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ANNEXES – RWANDA

United Nations Development Programme
Independent Evaluation Office

Independent Country Programme Evaluation

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Annex 1. EVALUATION TERMS OF REFERENCE

1. INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) conducts “Independent Country Programme Evaluations (ICPEs)”, previously called “Assessments of Development Results (ADRs),” to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level, as well as the effectiveness of UNDP’s strategy in facilitating and leveraging national effort for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document.
- Strengthen accountability of UNDP to national stakeholders.
- Strengthen accountability of UNDP to the Executive Board.

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.¹ The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of the IEO is two-fold: (a) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (b) enhance the independence, credibility and utility of the evaluation function, and its coherence, harmonization and alignment in support of United Nations reform and national ownership.

Following the first country programme evaluation conducted in 2008, this is the second country-level evaluation conducted by the IEO in Rwanda. The ICPE will be conducted in close collaboration with the Government of Rwanda, UNDP Rwanda country office, and UNDP Regional Bureau for Africa. Results of the ICPE are expected to feed into the development of the new country programme 2019-2024.

2. NATIONAL CONTEXT

With a total area of 26,334 km² and a population of approximately 12 million, Rwanda - a small landlocked country in Central-Eastern Africa - remains one of the most densely populated countries in Africa with a population density of 493 people per square kilometre.²

Despite the challenges faced in the aftermath of genocide that destroyed the social and economic fabric of the country, Rwanda has been one of the fastest growing economy in Africa with the real GDP growth averaging 8 percent per annum between 2002 and 2015.³ Through strong economic and agricultural growth, increased access to services including health and education household poverty rates dropped from approximately 60 percent to 40 percent between 2011-2014, while GDP per capita increased to approximately \$750.⁴ Rwanda is one of the top three countries in Africa in terms of science, technology and innovation activities, with high capacity for pursuing its development agenda.⁵

Much of the growth and development in Rwanda over the past decade can be attributed to the Government’s Vision 2020 which aims to transform Rwanda from a low-income agriculture-based economy to a

¹ See UNDP Evaluation Policy http://web.undp.org/evaluation/documents/policy/2016/Evaluation_policy_EN_2016.pdf. The evaluations are conducted in adherence to the Norms and the Standards and the ethical Code of Conduct set by the United Nations Evaluation Group (www.uneval.org).

² <http://www.worldometers.info/world-population/rwanda-population/>

³ Five things to know about Rwanda’s economy, World Economic Forum, 2016

⁴ <https://www.usaid.gov/ar/rwanda>

⁵ The Africa Capacity Report (2017) by the African Capacity Building Foundation ranked Rwanda third in the African Capacity Index (68.2), following Morocco (71.6) and Tanzania (68.8).

knowledge-based, service oriented economy with a middle-income status by 2020.⁶ To implement this vision the Government, in 2008, launched its Economic Development and Poverty Reduction Strategy (EDPRS I) giving priority to accelerating growth, creating employment, generating exports and good governance. With the resounding success of EDPRS I- three years ahead of 2015- Rwanda achieved or was on track of achieving all the MDGs, with the exception of MDG 1.⁷ This was followed by EDPRS II in 2013, with the goal of ‘accelerating progress to middle income status and better quality of life for all Rwandans’ the Government through a sustained growth of 11.5 percent and accelerated reduction in poverty to less than 30 percent of the population.”⁸ With improvements in business environment reinforced with broad macroeconomic reforms, Rwanda, today ranks 2nd in Africa in ‘Doing Business 2017’ and 56th in the world- rising from 150th in 2008- making Rwanda one of the most reforming economies in the world.⁹

Rwanda has been one of the few African countries that led in the achievement of the MDGs. The country made remarkable progress on several MDGs, especially in gender equality women empowerment, universal primary education, child and maternal mortality, HIV prevalence, and environmental sustainability.¹⁰ Through constitutional mandate and institutional reforms, Rwanda has made great strides in improving women’s political participation during the past 20 years- almost 64 percent of parliamentarians are women, compared to just 22 percent worldwide- which has enabled women in the country to make economic advances. Women are now able to own land and girls can inherit from their parents.¹¹ However, the growing youth cohort and high levels of youth unemployment remains another major development challenge for the country as it moves towards its Vision 2020 objective of creating at least 200,000 new jobs annually. More effort is needed to create leaders of tomorrow by developing the right skills and competencies, promoting technology and innovations and business development by promoting youth entrepreneurs.

In governance, Rwanda once again remains in the forefront and much progress has been made in through national reconciliation, rule of law and parliamentary reforms, and strengthening home grown initiatives like *Gacaca* and *Imihigo*. As per the Mo Ibrahim Index for African Governance, Rwanda scores 60.7 (out of 100) against key governance indicators, ranking 11th in Africa, which is higher than the African average and higher than the regional average for East Africa. Rwanda has, since 2011, consistently shown year-on-year improvement in its overall governance, one of only ten countries in Africa to do so.¹² However, more needs to be done to increase citizen participation for improved accountability and for ensuring ownership and feedback for efficiency and sustainability. The ‘Corruption Perception Index’ released by Transparency International in January 2017 ranked Rwanda 50th least corrupt country globally and 3rd in Africa together with Mauritius coming after Botswana and Cape Verde in first and second place, respectively.¹³

Much of the growth and development in Rwanda has not been without challenges. While life expectancy, literacy, primary schooling and spending on health care have all improved, however income inequalities measured by Gini Coefficient still remain high at 50.4 in 2015¹⁴; and while poverty has fallen rapidly, more than 60 percent of population still lives on less than \$1.25 a day.¹⁵ A key challenge has been in sustaining the momentum of accelerated poverty development due to its low and not so diverse domestic market, low productive base and Rwanda’s landlocked position, which renders high transportation costs detrimental to export competitiveness and trade.

⁶ Rwanda Vision 2020, Government of Rwanda

⁷ <http://bit.ly/2juCNob>

⁸ Economic Development and Poverty Reduction Strategy 2013-18.

⁹ World Bank. 2017. Doing Business 2017: Equal Opportunity for All. Washington, DC

¹⁰ <http://www.rw.one.un.org/press-center/news/women-secure-64-cent-seats-rwandan-parliamentary-elections>

¹¹ Five things to know about Rwanda’s economy, World Economic Forum, 2016

¹² Mo Ibrahim Index for African Governance- 2015. http://static.moibrahimfoundation.org/u/2015/10/02201434/39_Rwanda.pdf

¹³ The New Times, 26 January 2017

¹⁴ http://hdr.undp.org/sites/default/files/2016_human_development_report.pdf

¹⁵ World Economic Forum, 2016

Rwanda's key environmental challenges arise from several interdependent factors like limited land area, high population density, rural poverty, over dependence on bio-fuels, deforestation, soil erosion and heavy reliance on rain-fed agriculture for both rural livelihoods and exports and low-input smallholder agriculture, which makes it even more vulnerable to climate change and associated shocks. Natural disasters together with floods, water pollution and droughts adversely affect agricultural output and increase food insecurity. High population and unsustainable agricultural practices further exacerbate the pressure on its limited renewable and non-renewable resources. While much progress has been made, more needs to be done to mainstreaming of environment and climate change in different sectoral policies and improve inter and intra sector coordination.¹⁶

On the political front, Rwanda is governed by a representative democratic system of government. The executive branch consists of the head of state, the President, and the head of government, the Prime Minister. There is a bicameral legislative system with the Chamber of Deputies as the lower house and the Parliament as the upper house. The next presidential elections are scheduled for August 2017. A referendum in 2015 approved constitutional amendments that allow the incumbent president to run for a third term in the office.

3. UNDP PROGRAMME STRATEGY IN RWANDA

Rwanda was admitted into the United Nations on 18 September 1962. The Government of Rwanda signed a Standard Basic Agreement with the UNDP in 1977.

Rwanda became one of the pilot countries for the UN "Delivering as One (DaO)" in 2008, along with seven other countries. The DaO in Rwanda aims to improve the coherence, harmonization, efficiency, alignment and effectiveness of the United Nations system's work in the country. The UN Country Team (UNCT) prepared its first One UN programme, United Nations Development Assistance Framework (UNDAF), based on Rwanda's Vision 2020 and its medium term development strategy, Economic Development and Poverty Reduction Strategy (EDPRS) 2008-2012. UNDP's country programme during this period addressed four UNDAF outcomes, covering democratic governance, HIV/AIDS, energy and environment, and the MDGs and poverty reduction.¹⁷ There were a total of nine programme outcomes based on its original results framework, as shown below:

Table 1. UNDP Programme Outcomes by UNDAF Outcome, 2008-2012 (based on draft CPD)

Intended UNDAF outcome 1: Good governance enhanced and sustained	
Fostering democratic governance	UNDP Outcomes (and Indicative Regular and Other Resources): 1. Capacity of Government and partners enhanced to sustain a peaceful state where freedom and human rights are fully protected and respected (Regular \$5M, Other \$5M) 2. Effective, accountable and transparent management of public resources and services at national and decentralized levels enhanced. (Regular \$9M, Other \$6M) 3. People's participation in democratic processes and structures at national and decentralized levels increased (Regular \$3.5M, Other \$6M) 4 Policy and socio-economic planning based on quality and disaggregated data strengthened (Regular \$3M, Other \$7M)
Intended UNDAF outcome 2: Mortality due to child/maternal morbidity, incidence/ impact of HIV/AIDS and other major epidemics reduced and population growth slowed	
Responding to HIV/AIDS	UNDP Outcomes:

¹⁶ <http://mptf.undp.org/document/download/12522>

¹⁷ DP/DCP/RWA/1, Draft Country Programme Document (CPD), 2008-2012, June 2007.

	1. In line with the Three Ones principles, leadership and oversight for an expanded HIV response by national and local coordinating institutions strengthened and sustained (Regular \$1M, Other \$1.2M)
Intended UNDAF outcome 4: Management of environment, natural resources and land is improved in a sustainable way	
Energy and environment for sustainable development	UNDP Outcomes: <ol style="list-style-type: none"> 1. An enabling policy framework to support an effective system for environment management and ecosystem conservation established (Regular \$4.5M, Other \$5M) 2. Capacity at national, district and community levels to restore and protect ecosystems of national and global importance against potential degradation strengthened (Regular \$4M, Other \$4M)
Intended UNDAF outcome 5: Rwandan population benefits from economic growth and is less vulnerable to social and economic shocks	
Achieving the MDGs and reducing human poverty	UNDP Outcomes: <ol style="list-style-type: none"> 1. Effective safety nets for protection of the most vulnerable implemented (Regular \$1M) 2. Improved productivity and enhanced access to markets for small producers (Other \$2M)

Between 2013 and 2018, the UNCT Rwanda developed the United Nations Development Assistance Plan (UNDAP) 2013-2018. Drawing on lessons learned from the UNDAF, the UNDAP is designed to further reinforce the DaO process through a joint programming approach, closely aligning UN's work with the national development priorities as identified in the EDPRS II (2013-2018). A Common Country Programme Document (CCPD) was signed by four agencies, UNDP, UNFPA, UNICEF, and UN Women, which outlines UNDP Rwanda's specific work programme for the period 2013 - 2018.¹⁸ A significant change in this second phase of the DaO is that UNDP's programme outcomes directly correspond to those defined under the UNDAP. UNDP addresses two of the three UNDAP results areas, i.e. Inclusive Economic Transformation, and Accountable Government, through six outcomes.

Table 2. UNDAF/ UNDP Outcomes and UNDP's Expected Contributions, 2013-2018 (based on CCPD)

Government and UNDAP Focus Area 1: Inclusive Economic Transformation	
Outcomes	UNDP's Specific Contribution Areas (and Indicative Regular and Other Resources)
UNDAP Outcome 1.1/ UNDP Outcome 35: Pro-poor orientation of the growth and economic transformation is reinforced.	Expert policy and advisory services to support pro-poor orientation of the economic transformation agenda including social protection, and policy advisory support on natural resources management (land and mining) in the context of the green economy. (Regular \$1M, Other \$2M)
UNDAP Outcome 1.2/ UNDP Outcome 35: A diversified economic base enables Rwandans to tap into and benefit from expanded international, regional and local markets and improved agriculture value chains.	<p>Expert knowledge and technical support to key targeted national institutions to enhance policy coherence and the promotion of economic transformation, regional integration and trade.</p> <p>Capacity-building support to Ministry of Finance and Economic Planning for developing the institutional framework for strategic resource mobilization; technical assistance, policy support and capacity-building to strengthen country-level mutual accountability framework for development effectiveness. (Regular \$1M, Other \$1M)</p> <p>Policy advisory support to strengthen national capacities for policy coordination and cross-sectoral linkages and improve public-service delivery. (Regular \$1.5M, Other \$2M)</p>

¹⁸ Draft Common Country Programme Document (CCPD), 2013-2018.

UNDAP Outcome 1.4/UNDP Outcome 37: Sustainable urbanization process transforms the quality of livelihoods and promotes skills development and decent employment opportunities in both urban and rural areas, especially for youth and women.	Capacity-building support to national institutions to mainstream employment of youth and women into sector policies and budgets; financial and technical support to access to financial services. (Regular \$4.5M, Other \$4.2M)
UNDAP Outcome 1.3/ UNDP Outcome 36: Rwanda has in place improved systems for sustainable management of the environment, natural resources and renewable energy resources, energy access and security to achieve greater environmental and climate change resilience.	Policy advisory and capacity-building support and knowledge exchange to strengthen the capacity of relevant national institutions, NGOs and CBOs to integrate, adapt to and mitigate climate change and disaster risk reduction in key sectors; technical and financial support to rehabilitate critical ecosystems in targeted areas; support for strengthened inclusion of pro-poor natural-resource sustainability investments in budgets and other financial mechanisms. (Regular \$4.5M, Other \$7M)
Government and UNDP Focus Area 2: Accountable Governance	
UNDAP Outcome 2.1/ UNDP Outcome 38: Accountability and citizen participation in sustainable development and decision-making processes at all levels improved.	Policy advice and capacity-building support and access to expert knowledge services to strengthen citizen participation, cognizant of gender considerations, in electoral and political processes including policy formulation and legislation at all levels. In support of this objective, provision of technical support and capacity-building to implement media-sector reforms and strengthen the capacity of the national gender machinery. (Regular \$5.475M, Other \$7.5M)
UNDAP Outcome 2.2/ UNDP Outcome 39: Human rights, justice and gender equality promoted and implemented at all levels.	Technical support and capacity-building to key justice partners to improve access to justice through the courts and community-based mechanisms and to strengthen national capacities to comply with human rights obligations; technical support to deepen the efforts to promote peace, unity and reconciliation; strengthening of national capacity for crime prevention and response. (Regular \$6.5M, Other \$6M)

4. SCOPE OF THE EVALUATION

Given the first Rwanda country programme evaluation was conducted in 2008, the ICPE will examine the two programme cycles since then, i.e. 2008 – 2012 and 2013 – 2018, but with emphasis on the current cycle. UNDP's country programme during the current period 2013 – 2018 is designed to directly reflect the UNDAF outcomes as its own. The country office has also changed its structure after change management exercises conducted before the launch of the CCPD. UNDP Rwanda is now organized into two thematic units, one integrating poverty and environment efforts (Poverty Reduction and Environment Unit) and the other focusing on democratic governance (Governance and Peace Consolidation Unit). Drawing on lessons from the past and present programmes, the ICPE will provide a set of forward-looking recommendations as input to UNDP Rwanda's formulation of its next country programme.

