputs ▪ MINECOFIN to coordinate fund mobilization and allocation to Ministries/sectors ▪ MINITERE/REMA to develop policies and regulations and coordinate activities during implementation and conduct M&E ▪ MININFRA/MVK to develop policies and coordinate urban environment activities. ▪ MINALOC/Districts to coordinate and implement projects. ▪ MINICOM/RBS/RIEPA/RFPS to develop policies and standards and coordinate their implementation. ▪ MINIJUST and MININTER to provide modalities for ensure security and conflict resolution. ▪ UNIDO to support the establishment of Rwanda Cleaner Production Centre (RCPC). Bilateral donors to provide financial support 	UNDP: 1.5 UNEP : 1.27	2 0.65
	1.2 Information management system for natural resources developed and operational (UNDP, UNEP, UNESCO)		UNDP: 1 UNEP : 0.65 UNESCO: 0.005	0.5 0.90 UNESCO: 0.5
	1.3 Capacity for coordination of REMA and MINITERE in environment management and ecosystem conservation strengthened (UNDP, UNEP)		UNDP: 1 UNEP : 0.725	0.5 0.325
	1.4 Institutional capacity of REMA, MINITERE and local Governments to monitor the quality of natural environment strengthened (UNDP, UNEP)		UNDP: 1 UNEP : 0.55	2 0.35
	1.5 Urban environment management strategy developed and implemented in all major cities (UN-HABITAT, UNEP, UNESCO)		UNEP: 0.018 UNESCO: 0.005 UN-HABITAT: 0.1	0 0.5
Outcome 2. Capacity at national, district and community levels to restore and protect ecosystems of national and global importance against potential degradation strengthened	2.1 Strategies and action plans for rehabilitation of critical ecosystems developed, operationalized and made available to local Governments (UNDP)	<ul style="list-style-type: none"> ▪ MINECOFIN: resources mobilization ▪ MINIJUST: Forests and water and waste legal frameworks ▪ Districts: Use and management plans and implementation ▪ MINITERE: Enhance plans on wastes and contaminants. ▪ MINAGRI: Support to control of pesticides and enhance natural fertilizers ▪ ORTPN/REMA/Forest Office: implementation and monitoring& evaluation ▪ Donors (Netherlands, EU, WB, AfDB, IFAD,) NGOs and Projects: Technical and financial supports ▪ Districts: water resources plans and management 	UNDP: 3.5	4
	2.2 Capacity of communities and local Government for ecosystem and land conservation and rehabilitation strengthened (FAO)			
	2.3 Technical and operational capacity of districts for the management of wastes and contaminants developed (UNIDO, UNESCO, UN-HABITAT, UNDP)		UNIDO: 0 UNESCO: 0.005 UNDP: 5	1 1
Outcome 3. Economic productivity enhanced using natural resources in an environmentally friendly way	3.1 Innovative practices for environmental friendly income generation activities adapted to the local context, and available to local Governments (UNIDO, UN-HABITAT)	<ul style="list-style-type: none"> ▪ MINECOFIN to coordinate fund mobilization and allocation to Ministries/sectors and resources mobilization for productivity ▪ ORTPN to implement and ensure close monitoring ▪ National and International NGOs : advocacy, implementation and resources mobilization ▪ MINAGRI: Advise and support based natural resources productivity ▪ Donors (Netherlands, EU, WB, ADB, IFAD, DFID) NGOs 	UNIDO : 0	0.5
	3.2 Industrial policies and practices that ensure environment protection developed and implemented (UNIDO, UNEP)		UNEP: 0.05	0.1
	3.3 National forestry, water resources and land use			

	master plans for effective agriculture and industrial growth developed and implemented (FAO)	<ul style="list-style-type: none"> ▪ and Projects: Technical and financial supports ▪ Districts: Awareness on natural resources productivity management 		
Coordination Mechanism and Program Modalities	Cooperation is done under the Poverty and Environment Initiative. This partnership should be further encouraged and for more than one project.			

Results Matrix on Sustainable Growth and Social Protection

National Priority/Goal: Sustainable progress is made to ensuring that social protection is accessible to all, with a emphasis on the existing poor and vulnerable				
UNDAF Outcome: Rwandan Population benefits from economic growth and is less vulnerable to social and economic shocks				
Country Programme Outcome	Country Programme Output	Role of the Partners	Resource Mobilization Targets	
			Core Resources	To mobilize
Outcome 1. Disaster Management Effective national disaster management established and operational	1.1 National Disaster Early Warning Systems developed and operational (UNHCR, WFP, FAO)	<ul style="list-style-type: none"> ▪ DMU: mapping existing EWS and identifying needs for other systems ▪ Development Partners (BTC, CIDA, DFID, EC, Swiss Development Agency, Global Fund, USAID, WB): technical support and funding 	UNICEF: 0.1 FAO: 0 WFP: 0 UNHCR: 0	0.7 2 0.075 0.050
	1.2 A Government-led National Emergency Preparedness and Response Plan developed and field-tested (UNHCR, UNICEF, WHO, UNFPA)	<ul style="list-style-type: none"> ▪ DMU: finalizing national emergency preparedness plans ▪ Development Partners (BTC, CIDA, DFID, EC, Swiss Development Agency, Global Fund, USAID, WB): technical support and funding ▪ Civil Society (NGOs, CBOs, FBOs and associations): sensitization ▪ Districts: implementation and monitoring 	UNFPA: 0.1 UNICEF: 0.1 UNFPA: 0.2 FAO: 0 WFP: 0 UNHCR: 0	0.2 0.1 0.1 2 0.05 0.25
	1.3 Institutional capacity of Disaster Management Unit (DMU), for coordination and management, strengthened (WFP, UNHCR, WHO)	<ul style="list-style-type: none"> ▪ DMU: Identify need of the unit for effective delivery of function ▪ Development Partners (BTC, CIDA, DFID, EC, Swiss Development Agency, Global Fund, USAID, WB): technical support and funding 		
	1.4 A National Emergency Package is available for appropriate and rapid response (UNICEF, WFP, UNHCR, UNFPA)	<ul style="list-style-type: none"> ▪ DMTF: defining emergency packages, and linking them to emergency plan. ▪ Development Partners (BTC, CIDA, DFID, EC, Swiss Development Agency, Global Fund, USAID, WB): technical support and funding ▪ Civil Society (NGOs, CBOs, FBOs and associations): implementation and monitoring ▪ Districts: Identification of affected people, distribution of emergency packages, monitoring 	WFP: 0 UNHCR: 0.4 UNICEF: 1 UNFPA: 0.2	5 2.5 0.1
Outcome 2. Safety Nets Effective safety nets for protection of the most vulnerable implemented	2.1 The National social protection policy framework reviewed and strengthened (UNDP, ILO)	<ul style="list-style-type: none"> ▪ MINALOC: reviewing existing policy framework ▪ MINISANTE : reviewing existing policy framework (health insurance) ▪ Development Partners (BTC, CIDA, DFID, EC, Swiss Development Agency, GTZ, Global Fund, USAID, WB): technical support and funding ▪ Civil Society (NGOs, CBOs, FBOs and associations): experience sharing ▪ Districts: Policy implementation 	UNDP: 0.2 UNICEF: 0.1 WFP: 0	0.3 0.03

	2.2 A National Social Assistance Fund operational to support the most vulnerable households and to respond to recurring emergencies (UNICEF, UNDP, WFP, UN-HABITAT, ILO)	<ul style="list-style-type: none"> ▪ MINALOC: establishing SAF and defining eligibility criteria ▪ MINISANTE : Principal recipient of the Global Fund ▪ Development Partners (BTC, CIDA, DFID, EC, Swiss Development Agency, Global Fund, USAID, WB): technical support and funding ▪ Civil Society (NGOs, CBOs, FBOs and associations): implementation and monitoring ▪ Districts: monitoring the selection of eligible beneficiaries, delivery of services 	UNDP: 0.8 UNICEF: 1 WFP: 0 UN-HABITAT: 0.05	1 30 2
	2.3 Social protection planning, monitoring and coordination capacity of central Government strengthened (UNICEF)	<ul style="list-style-type: none"> ▪ MINALOC: setting up joint technical unit to manage and monitor SAF ▪ Development Partners (BTC, CIDA, DFID, EC, Swiss Development Agency, Global Fund, USAID, WB): technical support and funding 	UNICEF: 0.2	
	2.4 Capacity of local Government and civil society to effectively deliver and monitor social protection strengthened (UNICEF, WFP, UNCDF)	<ul style="list-style-type: none"> ▪ Districts: implementation and monitoring, setting up local selection and monitoring committees ▪ Civil Society (NGOs, CBOs, FBOs and associations): implementation and monitoring, experience sharing 	UNHCR: 0 UNICEF: 0.7 UNCDF: 4 WFP: 0	0.01 0.5 0.25
	2.5 Community care and support mechanisms for vulnerable households integrated into decentralized social protection plans and strategies (UNICEF)	<ul style="list-style-type: none"> ▪ Districts: drafting participatory district plans ▪ Civil Society: participating in district planning processes and monitoring implementation 	UNICEF: 1 UNHCR: 0	3 0.01
Outcome 3. Intensification/Diversification /Food Security Improved incomes and food security with diversified and greater value added production	3.1 Transitory income-support mechanisms for vulnerable households strengthened through food/cash for work schemes (WFP, ILO, FAO)	<ul style="list-style-type: none"> ▪ MINALOC: coordinating programmes and eligibility criteria ▪ MIFOTRA: implementing employment action plans ▪ MINAGRI/MIFOTRA/MINITERE: identifying programme activities and seeking collaboration ▪ Development Partners (BTC, CIDA, DFID, EC, Swiss Development Agency, Global Fund, USAID, WB): technical support and funding ▪ Civil Society (NGOs, CBOs, FBOs and associations): collaborating with districts in the identification of vulnerable persons and monitoring ▪ District: identification of vulnerable persons, implementation and management 	WFP: 0	20
	3.2 Mechanisms that promote product diversification and alternative income generating activities for vulnerable households and small producers strengthened (UNIDO, WFP, ILO, FAO)	<ul style="list-style-type: none"> ▪ MINALOC (MINICOM/MIFOTRA) coordinating programmes and eligibility criteria ▪ Development Partners (BTC, CIDA, DFID, EC, Swiss Development Agency, Global Fund, USAID, WB): technical support and funding ▪ Civil Society (NGOs, CBOs, FBOs and associations): market survey for appropriate IGA, marketing of products, experience sharing ▪ District: beneficiaries identification 	WFP: 0	0.625
Outcome 4. Productivity improved and access to markets enhanced for small producers	4.1 Mechanisms to enhance intensification and value addition for vulnerable households and small producers strengthened (IFAD, FAO, UNIDO, ILO)	<ul style="list-style-type: none"> ▪ MINAGRI in collaboration with MINICOM and MINALOC will coordinate the programme. ▪ CSOs will support the implementation. ▪ Development Partners WB, Belgium, RNE, DfID, AfDB, JICA, EU will give technical assistance and funding. 	FAO: 1.25 IFAD: 10 (5+5) (PAPSTA and PDRCIU) UNIDO: 0.5	5 UNIDO: 0.5