The ICPE covers the entirety of UNDP's activities in the country, and therefore, includes interventions funded by all sources of finance, including core UNDP resources, donor funds and government funds. Under the DaO framework, UNDP Rwanda's programmes are primarily delivered in participation of other UN agencies (e.g. joint programmes). The ICPE will focus on UNDP's unique contributions to the goals as defined at the outcome level. Particular attention will be paid to projects running from the past programme cycles to assess the degrees of programme achievement. Efforts under the nine outcomes from period 2008 – 2012 will be realigned into the current programme structure.

UNDP's HIV/AIDS projects were discontinued in the last programme period and no longer a priority area for UNDP, and thus will be excluded from the ICPE.

In line with UNDP's gender mainstreaming strategy the ICPE will examine the level of gender mainstreaming across all of UNDR Rwanda's programmes and operations. Gender disaggregated data will be collected, where available, and assessed against its programme outcomes.

Special efforts will be made to capture the role and contribution of the United Nations Volunteers (UNV) and the United Nations Capital Development Fund (UNCDF) undertaking joint work with UNDP. This will be used to provide corporate level evaluative evidence of performance of the associated fund and programme.

5. METHODOLOGY

The evaluation is guided by the ICPE/ADR Manual (2011) and includes two areas of assessment: (i) UNDP's contribution by thematic area (outcome), and (ii) the quality of this contribution. The ICPE will present its findings according to the set criteria provided below.¹⁹

- **UNDP's contribution by programme area (outcome).** The ICPE assesses UNDP's effectiveness in contributing to development results in Rwanda through its programmes. Specific attention is paid to the contribution related to UNDP's overall vision of supporting the country reduce poverty and inequalities, and its contribution to promoting gender equality and women's empowerment.²⁰
- **The quality of UNDP's contribution.** The ICPE assesses the quality of UNDP's contribution based on the following criteria:
 - Relevance of UNDP's projects and outcomes to the country's needs and national priorities.
 - Efficiency of UNDP's interventions in terms of use of human and financial resources.
 - Sustainability of the results to which UNDP contributed.

UNDP's strategic positioning will be analysed from the perspective of the organization's mandate and the agreed and emergent development needs and priorities in the country. This will entail analysis of UNDP's position within the national development and policy space, as well as strategies used by UNDP to maximize its contribution. The issues covered in the assessment will include, e.g. UNDP's response to emerging issues; its comparative strengths and use of partnerships (vis-à-vis other UN agencies especially within the DaO framework, donors, and national partners) in moving important national development discussions forward; UN-level coordination; and prioritization of programme focus areas. The ICPE will examine how managerial practices impacted achievement of programmatic goals.²¹

The ICPE will examine how specific factors explain UNDP's performance, namely the engagement principles and alignment parameters of the 2014-2017 UNDP Strategic Plan.²² For example, in addition to

¹⁹ Further elaboration of the criteria can be found in ICPE/ADR Manual 2011.

²⁰ Using the UN System-Wide Action Plan (UN SWAP) to improve gender equality and the empowerment of women across the UN system. www.unwomen.org/~media/Headquarters/Attachments/Sections/How%20We%20Work/UNSystemCoordination/UN-SWAP-Framework-Dec-2012.pdf.

²¹ This information is extracted from analysis of the goals inputted in the Enhanced RBM platform, the financial results in the Executive Snapshot, the results in the Global Staff Survey, and interviews at the management/ operations in the country office.

²² The Strategic Plan 2014-2017 engagement principles include: national ownership and capacity; human rights-based approach; sustainable human development; gender equality and women's empowerment; voice and participation; South-South and triangular cooperation; active role as global citizens; and universality.

assessing UNDP's contribution to gender equality and women's empowerment, the evaluation will assess gender mainstreaming as a factor of UNDP's performance for each country programme outcome.²³

The evaluation will take into account country-specific factors that may have impacted UNDP's performance, including:

- Government's strong economic and social reforms following the 1994 genocide that have transformed the country into one of the top performing countries in Africa; and strong foundation for gender and performance accountability at the government level.
- Application of local solutions ("home-grown" initiatives) to UNDP/UN programme designs.
- UN DaO framework and the Agenda 2030/Sustainable Development Goals (SDGs).
- Declining and limited financial resource base (both at UNDP and UN One Fund).

The ICPE is conducted at the outcome level. A Theory of Change (ToC)²⁴ approach will be applied in consultation with the stakeholders, where appropriate. Discussions of the ToC will focus on mapping the assumptions made about a programme's desired change and causal linkages expected and these will form a basis for the data collection approach that will verify the theories behind the changes found. An outcome analysis paper will be developed for each programme outcome as defined in the CCPD, using a standard IEO template. Inputs from all outcome papers are synthesized prior to the formulation of conclusions and recommendations.

6. DATA COLLECTION

Assessment of data collection constraints and existing data. An evaluability assessment was carried out prior to and during the preparatory mission, in order to understand potential data collection constraints and opportunities. Some of the key issues identified for Rwanda are as follows:

- **Programme/ project info:** With the support of the country office, all available documents and material related to UNDP programmes and projects are being uploaded into the ICPE document platform (SharePoint). Project information from the period 2008 – 2012 is limited and need to be searched (country office archive). The institutional memory among country office staff may be limited with many senior managers onboarding during the current programme cycle.
- **Past evaluation reports:** The project and outcome evaluation reports conducted by the country office are available on the Evaluation Resource Centre (ERC) portal, together with the office's approved Evaluation Plans for the two periods. Outcome evaluation reports are available for Environment (2012); Governance (2012); Access to Justice, Human Rights and Peace Consolidation (Midterm 2015); and BIFSIR-Building an Inclusive Financial Sector in Rwanda (2015).
- **Gender-related data:** UNDP Rwanda has joined the UNDP corporate gender certification programme (Gender Seal exercise) since 2015 and has recently completed its online self-assessment with high scores. The Gender Team from UNDP HQ is scheduled to visit Rwanda in May/June 2017.

²³ Using inter alia the Gender Marker data and the Gender Seal parameters.

²⁴ Theory of Change is an outcome-based approach which applies critical thinking to the design, implementation and evaluation of initiatives and programmes intended to support change in their contexts. At a critical minimum, theory of change is considered to encompass discussion of the following elements: (1) context for the initiative, including social, political and environmental conditions; long-term change that the initiative seeks to support and for whose ultimate benefit; process/sequence of change anticipated to lead to the desired long-term outcome; and (2) assumptions about how these changes might happen, as a check on whether the activities and outputs are appropriate for influencing change in the desired direction in this context; diagram and narrative summary that captures the outcome of the discussion. Source: Vogel, Isabel, "Review of the use of 'Theory of Change' in International Development" (April 2012), DFID.

- **UN-level assessments:** Currently available are the Final Evaluation of the UNDAF 2008 - 2012; and Midterm Review of the UNDAF. In time for its preparation of the next UNDAF, the UNCT has scheduled a final evaluation of the current UNDAF 2013 – 2018 in spring 2017, followed by a ‘prioritization exercise’ (July 2017). A ‘Roadmap’ for the new UNDAF formulation is in place.
- **Other agency evaluation activities:** Some UN agencies are scheduled to conduct their own country-level evaluations, e.g. WFP (the team on the ground in February 2017) and UN Women (4th quarter, 2017). The ICPE will explore areas of potential collaboration with other evaluation teams, and fully utilize available findings and data from other UN agencies for its evaluation.

Data collection methods. Data will be collected primarily through the following:

- **Desk reviews:** The IEO has identified an initial list of background and programme-related material (SharePoint portal). The evaluation team will review documents, including country programme documents; project documents; annual work plans (AWPs); programme self-assessments (the Results-Oriented Annual Reports, or ROARs); past evaluation reports (internal and external); country office publications; and reports available from the Government, UNCT, UN agencies and other partners.
- **Interviews with stakeholders:** Face-to-face and/or telephone interviews will be conducted with relevant stakeholders, including government representatives, civil society organizations, private sector, UN agencies and donors and other partners, and beneficiaries. Focus groups will be conducted as appropriate.
- **Field visits:** The evaluation team will undertake field visits to select project sites to observe the projects and activities first-hand.

A list of projects for in-depth reviews will be developed based on a purposive sampling. The criteria for selection includes programme coverage (a balanced selection of key focus areas/issues under each outcome), maturity, budgetary and geographical considerations, and the gender marker.²⁵ Attention will be paid to include both flagship projects of significant significance, outreach, and visibility, as well as those that experienced challenges.

Validation. The evaluation will triangulate data collected from different sources and/or by different methods to facilitate the validation of information.

Stakeholder involvement: As part of the outcome assessment, a stakeholder analysis will be conducted to identify all relevant UNDP partners, as well as those who may not work with UNDP but play a key role in the outcomes to which UNDP contributes.

7. MANAGEMENT ARRANGEMENTS

UNDP Independent Evaluation Office: The IEO will conduct the ICPE in consultation with the UNDP Rwanda country office, the Regional Bureau for Africa and the Government of Rwanda. The IEO Lead Evaluator will lead the evaluation and coordinate the evaluation team. The IEO will meet all costs directly related to the conduct of the ICPE.

UNDP Country Office in Rwanda: The country office will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information and access regarding

²⁵ The gender marker, a corporate tool at UNDP, is assigned for all projects, using scores from 3 to 0. A score of 3 means the project has gender equality as the main objective; a 2 indicates that the intended outputs that have gender equality as a significant objective. A 1 signifies outputs that will contribute in some way to gender equality, but not significantly, and a 0 refers to outputs that are not expected to contribute noticeably to gender equality.

UNDP's programmes, projects and activities in the country. Following the preparation of a draft report, the country office will provide factual verifications of the report on a timely basis. The country office will provide the evaluation team support in kind (e.g. arranging meetings with project staff, stakeholders and beneficiaries; and assistance for the project site visits). The country office staff will not participate in interviews and meetings with external partners during data collection. The country office will prepare a management response, in collaboration with the Regional Bureau, for inclusion in the final ICPE report. The country office will facilitate the organization of the final stakeholder workshop, facilitating government participation. The office will establish a national reference group which will review the draft terms of reference and the final draft report.

UNDP Regional Bureau for Africa: The Regional Bureau will support the ICPE through information sharing and participation in the final stakeholder workshop. It is also responsible for monitoring the progress of recommendation implementation status after the completion of the ICPE.

National Reference Group: A reference group will be established with support of the UNDP country office comprising representatives of the Government, development partners, donor community, civil society, and UNDP. The group is responsible for reviewing the terms of reference of the ICPE and the draft ICPE report.

Evaluation Team: The IEO will constitute an evaluation team to undertake the ICPE. It will ensure an appropriate gender balance in the team, which comprises the following members:

- **Lead Evaluator (LE):** IEO staff member with overall responsibility for developing the evaluation design and terms of reference; managing the conduct of the ICPE, preparing/ finalizing the final report; and organizing the stakeholder workshop, as appropriate, with the country office.
- **Associate Lead Evaluator (ALE):** IEO staff member with the general responsibility to support the LE, including in the preparation of terms of reference and the final report. Together with the LE, the ALE will help backstop the work of other team members.
- **Consultants:** External, independent consultants (preferably national, but regional/international, as needed) will be recruited to assess the thematic programmes. They will also cover cross-cutting areas, such as gender, human rights, and capacity building. Under the guidance of LE/ALE, they will conduct preliminary research, plan data collection activities, prepare outcome analysis papers, and contribute to the preparation of the final ICPE report.
- **Research Assistant:** An IEO research assistant will provide background research and documentation.

The team responsibility in data collection is summarized below.

Table 3. Data collection responsibilities by area

Outcome/Area	Team
Outcome 35 and 37	Poverty Reduction Specialist (backstopped by LE/ALE)
Outcome 38 and 39	Democratic Governance Specialist (backstopped by LE/ALE)
Outcome 36	Environment and Energy Specialist (backstopped by LE/ALE)
Strategic positioning issues	LE/ALE (Inputs from Specialists)
Operations and management issues	LE/ALE (Inputs from Specialists)

8. EVALUATION PROCESS

The ICPE will be conducted in accordance with the approved IEO process, as outlined in the ICPE/ADR Methodology Manual. Key elements of various phases in the evaluation are summarized below:

Phase 1: Preparation. The IEO prepares the terms of reference and evaluation design, following a preparatory mission by LE/ALE to UNDP Rwanda. The mission included the following objectives: i) ensure that key stakeholders understand the evaluation objectives, process and methodology; ii) obtain stakeholders' perspective of any key issues to be considered in the evaluation; and iii) determine the evaluation timeframe and scope, terms of engagement with Government, and parameters for the selection of evaluation team. Following the completion of the terms of reference, the IEO will recruit external team members.

Phase 2: Data collection and analysis. The phase will commence in May 2017 with desk review of material, followed by a field work in June 2017. An evaluation matrix will be developed to guide data. The following process will be undertaken:

- Pre-mission research and document reviews: All team members will review relevant reference material available on the SharePoint, which include both internal (UNDP) and external documents and reports (e.g. government and donors). For each of the assigned outcomes, the individual team members will review the outcome analysis paper format, and complete the necessary data to the extent possible based on the desk review of material. This process includes the development of the outcome theory of change and identification of any gaps and issues that will require validation during the field-based phase of data collection. Each member will identify required stakeholders to engage during field-based data collection and develop an interview/site visit plan to ensure timely completion of all required data collection activities within the phase. Potential limitations in site/information access should be carefully taken into consideration the proposed plan.
- Data collection: The field-based work will be split into two phases:
 - 1) Data collection mission: A 3-week mission will be conducted by the entire team where all team members will be present in the country and engage in data collection activities (June 2017). By the end of the mission, additional data requirements will be identified.
 - 2) Follow-up data collection: Following the team's joint field work, individual members will continue with any pending data collection activities (e.g. additional interviews), as required, either electronically or through the local thematic experts in the team.
- Analysis: The team will prepare individual reports in accordance with LE/ALE instructions.