	4.2 Capacity of Private Sector Federation to support MSMEs development strengthened (UNIDO, IFAD, ITC, ILO)	<ul style="list-style-type: none"> ▪ MINICOM and RPSF to coordinate programme. MINALOC and MINAFRI to help in identification of beneficiaries. ▪ Development Partners Belgium, RNE, DfID, AfDB, JICA, EU to provide technical support and funding. 	IFAD: 10 M\$ (PPPMER) UNIDO: 0	0.3
	4.3 Capacity of GoR to promote access to markets for small producers strengthened (IFAD, UNIDO)	<ul style="list-style-type: none"> ▪ MINICOM, RIEPA and RBS to coordinate the programme. MINAGRI, RPSF to help in identification of beneficiaries and programme implementation. ▪ Development Partners WB, EU, USAID, RNE, NORAD to support in funding the programme. 	IFAD: 8 M \$ us (PDCRE) FAO: 0.3 M \$ us UNIDO: 0	20 0.8
	4.4 Institutional capacity for market analysis strengthened (WFP, FAO, IFAD)	<ul style="list-style-type: none"> ▪ MINICOM and NIS in collaboration with MINAGRI to coordinate the programme. ▪ Development Partners EU, USAID, WB, AfDB to provide funding. 		4
	4.5 National Strategy for financial Inclusion and Action Plan developed and implemented to enhance sustainable access to financial services by small producers (UNCDF, IFAD, UNDP)	<ul style="list-style-type: none"> ▪ MINECOFIN, MINAGRI, BNR ▪ MFI Network and Bankers' Association 	IFAD: 2	UNCDF: 2 UNDP: 2
Coordination Mechanism and Program Modalities	<p>The GoR passed its National Social Protect policy in 2005. However, emphasis on 'Social Protection' as a sector only emerged in 2006 when the EDPRS process started. Sector Working Group and Technical Working Group were set up. Led by MINALOC, this process brought partners together including respective ministries, donors, UN agencies, international and national NGOs, local specialized associations such as national association for the disabled. With the completion of the EDPRS process, these working groups may no longer continue but in the Social Protection Sector Strategy Logframe it is proposed that a Coordination Body will be established which will include most of the partners who have been part of the workings groups. This Coordination Body will be led by MINALOC, in collaboration with MINAGRI and MINICOM. UN agencies will be fully committed to assisting (both financial and technical) in establishment, strengthening and effective functioning of this coordination body.</p> <p>In order to support the implementation of the UNDAF outcome on Sustainable Growth and Social Protection, it has been agreed that a joint programme would be developed. The programme will be ambitious in its scope and will aim to go beyond mere juxtaposition of tasks, so as to identify real synergies and opportunities for cooperation, streamlining and change, in line with the objectives set out in the High Level Panel on UN reform. If the UNDAF is to effectively translate into a 'one programme' approach, much work will have to be done to translate the joint results matrix into a joint strategy including, if and where appropriate, joint and enforceable programming guidelines, funding, monitoring and implementing mechanisms.</p>			

Note-1: WFP has two projects i. CP (Country Programme) and ii. PRRO (Protracted Relief and Recovery Operations). Funds mentioned in the resource mobilization column is from the PRRO and it is mostly the food value in US\$ terms. The current PRRO is for 2007-2008. Therefore, resources mentioned are for one year times five. Additionally, PRRO is never more than 3 years and approval process/resource mobilization is different than the Country Programme.

Note 2: UNIDO is a technical cooperation agency and has no core funding per se to contribute to the overall budget. The mentioned project will have the funds mobilized from donors in collaboration with the office of the UNRC in the spirit of the One UN which Rwanda is going to pilot.

Note 3: All resources mentioned are to be mobilized unless it is mentioned as 'core' or 'regular budget'.

Annex 2: Monitoring and Evaluation Frameworks

Monitoring and Evaluation Framework on GOVERNANCE

Outcome/Output	Indicators (Baseline)	Sources of verification	Risks/Assumptions
Good Governance Enhanced and Sustained	<ul style="list-style-type: none"> International perceptions of governance (10 to 25th percentile 2005 - WB) 	<ul style="list-style-type: none"> WB Governance Indicator 	<p>R: Internal and regional insecurity A: Continued political will for decentralization and good governance</p>
<p>Outcome 1: Rule of law Capacity of Government and partners, to sustain a peaceful state where freedom and human rights are fully protected and respected, enhanced</p>	<ul style="list-style-type: none"> # reported violent/nonviolent crimes (13,256 - 2006) Ratification/ accession to major international human rights instruments (6 major treaties - 2006) 	<ul style="list-style-type: none"> Police Court reports Office of the High Commissioner reports 	<p>R: Regional Insecurity R: Insufficient Government response A: Continued commitment to current good governance reforms A: Separation of powers sustained</p>
1.1 Capacity of Parliament and relevant government ministries to review and draft laws and policies, and oversee their implementation, including their conformity with human rights and international commitments, enhanced (UNDP, UNICEF, UNIFEM)	<ul style="list-style-type: none"> # of laws initiated and drafted by MPs that are in conformity with Human Rights international commitments (0 - 2006) 	<ul style="list-style-type: none"> Parliamentary reports 	<p>R: Parliament dissolution R: Insufficient commissions' staffing A: The current commitment to provide commissions with technical expertise is sustained</p>
1.2 Capacity of the Justice Sector in the areas of administration of justice and law enforcement enhanced (UNDP, UNICEF)	<ul style="list-style-type: none"> # by gender of law enforcement staff trained through the support of UNCT (0 - 2006) 	<ul style="list-style-type: none"> PRSP annual report 	
1.3 Capacity and mechanisms for conflict prevention, peace-building and reconciliation at district and Sector levels strengthened (UNDP, UNIFEM)	<ul style="list-style-type: none"> # of Districts and Sectors with crisis prevention & coordination committees in place (No committees exist at District or Sector level – 2006) 	<ul style="list-style-type: none"> District performance contract reports Public institution's strategic plans 	<p>R: Budget constraints A: National media and CSOs capacity and involvement supported</p>
1.4 Capacity of Human Rights institutions, Government and civil society to promote, monitor and report on HR enhanced (UNDP, UNICEF, UNIFEM)	<ul style="list-style-type: none"> # of capacity building initiatives provided to NHRC (8 - 2006) # of Treaty Body Reports submitted on time (1 report submitted: 'Committee on the Rights of the Child' - 2006) 	<ul style="list-style-type: none"> NHRC activity reports Treaty body reports 	<p>A: Commitment for human rights and rule of law sustained</p>
1.5 Access to justice especially for vulnerable people increased (UNDP, UNIFEM, UNICEF)	<ul style="list-style-type: none"> # of persons accessing legal aid services (854 - 2006) 	<ul style="list-style-type: none"> Legal aid survey 	<p>R: Budget constraints A: Legal aid culture embraced by all stakeholders A: Political commitment to rule of law sustained</p>
1.6 Institutional capacities to improve Business environment strengthened (UNCTAD, UNIDO, ITC)			
<p>Outcome 2: Decentralization accountability and transparency: Effective, accountable and transparent management of public resources and services at national and decentralized levels enhanced</p>	<ul style="list-style-type: none"> # of Government entities awarded satisfactory audit ratings (3 - 2006) 	<ul style="list-style-type: none"> Office of the Auditor General reports 	<p>R: High staff turnover R: Gaps in institutional memory A: Current Good Governance reforms are sustained</p>
2.1 Aid management and mutual accountability mechanisms fully operationalized (UNDP)	<ul style="list-style-type: none"> # of SWAps signed (aid Mgt) (1 Education - 2006) # of independent evaluations concluded (0 - 2006) 	<ul style="list-style-type: none"> GoR Public accounts and DAD reports Signed MoUs Independent evaluation reports 	<p>R: Aid conditionalities A: Commitment to implement the Aid Policy sustained</p>
2.2 Anti-corruption policy formulated and implemented (UNDP)			
2.3 Capacity of national public institutions and local	<ul style="list-style-type: none"> # of individual/institutional performance contracts 	<ul style="list-style-type: none"> Performance survey reports 	<p>R: Understaffing and high turnover rates</p>

Government in the area of efficient, accountable, and result-oriented service delivery strengthened (UNDP, UNCDF, UN-HABITAT)	established in Government ministries/ Districts (0 - 2006)		A: The current Public Sector Reform is sustained/championed by leadership
2.4 National capacity building programmes in the area of service delivery harmonized and coordinated (UNDP)			
2.5 Capacity of decentralized Government in participatory planning, monitoring and evaluation strengthened (UNDP, UNCDF, UN-HABITAT)	<ul style="list-style-type: none"> # of District level joint planning sessions held with CSOs, CBOs and private sector (50% - 2006) 	<ul style="list-style-type: none"> District activity reports and plans MINALOC 	R: Insufficient local Government response A: Decentralization cont. as planned
Outcome 3: Participation in democratic governance People's participation in democratic processes and structures at national and decentralized levels increased	<ul style="list-style-type: none"> % of registered voters (4,317,356 put in percentage!- 2006) %/# participation in national and local elections (95% /3,175,000 - 2006) 	<ul style="list-style-type: none"> NEC reports 	R: Gaps in institutional memory
3.1 National information and management systems to administer elections in place operationalized (UNDP)			R: Budget constraints
3.2 Mechanisms for participation of children and young people in decision making at national and decentralized level strengthened and expanded (UNICEF, UNFPA, UN-HABITAT)	<ul style="list-style-type: none"> # of districts with youth reps. serving on CDCs (100% - 2006) # of districts with functional children's committees (0 - 2006) 	<ul style="list-style-type: none"> District reports MINALOC 	
3.3 Mechanisms for participation of women and gender advocates in democratic structures and processes enhanced (UNIFEM, UNDP, UNFPA)	<ul style="list-style-type: none"> % of women in decision making position both at central and local levels (6.6% district mayors, 8% cooperative banks - 2006) 	<ul style="list-style-type: none"> NEPAD Report 	
3.4. Institutional, programme planning and management capacity of civil society organizations strengthened (UNDP, UNIFEM, UNICEF)	<ul style="list-style-type: none"> # of advocacy and lobbying initiatives undertaken by UN supported CSOs (20 - 2006) 	<ul style="list-style-type: none"> RCAR 	R: Low Capacity of the gender machineries A: CSOs funded and strengthened A: Political support for voluntary work
Outcome 4: Gender equality Capacity of key public and private institutions to strictly apply gender equality principles and standards in performance, practices and behavior strengthened	<ul style="list-style-type: none"> Number of public and private institutions applying the 30% quota (TBD through 2008 Gender baseline survey) 	<ul style="list-style-type: none"> 2008 Gender Baseline Survey 	R: Socio-cultural barriers A: Sustained political commitment to gender equality
4.1 Institutional capacity for key development actors in the areas of coordination of gender based analysis, planning, policy formulation, monitoring and evaluation strengthened (UNIFEM, UNFPA – co-lead)	<ul style="list-style-type: none"> # of Development Partners with gender focal points trained and equipped with gender planning tools (focal points exist but not trained - 2006) 	<ul style="list-style-type: none"> Development partner's strategic planning documents 	R: High staff turn-over in key institutions A: Continued regional leadership in gender promotion
4.2 Institutional, operational and technical capacity of women's organizations strengthened in the area of women's political empowerment (UNIFEM, UNFPA)	<ul style="list-style-type: none"> # of operational capacity building mechanisms for national women's organizations (TBD through 2008 Gender baseline survey) 	<ul style="list-style-type: none"> 2008 Gender Baseline Survey 	A: Positive gains in gender equality in education and economic empowerment;
4.3 Public, private and CSO partnerships for women's economic empowerment strengthened (UNIFEM, UNFPA)	<ul style="list-style-type: none"> % of women accessing credit in banking and non-banking financial institutions (TBD through 2008 Gender baseline survey) % of women participating in the private sector initiatives (TBD through 2008 Gender baseline survey) 	<ul style="list-style-type: none"> 2008 Gender Baseline Survey 	R: Weak coordination
Outcome 5: Evidence-based policy making Policy and socio-economic planning using quality and disaggregated data strengthened	<ul style="list-style-type: none"> # of surveys/studies/assessments/reports produced for policy/planning by NSS (17 major surveys/assessments/reports - 2006) 	<ul style="list-style-type: none"> Official National Statistics 	R: Production national statistics not aligned with government planning cycle A: Government use of NSS statistical