Phase 3: Synthesis, report writing and review. Once all outcome reports are prepared, the LE/ALE will coordinate a synthesis of process, with the participation of the external team members. The first ICPE draft report will be prepared and sent to the country office and the UNDP Regional Bureau for factual corrections, following the quality control process and clearance by the IEO (Sept 2017). The revised draft, which considers the corrections, feedback and comments, will be shared with national stakeholders for review.

At the stakeholder workshop, results of the evaluation are presented to key national stakeholders and discussions on the way forward are held (including the presentation of a draft management response by the country office under the oversight of the Regional Bureau) as input to the preparation of the new country programme (November/ December 2017). The ICPE report will be finalized after the workshop, together with the country office's final management response to the ICPE.

Phase 4: Production, dissemination and follow-up. The ICPE report will be distributed in both hard and electronic versions. The report will be made available to UNDP Executive Board when the new CPD is submitted for approval (June 2018). The country office will ensure the dissemination of the report to national stakeholders. The report and the management response will be published on the UNDP website²⁶ and

²⁶ web.undp.org/evaluation

uploaded on the ERC. The Regional Bureau will be responsible for monitoring and overseeing the implementation of follow-up actions in the ERC.²⁷

9. TIMEFRAME FOR THE ICPE PROCESS

The overall timeframe is tentatively planned as follows:²⁸

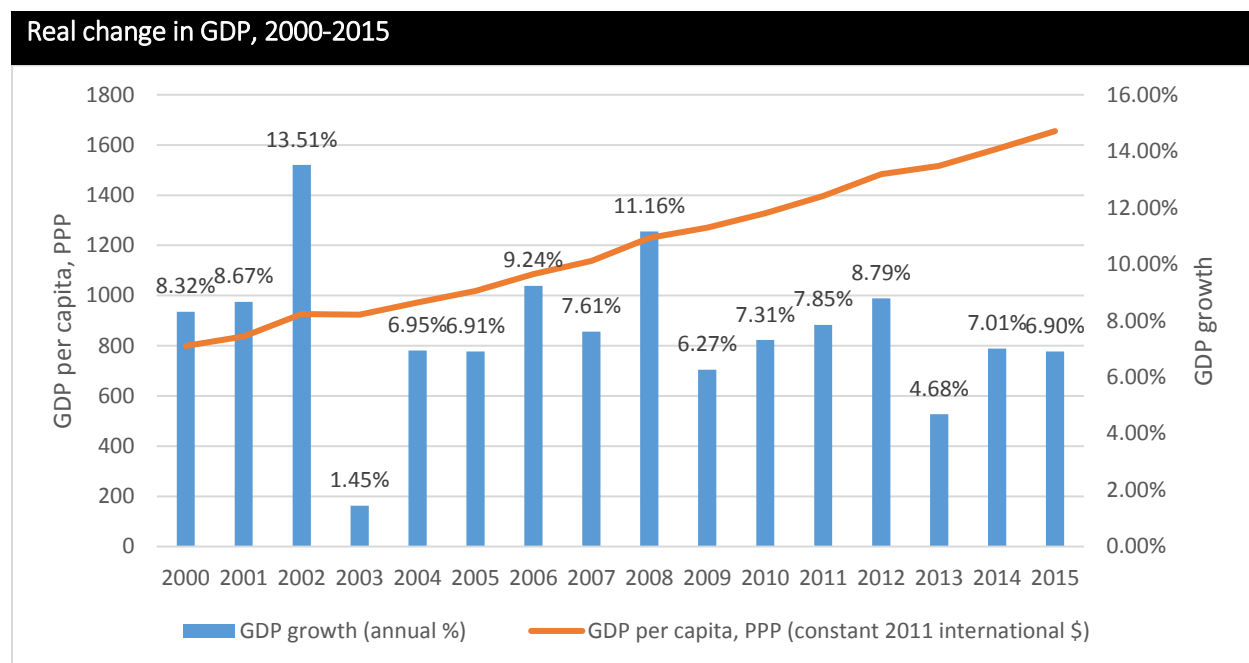
Table 4. Tentative timeframe for the ICPE process

Activity	Responsible party	Proposed timeframe
Phase 1: Preparation		
Preparatory mission	IEO/ LE/ALE	27 Feb-3 Mar 2017
TOR – approval by the Independent Evaluation Office	IEO/ LE/ALE	March 2017
Finalization of evaluation team members	IEO/ LE/ALE	April 2017
Phase 2: Data collection and analysis		
Preliminary analysis of programme data and context	ICPE team	May/June 2017
Data collection mission	ICPE team	7-28 June 2017
Follow-up data collection activities	ICPE team	21 July 2017
Analysis and finalization of outcome reports	ICPE team	End July 2017
Phase 3: Synthesis and report writing		
Synthesis	ICPE team	By mid Aug 2017
Zero draft ICPE for clearance by IEO	LE	End Aug/ Sept
First draft report for CO/RB review	LE	Late Sept 2017
Revision/second draft for national reference group review	LE	October 2017
Draft management response	CO/RBA	October 2017
Stakeholder workshop (TBD)	IEO/ CO/ RBA	Nov/Dec 2017
Phase 4: Production and Follow-up		
Editing and formatting	IEO	March 2018
Final report	IEO	April 2018
Dissemination of the final report	IEO	April/May 2018
Submission of the new country programme document for approval by the Executive Board	CO/RBA	June 2018

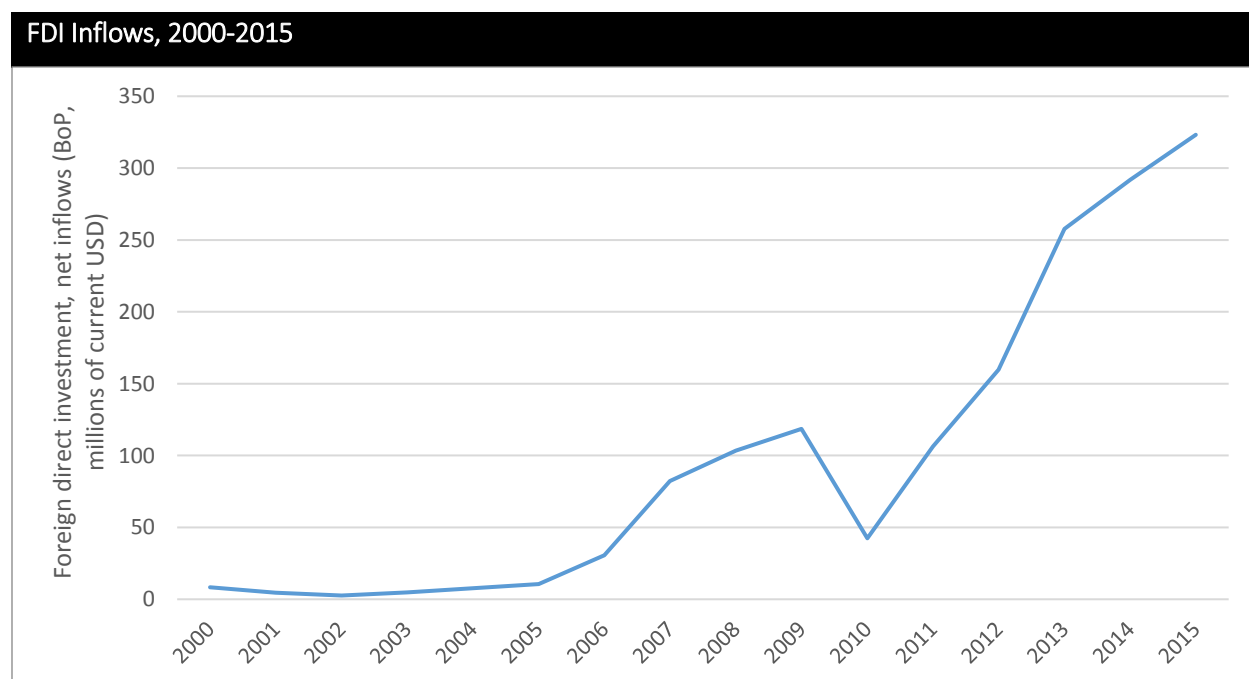
²⁷ erc.undp.org

²⁸ The timeframe is indicative of the process and deadlines, and does not imply full-time engagement of the evaluation team during the period.

Annex 2. COUNTRY AT A GLANCE

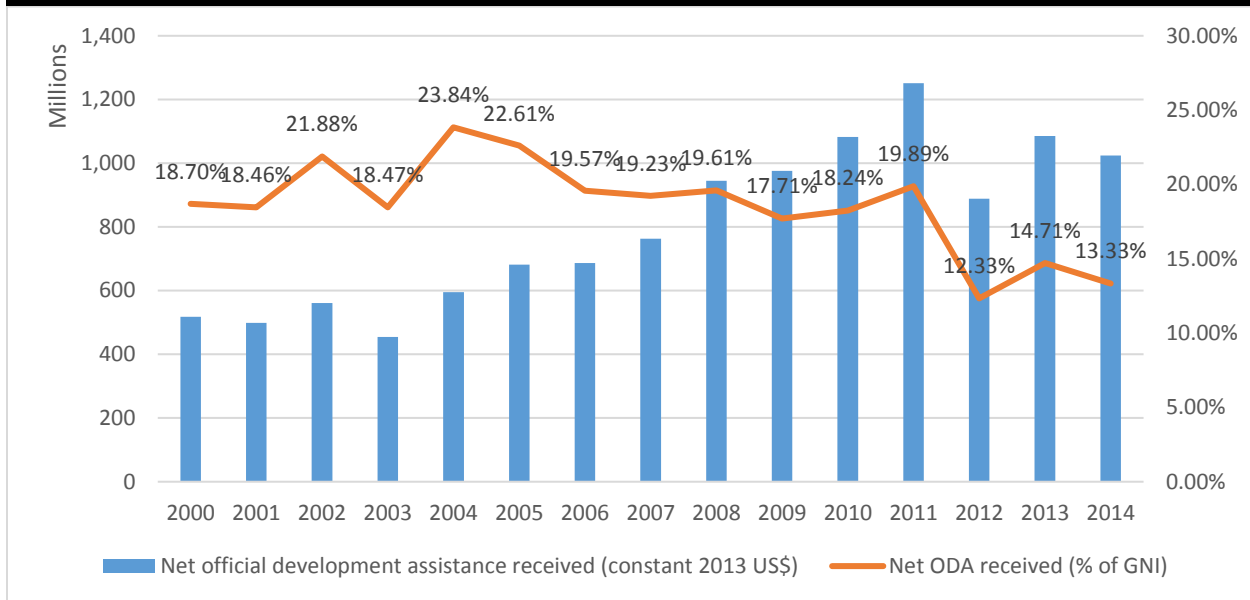


Source: World Bank, WDI (2017)



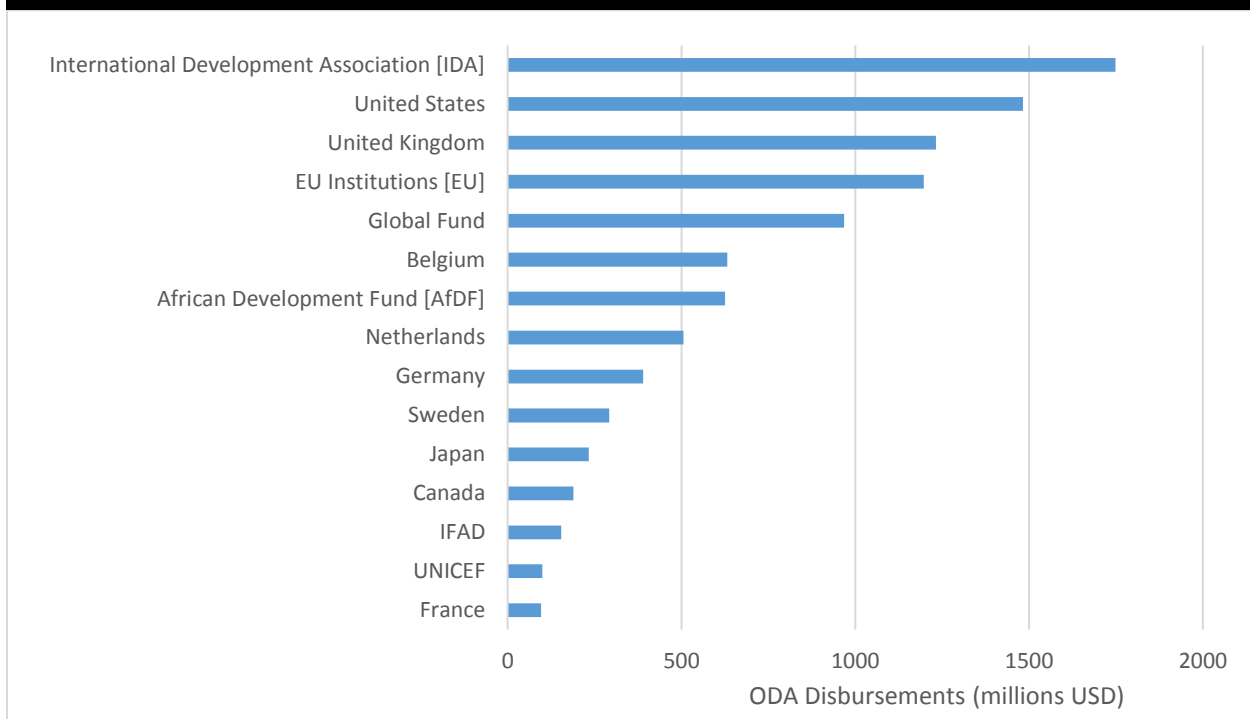
Source: World Bank, WDI (2017)

Net ODA Received (% of GNI), 2000-2014

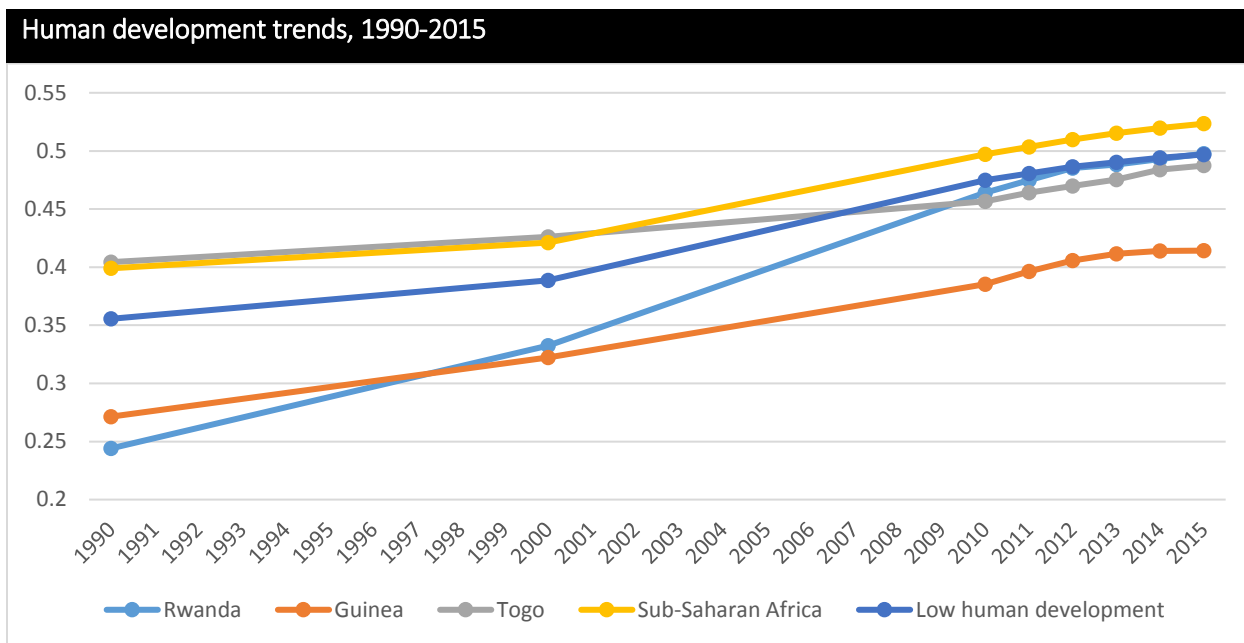


Source: World Bank, WDI (2017)

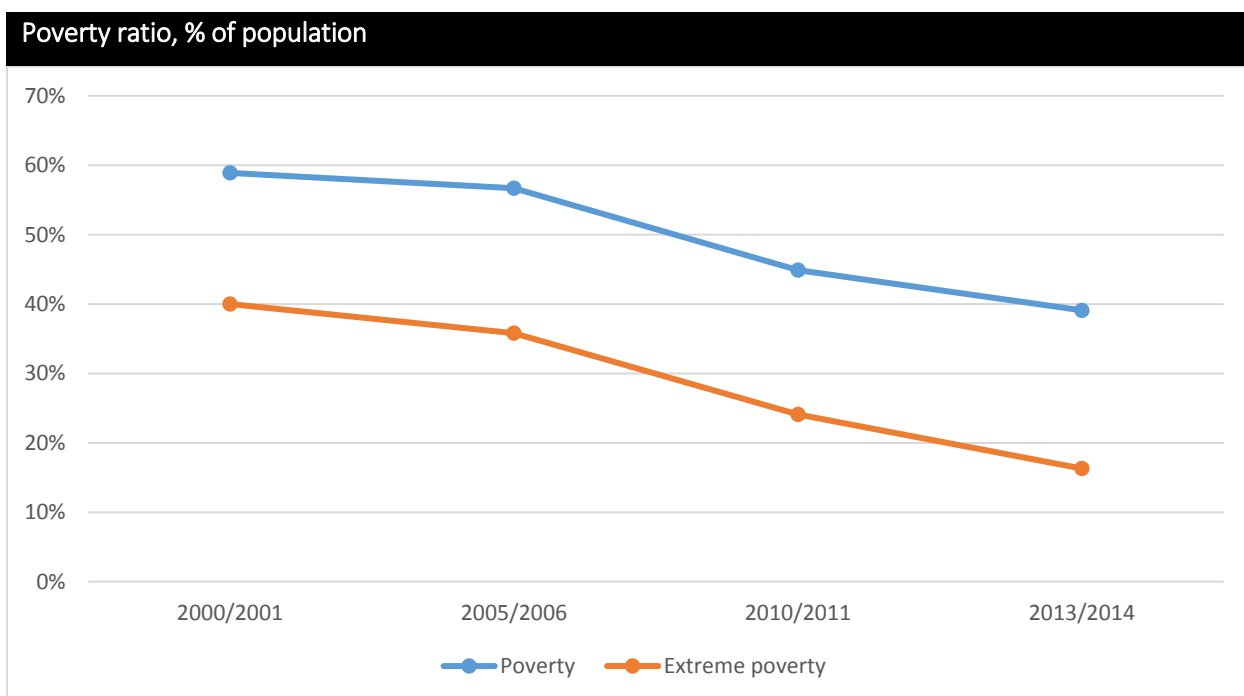
ODA disbursements, 2000-2014



Source: OECD QWIDS (2016)

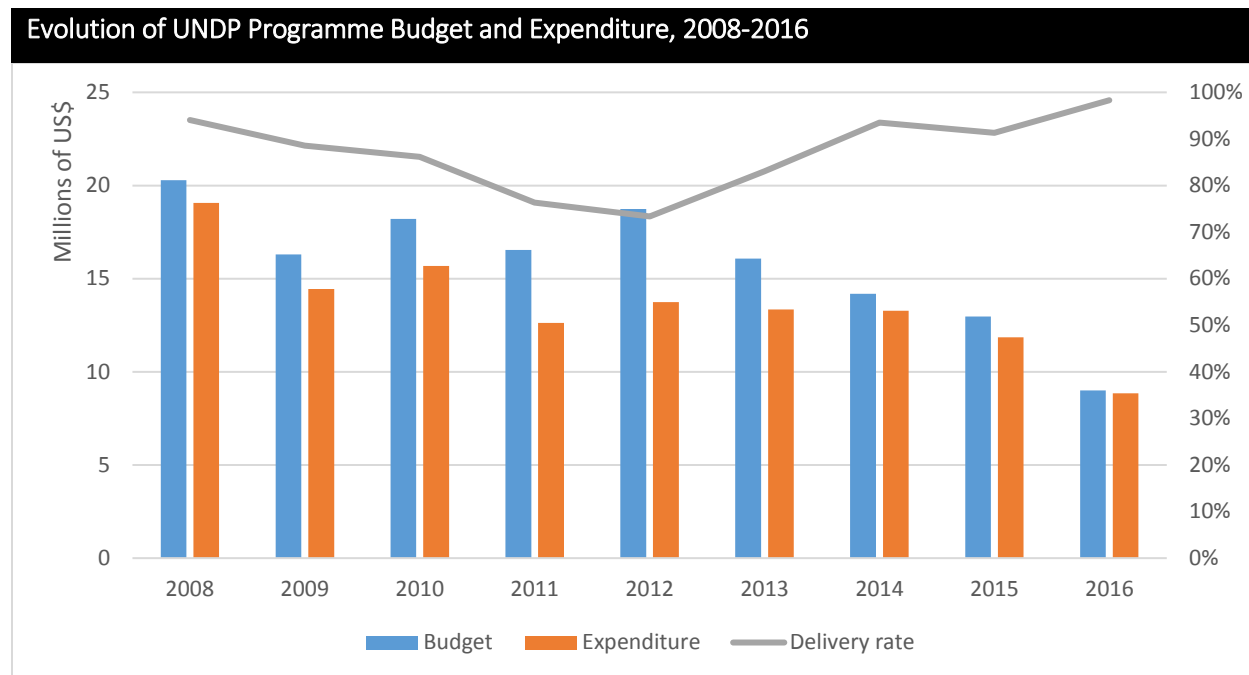


Source: UNDP Human Development Reports (2017)

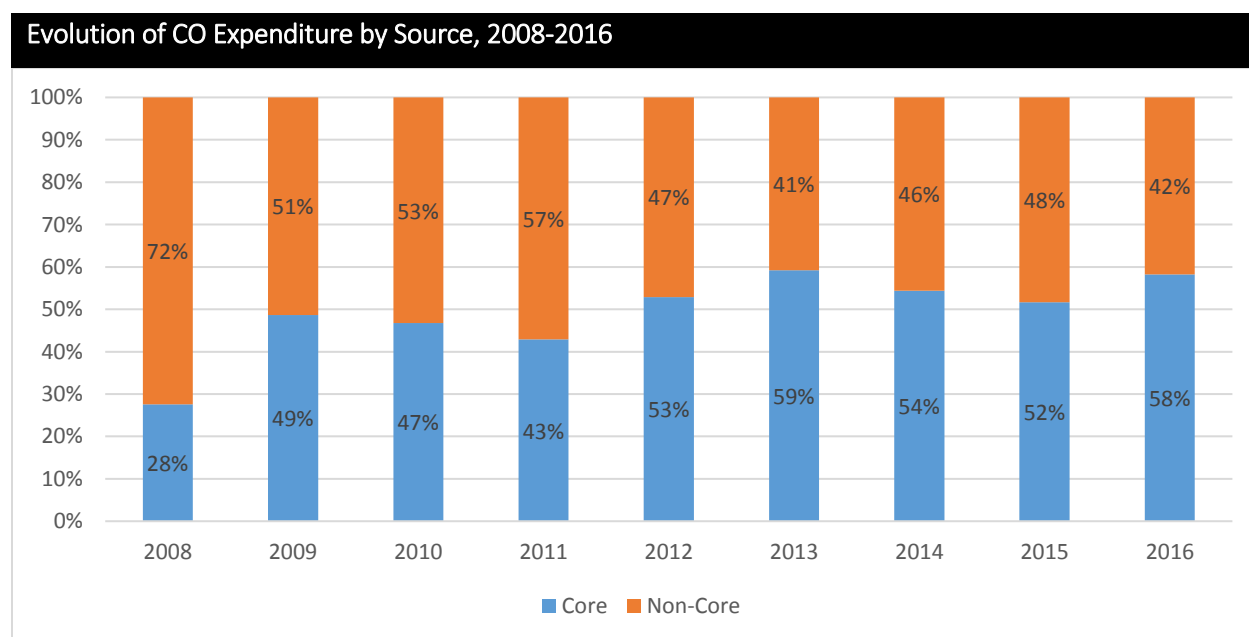


Source: Rwanda Poverty Profile Report 2013/2014 (National Institute of Statistics of Rwanda)

Annex 3. COUNTRY OFFICE AT A GLANCE

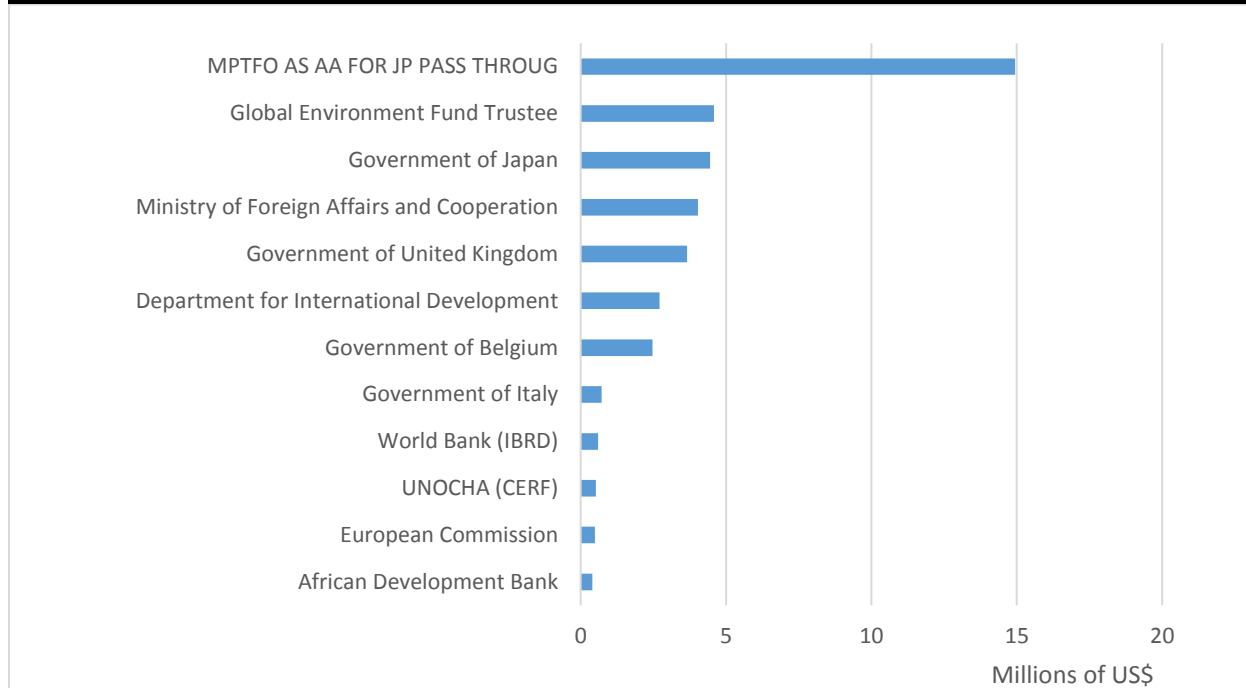


Source: Atlas (extracted by UNDP Rwanda CO in 2017)