	<ul style="list-style-type: none"> Number of district plans based on quality and disaggregated data (0 - 2006) 		information for policy/planning
5.1 Social information systems including disaggregated quality population statistics fully developed and used at national and decentralized levels for planning and decision making (UNFPA, UNICEF)			A: Commitment to use reliable data in planning is sustained
5.2 Institutional capacity for coordination and quality data collection, analysis, dissemination and use strengthened at central and decentralized levels (including Rwanda DevInfo) (UNICEF, UNDP, UNCDF, UNFPA)	<ul style="list-style-type: none"> % of NIS needs covered in terms of adequate equipment for data processing and management (80% - 2006) # of staff trained in data collection, processing and dissemination (100 NIS, District & Ministry Staff - 2006) 	<ul style="list-style-type: none"> NIS activity reports 	R: Quality of staff recruited by NIS not meet the standards R: Budget constraints R: Poor staffing and high staff turnover A: Political support to NIS sustained

Monitoring and Evaluation Framework on Health, Population, HIV and Nutrition

Outcome/Output	Indicators (Baseline)	Sources of verification	Risks/Assumptions
UNDAF Outcome: The mortality due to child and maternal morbidity, the incidence and impact of HIV and AIDS and other major epidemics are reduced, and the growth of the population is slowed down	<ul style="list-style-type: none"> Infant mortality rate (86/1.000 live births - 2005) Maternal Mortality rate (750/100.000 live births - 2005) Total Fertility Rate (6.1 - 2005) HIV prevalence in people aged 15-24 (1% - 2005) Percentage of OVC (boy/girl) aged under whose households received a basic external support package* (food, education, health care, family/home) (0.2% - 2005) Life expectancy (51 years - 2002) 	<ul style="list-style-type: none"> DHS 2010 National Census 	Risks <ul style="list-style-type: none"> Regional instability Health staff turn over Weak response to Family Planning services Pandemic strikes Assumptions <ul style="list-style-type: none"> RH Policy in place Family Planning policy in Place Very strong political commitment
Outcome A1. Coordination, planning, M&E and partnership In line with the Three Ones principles, leadership and oversight for an expanded HIV response by national and local coordinating institutions strengthened and sustained	<ul style="list-style-type: none"> Proportion of national and sub national coordinating structures with adequate management and technical capacity (TBD CNLS) Proportion of partners reflected in joint national HIV-plan (TBD CNLS) Actual expenditure on HIV (78.5 millions US\$ - 2006) 	<ul style="list-style-type: none"> CNLS Annual Reports 	Risks: Radical institutional changes Assumptions: CNLS and TRAC will continue to lead responses for AIDS
1.1 HIV response Plans and coordination mechanisms established and operational at national and decentralized levels (UNAIDS and All UN Agencies)	<ul style="list-style-type: none"> Number of sectoral, District and CSO action plans in line with EDPRS/NSP implemented and monitored (TBD) 	<ul style="list-style-type: none"> CNLS & CDLS Annual Reports 	Risks: Staff mobility/shortage Weak sectoral commitment Assumptions: Government commitment to the decentralisation of HIV response continue
1.2 National policies and strategies are reviewed based on evidence from M&E system and International guidance and are implemented (UNAIDS and All UN Agencies)	<ul style="list-style-type: none"> Number of policy and strategy documents revised and under implementation (TBD) M&E System operational at national and decentralised level (No - 2006) Number of new research studies disseminated (No - 2006) 	<ul style="list-style-type: none"> CNLS Annual Reports & TRAC-Net 	Risks: religious and cultural opposition Assumptions: <ul style="list-style-type: none"> Enabling Environment for change Strong commitment to global and regional resolutions and declarations.
1.3 National and regional partnership on HIV with public institutions, civil society, private sector and donors strengthened (UNAIDS and All UN Agencies)	<ul style="list-style-type: none"> Frequency of partnership forum organized and proportion of partners represented Number of action plans addressing cross border and sub regional issues implemented and monitored (2006 CNLS) 	<ul style="list-style-type: none"> Rwanda UNGASS Follow-up Report 	Risks Regional instability Assumptions <ul style="list-style-type: none"> Very strong political commitment
1.4 Coordination and management mechanisms of the UN support to the National HIV response	<ul style="list-style-type: none"> Joint UN Team on HIV fully operational (2007) Joint UN Programme of Support to HIV national response 	<ul style="list-style-type: none"> UN annual report Joint review reports 	Risks: strong opposition to One UN concept from Agencies;

improved (UNAIDS and All UN Agencies)	implemented, monitored and evaluated (2007)		Assumptions: <ul style="list-style-type: none"> ▪ RC strong leadership ▪ Commitment of UN Agencies
Outcome A2. Prevention of HIV Protective behaviors adopted and effective preventive services utilized by HIV-exposed population especially the youth and the women	<ul style="list-style-type: none"> • % of HIV pregnant women who received ARV to reduce the risk of MTCT (bl 21.5% - 2005) • % of of Population at higher risk exposure who know their HIV status (male 12% female 11% TRAC - 2006) • % of female/male 15-24 years using condoms (26%/41% - 2005) 	<ul style="list-style-type: none"> ▪ Rwanda UNGASS Follow-up Report ▪ DHS 2010 	Risks <ul style="list-style-type: none"> ▪ Non targeted interventions Assumptions <ul style="list-style-type: none"> ▪ Full commitment by government and partners to Universal Access ▪ Evidence informed prevention policies and strategies
2.1 Institutional, technical and operational capacity of Public and private sectors and civil society organizations to mobilize, stimulate and promote individual and social changes for HIV prevention improved (WHO, UNICEF, UNFPA, UNAIDS)	<ul style="list-style-type: none"> • Proportion of leaders and stakeholders involved in campaign for enabling environment for HIV prevention and stigma mitigation (TBD) • # of structures (public, private sectors and civil society) strengthened to deliver HIV prevention (TBD) 	<ul style="list-style-type: none"> • RNYC & MIJESPOC Annual Reports 	Risks <ul style="list-style-type: none"> ▪ Budget constraints ▪ Inadequate staffing and/or Staff turn over Assumptions <ul style="list-style-type: none"> ▪ Strong political commitment
2.2 Capacity of Health services to provide quality comprehensive, integrated, family and community centered HIV prevention services increased (UNFPA, WHO, UNICEF, WFP)	<ul style="list-style-type: none"> • % HF providing family PMTCT (less than 10% - 2006) • % of HF providing PITC (TBD) 	<ul style="list-style-type: none"> • TRAC+ Annual Report 	Risks <ul style="list-style-type: none"> ▪ Poor community acceptance ▪ Inadequate staffing and/or Staff turn over Assumptions <ul style="list-style-type: none"> ▪ National Women Council operational ?
2.3 Vulnerable groups and populations at higher risk of exposure to HIV have increased access to a comprehensive package of HIV preventive services and appropriate commodities (UNFPA and All UN Agencies)	<ul style="list-style-type: none"> • # of Population at higher risk exposure (youth, women, sex workers, inter country transporters, refugees and returnees) with access to comprehensive package for HIV prevention (0 – 2006) 	<ul style="list-style-type: none"> • CNLS & MoH Annual Reports 	Risks <ul style="list-style-type: none"> ▪ Budget constraints ▪ Inadequate staffing and/or Staff turn over ▪ Weak response to IEC/BCC programmes Assumptions <ul style="list-style-type: none"> ▪ Local government Commitment ▪ Three Ones strategy in place
2.4 Access to male and female condoms and new HIV preventive technologies and approaches increased (UNFPA, WHO, UNICEF)	<ul style="list-style-type: none"> • # of male and female condoms distributed (1.7 millions CNLS - 2006) 	<ul style="list-style-type: none"> • CNLS Annual Reports 	Risks <ul style="list-style-type: none"> ▪ Religious and cultural strong opposition ▪ Weak response to IEC/BCC programmes Assumptions <ul style="list-style-type: none"> ▪ Local government Commitment ▪ National FP logistics committee in place ▪ Partners commitment
Outcome A3. Mitigation of AIDS Quality care, treatment and support for people living with HIV, OVC and communities/individuals affected by AIDS improved	<ul style="list-style-type: none"> • Ratio orphans to non-orphans' school attendance (0.93 - 2006) • % of adults and children with HIV known to be on treatment 12 months after initiation of ART (TBD UNGASS 2008) • % OVC receiving at least 4 types of external support (0.2% - 2005) 	<ul style="list-style-type: none"> ▪ UNGASS Follow-up Report ▪ DHS 2010 	Risks <ul style="list-style-type: none"> ▪ Budget constraints ▪ Inadequate staffing and/or Staff turn over ▪ Weak community adherence Assumptions <ul style="list-style-type: none"> ▪ Local government Commitment ▪ MOH, MIGEPROF and partners full commitment to Universal Access targets
3.1 Technical and operational capacity of services personnel to provide comprehensive care, treatment	<ul style="list-style-type: none"> • % of women, men and children with advanced HIV infection receiving ART (55%, 40%, 30% - 2006) 	<ul style="list-style-type: none"> • EDPRS Annual Progress Report 	Risks <ul style="list-style-type: none"> ▪ Inadequate staffing and/or Staff turn

and support for people leaving with HIV, and link with TB services improved (WHO, WFP, UNICEF)			<p>over</p> <p>Assumptions</p> <ul style="list-style-type: none"> ▪ Up dated policies and strategies ▪ MOH and partners full commitment
3.2 Operational capacity of PLHIV organizations, particularly women's networks, to advocate for and support their members to access higher incomes, labour saving technologies, food security and psycho-social support strengthened (UNIFEM, WFP, FAO, UNICEF, UNAIDS)	<ul style="list-style-type: none"> • Number of plans from strengthened PLHIV organizations implemented and monitored (TBD 2006 CNLS) • Number of beneficiaries of self reliance programmes (IGA, labour savings...) (TBD 2006 CNLS) 	<ul style="list-style-type: none"> ▪ CNLS Annual Reports 	<p>Risks</p> <ul style="list-style-type: none"> ▪ Inadequate staffing and/or Staff turn over <p>Assumptions</p> <ul style="list-style-type: none"> ▪ Up dated policies and strategies ▪ RRP+ fully committed
3.3 Capacity of Local Government and civil society coordinating structures to identify OVC, to facilitate the provision of support and to monitor the implementation of the minimum package of services for OVC strengthened (UNICEF, WFP)	<ul style="list-style-type: none"> • % local government and CSO facilitating the provision of support for and monitoring of OVCs activities (TBD) 	<ul style="list-style-type: none"> ▪ MIGEPROF Annual Reports 	<p>Risks</p> <ul style="list-style-type: none"> ▪ Budget constraints ▪ Inadequate staffing and/or Staff turn over ▪ Weak community adherence <p>Assumptions</p> <ul style="list-style-type: none"> ▪ Up dated policies and strategies ▪ Minaloc and MIGEPROF full commitmen
Outcome B1 Effective health System Quality, effectiveness and efficiency of the health system, including Nutrition, Reproductive Health, Maternal & Child health and Family Planning services improved	<ul style="list-style-type: none"> • % of Health Facilities meeting minimum staffing norms (30% - 2006) • Government budget allocated to health sector (12% - 2006) • Doctor/population ratio (1/35.000 - 2006) 	<ul style="list-style-type: none"> ▪ EDPRS Annual Progress Report 	<p>R: Budget constraints</p> <p>R: Inadequate staffing and/or Staff turn over</p> <p>A: National & Local Government Commitment</p>
1.1 National policies, strategies and standards for health, including ECC, IMNCI, commodity security, water and sanitation, Nutrition, Reproductive Health and Family Planning developed and implemented (WHO, UNFPA, UNICEF, UN-HABITAT)	<ul style="list-style-type: none"> • Yes/no (No – 2006) 	<ul style="list-style-type: none"> ▪ MoH Annual Report 	<p>R: Inadequate staffing and/or Staff turn over</p> <p>A: National & Local Government Commitment</p>
1.2 Capacity of social and health services (HR, procurement and supply management, equipment) to provide a complete and integrated package including maternal, child, adolescent and youth health services appropriate to different levels and targets expanded (UNFPA, UNICEF, WHO)	<ul style="list-style-type: none"> • % HF providing a comprehensive care package (TBD) 	<ul style="list-style-type: none"> ▪ EDPRS Annual Progress Report 	
1.3 Institutional capacity of key ministries strengthened in coordination, analysis, planning, implementation, monitoring and evaluation at central and decentralized level (WHO, UNICEF, WFP)	<ul style="list-style-type: none"> • Functional HMIS, including at community level (HMIS not fully functional, not existing at community level - 2006) 	<ul style="list-style-type: none"> ▪ MoH Annual Report 	
1.4 Equitable access to integrated health services increased (WHO, UNICEF)	<ul style="list-style-type: none"> • % of poorest quintile of the population covered under health insurance schemes (TBD, general coverage 75% - 2006) • % of population living within 5 km of functioning Health Facilities (58% - 2006) 	<ul style="list-style-type: none"> ▪ EDPRS Annual Progress Report 	
Outcome B2. Health practices Health care, nutrition, and hygiene practices at family and community level improved	<ul style="list-style-type: none"> • % of under 5 chronic malnutrition (45% - 2005) • % of children U5 sleeping under ITN (16% - 2005) • % of assisted delivery (39% - 2005) 	<ul style="list-style-type: none"> ▪ DHS 2010 	<p>R: Inadequate staffing and/or Staff turn over</p> <p>A: National & Local Government Commitment</p>
2.1 Capacity of health services and community based organizations to promote optimal health, family planning, nutrition and hygiene practices	<ul style="list-style-type: none"> • % of HF implementing community IMNCI (0% - 2006) 	<ul style="list-style-type: none"> ▪ EDPRS Annual Progress Report 	

strengthened (UNICEF, UNFPA, WFP, WHO)			
2.2 Capacity of CBOs, faith-based and traditional leaders in community participation strengthened (UNFPA, UNICEF, WHO, UNIFEM, FAO, WFP)	<ul style="list-style-type: none"> % of Umudugudu with trained community health workers (TBD) 	<ul style="list-style-type: none"> DCH/MoH Reports 	
2.3 Equitable access to safe water and improved adequate sanitation and hygiene facilities in slums, health services and surrounding communities, including those in emergency situation, increased (UNICEF, WHO, UNHCR, UN-HABITAT)	<ul style="list-style-type: none"> % of HF with access to safe water & improved sanitation and hygiene facilities (TBD, national coverage for access to safe water 64% - 2006) # of outlets from which water can be obtained at affordable prices (TBD) # of adequate garbage, liquid and solid waste facilities provided (TBD) # of toilets, drains and garbage containers provided and rehabilitated in selected slums and poor communities (TBD) 	<ul style="list-style-type: none"> EDPRS Annual Progress Report 	
2.4 Equitable access to nutrition rehabilitation services at health facility and community levels including in emergency situations increased (UNICEF, WHO, WFP, UNHCR)	<ul style="list-style-type: none"> # communities with nutrition rehabilitation sites (15 - 2006) % of severely malnourished children attending the nutrition centers rehabilitated (20% - 2006) 	<ul style="list-style-type: none"> MoH Annual Report 	
Outcome B3. Disease control and epidemic prevention Prevention and response to communicable and non communicable diseases and major epidemics improved	<ul style="list-style-type: none"> Potential for timely response to epidemics and diseases (48 hours - 2006) 	<ul style="list-style-type: none"> DMFT/Premature Reports 	<p>R: The magnitude of the epidemics and diseases</p> <p>R: Inadequate staffing and/or Staff turn over</p> <p>A: National Early warning system & disaster management Committee</p>
3.1 Integrated surveillance system for epidemic diseases fully operational (WHO, UNICEF)	<ul style="list-style-type: none"> Yes/No (No – 2006) 	<ul style="list-style-type: none"> TRAC+ Annual Report 	
3.2 Capacity at national and decentralized levels for rapid response to epidemics in the health system (malaria, measles, cholera, avian flu, etc.) strengthened (WHO, UNICEF)	<ul style="list-style-type: none"> Yes/No (No – 2006) 	<ul style="list-style-type: none"> DMFT/Premature 	
3.3 Capacity of CBO, faith based and local leaders to prevent and respond to communicable, non communicable diseases and major epidemics strengthened (WHO, UNICEF)	<ul style="list-style-type: none"> Timely reported notifiable diseases and diseases of epidemic potential within the community HIS Yes/No (community HIS not in place – 2006) 	<ul style="list-style-type: none"> Community HIS 	

Monitoring and Evaluation Framework on Education

Outcome/Output	Indicators (Baseline)	Sources of verification	Risks/Assumptions
All children in Rwanda acquire a quality basic education and skills for a knowledge-based economy	<ul style="list-style-type: none"> % of children completing and acquiring basic education (Completion 51.7% - FTI - 2006) % of budget in Education MTEF (17% of budget versus FTI benchmark of 20% - 2006) 	<ul style="list-style-type: none"> Annual school census EMIS reports and Dev-info JESR Reports 	<p>A: External support and current level of Government expenditure is increased</p>
Outcome 1. Enrollment Enrolment for all children, especially girls, vulnerable children and children in emergency situations, increased	<ul style="list-style-type: none"> % enrollment boys and girls (net enrollment ratio (NER) of 92% - 2006) # of out of school children (400,000 out of school children - FTI Report - 2006) # of disaster and conflict affected children accessing education (TBD) 	<ul style="list-style-type: none"> Annual school census EMIS reports and Devinfo Education Sector Survey DES 	<p>A: Level of Government expenditure is increased</p>
1.1 District capacity for identification, planning, delivery and monitoring of the minimum package for OVC enhanced (UNICEF, WFP, UNHCR)	<ul style="list-style-type: none"> % of children benefiting from cash transfer (TBD) 	<ul style="list-style-type: none"> Annual school census EMIS reports and Devinfo Education Sector surveys DES 	<p>A: OVC policy is approved</p>

1.2 Alternative and complementary education programmes for out-of-school children strengthened (UNICEF, UNHCR)	<ul style="list-style-type: none"> % enrollment in alternative education programme (104,000 out of school children - 2006); # of alternative non formal programmes (36 'Catch up' centers - MINEDUC - 2006) 	<ul style="list-style-type: none"> Annual school census EMIS reports and Devinfo Education Sector Survey DES 	A: Environment for strong civil society partnerships is created
1.3 Adequate and accessible learning spaces, including classrooms for all children increased (UNICEF)	<ul style="list-style-type: none"> Pupil classroom ratio (1:72.9 – MINEDUC - 2006) 	<ul style="list-style-type: none"> Annual school census EMIS reports and Devinfo Education Sector Survey DES 	
1.4 Access to basic education for children in emergencies, including those affected by conflict increased (UNICEF, WFP, UNHCR)	<ul style="list-style-type: none"> comprehensive emergency response plan (None) % of returnees and refugee children accessed to education(42,000 refugees in Rwanda – UNHCR) 	<ul style="list-style-type: none"> Annual school census EMIS reports and Devinfo Education Sector Survey DES 	
Outcome 2. Retention Retention and completion rates for all children in primary and lower secondary increased	<ul style="list-style-type: none"> drop out rate nationally and in model schools (18.1% drop out rates – MINEDUC – 2006) completion rates (51.7% primary completion rates - 2006) survival rates at grade 5 (39.1% - 2001/2) 	<ul style="list-style-type: none"> Annual school census EMIS reports and Dev-info JESR Reports 	A: Projected Government education expenditure is achieved A: Capacity building plan is implemented
2.1 Minimum quality standards and norms for child friendly schools adopted, scaled-up and implemented in model schools (UNICEF, WHO)	<ul style="list-style-type: none"> % of schools implementing norms and standards (TBD) 	<ul style="list-style-type: none"> EMIS reports and Dev-info JESR Reports 	
2.2 Adequate, healthy, safe and attractive spaces including separate, hygienic latrines for boys and girls, safer water, playgrounds and sports fields and green spaces created (UNICEF, WHO)	<ul style="list-style-type: none"> Gender disaggregated Latrine pupil ratio (1:90 - 2006) % of schools with safe water sources (% pop access to water source 58% - 2006) 	<ul style="list-style-type: none"> Annual school census EMIS reports and Dev-info JESR Reports 	
2.3 Capacity for delivery of a school health package including HIV/AIDS prevention and de-worming strengthened (UNICEF, WHO, WFP)	<ul style="list-style-type: none"> # of schools implementing school health Package (TBD) # of boys and girls de-wormed (TBD) 	<ul style="list-style-type: none"> Annual school census EMIS reports and Devinfo Education Sector Survey 	
2.4 School feeding programme expanded and implemented in food insecure areas (WFP, FAO)	<ul style="list-style-type: none"> % of schools with school feeding programme (290,000 children on school feeding programme – WFP - 2006) School nutrition status (Malnutrition prevalence 25% - FTI - 2006) 	<ul style="list-style-type: none"> Annual school census EMIS reports and Dev-info Education Sector Survey 	
Outcome 3. Achievement Key learning outcomes for children including life skills and competencies for life long learning achieved	<ul style="list-style-type: none"> % of girls and boys that complete and pass grade 6 (pass rates at 34% girls and 67% boys – MINEDUC - 2005) % of girls and boys that acquire minimum proficiency in life skills, literacy at grades 3 and 5 (TBD) 	<ul style="list-style-type: none"> EMIS reports and Devinfo JESR Reports Monitoring of Learning Achievement report (MLA) 	A: Projected Government education expenditure is achieved A: Capacity building plan is implemented A: Approval given for a system to monitor learning achievement A: Ongoing SWAP process remains and level of donor support is maintained
3.1 Curriculum adapted to respond to challenges of communities, local and global environment (WHO, UNICEF, UNFPA, UNESCO)	<ul style="list-style-type: none"> # of new outcomes based curricular developed (1996 curriculum) Pupil/textbook ratio in primary and TC for core subjects (1:4 - 2001/2) 	<ul style="list-style-type: none"> EMIS reports and Devinfo JESR Reports Monitoring of Learning Achievement report (MLA) 	
3.2 Child centered teaching methodology developed and practiced (UNESCO, WHO, UNICEF, UNFPA)	<ul style="list-style-type: none"> # of teachers (male & female) trained on child centered methodologies (TBD); # of teacher modules on child centered methodologies (None – 2006) 	<ul style="list-style-type: none"> EMIS reports and Devinfo JESR Reports Monitoring of Learning Achievement report (MLA) 	
3.3 Capacity of MoE and key partners to develop and implement standards for cognitive stimulation and school readiness of 0-6 year olds enhanced	<ul style="list-style-type: none"> Curriculum framework for 0-6 year olds (None - 2006) # care givers trained on cognitive and psychosocial stimulation (TBD) 	<ul style="list-style-type: none"> EMIS reports and Devinfo JESR Reports Monitoring of Learning 	