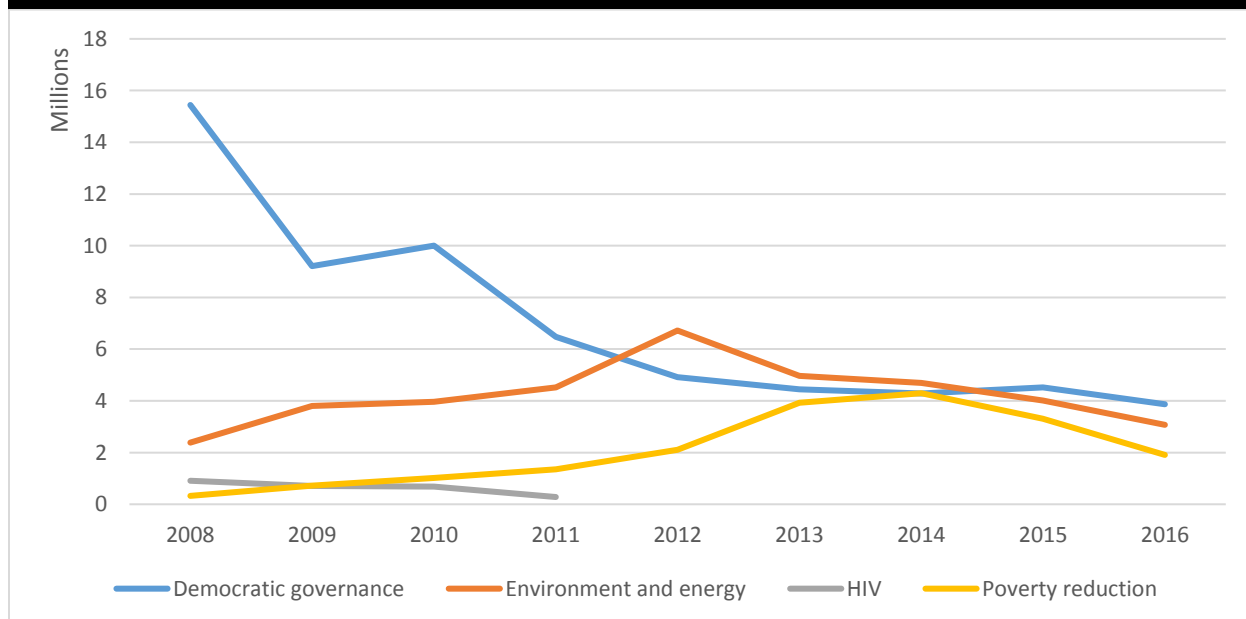
Source: Atlas (extracted by UNDP Rwanda CO in 2017)

Programme Expenditure by Contributing Partners, 2008-2016

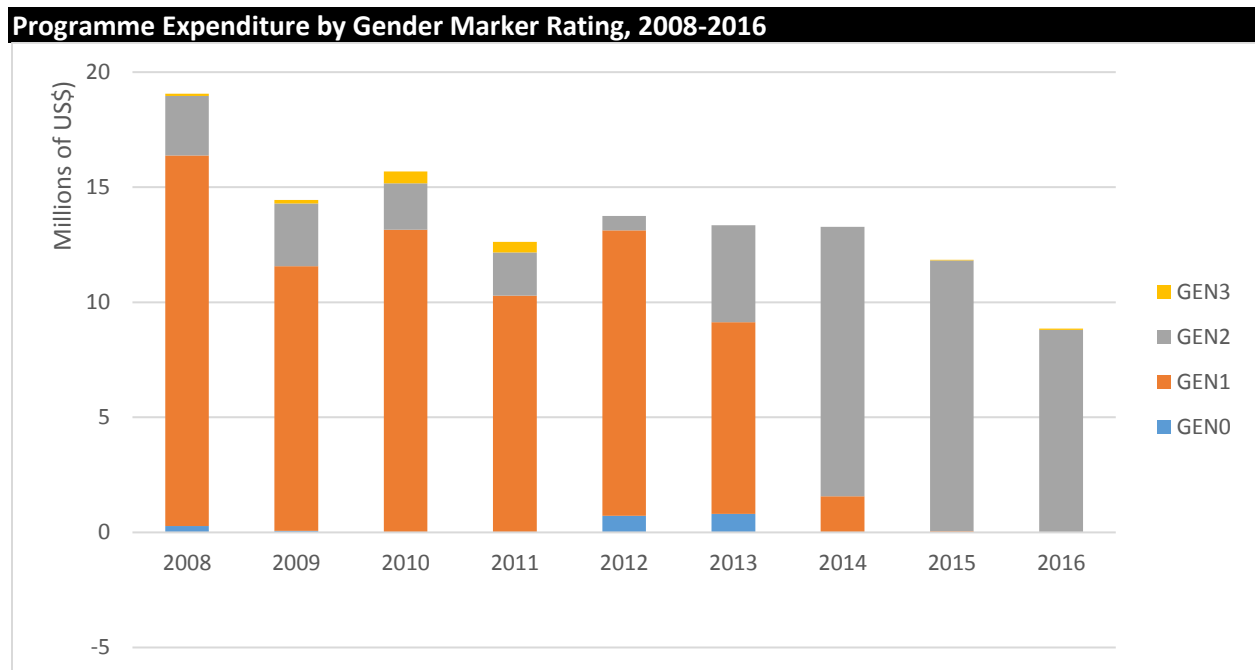


Source: Atlas (2017); filtered by expenditure over \$400,000

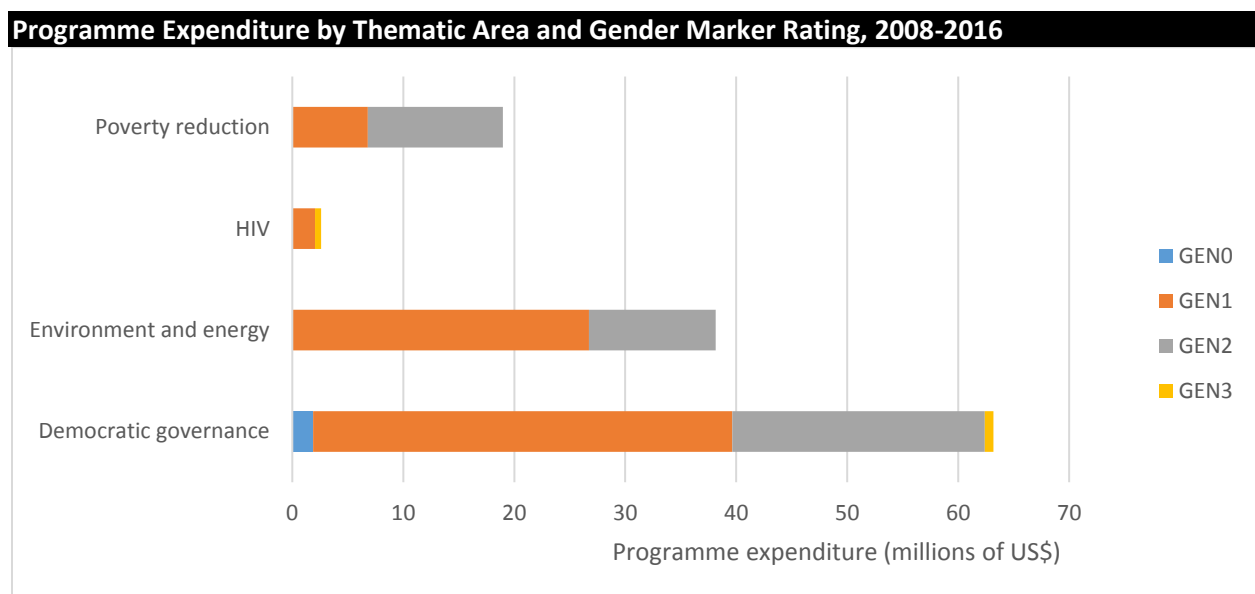
Evolution of CO Expenditure by Thematic Areas, 2008-2016



Source: Atlas (extracted by UNDP Rwanda CO in 2017)

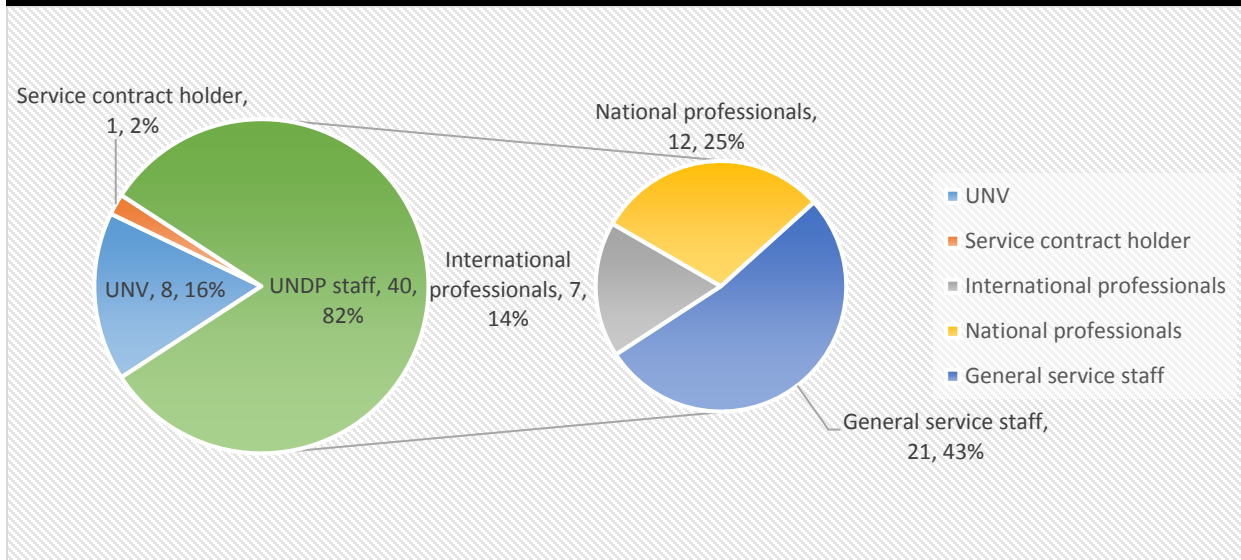


Source: Atlas (extracted by UNDP Rwanda CO in 2017)



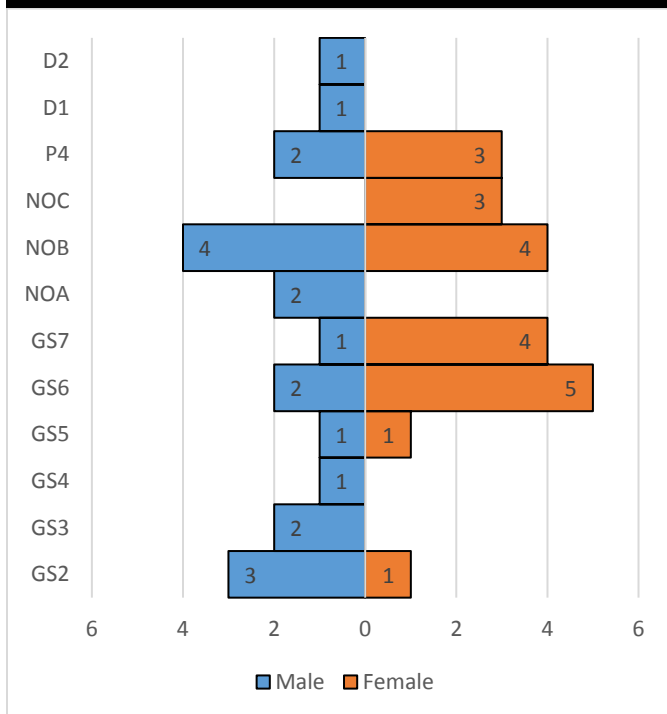
Source: Atlas (extracted by UNDP Rwanda CO in 2017)

Composition of UNDP Country Office Personnel



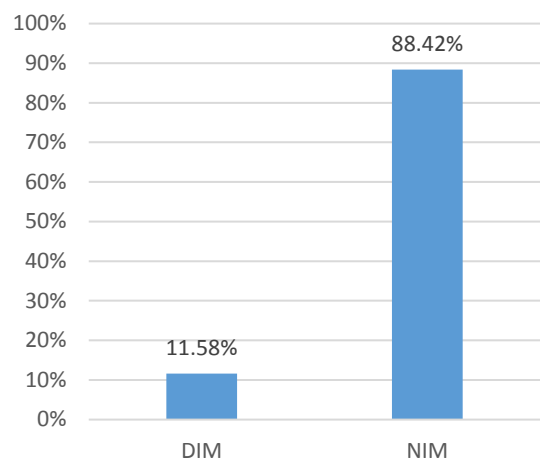
Source: UNDP Rwanda (2017)

Gender Distribution by Grade

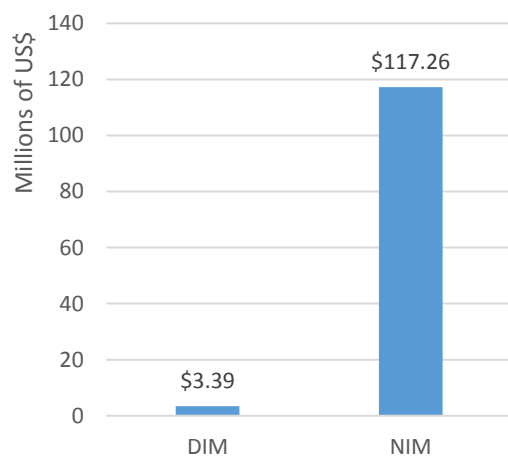


Source: UNDP Rwanda (2017)

Implementing Partner Project Breakdown (2008-2016)



Aggregated Expenditure by Implementing Partner (2008-2016)



Source: Atlas (extracted by UNDP Rwanda, 2017)

Annex 4. SUMMARY OF KEY PROJECT EFFORTS AND DELIVERABLES BY OUTCOME

1. Poverty and Environment	
Outcome #35	<p>UNDP Contribution (as defined in CCPD/RRF)</p> <ul style="list-style-type: none"> • Expert policy and advisory services to support pro-poor orientation of the economic transformation agenda including social protection, and policy advisory support on natural resources management (land and mining) in the context of the green economy • Expert knowledge and technical support to key targeted national institutions to enhance policy coherence and the promotion of economic transformation, regional integration and trade • Capacity-building support to Ministry of Finance and Economic Planning for developing the institutional framework for strategic resource mobilization; technical assistance, policy support and capacity-building to strengthen country-level mutual accountability framework for development effectiveness • Policy advisory support to strengthen national capacities for policy coordination and cross-sectoral linkages and improve public-service delivery
<p>Key project efforts and deliverables:</p> <p>The outcome included projects on ‘<i>Building an Inclusive Financial Sector in Rwanda (BIFSIR) / Inclusive Financial Sector II</i>,’ ‘<i>Transformational Capacity Development for the Implementation and Coordination of Government Policies and Programme</i>,’ and ‘<i>Support for Effective Development Cooperation for Results</i>.’</p> <p><i>i) Building an Inclusive Financial Sector in Rwanda (BIFSIR)/Inclusive Financial Sector II</i></p> <p>BIFSIR promoted inclusive financial services to the less advantaged Rwandans to improve their socioeconomic status. BIFSIR supported the implementation of the Rwandan Microfinance Policy strategy (2013-18).</p> <p>Key deliverables included:</p> <p>Capacity and institutional building (MINECOFIN, CCNMF) coordination structures of, regulation and supervision framework were instituted through the Financial Sector Development Directorate in MINECOFIN and the SACCO supervision unit in the Central Bank. Manuals of procedures, entrepreneurship training modules were prepared and SACCO’s operations automated.</p> <p><i>Consolidation of the microfinance sector;</i></p> <p>(i) 416 Umurenge SACCOs created and 78 MFIS refinanced in partnership with the Rwanda Cooperative Agency (RCA). (ii) 24,106 new clients accessed financing. 1,800 people received entrepreneurship training, of whom 39% were women (iii) 1,636 new jobs were created and 63 SMEs were created through the Hanga Umurimo (create your own job) project (iv) 1,500 youth, 416 proximity business advisors and 2,417 VSLA members supported with entrepreneurship skills (v) 1,440 apprentices acquired apprenticeship trainings, 200 graduated in TVET (vi) 120 informal saving groups were trained on entrepreneurship with a focus on youth and women (vii) Regressive financing for operating costs of the Association of Microfinance Institutions improved MFI governance and control systems (viii) 2015 SACCO deposits grew to 79 million dollars representing 55% of all MFI deposits. Membership of SACCOs grew to 2 million Rwandans.</p> <p><i>ii) Transformational Capacity Development for the implementation and Coordination of Government Policies and Programme.</i></p> <p>Enhanced focused delivery, coordination, harmonization and implementation of development actions. Through skilling and capacity building this project supports the Government, e.g the Prime Minister’s Office, Local Government Entities (MINALOC and RGB), MINECOFIN, RDB, NISR and CESB.</p> <p>Key deliverables included;</p> <p>Strengthened National Capacity for Effective Policy Coordination and Resource Mobilization.</p> <p>(i) Increased number of sectors using the Monitoring and Evaluation framework/system. (ii) Strengthened coordination & implementation of government policies and programs; (iii) The Integrated Financial Management Information & System (IFMIS) is operational and integrated; (iv) increased achievement of District planned targets and increased district resource generation.</p> <p>The programme produced:</p>	