(UNICEF, UNESCO)		Achievement report (MLA)	
3.4 Capacity of MoE for monitoring learning achievement, including life skills, strengthened at central and decentralized levels (UNICEF, UNESCO)	<ul style="list-style-type: none"> System for monitoring of learning achievement (None - 2006) # of children meeting minimum proficiency in life skills, literacy and numeracy (Overall pass rate: 34% girls and 67% boys - MINEDUC - 2005) 	<ul style="list-style-type: none"> EMIS reports and Devinfo JESR Reports Monitoring of Learning Achievement report (MLA) 	
Outcome 4. Effective system Effective education management system established and operational	<ul style="list-style-type: none"> % of education institutions using Information Management system (EMIS) in planning (TBD) # of district and national plans involving representation of PTA's and NGOs (TBD) 	<ul style="list-style-type: none"> EMIS reports and Devinfo JESR Reports MTEF and budget execution reports 	<p>A: Projected Government education expenditure is achieved</p> <p>A: Capacity building plan is implemented</p> <p>A: Approval given for a system to monitor learning achievement</p> <p>A: Ongoing SWAP process remains and level of donor support is maintained</p>
4.1 Institutional, technical and operational capacity of districts and NGOs for Parent's teachers associations participation in planning, management and monitoring of schools and community-based early care centers, strengthened (UNICEF, WHO, WFP)	<ul style="list-style-type: none"> # of schools with operational PTAs (TBD) # of community based ECD centers for 0-6 year olds (TBD) 	<ul style="list-style-type: none"> EMIS reports and Devinfo JESR Reports Education Sector surveys 	
4.2 Participation of NGOs, FBOs, private sector in national and district level planning for education strengthened (UNICEF, UNFPA)	<ul style="list-style-type: none"> Education NGO forum and network in place (None - 2006) # of NGOs and FBOs in education sector(TBD) 	<ul style="list-style-type: none"> EMIS reports and Devinfo JESR Reports Education Sector surveys 	
4.3 Evidence-based district level education planning and costing strengthened (UNFPA, UNICEF, UNDP)	<ul style="list-style-type: none"> % of district Development plans based on population projections (TBD) # of districts that achieve targets in district performance contracts (TBD) 	<ul style="list-style-type: none"> EMIS reports and Devinfo JESR Reports Education Sector surveys 	
4.4 Education Management Information System (EMIS) developed and operational at national and decentralized levels (UNICEF, UNESCO)	<ul style="list-style-type: none"> Reliable, disaggregated data on enrollment, retention and completion (TBD - Annual school census) 	<ul style="list-style-type: none"> EMIS reports and Devinfo JESR Reports 	
4.5 National and district capacity for gender sensitive, equitable policy development, planning, monitoring and evaluation and resource brokerage (UNICEF, WFP, UNHCR)	<ul style="list-style-type: none"> % of budget for Vulnerable groups and girls in plans and budgets(112 million RWF for girls - 2006) % of additional resources mobilized in sector (17% Government expenditure on education; USD70\$ mobilized under FTI - 2006) 	<ul style="list-style-type: none"> EMIS reports and Devinfo JESR Reports 	

Monitoring and Evaluation Framework on Environment

Outcome/Output	Indicators (Baseline)	Sources of verification	Risks/Assumptions
Management of environment, natural resources and land is improved in a sustainable way	<ul style="list-style-type: none"> % total surface area covered by forests (12% - 2006) % wetlands mapped, characterized and identified for rehabilitation (5 wetland systems critically degraded - 2006) 	<ul style="list-style-type: none"> MINITERE 	<p>A: Human, technical and financial capacity to undertake</p> <p>A: Sustainable support identified for activities.</p>
Outcome 1. An enabling policy framework to support an effective system for environment management and ecosystem conservation established	<ul style="list-style-type: none"> # (out of 7) key sectors with operationalized environment laws, policies and strategies (0 - 2007) % environment management technical staff positions filled at all levels (TBD) 	<ul style="list-style-type: none"> MINITERE/REMA and ORTPN Districts reports 	<p>R: Inadequate financial and skilled human resources at local level</p> <p>A: MINITERE/ORTPN/REMA consistently supported through political will.</p>
1.1 Policies, regulations, guidelines and standards for environment protection developed and implemented at central and decentralized levels	<ul style="list-style-type: none"> # (out of five) environment laws (including sectoral) and policies operational at central and decentralized levels (0 - 2006) 	<ul style="list-style-type: none"> Records and reports in Ministries: REMA/MINITERE, MINEDUC, ORTPN/MINICOM, 	<p>A: Interest of staff in environment policy updated</p>

(UNDP, UNEP)	<ul style="list-style-type: none"> All EIA regulations and guidelines operational at central and district levels (No - 2006) Environmental policy priorities reflected in key sector annual Public Expenditure Reviews (No - 2006) 	<ul style="list-style-type: none"> NGOs, Annual Survey of application of regulations and guidelines (central / district) District-level EIA annual reports 	
1.2 Information management system for natural resources developed and operational (UNDP, UNEP, UNESCO)	<ul style="list-style-type: none"> REMA mechanism for data collection and analysis developed (Tracking system exists; data collection and analysis needed - 2006) National Environmental Information Network established (No - 2006) System of environmental law (including adequate institutional capacity) and MEAs compliance and enforcement in place (No - 2006) 	<ul style="list-style-type: none"> Biennial Environment reports by REMA / MINITERE REMA records 	A: More environmental Engineers at Private, public and Civil Society level
1.3 Capacity for coordination of REMA and MINITERE in environment management and ecosystem conservation strengthened (UNDP, UNEP)	<ul style="list-style-type: none"> Annual integrated report on multinational environmental agreements (No - 2006) 	<ul style="list-style-type: none"> MINITERE/ REMA biennial records 	A: New pollution management technologies are available at affordable costs
1.4 Institutional capacity of REMA, MINITERE and local Governments to monitor the quality of natural environment strengthened (UNDP, UNEP)	<ul style="list-style-type: none"> % technical staff at decentralized level trained and equipped in basic tools for environment monitoring (TBD) % IMIHIGOs (district performance contracts) including environmental priorities (TBD) 	<ul style="list-style-type: none"> RBS,REMA, RIPA records Annual Survey of application of regulations and guidelines (central / district) District-level EIA annual reports 	A: Clear understanding and obligation to certification
1.5 Urban environment management strategy developed and implemented in all major cities (UN-HABITAT, UNEP, UNESCO)	<ul style="list-style-type: none"> # major cities with urban environmental management plan available to the public (for: Kigali, Huye, Nyagatare, Musanze, Rubavu, Karongi, Rusizi, Nyanza, Rwamagana, Muhanga) (0 - 2006) 	<ul style="list-style-type: none"> MINICOM / business registration and RIEPA records on operational investment by sector 	<p>A: Sufficient human resources / legal expertise and technical support allocated to developing environmental regulations, guidelines, standards</p> <p>A: Skills gap assessment, skills attraction and dissemination program is given priority for country overall</p>
Outcome 2. Capacity at national, district and community levels to restore and protect ecosystems of national and global importance against potential degradation strengthened	<ul style="list-style-type: none"> % of Nyungwe & Volcanoes forests, Rugezi, Kamiranzovu and Kagera complex wetlands restored and rehabilitated (TBD) 	<ul style="list-style-type: none"> Biennial Environment reports by REMA / MINITERE 	<p>A: Skills gap assessment, skills attraction and dissemination program is given priority for country overall</p> <p>A: More students in higher education are committed to pursuing Masters Level environmental studies</p> <p>A: Local level organizations are committed to becoming involved in environmental management initiatives</p>
2.1 Strategies and action plans for rehabilitation of critical ecosystems developed, operationalized and made available to local Governments (UNDP)	<ul style="list-style-type: none"> # action plans for each identified critical ecosystem implemented with community participation (1 pilot project in western province - 2007) 	<ul style="list-style-type: none"> Annual workshop reports and REMA / MINITERE biennial reports 	<p>A: EIA guidelines are provided to institutions</p> <p>A: Private sector businesses with qualifications needed to conduct environmental impact assessments are in place</p>
2.2 Capacity of communities and local Government for ecosystem and land conservation and rehabilitation strengthened (FAO)	<ul style="list-style-type: none"> # ha of the national river network and roadsides secured against sedimentation (50 ha around Lake Kivu - 2007) 	<ul style="list-style-type: none"> REMA / MINITERE biennial reports 	<p>A: Human, technical and financial capacity to undertake and environmental friendly identified activities.</p> <p>A: Institutions of higher learning adopt</p>

			environmental urban planning and management in their curriculum
2.3 Technical and operational capacity of districts for the management of wastes and contaminants developed (UNIDO, UNESCO, UN-HABITAT, UNDP)			A: Private Sector investors are attracted to setting-up new businesses in pollution/waste management A: New pollution management technologies are available at reasonable cost and adopted by local industries and authorities
Outcome 3. Economic productivity enhanced using natural resources in an environmentally friendly way	<ul style="list-style-type: none"> Fuel wood consumption reduced to 90% (96% - 2006) % alternative energy sources used (TBD) 	<ul style="list-style-type: none"> REMA / MINITERE biennial reports 	A: GOR, NGOs and other partners and projects continue to engage local communities in joint management and income-generating activities A: Districts are committed to the improvement of the land administration and management issues.
3.1 Innovative practices for environmental friendly income generation activities adapted to the local context, and available to local Governments (UNIDO, UN-HABITAT)	<ul style="list-style-type: none"> # Micro-hydro plants available in appropriate location (0 at local levels - 2007) % approval rating of pilot projects for integrated land, water and energy management increased to 50% (25% - 2007) 	<ul style="list-style-type: none"> Districts reports and databases 	A: Local communities agree and support the programs
3.2 Industrial policies and practices that ensure environment protection developed and implemented (UNIDO, UNEP)	<ul style="list-style-type: none"> # environmental certifications per year per industry (ISO 14000 and 9000) (<1 - 2007) 	<ul style="list-style-type: none"> MINICOM and districts reports 	A: Sufficient financial and human resources, legal expertise and technical support allocated to laws, policies and regulations and setting up institutions and systems A: District and local organizations become active promoters of land registration and in ensuring understanding of accompanying rights and opportunities A: Decentralization processes proceed as expected A: Financial institutions lending policies are effectively administered in approving land as collateral for small enterprise lending
3.3 National forestry, water resources and land use master plans for effective agriculture and industrial growth developed and implemented (FAO)	<ul style="list-style-type: none"> # districts with Forest and water management plans (TBD) 	<ul style="list-style-type: none"> ISAR GIS data Annual forest plantation records, Forestry Unit 	A: Political commitment to a consensus-building approach to land reform is sustained A: ISAR is allocated sufficient priority and resources to expand seed and germplasm production

Monitoring and Evaluation Framework on Sustainable Growth and Social Protection

Outcome/Output	Indicators (Baseline)	Sources of verification	Risks/Assumptions
UNDAF Result: Rwandan Population benefits from economic growth and is less vulnerable to social and economic shocks	<ul style="list-style-type: none"> % households below poverty line (57% below poverty line in 2005/6 - EICV 2005/6) % households below extreme poverty line (37% below extreme poverty line in 2005/06 - EICV 2005/6) Prevalence of food insecurity and of vulnerability to food insecurity (% of food insecure households & of highly vulnerable households) (28% of rural households food insecure, another 25% highly vulnerable to food insecurity – 	<ul style="list-style-type: none"> WFP's CFSVAs EICV & poverty profiles 	A: A Poverty Monitoring System is in place

	WFP - CFSVA 2006)		
Outcome 1. Disaster Management Effective national disaster management established and operational	<ul style="list-style-type: none"> % of affected households/people who receive <i>timely</i>⁷ assistance through the Comprehensive Emergency Package (Desk review in 2008 on coverage & timeliness of response) 	1. DMU/DMTF/UN reports	A: Political commitment A: Effective decentralization
1.1 National Disaster Early Warning Systems developed and operational (UNHCR, WFP, FAO)	<ul style="list-style-type: none"> # of Sentinel Sites regularly monitored & reported on in EWS Bulletins (0 Sentinel Sites monitored - 2007) 	<ul style="list-style-type: none"> DMU/UN Progress Reports EWS Bulletins 	A: NIS involved and providing technical support to DMU, Districts and to Sectors A: Broad collaboration between NIS, DMU, MoH, MINAGRI, UN
1.2 A Government-led National Emergency Preparedness and Response Plan developed and field-tested (UNHCR, UNICEF, WHO, UNFPA)			
1.3 Institutional capacity of Disaster Management Unit (DMU), for coordination and management, strengthened (WFP, UNHCR, WHO)			
1.4 A National Emergency Package is available for appropriate and rapid response (UNICEF, WFP, UNHCR, UNFPA)			A: Donor funds swiftly mobilized at the onset of an Emergency A: Districts/Sectors capacity to deliver Emergency Packages in place
Outcome 2. Safety Nets Effective safety nets for protection of the most vulnerable implemented	<ul style="list-style-type: none"> %/# of vulnerable household assisted through SAF # of vulnerable households assisted through existing GoR schemes (TBD) median value of SAF benefits per household (EDPRS) median value of SAF Benefits in 2008 (TBD) 	<ul style="list-style-type: none"> MINALOC/SAF Annual Reports Public Expenditure Reviews 	A: Vulnerability criteria is agreed upon and adopted, and surveys done to establish the prevalence of vulnerable households
2.1 The National social protection policy framework reviewed and strengthened (UNDP, ILO)			A: Political commitment to SP A: Sufficient Technical assistance
2.2 A National Social Assistance Fund operational to support the most vulnerable households and to respond to recurring emergencies (UNICEF, UNDP, WFP, UN-HABITAT, ILO)	<ul style="list-style-type: none"> % & amount of donor SP funds channeled through the SAF (in 2006: 0% of funds channeled through SAF (75% of SP Funds, i.e. USD 110M, were not on budget nor on plan - 2006) # of returnees assisted to be socially and economically settled in specific locations defined by Government (TBD) # of vulnerable households benefit of health insurance through the 'Mutuelle de santé' (TBD) 	<ul style="list-style-type: none"> Joint SP Strategic Plan & Annual Reports Missions Reports Settlements planned and serviced Reports of District Mutuelle 	R: Land availability; # of returnees beyond capacity of the Government A: Regular Donor funding goes to SP Sector A: No corruption in Social Protection Service deliveries
2.3 Social protection planning, monitoring and coordination capacity of central Government strengthened (UNICEF)			A: Political will and commitment
2.4 Capacity of local Government and civil society to effectively deliver and monitor social protection strengthened (UNICEF, WFP, UNCDF)	<ul style="list-style-type: none"> # of districts with updated list of eligible beneficiaries, compliant with SAF guidelines (0 districts with compliant list - 2006) 	<ul style="list-style-type: none"> District Development Plans reports 	A: Decentralization process continues and Districts & Sectors acquire increasing operational responsibilities in SP Delivery
2.5 Community care and support mechanisms for vulnerable households integrated into decentralized social protection plans and strategies (UNICEF)	<ul style="list-style-type: none"> # of districts integrating Community based Care & Support mechanisms into district development plans (EDPRS) (0 districts - 2006) 	<ul style="list-style-type: none"> District Development Plans reports 	

⁷ Timeliness of assistance/response to a disaster is subject to the type of Emergency, to be defined in the Preparedness & Response Plan. Number of households affected by disaster to be established by rapid assessments following each disaster.

<p>Outcome 3. Intensification/Diversification/Food Security Improved incomes and food security with diversified and greater value added production</p>	<ul style="list-style-type: none"> ▪ % of participant households' incomes from non farm activities (TBD through HIMO/FFW/IGA baseline study) ▪ % of participant households' expenditures devoted to food (TBD through HIMO/FFW/IGA baseline study) 	<ul style="list-style-type: none"> ▪ Reports from HIMO, FFW & IGA Baselines & impact assessment studies to be conducted 	<p>A: Political stability A: Vulnerability criteria is agreed upon and adopted, and surveys done to establish prevalence of vulnerable households</p>
<p>3.1 Transitory income-support mechanisms for vulnerable households strengthened through food/cash for work schemes (WFP, ILO)</p>	<ul style="list-style-type: none"> ▪ # of vulnerable households participating in HIMO & FFW programmes (EDPRS) (42,000 FFW beneficiaries & 30,000 HIMO beneficiaries - 2006) 	<ul style="list-style-type: none"> ▪ MINALOC Reports on HIMOs ▪ WFP reports on FFW projects 	<p>A: Enough Donor resources go to HIMO/FFW schemes</p>
<p>3.2 Mechanisms that promote product diversification and alternative income generating activities for vulnerable households and small producers strengthened (UNIDO, WFP, ILO)</p>	<ul style="list-style-type: none"> ▪ # of vulnerable households participating in IGA (EDPRS) 	<ul style="list-style-type: none"> ▪ MINALOC Reports on IGA ▪ IGA Baseline & impact assessment studies 	<p>A: Enough Donor resources go to IGA schemes</p>
<p>Outcome 4. Productivity improved and access to markets enhanced for small producers</p>	<ul style="list-style-type: none"> ▪ average yields per ha for main food and cash crops (TBD) ▪ % of rural household with good access to markets (TBD) 	<ul style="list-style-type: none"> ▪ Annual Agricultural Surveys & Crop Assessments of MINAGRI ▪ EICV ▪ WFP's CFSVA & Market Analysis reports 	
<p>4.1 Mechanisms to enhance intensification and value addition for vulnerable households and small producers strengthened (IFAD, FAO, UNIDO, ILO)</p>			
<p>4.2 Capacity of Private Sector Federation to support MSMEs development strengthened (UNIDO, IFAD, ITC, ILO)</p>		<ul style="list-style-type: none"> ▪ Private Sector Federation Statistics on MSMEs 	<p>A: Policies are supportive of MSMEs development</p>
<p>4.3 Capacity of GoR to promote access to markets for small producers strengthened (IFAD, UNIDO)</p>	<ul style="list-style-type: none"> ▪ # of MSMEs accessing international markets (TBD) 	<ul style="list-style-type: none"> ▪ Private Sector Federation Statistics on MSMEs 	<p>A: International markets, trade policies & regulations are supportive for MSMEs exports (especially on Coffee & Tea)</p>
<p>4.4 Institutional capacity for market analysis strengthened (WFP, FAO, IFAD)</p>	<ul style="list-style-type: none"> ▪ # Comprehensive Market analyses done (Only monthly price data collection in 36 markets - 2006) 	<ul style="list-style-type: none"> ▪ MINAGRI & NIS price analysis 	<p>A: Sufficient Technical Assistance in Market Analysis provided to GoR</p>
<p>4.5 National Strategy for financial Inclusion and Action Plan developed and implemented to enhance sustainable access to financial services by small producers (UNCDF, IFAD, UNDP)</p>	<ul style="list-style-type: none"> ▪ % of increase of population having access to financial services (TBD) 	<ul style="list-style-type: none"> ▪ Financial services reports to the Central bank and to their networks 	<p>A: Participatory home – grown and nationally owned National Strategy supportive to the development of the sector A: Action Plan sufficiently funded through coordinated investments</p>

Annex 3: Monitoring and Evaluation Calendar

		2008	2009	2010	2011	2012
UNCT M&E activities	Surveys/ studies	1. Health sector survey 2. Education sector survey 3. Environmental impact assessment (UNEP, UNDP) 4. HIMO/FFW/IGA baseline survey of households participation & impact on livelihoods (UNIDO, WFP) 5. Corruption assessment in Rwanda (Ombudsman, UNDP)	6. Comprehensive Food Security & Vulnerability Survey (CFSVA) (WFP) 7. Gender Baseline Survey	8. DHS+ 9. DES	10. EICV III	11. Comprehensive Food Security & Vulnerability Survey (WFP)
	Evaluations	12. HLP External Evaluation of the One UN Development Process in Rwanda (4 th quarter 2008)		13. Mid-Term Evaluation of the Rwanda UNDAF and its contribution to the UN Reform process	14. Impact of decentralization on democratic process, equitable service delivery and local development, and significance of UN contribution	15. End-Of Cycle Evaluation of the Rwanda UNDAF and its contribution to the UN Reform process (Mid 2012)
	Monitoring systems	16. Rwanda DevInfo operational 17. Education Management Information systems (EMIS) developed 18. Nutrition & food insecurity Surveillance system through Sentinel Sites operational (UNICEF, WFP, FAO, UNHCR, WHO)	19. Rwanda DevInfo operational		20. Rwanda Country Profile DevInfo Update (DHS+, DES)	21. Rwanda Country Profile DevInfo Update (EICV III)
	Reviews	22. Review of the National Capacity Development Strategy (UNDP, HIDA) 23. First semester Review of UNDAF implementation (July 2008)	24. 2 nd year One Un Pilot Project Progress Review	25. Mid Term Review UNDAF and progress toward One UN	26. Annual Review of implementation of mid-term evaluation recommendation	
Planning references	UNDAF evaluation milestones	27. ToRs Mid-Term and End of Cycle UNDAF Evaluations finalized and process of identification of evaluators initiated by RC	28. Processes for selection and recruitment of evaluation teams completed	29. Mid-term UNDAF Evaluation completed	30. Impact data available (DHS/MICS, DES, EICV III) for End-of-cycle summative evaluation of UNDAF	31. End-of-cycle UNDAF evaluation completed
	M&E capacity developm.	32. Training in environmental data collection, analysis and use 33. Rwanda DevInfo cascade Trainings (UNCT, Counterparts, partners)	34. Training of UNCT and counterparts in evaluation concepts and methods	35. RBM Training of Trainers	36. RBM Cascade training in preparation of EDPRS II and UNDAF III Development	

	Use of information		37. EDPRS annual Actions Planning	38. EDPRS annual Actions Planning 39. MDG Summit	40. EDPRS annual Action Planning 41. DPCG meeting on EDPRS results and EDPRS II priority setting	
	Partner Activities	This part of the table will be updated when the information becomes available				

Annex 4: Glossary of Terms and Abbreviations

AIDS	Acquired Immunodeficiency Syndrome
AWP	Annual Work Plan
CBO	Community Based Organizations
CCA	Common Country Assessment
CFSVA	Comprehensive Food Security and Vulnerability Analysis
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CSO	Civil Society Organization
CUPEP	Collecte et Utilisation des Eaux de Pluies
DCH	Department of Community Health and Traditional Medicine
DES	Development Education Survey
DFID	Department for International Development
DHS	Demographic and Health Survey
DMTF	Disaster Management Task Force
DMU	Disaster Management Unit
EDPRS	Economic Development and Poverty Reduction Strategy
EICV	Household Living Conditions Survey
EU	European Union
FAO	Food and Agriculture Organization
FBO	FBO: Faith Based Organizations
GBS/DBS	General/Direct Budget Support
HACT	Harmonized Cash Transfer
HF	Health Facilities
HIDA	HIDA: Human Resources and Institutional Development Agency
HIS	Health Information System
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HIV	Human Immunodeficiency Virus
HMIS	Health Management Information System
HRBA	Human Rights Based Approach
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IMNCI	Integrated Management of Maternal and Neonatal Child Illnesses
IMR	Infant Mortality Rate
ITN	Impregnated Treated Nets
M&E	Monitoring & Evaluation
MDG	Millennium Development Goals
MICS	Multiple Indicator Cluster Surveys
MIFOTRA	Ministry of Public Service, Skills Development and Labor
MIGEPROFE	Ministry of Gender and Women Promotion
MIJESPOC	Ministry of Youth, Culture and Sport
MINAGRI	Ministry of Agriculture and Animal Husbandry
MINALOC	Ministry of Local Government, Good Governance, Community Development and Social Affairs
MINECOFIN	Ministry of Finance and Economic Planning
MINEDUC	Ministry of Education
MINIJUST	Ministry of Justice
MININTER	Ministry of Internal Security
MINISANTE	Ministry of Health
MINITERE	Ministry of Land and Environment
MMR	Maternal Mortality Rate
MoH	Ministry of Health
MTCT	Mother to Child Transmission
N/A	Not Available
NBSAP	National Biodiversity Strategy and Action Plan
NGO	Non Governmental Organization
NIS	National Institute of Statistics
NURC	National Unity and Reconciliation Commission
OCHA	Office for the Coordination of Humanitarian Affairs
OVC	Orphans and Vulnerable Children

PAPSTA	Projet d'Appui au Plan Stratégique de Transformation Agricole
PAPUK	Project Agriculture Peri-urban du Kigali
PDCRE	Projet De Développement des Cultures de Rentes et d'Exportation
	Projet de Développement des Ressources Communautaires et des
	Infrastructures de l'Umutara Rurales
PDRCIU	Projet de Promotion des Petites et Micro Entreprises
PPPMER	Poverty Reduction Strategy Paper
PRSP	Rwandan Association of Local Government authorities
RALGA	Results Based Management
RBM	Rwandan Human Rights Commission
RHRC	Royal Netherlands Embassy
RNE	système national d'information et d'alerte rapide sur l'alimentation et l'agriculture
SNIAR	Sector Wide Approach
SWAp	Transboundry Agro Ecosystem Management Programme for the lower Kagera River
TAMP	Tuberculosis
TB	To Be Determined
TBD	Triannual Comprehensive Policy Review
TCPR	Terms of Reference
ToR	Under five children
U5	Under 5 Mortality Rate
U5MR	United Nations
UN	United Nations Resident Coordinator
UN RC	Joint UN Programme on HIV/AIDS
UNAIDS	UN Capital Development Fund
UNCDF	United Nations Country Team
UNCT	United Nations Development Assistance Framework
UNDAF	United Nations Development Group
UNDG	United Nations Development Programme
UNDP	United Nations Educational, Scientific and Cultural Organization
UNESCO	United Nations Population Fund
UNFPA	United Nations High Commissioner for Refugees
UNHCR	United Nations Children's Fund
UNICEF	United Nations Industrial Development Organization
UNIDO	United Nations Development Fund for Women
UNIFEM	United Nations Volunteers
UNV	World Food Programme
WFP	World Health Organization
WHO	

Annex 5: Activities of UN Agencies not mentioned in the UNDAF

Due to the specific character of the activities of some agencies, not all activities are fitted into the UNDAF. The UNDAF represents all activities where the UN as a whole has the capacity and the comparative advantage. The following agencies have activities not mentioned in the UNDAF.