Rwanda Governance Board recruited 24 Coaches for planning, M&E, and PFM to support 30 District (i) 450 local government staff from no budgetary Agencies (NBAs) trained in contract management, procurement, planning and monitoring and management of resources (ii) Experts hired to support strategic investment Unit (SIU) in RDB. (iii) The Prime Minister's Office (PMO) supported with international experts and training of local staff. (iv) 14 staff of PMO were trained and awarded certificate in bullet proof manager training (v) Ministry of Local Government (MINALOC) supported to train district leaders. (vi) MINECOFIN; National expert, Financial sector development recruited. (vii) National Institute of Statistics Rwanda (NISR); ICT specialist recruited. Statistical Data dissemination practices and data user engagement enhanced and improved capacity of private sector actors in priority export sector identified in EDPRS 2

iii) Support for Effective Development Cooperation for Results Project:

The project sought to strengthen Government capacities to effectively mobilize external resources based on strategic priorities of investments and financing needs from non-traditional sources.

Deliverables and outputs:

Enhanced Government capacities to lead on aid effectiveness (coordination, harmonization, alignment & mutual accountability). Fully owned and functional Development Assistance Database (DAD) linked with Smart IFMS is under development (i) Improved Aid coordination architecture through Government of Rwanda & Development Partners' Forums (ii) capacity building efforts in aid management are delivering dividends at country level: the Ministry of Finance and Economic planning is now fully in charge of the aid effectiveness agenda (iii) 16 MINECOFIN staff trained on negotiations, resource mobilization and contract management; (iv) 22 staff of NDPR trained on policy and M&E. 34 participants trained on OPHI.

Outcome #36	<p>UNDP Contribution (as defined in CCPD/RRF)</p> <p>Policy advisory and capacity-building support and knowledge exchange to strengthen the capacity of relevant national institutions, NGOs and CBOs to integrate, adapt to and mitigate climate change and disaster risk reduction in key sectors; technical and financial support to rehabilitate critical ecosystems in targeted areas; support for strengthened inclusion of pro-poor natural-resource sustainability investments in budgets and other financial mechanisms</p>
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Key project efforts and deliverables:

- Rwanda Poverty and Environment Initiative (Phase I, II & III)
- Reducing Vulnerability to Climate Change by Establishing Early Warning and Disaster Preparedness Systems and Support for Integrated Watershed Management in Flood Prone Areas
- Capacity Building Support to National Environment and Climate Change Fund (FONERWA)
- Supporting Ecosystem Rehabilitation and Protection for pro-poor Green Growth (SERPG)
- Strengthening the Institutional Capacity of the Ministry of Natural Resources in Rwanda
- Decentralization and Environment Management Project (DEMP I & II)
- Disaster Emergency Coordination and Preparedness
- National Capacity Building for Disaster Risk Reduction Programme
- Building National and Local Capacities for DRM in Rwanda

According to the 2008-2012 CCPD, UNDP aimed to support the Government of Rwanda to establish a framework for environment management and ecosystem conservation including strengthened capacities at national, district and community levels. The CCPD had the following programme outputs: (Output 1.1) Policies/regulations/guidelines/standards for environment protection developed and implemented at central/decentralized levels; (Output 1.2) Information management system for natural resources developed and operationalized; (Output 1.3) Coordination of REMA/MINITERE in environment management strengthened; (Output 1.4) Capacities of REMA/MINITERE and local governments to monitor the quality of environment strengthened; (Output 2.1) Strategies and action plans for rehabilitation of critical ecosystems developed, operationalized and made available to local governments (Output 2.2) Technical and operational capacity of districts for the management of wastes and contaminants developed.

And according to the 2013-2018 CCPD, UNDP aimed at supporting the Government of Rwanda to put in place improved systems for sustainable management of the environment, natural resources and renewable energy resources, energy access and security to achieve greater environmental and climate-change resilience. The 2013-2018 CCPD has the following indicators: (Indicator 1) Number of sector policies reflecting environment, climate

change and disaster risk reduction and gender considerations; (Indicator 2) Number of districts reflecting environment, climate change and disaster risk reduction and gender considerations in their development plan and budget; (Indicator 3) National platform for Hyogo Framework for Action in place; (Indicator 4) Percentage of area of ecosystem rehabilitated.

The 2008-2012 and 2013-2018 CCPDs outputs and indicators cut across several projects and can be classified to 6 broad categories: (i) Development and implementation of policies/regulations/guidelines/standards for environment protection (Output 1.1 in 2008-2012 CCPD and Indicator 1 in 2013-2018 CCPD) (ii) Operationalization of information management for natural resources management (Output 1.2 in 2008-2012 CCPD) (iii) Strengthening coordination of government agencies in environmental management (Output 1.3 in 2008-2012 CCPD)/Strengthening capacities of Government agencies and local governments to monitor environmental quality (Output 1.4 in 2008-2012 CCPD) (iv) Development and operationalization of strategies and action plans for rehabilitation of critical ecosystems (Output 2.1 in 2008-2012 CCPD and Indicators 1 and 2 in 2013-2018 CCPD)/Rehabilitation of critical ecosystems (Indicator 4 in 2013-2018 CCPD) (v) Putting in place the Hyogo Framework for Action (Indicator 3 in 2013-2018 CCPD) (vi) Development of technical and operational capacities of districts for management of wastes and contaminants (Output 2.2 in 2008-2012 CCPD).

UNDP's support to development of policies/regulations/guidelines/standards for environment protection (Output 1.1 in 2008-2012 CCPD and Indicator 1 in 2013-2018 CCPD) was addressed by projects such as 'Poverty-Environment (PEI) project – Phase I, II & III', 'Strengthening the Institutional Capacity of the Ministry of Natural Resources in Rwanda', and 'Strengthening the Institutional Capacity of the Ministry of Natural Resources in Rwanda'.

Support to operationalization of information management for natural resources management (Output 1.2 in 2008-2012 CCPD) was addressed by such projects as 'Rwanda Poverty and Environment Initiative', 'Reducing Vulnerability to Climate Change by Establishing Early Warning and Disaster Preparedness Systems and Support for Integrated Watershed Management in Flood Prone Areas', 'Capacity Building Support to National Environment and Climate Change Fund (FONERWA)' and 'Supporting Ecosystem Rehabilitation and Protection for pro-poor Green Growth (SERPG)'.

UNDP's support to strengthening coordination of government agencies in environmental management (Output 1.3 in 2008-2012 CCPD)/Strengthening coordination of government agencies in environmental management (Output 1.3 in 2008-2012 CCPD) was addressed by the following projects: 'Decentralization and Environment Management Project (DEMP I & II)', 'Rwanda Poverty and Environment Initiative – Phase I, II & III', 'Capacity Building Support to National Environment and Climate Change Fund (FONERWA)', and 'Strengthening the Institutional Capacity of the Ministry of Natural Resources in Rwanda'.

UNDP's support to development and operationalization of strategies and action plans for rehabilitation of critical ecosystems (Output 2.1 in 2008-2012 CCPD and Indicators 1 and 2 in 2013-2018 CCPD) and Rehabilitation of critical ecosystems (Indicator 4 in 2013-2018 CCPD) was addressed by such projects as 'Decentralization and Environment Management Project Phase I (DEMP I) & II', 'Reducing Vulnerability to Climate Change by Establishing Early Warning and Disaster Preparedness Systems and Support for Integrated Watershed Management in Flood Prone Areas' and 'Supporting Ecosystem Rehabilitation and Protection for pro-poor Green Growth (SERPG)'.

UNDP's support to GoR to put in place the Hyogo Framework for Action (Indicator 3 in 2013-2018 CCPD) was addressed by the following projects: 'Disaster Emergency Coordination and Preparedness', 'National Capacity Building for Disaster Risk Reduction Programme' and 'Building National and Local Capacities for DRM in Rwanda'.

The last category i.e. development of technical and operational capacities of districts for management of wastes and contaminants (Output 2.2 in 2008-2012 CCPD) was not covered by any of the projects evaluated in this ICPE.

The actual deliverables from these projects included: (i) Mainstreaming of environment into planning and budgeting process at the national and district levels; (ii) Establishment of a functional EWS; 60 Automatic rain-

gauges and 30 weather kits, training of 18 Meteo Staff and 1,300 community members on EWS (iii) Leveraging of funds from GoR for implementation environment activities under the green economy; establishment of a web portal (<http://www.rema.gov.rw/climateportal/>) for sharing information on climate change (iv) Rehabilitation of 100 hectares of Cyagara River; Construction of 110 houses for displaced households; Creation of 700 temporary jobs for local households; Generation of 172,555,721 Rwanda Francs as income for local households (v) Mainstreaming of the green economy activities into the ENR sector, preparing daily press briefs on the Government's progress on green economy (vi) Training of 1,046 Sector Disaster Management Committee (SDMC) members; construction of 17 water tanks; training and funding 15 cooperatives on ecosystem restoration (vii) Training members of the SDMC on disaster risk reduction and management; Training on EWS in all 30 districts; Purchase of Toyota Hilux Double Cabin pickup to enable MIDIMAR staff to respond to disaster risk reduction and management in the field; raising public awareness through Rwanda Radio and Rwanda TV; Training and deploying 7 District Disaster Management Officers (DDMO) staff (viii) Rehabilitation of 18 bridges' training of 832 Disaster Monitors; 416 members of the Reserved Forces and 10 District Disaster Management Officers; construction of houses in Gashaki Village, Gakenke District.

Outcome #37	UNDP Contribution (as defined in CCPD/RRF) Capacity-building support to national institutions to mainstream employment of youth and women into sector policies and budgets; financial and technical support to access to financial services.
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Key project efforts and deliverables:

Outcomes included: i) *National Environment and Youth Project* ; ii) *Youth and Women Employment Program*; iii) *Joint Youth Program*; iv) *MDG Project*

i) *National Environment and Youth project* sought to protect the banks and catchment areas of Nyabarongo river system from land degradation and solid waste pollution while creating employment opportunities for the youth in 17 rural and urban Districts. **Deliverables included:** (i) Mobilized youth in cooperatives and associations and strengthened NGOs/ CBOs in the project area. (ii) Introduced a dynamic outreach programme on natural resources, environmental management and waste management, providing Youth Associations, CBOs/NGOs and other local entities with skills to enable them to participate in improved natural resources management., constructed Youth Centres in each District. (iii) Provided technical information on terracing, urban clean up and recycling and planted trees in environment protection, conserved Nyabarongo River System using appropriate technologies, controlled water hyacinth (iv) Identified specific urban areas for waste material collection, commissioned a recycling feasibility study.

ii) *Joint Youth and Women Employment Program* supported national capacities to promote employment intensive growth and mainstream youth and women employment in programmes and budgets and enhancement of Youth and women Skills and competences for employability and enterprises competitiveness. **Deliverables included:** (i) Support to women and youth businesses to acquire digital skills and equipment for business management and access to markets; trained youth provided with seed-capital (ii) Provided support for organizing ICT youth Innovation and award under YouthConnekt annual Series (iii) Provided support for the organization of the youth innovation and entrepreneurship program of the Transform Africa 2013, 2017 Conferences (iv) Supported the establishment of Single Project Implementation Unit (SPIU) in MYICT (v) 6,000 youth trained on entrepreneurship and job creation, 300 youth and women trained on entrepreneurial skills. In 2015, 20,956 youth were provided with entrepreneurship skills at the national level (vi) Provided multimedia studio equipment to Rubavu Youth Centre to train youth in ICT related business (vii) Reviewed the National Urbanization Policy (NUP), developed the Strategic Development Framework (SDF) to support urban and regional development. (viii) 12,557 youth and 1,045,993 women got access to financial services and products and enhanced skills in managing loans (ix) 146,000 new non-farm jobs were created in 2015 achieving 73% of the national yearly target of 200,000 job creation. At the national level, 13,500 new Small and Medium enterprises were created in 2015. More than 125 young innovators received awards, entrepreneurship skills and financial support to develop their ideas into projects. It is estimated that this resulted in the creation of more than 100 new companies and more than 300 new off farm jobs.

iii) *The Joint Youth Program* provided opportunities for participation and skills development for youth through the creation volunteering platform in the framework of Youth Connekt (UNV). Direct Support for capacity building of Implementing Partners and MYICT SPIU. Awareness of youth in civic education volunteerism human rights,

gender and environmental management increased in seven districts. **Deliverables included:** (i) Organised radio talk shows on pertinent issues of sexual reproductive health (ii) Organised mentorship sessions for youth network of volunteers at district level (iii) 556 youth in three districts mobilised to participate in youth camps, constructing 8 houses for the poor, 12 km of road, and preparation of the National Youth Day. (iv) 6000 youth participated in environmental and social protection activities during the international volunteer day (v) 17 youth friendly centres were constructed.

iv) MDG Project: Bring MDGs closer to the people by conducting a Nation-wide campaign in Rwanda. Taking stock of Rwanda's status on MDGs and creating consensus on the way forward among different stakeholders. (i) Strengthened National women's council and local leaders (ii) Organised four provincial workshops, one in each province (iii) Organised one UN workshop (iv) Organised a National MDG awareness day for Rwanda (v) Produced 2 National Human Development Reports, 1 MDG report, produced and disseminated 3000 copies of EDPRS II, 7000 abridged versions, 89000 revised Vision 2020 documents. 2013 National Human Development Report, 2013 MDG Report validated. (vi) Designed a One UN Communication Strategy on MDGs.

2. Governance and Peace Consolidation

Outcome #38	UNDP Contribution (as defined in CCPD/RRF) Policy advice and capacity-building support and access to expert knowledge services to strengthen citizen participation, cognizant of gender considerations, in electoral and political processes including policy formulation and legislation at all levels. In support of this objective, provision of technical support and capacity-building to implement media-sector reforms and strengthen the capacity of the national gender machinery.
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Key project efforts and deliverables:

The Outcome included the following key projects: i) Inclusive Participation in Governance (IPG) Program; ii) DDAG –Deepening Democracy through Strengthening Citizen Participation and Accountable Governance Programme; and iii) Strengthening Civil Society Organizations (CSOs).

UNDP's Inclusive Participation in Governance (IPG) Program (2008 – 2012) was addressed by projects such as 'Support to the National Parliament', 'Support to the National Electoral Commission', 'Support to the Media High Council', 'Support to the Rwanda Governance Advisory Council', and 'Support to the National Forum for Political Organizations'. The Deepening Democracy through Strengthening Citizen Participation and Accountable Governance Program (2013 – 2018) had the following projects: 'Support to the National Parliament', 'Support to the Electoral Commission', 'Support to the Media High Council' and 'Support to the Rwanda Governance Board'. The Strengthening Civil Society Organizations Program was a standalone program with components including 'Grant-making to CSOs', 'Capacity Building for CSOs and CSO Platforms' and 'Capacity building for RGB on CSO registration and regulation'.

The **deliverables** from the projects included: i) Start-up of a Parliamentary Radio Station for the National Parliament. (ii) Establishment and strengthening of a Parliamentary Research Unit (iii) Capacity building for parliamentary staff, (iv) Establishment and strengthening a Media Self-regulatory Mechanism (v) Support to GoR's Media Reforms (vi) Implementation of a strategy for gender mainstreaming in the media (vii) Implementation of the Rwanda Governance Scorecard (RGS) that identified areas for improvement and informed policy reforms (viii) Implementation of Mobile School of Government (MSG) that enhanced local government accountability (ix) Youth Political Leadership Academy (YPLA) training on communication and access to information for political parties (x) National seminars for political parties around social and political conflict management and prevention, peace building and democracy (xi) processed grants for CSO grantees in various sectors (xii) capacity building for CSOs and CSO platforms (xiii) RGB was strengthened to efficiently register and regulate CSOs.

Outcome #39	UNDP Contribution (as defined in CCPD/RRF) Technical support and capacity-building to key justice partners to improve access to justice through the courts and community-based mechanisms and to strengthen national capacities to comply with human rights obligations; technical support to deepen the efforts to promote peace, unity and reconciliation; strengthening of national capacity for crime prevention and response.
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Key project efforts and deliverables:

The Outcome included the following key projects: i) Support to Access to Justice for All, the Foundation for Good Governance and Poverty Reduction, Rwanda (2008 – 2013); and ii) Joint Program (JP) on Promoting Access to Justice, Human Rights and Peace Consolidation (A2J JP) – 2013 – 2018.

UNDP's Support to Access to Justice for All, the Foundation for Good Governance and Poverty Reduction, Rwanda (2008 – 2013) was addressed by projects such as 'Support to Ministry of Justice', 'Support to Rwanda National Police', and 'Support to National Unity and Reconciliation Commission'. The Joint Program (JP) on Promoting Access to Justice, Human Rights and Peace Consolidation (A2J JP) – 2013 – 2018 on the other hand was addressed by the following projects, namely: 'Support to the National Human Rights Commission', 'Support to the National Unity and Reconciliation Commission', 'Support to Rwanda National Police', 'Advancing and Sustaining Gender Equality Gains in Rwanda', and 'Support to Rwanda Peace Academy'.

The **main deliverables** were as follows: (i) Enactment of the Family and Inheritance Laws which are critical to enhancing gender equality and poverty reduction, (ii) Development of Trilingual Legal Index, printing and dissemination of the Constitution and Judicial Laws (iii) Provision of ICT equipment to Judiciary staff and training of judges on human rights laws (iv) Development and launch of the ICT strategy and policy for the judiciary including the establishment of the Electronic Filing System, Electronic Recording Management System (ERMS) to ensure efficient record management, and digitization of physical files (v) Establishment and capacity building for Community Policing Committees (CPCs) (vi) RNP facilitated establishment of Anti-crime Clubs in schools to sensitize youth on crime prevention (vii) Provision of free legal aid through the MAJ to improve access to justice for the poor including women (viii) Sensitization by MAJ of community members to their rights (ix) MAJ lawyers' training of Abunzi on mediation, succession law, land law and family law to enhance their capacity to deliver justice to communities (x) Writing up of a book on the Gacaca Courts and processes (xi) Rehabilitation of the documentation centre for the Gacaca Process and the digitization of files in the Criminal Records Registry (xii) Capacity building in terms of training and equipping of the Unit staff and the awareness raising campaign of public institutions and civil society (xiii) Strengthening community justice mechanisms such as Abunzi for better service delivery at local level (xiv) Establishment of an Integrated Electronic Case Management System (IECMS) in the justice sector (xv) Implementation of a new Justice for Children Policy and Strategic Plan to make the justice system responsive and child-friendly (xvi) Strengthened the capacity of national institutions to comply with Rwanda's reporting obligations and implementation of Treaty Body and UPR recommendations (xvii) Strengthened national capacities to promote and mainstream human rights and implement Treaty Body and UPR recommendations by ensuring timely and quality reporting, including parallel reports by CSOs (xviii) Supported the National Commission of Human Rights (NCHR) to conduct a capacity assessment to take stock of past achievements, gaps and make recommendations on areas that need capacity development. (xix) Worked with key national institutions to ensure the recognition, promotion and incorporation of international human rights law in national processes and initiatives. (xx) Supported strengthening of the capacities of the National Unity and Reconciliation Commission (NURC) and community actors to promote dialogue, undertake further research, mediation, unity and reconciliation processes at both central and local level including strengthening of reconciliation forums. (xxi) Supported the generation and availability of quality data on peace, unity and reconciliation, the UN also supported further research initiatives including sustaining the reconciliation barometer (xxii) Provided technical advisory support for research, case investigation and advocacy on genocide justice (xxiii) Conducted a crime rate survey to help the RNP determine the crime rate in the country and to better analyse the crime statistics (xxiv) Undertook institutional capacity strengthening of the RNP to prevent, investigate and adequately respond to crime, particularly related to Gender Based Violence (GBV), domestic violence and violence against children (xxv) Strengthened the capacity of National Gender Mechanism (NGM) to implement the institutional development framework, the strategic plan and to establish a coordination mechanism. (xxvi) Developed and implemented the Gender Management Information System (GMIS). (xxvii) Upgraded physical and IT infrastructure of the RPA meets standards for international capacity building programs (xxviii) RPA availed of professional, integrated personnel with adequate capacity

Annex 5. LIST OF PROJECTS FOR IN-DEPTH REVIEW

[illegible]

36	32	00041048	Poverty and Environment Programme	00046709	Poverty & Environment Program	1/1/2005	12/31/2012	GEN1	NIM	2,959,938.37
		00058851	Climate Change Adaptation(GEF-LDCF)	00073311	Climate Change Adaptation	12/15/2009	12/31/2015	GEN1	NIM	2,457,178.76
				00081644	Poverty & Environment Initiative	2/10/2012	12/31/2013	GEN1	NIM	1,438,659.34
		00078743	Support to Sustainable ENV Management and DRM	00088834	Support to Climate Change Fund	1/1/2014	12/31/2018	GEN2	NIM	812,434.58
				00088858	Poverty Environment Initiative	1/1/2014	6/30/2018	GEN2	NIM	460,197.54
				00088969	Ecosystem Rehabilitation	1/1/2014	6/30/2018	GEN2	NIM	2,055,339.29
				00088970	Ministry of Natural Resources	1/1/2014	6/30/2018	GEN2	NIM	3,157,133.31
	32	00036825	Decentralization & Environment Management Proj (DEMP) I	00040183	Decentralization and Environment	9/28/2004	1/1/2008	GEN2	NIM	104,930.89
	33	00049739	Decentralization & Environment Management Proj (DEMP) II	00060897	Decentralization & Environment	1/1/2008	12/31/2013	GEN1	NIM	4,935,827.89
	34	00048283	Disaster Emergency Coordination and Preparedness	00058716	Disaster Emergency Coordination	10/31/2007	12/31/2010	GEN2	DIM	85,515.33
		00062338	National Capacity Building for Disaster Risk Management	00079796	National Capacity Building for	8/12/2011	12/31/2013	GEN1	DIM	971,760.68
		00075418	Building National and Local Capacities for DRM in Rwanda	00087340	Building National and Local Ca	7/1/2013	6/30/2018	GEN2	NIM	3,784,012.06
Poverty reduction										

35		00059183	Building an Inclusive Financial Sector in Rwanda (BIFSIR)	00081703	Inclusive Financial Sector II	1/1/2012	12/31/2016	GEN2	NIM	3,175,866.22
		00078100	Economic growth and Inclusive Financial Support	00088550	Support for effective development	1/1/2014	12/31/2018	GEN2	NIM	2,146,797.76
				00088810	Capacity Development Support	1/1/2014	6/30/2018	GEN2	NIM	3,063,123.49
				00094930	Support dev & Impl Value Chain	1/1/2015	6/30/2018	GEN2	NIM	213,532.75
37	30	00049730	National Environment Youth Project + Joint Youth Program	00060880	National Environ Youth Program	6/10/2008	12/31/2013	GEN1	NIM	2,268,436.42
	33			00071981	Joint Youth Program	8/7/2009	12/31/2014	GEN1	NIM	1,362,283.09
				00088793	New Joint Youth Program 2013	1/1/2013	12/31/2013	GEN1	NIM	227,732.77
		00079981	Support to Joint Youth Employment Programme	00089849	Youth Employment Programme	4/1/2014	6/30/2018	GEN2	NIM	727,744.20
	34	00048298	MDG Campaign	00058367	MDG Campaign	12/18/2007	12/31/2009	GEN2	DIM	361,150.37

Annex 6. SUMMARY OF INDICATORS AND STATUS

Outcome 35 Pro poor growth and economic transformation enhanced for inclusive economic development and poverty reduction.			
Indicator²⁹	Status/Progress³⁰		
	2014	2015	2016
GDP per capita Baseline: USD\$ 658.00 Target: USD\$1,000	Type: Quantitative / Data: 703 Comment: World Bank, Rwanda Economic Outlook <i>"Significant Progress"</i>	Type: Quantitative / Data: 718 Comment: The only official data from Rwanda Institute of Statistics indicated that the GDP per capita was 701 in 2013. from the same sources the latest data is 718 in 2014 which shows a significant progress. The current data for this year of 2015 is not yet available. <i>"Significant Progress"</i>	Type: Quantitative / Data: 720 Comment: USD 720 (source of data: National Bank of Rwanda FY 2015/2016 Annual Report) <i>"Some Progress"</i>
Number of extremely poor household benefiting from social protection programmes Baseline: 89,629 Target: 228,261	Type: Quantitative / Data: 0 Comment: UNDP is engaged in supporting poverty reduction. Update on poverty reduction figures is out every five years. 151,610 households (Source: Local Administrative entity Development Agency (LODA annual report, 2014) <i>"Significant Progress"</i>	Type: Quantitative / Data: 105310 Comment: According to Performance contract of the Ministry of Local Governance of August 2015, the Extremely poor Households benefiting from social protection are 105,310 <i>"Significant Progress"</i>	Type: Quantitative / Data: 130,000 Comment: data published by the Local Administrative Entities Development Agency (LODA) in March 2016 <i>"Some Progress"</i>
Outcome 36 Rwanda has in place improved systems for: sustainable management of the environment, natural resources and renewable energy resources, energy access and security, for environmental and climate change resilience, in line with Rio +20			
Indicator*	Status/Progress*		
	2014	2015	2016
Surface (Number of Hectares) of fragile	Type: Quantitative / Data: 0 Comment: There is no results related to this indicator neither at National level or UNDP	Type: Quantitative / Data: 10.13 Comment: EICV4	Type: Quantitative / Data: 1840 Comment: The first indicator was revised by UNDP midterm review to "Surface

²⁹ The "Indicators," "Baseline," "Target," and "Status/Progress" in the table were extracted from the UNDP Corporate Planning System as reported by the country office. It was noted that the indicators used for the corporate reporting were not necessarily the same as those noted in the CCPD.