1. UNHCR

The core mandate of UNHCR is protection of refugees and returnees (including the protection of refugee children and women). This also includes activities such as:

- technical advise to the Government on refugee status determination;
- refugee camp management in close collaboration with MINALOC and the National Refugee Council (NRC);
- promotion of durable solution to refugee situation including repatriation, (tripartite), and resettlement to third country;
- capacity building for Government and NGOs partners in refugee law and international refugee protection standards;
- care and maintenance assistance to refugees through the provision of Non-Food Items and fire wood.

For the period 2008-2009 UNHCR is committing itself for these activities to 4,346,278 USD.

2. FAO

In May 2007 FAO will prepare its National Medium Term Programme Framework (NMTPF) in collaboration with the Government. Activities that will most likely be part of this Framework and will not be in the UNDAF are:

- provide technical assistance to the Ministry of Agriculture in the process of preparing projects link between agro process with market within: i) the Rwanda program in CAADP/NEPAD (Comprehensive Africa Agriculture Development Programme), ii) the Strategic Plan Agriculture Transformation;
- provide technical and financial assistance to the Rationalization of the wood energy commodity (Appui à la Rationalisation de la filière Bois-Energie);
- collection & dissemination of information on food and agriculture (crop assessment and food balance, dissemination of national and international agriculture statistics...);
- technical and financial assistance to the management of emergencies situations (i.e. transboundary crops and animal diseases);
- campaign of Advocacy and development of partnership against hunger (World Food Day, Alliance Against Hunger, Telefood...);
- technical assistance to Farmers organisations for the preparation of projects and advocacy for their funding;
- provide technical assistance to various requests in the formulation of legislation in the area of the organization's mandate (agriculture, land, livestock, forestry, fishery, and food security).

3. UNESCO

UNESCO activities are in strengthening the contribution of culture to sustainable development. UNESCO will use its mandate for the fostering of cultural diversity and intercultural dialogue to strengthen various UNDAF results areas. Most development issues including governance and even education have cultural dimensions that have to be addressed for the success of any intervention. Accordingly UNESCO is proposing to strengthen the contribution of culture to sustainable development and demonstrate the importance dialogue to social cohesion,

reconciliation and peace. Specifically UNESCO will do the following activities within the UNDAF Outcomes:

- UNDAF Result 1: Governance
 - 5.1: UNESCO may promote a culturally sensitive approach for evidence-based policy making.
- UNDAF Result 2: Health, Population, HIV, and Nutrition
 - 1.3: UNESCO may contribute to enhance culturally sensitive approach for strengthening capacity of public and private institutions providing quality integrated treatment, care and support.
- UNDAF Result 5: Sustainable Growth and Social protection
 - 3.3 UNESCO will support income-generating activities in the field of arts and crafts

Two specific items have links with the UNDAF but are as such not mentioned in the UNDAF, namely:

- UNDAF Result 3: Education
 - 2.1 UNESCO will contribute to developing curriculum related to heritage education.
- UNDAF Result 4: Environment
 - 3.3 UNESCO will contribute to the conservation of natural resources by assisting Rwanda to ratify and implement the 1972 World Heritage Convention.

4. ILO

ILO subscribes to the global campaign on social security launched by ILO in 2003. For the period 2007-2012 the programme ILO/STEP (Stratégies et Techniques de lutte contre l'Exclusion Sociale et la Pauvreté) will continue to give support to the development of 'mutuelles de santé'

Several interventions will be undertaken such as transfer of knowledge, technical assistance, implementation of database to collect data, ... All the interventions will be done in close collaboration with the working group on 'mutuelles de santé', the Ministry of Health and the cooperation between ILO, GTZ and WHO.

Also the Solidarity Fund for Health on a national level and on district level, supported by a number of donors will have attention of ILO.

5. IFAD

Since 1981, IFAD has financed 12 rural development projects in Rwanda for a total amount of 120.2 million USD from IFAD funding on a total project costs of 221.7 million USD. The financing provided by IFAD consists of loans on highly concessional terms.

The active portfolio is composed of 4 ongoing projects in Rwanda for IFAD financed net total amount of 67.75 million USD. The overall total project financing with co-financiers is currently of 117.3 million USD.

- Decentralization through support and strengthening for rural communities and local infrastructure development;
- Development of cash crops and market access;
- Job creation through the strengthening of micro enterprise of the secondary and tertiary sectors;
- Agriculture transformation and food security.

According to the IFAD Country Performance Allocation System (PBAs), IFAD annual allocations to Rwanda are currently of 7 million USD.

The country strategic opportunities paper for Rwanda (COSOP) is expected to be completed in 2007. Preparation of this document was begun on the basis of recommendations made following the Country Programme Evaluation (June 2005) and extensive national consultations. The following major thrusts are expected to be incorporated: (i) linking national policy to the needs of rural Rwandans, (ii) strengthening and supporting peasant and professional associations, and (iii) giving the rural poor a voice and decision-making power in matters that affect them directly.

6. UNV

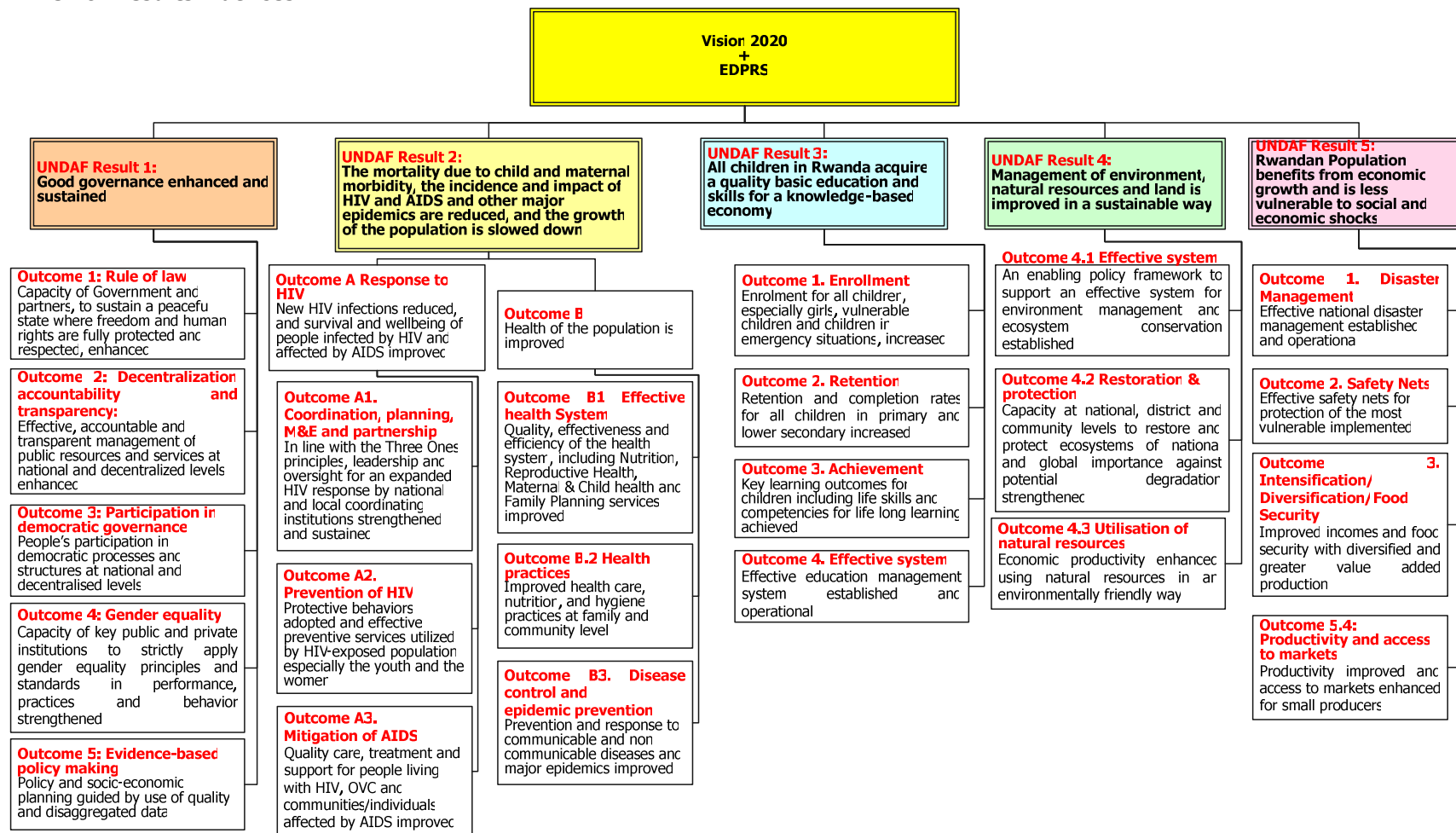
The UNDP administered UNV programme will continue to provide technical support and expertise to national institutions while assisting the Government of Rwanda to mobilize national and International human resources. Knowledge and skills will be provided to the Commission Nationale de Lutte Contre le SIDA to increase capacity to respond to HIV/AIDS and Ministry of Lands, Environment, Forestry, Water and Natural Resources (MINITERE) to build capacity for sustainable management of environmental and natural resources while using decentralization as the development tool.

Future programme planning for the UNV office in Rwanda includes social mobilization support and helping to develop youth based programming

Achieving the Millennium Development Goals will require the ingenuity, solidarity and creativity of many millions of ordinary people through voluntary action. In this case, UNV expected developed actions based on four key factors in developing a volunteerism and a share appreciation of its value:

1. Reaching a common understanding of volunteerisms and a shared appreciation of its value;
2. Establishing and nurturing an enabling environment;
3. Adopting a diversity of approaches to mobilizing and facilitating volunteerism;
4. Ensuring sustainable funding.