³⁰ The 2013 data were not available neither in the Corporate Planning System nor ROAR.

ecosystems rehabilitated Baseline:750 Target: 10,000	supported projects! Indicator needed to be revised! "No change"	"Some progress"	(Number of Hectares) of fragile ecosystem rehabilitated". The baseline of this new indicator in 2014 was 750 Ha. In 2015, it was 1,186 (cumulative). In 2016, it achieved 3,726 Ha (cumulative). The target until 2018 is 10,000 Ha (cumulative). Source of data: 1) Backward looking joint sector review report of Ministry of Natural resource in October 2016. 2) Environment and Natural Resources Sector revised strategic plan 2015-2018, Ministry of Natural Resources. "Some progress"
% of population access modern energy source Baseline: 10% Target: 50%	No data	Type: Quantitative / Data: 19.8 Comment: EICV4 indicator of Percentage of households with electricity as main source of lighting (2013/2014). "Significant progress"	Type: Quantitative / Data: 24 Comment: It was reported by Rwanda Energy Group (REG 2016) that 24% of Rwandan population has access to modern sources of energy in 2016. It show some progress from 2015 (19.8%). "Significant progress"
Outcome 37 Sustainable urbanization process transforms the quality of livelihoods and promotes skills development and decent employment opportunities in both urban and rural areas, especially for youth and women			
Indicator*	Status/Progress*		
	2014	2015	2016
1) Number of off farm jobs created Baseline: 91,000 Target: 200,000 2) Number of SMEs created Baseline: 9,000 Target: 40,000	Type: Quantitative / Data: 5123 Comment: see data of the 3 indicators below as it is impossible to fill all latest data in the "Actual (Latest data)" box 1)5,123 (Source of data: Rwanda Labour Market Information System, RDB 2014);The baseline 91,000 is the number of off-farm jobs referring to UNDP 2013-2018 while the baseline of IRRF indicator 1.1.1.A as 104,000	Type: Quantitative / Data: 0 Comment: 1) 146,000 (EICV4) 2) 13,500 (Private Sector Development and Youth Employment JSR report) 3) 20,956 Youth provided with Entrepreneurship skills "Target reached or surpassed"	Type: Quantitative / Data: 0 Comment: 1) 146,000 (EICV4, the CO is still waiting for 2016 official data, the annual target is 200,000 2) 16,000 (National Employment Programme 2015/2016 annual report) 3) 17,218 (National Employment Programme 2015/2016 annual report) "Target reached or surpassed"

<p>3) Number of women and youth provided with applied entrepreneurship skills</p> <p>Baseline: 0 Target: 20,000 women; 20,000 youth</p>	<p>is the number of new full-time equivalent jobs created).</p> <p>2)18,000 (Source of data: MINICOM, PCR 2014; BIFSIR UCU 2014; BIFSIR RIM 2014)</p> <p>3)4,650 (Source of data: MINICOM PCR 2014; JYP 2014; YCT 2014)</p> <p><i>"Target reached or surpassed"</i></p>		
Outcome 38 Accountability and citizen participation in sustainable development and decision-making processes at all levels improved			
Indicator*	Status/Progress*		
	2014	2015	2016
<p>1) Media self-regulation mechanism operationalized</p> <p>Baseline: The media self-regulatory body just established Target: The media self-regulatory body is fully operational and is able to resolve cases in timely manner</p> <p>2) No of district using Citizen Report Card data for planning</p> <p>Baseline: None Target: 30</p>	<p>Type: Qualitative Data: The Self-regulatory body is operational and has adjudicated over 49 complaints related to breach of journalist code of ethics. However, there are still challenges with staffing and financial sustainability which are being addressed.</p> <p><i>"Significant Progress"</i></p>	<p>Type: Qualitative Data: The media self-regulation mechanism strategic plan completed and 40 additional cases on breach of journalist code of ethics handled by the ethics committee. The number of journalists who have voluntarily subscribed to the self-regulatory mechanism has risen from 200 to 500</p> <p><i>"Significant Progress"</i></p>	<p>Type: Quantitative Data: Significant progress have been achieved since the Media self-regulatory body is in place. The Media self-regulatory is operational and media practitioners are benefiting from its functions. This year, 19 complaints were received by RMC and 7 mediation sessions were held to solve those complaints.</p> <p>30 Districts are using Citizen Report Card for Planning (CRC)</p> <p>As additional information, it can be noted that the Indicator on Service delivery at district level in CRC 2016 has registered a score of 71.1% score as compared to 59.8% in 2015. The picture of Citizens appreciation of how their leaders provide them services accounts for 10 % score in the district performance contracts. Districts have registered a big</p>

			improvement in service delivery provision this year. <i>"Significant Progress"</i>
<p>- The electoral management body technical capacities improved</p> <p>Baseline: 4 fully accredited staff as Bridge facilitators</p> <p>Target: 18 fully accredited staff as Bridget facilitators</p> <p>- Increase in the number of registered voters</p> <p>Baseline: 10%</p> <p>Target: 10%</p>	<p>Type: Quantitative / Data: 9</p> <p>Comment: 9 staff of NEC are fully accredited as workshop facilitators. 13 others are semi-accredited.</p> <p><i>"Significant progress"</i></p>	<p>Type: Quantitative / Data: 13</p> <p>Comment: 13 staff fully accredited (cumulatively) as BRIDGE workshop facilitators including one commissioner. 35 more staff are semi-accredited, including 9 volunteers, 23 NEC permanent staff and 3 commissioners. 5 staff were accredited in 2015.</p> <p><i>"Significant progress"</i></p>	<p>Type: Quantitative / Data: 70512</p> <p>Comment: Technical capacities were built for the electoral management body. 70,512 Electoral volunteers were trained amend them 32,436 are Female (46%) and 38,076 are Male (54%). The local elections registered 6,469,037 voters with 2,967,994 are men (46%), 3,501,043 are women (54%), and 3,847,209 are youth (50%). It remains not easy to compare the number of registered voters in different elections given the different nature of elections. The 2016 elections were local elections whereas the 2015 elections focused on a national referendum. It would be best to compare to same type of elections across different cycles, but this is then again influenced by changing demographics.</p> <p><i>"Significant progress"</i></p>
<p>- % of recommendations of oversight institutions (mainly parliament) implemented</p> <p>Baseline: 20%</p> <p>Target: 92%</p> <p>- % of citizens expressing that parliament overseas Government action freely</p>	<p>Type: Quantitative / Data: 73.1</p> <p>Comment: 73.1% of recommendation of oversight institutions implemented in 2013. The date for 2014 will be released in February 2015 by the Prime Minister's office</p> <p><i>"Significant Progress"</i></p>	<p>Type: Quantitative / Data: 89.2</p> <p>Comment: 89.2% of Parliamentary recommendation on financial accountability in -related recommendations were implemented cumulatively (report combined the analysis of the Office of the Auditor General (OAG) reports of three years from 2009 to 2012 whereby the Chamber of Deputies was given 93 recommendations among which 83 were fully implemented)</p>	<p>Type: Quantitative / Data: 90</p> <p>Comment: 90% of MP recommendations were implemented.</p> <p>The 2016 Citizen Report Card highlighted that citizen satisfaction has increased by 11% compared to 2015.</p> <p>As an illustration, it can be mentioned that the 2016 year some of the MPs recommendations led to passing a law, ministerial orders as a result of Members of Parliament oversights (NO.15/2016 of</p>

Baseline: 20% Target: 85%%		<i>"Significant progress"</i>	02/05/2016 Law governing ceremonies to commemorate the Genocide against the Tutsi). <i>"Significant progress"</i>
<p>- % of political parties have structured and officials as District level</p> <p>Baseline: 30% Target: 100%</p> <p>- % political parties with women political parties wings functional</p> <p>Baseline: 9% Target: 100%</p>	<p>Type: Quantitative / Data: 1608 Comment: 1608 political party leaders at district, sectors and cells trained using the mid-level training curriculum developed by National Forum of Political Parties (NFPO). 537 of them were women leaders</p> <p><i>"Target reached or surpassed"</i></p>	<p>Type: Quantitative / Data: 0 Comment: 2040 party leaders throughout the country have been trained 52.5% female and 47.5 male.</p> <p><i>"Significant progress"</i></p>	<p>Type: Quantitative / Data: 1257 Comment: 100% of political parties have structures and officials at district level 81% of political parties (9/11) have established female wings</p> <p>In addition, it can also be mentioned that internal party training were conducted and parties members were trained. A # of 1257 party leaders among them 603 are women, representing 48% were trained on women political parties' wing. Parties have significantly increased their visibility at all levels especially at district level in the country.</p> <p><i>"Target reached or surpassed"</i></p>
<p>Increased media capacity in gender mainstreaming</p> <p>Baseline: 140 journalists trained in gender mainstreaming in reporting Target:</p> <p>- One Network of Journalists reporting on Gender Issues (TV, Radio, Print & Online) is operational - 200 journalists trained on gender</p>	<p>Type: Qualitative Data: 45 female journalists trained in media entrepreneurship.</p> <p><i>"Significant progress"</i></p>	<p>Type: Qualitative Data: 82 Female Media practitioners were trained on Project Design and Management</p> <p><i>"Significant progress"</i></p>	<p>Type: Qualitative Data: One of the gaps to address in order to achieve gender equality in media sector is the lack of capacities and professionalism. Those gaps are experienced by media practitioners including female. Empowerment and capacities building of Female media practitioners is essential to eliminating gender inequalities in media practitioners. The training of Female journalists in project management and design increase their knowledge and professionalisms in their function as journalists and build self confidence in them. These trainings also equip them so as to construct</p>

mainstreaming - 10 gender sensitive articles produces			sustainability over time in their occupation as independent media practitioners. Gender was mainstreamed in Media business management. 40 Female media practitioners were trained on project design and management. <i>"Some progress"</i>
Outcome 39 Human rights, justice and gender equality promoted and implemented at all levels.			
Indicator*	Status/Progress*		
	2014	2015	2016
Functional integrated electronic case management system Baseline: No functional case management system Target: The integrated electronic cases management system is fully operational	Type: Qualitative Data: Electronic case management Project management team has been established and trained on the system requirements. A contract with an international firm has been signed to establish the system. The establishment of the system will last 8 months starting December 2014. <i>"Some progress"</i>	Type: Qualitative Data: The establishment of the Integrated Electronic Case Management System has made commendable progress over the last 12 months. The development of IT modules have been completed as well as the software development. <i>"Significant progress"</i>	Type: Qualitative Data: The integrated electronic case management system (IECMS) platform for the justice sector is now fully operational in Kigali City and Gicumbi district. <i>"Significant progress"</i>
% of the population including women and the most vulnerable satisfied with the judiciary (Abunzi, courts) at all levels Baseline: 77.9% Target: 80%	Type: Quantitative / Data: 0 Comment: The data on this indicator are not yet published. However, the capacity building of Committees Mediators (Abunzi) increased their mediation skills and helped to reduce the case load in courts. The Abunzi have been instrumental in mediating conflicts in their communities, thus reducing the number of cases that were brought to the courts. According to the Ministry of Justice, for the year 2013-2014 alone, 45,285 cases were received by the Abunzi out of which only 4,594 were referred to courts. <i>"Significant Progress"</i>	Type: Quantitative / Data: 80.26 Comment: As a results of strengthened capacity of the Access to Justice Bureau's official based at district level and "Abunzi" community mediators, the performance of the mediators increased significantly from July 2014 to June 2015 where for example, out of the 39,827 cases received by Abunzi mediators, 36,152 cases (90.77%) were solved through mediation. The Rwanda Governance Score Card has scored	Type: Quantitative / Data: 80.26 Comment: Pending new survey to be published end 2016 <i>"Some progress"</i>

		the performance of the judiciary at 80.26%. <i>"Significant progress"</i>	
<p>% of citizens satisfied with reconciliation, social cohesion and unity mechanisms</p> <p>Baseline: 83.5% Target: 85%</p>	<p>Type: Quantitative / Data: 0 Comment: The data for this indicator not yet published. The country's capacities to promote peace, unity and reconciliation improved in 2014. As a result of the capacity building of Unity and Reconciliation Volunteers, the Committees are currently fully operational, reporting timely on any signal of sources of conflicts and this contribute the prevention of conflicts in communities. The average of quarterly reporting on reconciliation status at sector level of community volunteers was increased from 37% to 64%. Community dialogues were conducted in 14 prisons where 14,648 prisoners were sensitized on healing of wounds which contributed to rebuilding trust and promoting social cohesion among Rwandans. These dialogues also focused on factors that encourage the reintegration of ex-prisoners at the family and community level. Community dialogues among 107 representatives from Unity and Reconciliation Clubs from universities and higher learning institutions have strengthened the capacity and the commitment of the Rwandan youth to openly and fairly discuss sensitive topics such as the tragic history of genocide and its long-term consequences to all Rwandans, thus contributing to the development of a spirit that promote home-grown solutions.</p> <p><i>"Significant Progress"</i></p>	<p>Type: Quantitative / Data: 80.58 Comment: Community dialogues sessions were organized throughout the country on "Ndi Umunyarwanda", an initiative that aims at promoting the Rwandan identity and fight all sorts of divisionism. Such sessions were conducted in prisons where they reached out to 14,648 prisoners (including 2,448 women) with the aim to prepare the prisoners for a better future reintegration in the community. NURC is currently producing its Rwanda Reconciliation Barometer, 3rd edition. It is important to note that the Rwanda Governance Board has introduced new parameters for measuring unity, reconciliation, which decreased the % citizens satisfied with reconciliation, social cohesion and unity mechanisms [[RGS 2014]].</p> <p><i>"Significant progress"</i></p>	<p>Type: Quantitative / Data: 92.5 Comment: According to the 2015 Reconciliation Barometer, the level of satisfaction of citizens with the reconciliation, social cohesion and unity mechanisms stands at 92.5%, surpassing the CDP targets for 2018 which is 85%</p> <p><i>"Target reached or surpassed"</i></p>

<p>% of reports submitted timely by national actors as required of HR obligations</p> <p>Baseline: 67% reports submitted timely by national actors as required of HR obligations</p> <p>Target: 90% reports submitted timely by national actors as required of HR obligations</p>	<p>Type: Quantitative / Data: 0</p> <p>Comment: The national capacities of both government institutions and CSOs to promote and mainstream human rights and produce relevant reports to Treaty Bodies and to implement UPR recommendations has been strengthened through UNDP's support. The recruitment of the Task Force Coordinator contributed to better organization and coordination of the activities regarding the Treaty Bodies Reports and the 2nd phase of the Universal Periodic Review (UPR) as well as reaffirmed the government commitment to timely and quality production of Human Rights reports to Treaty Bodies and UPR. As a result, 6 reports were produced (International Covenant on Civil and Political Rights (ICCPR), Committee on the Elimination of Racial Discrimination (CERD), on Core documents, Committee on the Elimination of Discrimination against Women (CEDAW), Maputo Protocol on Child Rights and the 2nd phase of UPR reports). Furthermore, 2 reports (ICCPR and CERD have been approved by cabinet and submitted), while 3 have been validated by the Task Force and are waiting for the cabinet approval so they can be submitted on time. The Government of Rwanda has now embarked on the upcoming UPR report which is well advanced. In 2014, out 5 reports required, 3 have been submitted to the treaty bodies, representing a rate of 60%.</p> <p><i>"Significant Progress"</i></p>	<p>Type: Quantitative / Data: 100</p> <p>Comment: All due report to the treaty bodies have been submitted to the respective human rights bodies. Rwanda has submitted all due Treaty Body Reports to the United Nations including: the 4th Periodic Report on the ICCPR, the 11th Report on the CERD, the 7th , 8th and 9th Report on CEDAW, an initial report on the CPRD as well as a Common Core Document. With this clearing of the reporting backlog, all inquiries from treaty bodies and other UN Human Rights mechanisms have been responded to save for those which will be addressed in future treaty body cycles. [[