Annex 6: Results Matrices



**UNDAF Result 1:
Good governance enhanced and sustained**

Outcome 1: Rule of law
Capacity of Government and partners, to sustain a peaceful state where freedom and human rights are fully protected and respected, enhancec

1 1 Capacity of Parliament and relevant government ministries to **review and draft laws and policies**, and oversee their implementation, including their conformity with human rights and international commitments, enhancec (UNDF, UNICEF, UNIFEM)

1 2 **Capacity** of the Justice Sector in the areas of administration of justice and law enforcement enhancec (UNDF, UNICEF)

1 3 **Capacity** and **mechanisms** for conflict prevention, peace-building and reconciliation at district and Sector levels strengthened (UNDP, UNIFEM)

1 4 **Capacity** of Human Rights institutions, Government and civil society to promote, monitor and report on HR enhanced (UNDP, UNICEF, UNIFEM)

1 5 **Access** to justice especially for vulnerable people increased (UNDP, UNIFEM, UNICEF)

1 6 Institutional capacities to improve **business environment** strengthened (UNCTAD, UNIDC, ITC)

Outcome 2: Decentralization accountability and transparency:
Effective, accountable and transparent management of public resources and services at national and decentralized levels enhanced

2 1 **Aid management** and mutua accountability mechanisms fully operationalized (UNDF)

2 2 Ant-corruption **policy** formulated and implemented (UNDP)

2 3 Capacity of **national public institutions and local Government** in the area of efficient, accountable, and result-oriented service delivery strengthened (UNDP, UNCDF, UN-HABITAT)

2 4 National **capacity** building programmes in the area of Ir service delivery harmonized and coordinated (UNDF)

2 5 Capacity of decentralized Government in **participatory planning**, monitoring and evaluation strengthened (UNDF, UNCDF, UN-HABITAT)

Outcome 3: Participation in democratic governance
People's participation in democratic processes and structures at national and decentralized levels increased

3 1 National **information and management** systems to administer elections in place operationalized (UNDP)

3 2 Mechanisms for **participation of childrer** and young people in decisor making at national and decentralized level strengthened and expanded (UNICEF, UNFPA, UN-HABITAT)

3 3 Mechanisms for participation of **women and gender advocates** in democratic structures and processes enhanced (UNIFEM, UNDF, UNFPA)

3 4 Institutional, programme planning and management **capacity** of civil society organizations strengthened (UNDF, UNIFEM, UNICEF)

Outcome 4: Gender equality
Capacity of key public and private institutions to strictly apply gender equality principles and standards in performance, practices and behavior strengthened

4 1 **Institutional capacity** for key development actors in the areas of coordination of gender based analysis, planning, policy formulation, monitoring and evaluation strengthened (UNIFEM, UNFPA – cc-leac)

4 2 Institutional, operational and technical **capacity of women s organizations** strengthened in the area of women s politica empowerment (UNIFEM, UNFPA)

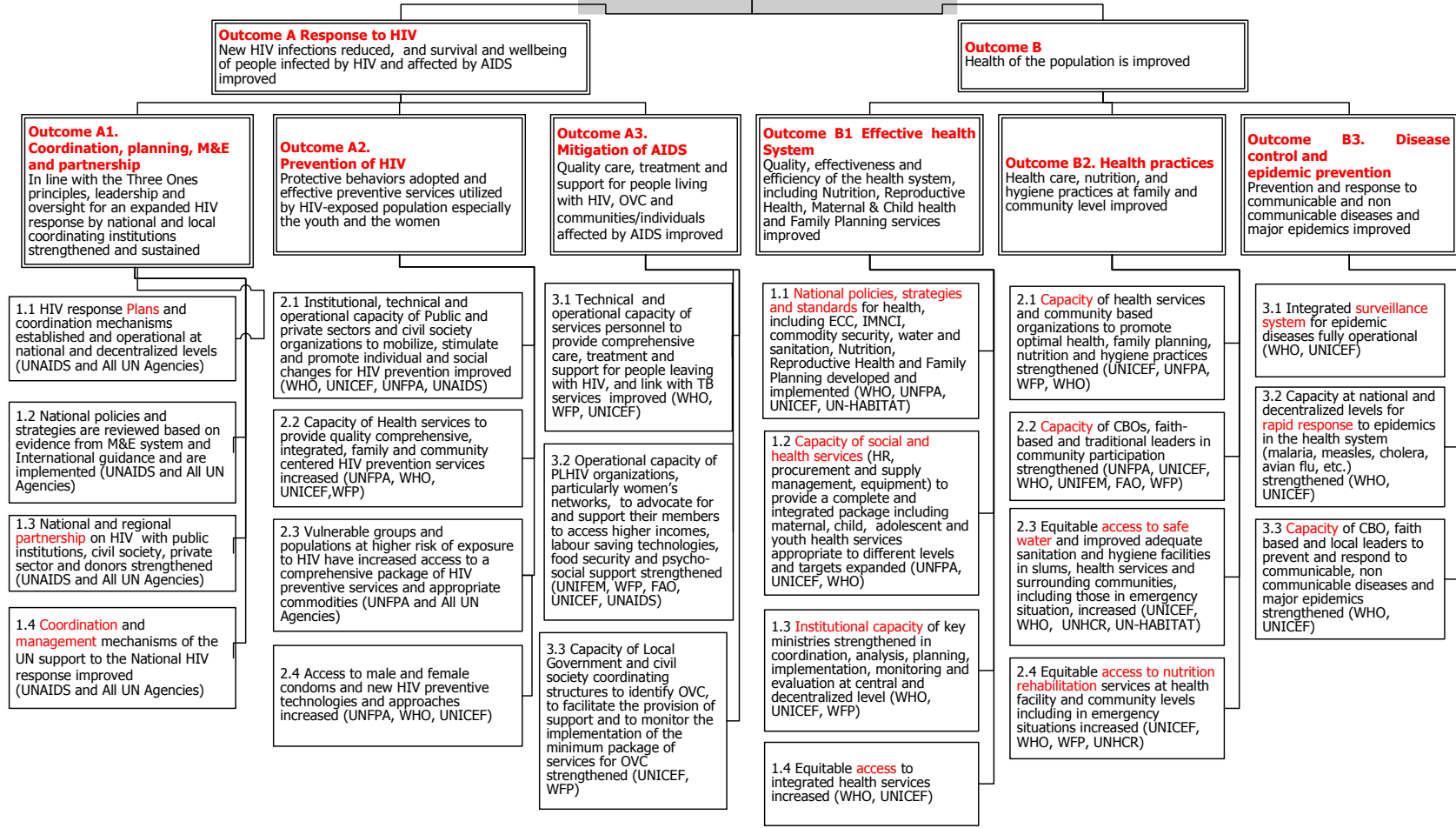
4 3 Public, private and **CSO partnerships** for women s economic empowerment strengthened (UNIFEM, UNFPA)

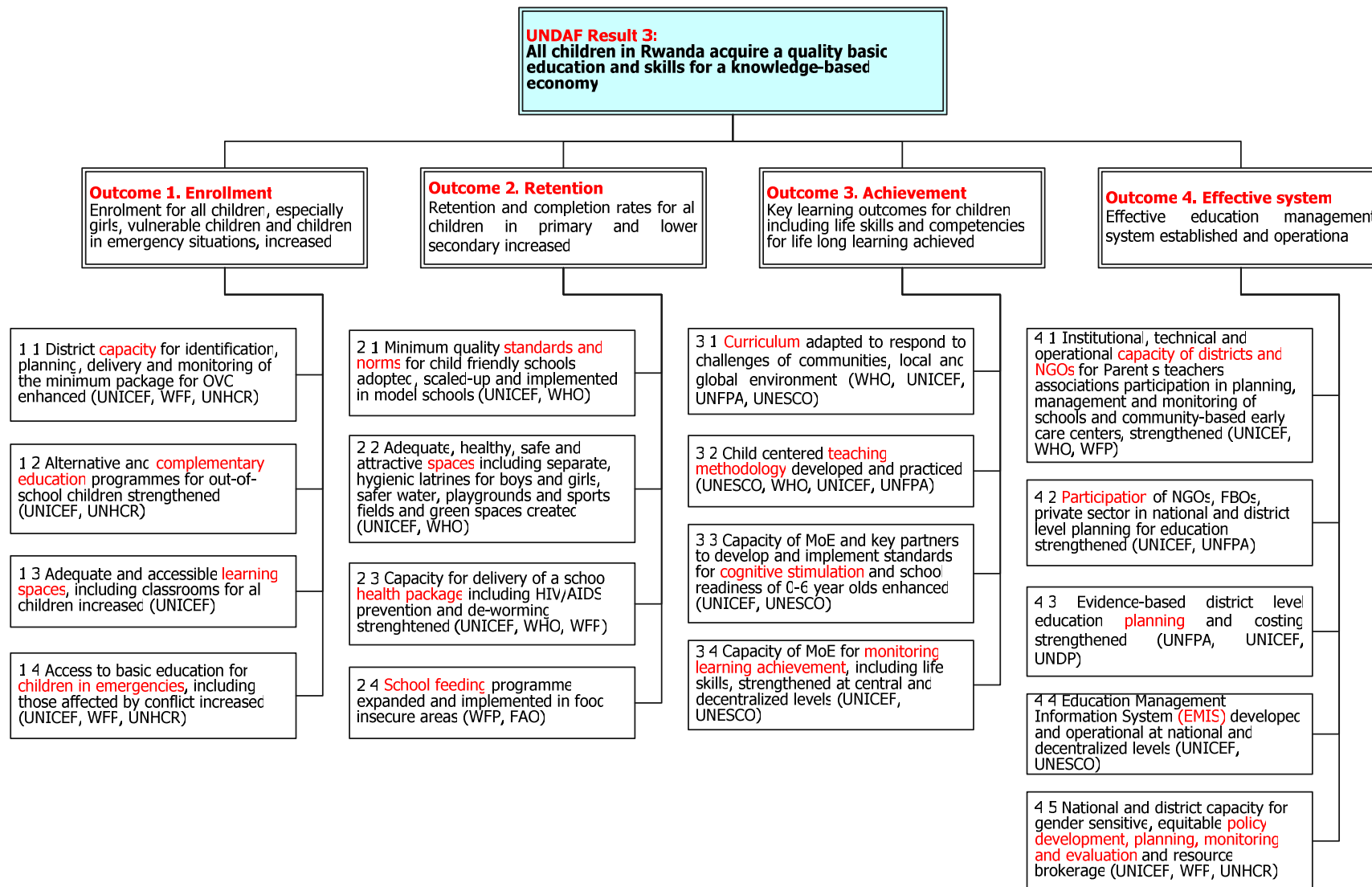
Outcome 5: Evidence-based policy making
Policy and socio-economic planning using quality and disaggregated data strengthened

5 1 **Socia information systems** including disaggregated quality population statistics fully developed and used at national and decentralized levels for planning and decision making (UNFPA, UNICEF)

5 2 Institutional capacity for coordination and **quality data** collector, analysis, dissemination and use strengthened at central and decentralized levels (including Rwanda DevInfo) (UNICEF, UNDP, UNCDF, UNFPA)

UNDAF Result 2:
The mortality due to child and maternal morbidity, the incidence and impact of HIV and AIDS and other major epidemics are reduced, and the growth of the population is slowed down





**UNDAF Result 4:
Management of environment, natural resources and land is improved in a sustainable way**

Outcome 1 Effective system

An enabling policy framework to support an effective system for environment management and ecosystem conservation established

1.1 **Policies, regulations, guidelines and standards** for environment protection developed and implemented at central and decentralized levels (UNDP, UNEP)

1.2 **Information management system** for natural resources developed and operational (UNDP, UNEP, UNESCO)

1.3 **Capacity for coordination** of REMA and MINITERE in environment management and ecosystem conservation strengthened (UNDP, UNEP)

1.4 **Institutional capacity** of REMA, MINITERE and local Governments to monitor the quality of natural environment strengthened (UNDP, UNEP)

1.5 **Urban environment management** strategy developed and implemented in all major cities (UN-HABITAT, UNEP, UNESCO)

Outcome 2 Restoration & protection

Capacity at national, district and community levels to restore and protect ecosystems of national and global importance against potential degradation strengthened

2.1 **Strategies and action plans** for rehabilitation of critical ecosystems developed, operationalized and made available to local Governments (UNDP)

2.2 **Capacity** of communities and local Government for ecosystem and land conservation and rehabilitation strengthened (FAC)

2.3 **Technical and operational capacity** of districts for the management of wastes and contaminants developed (UNIDO, UNESCO, UN-HABITAT, UNDP)

Outcome 3 Utilisation of natural resources

Economic productivity enhanced using natural resources in an environmentally friendly way

3.1 **Innovative practices** for environmental friendly income generation activities adapted to the local context, and available to local Governments (UNIDO, UN-HABITAT)

3.2 **Industrial policies and practices** that ensure environment protection developed and implemented (UNIDO, UNEP)

3.3 **National forestry, water resources and land use master plans** for effective agriculture and industrial growth developed and implemented (FAC)

**UNDAF Result 5:
Rwandan Population benefits from economic growth and is less vulnerable to social and economic shocks**

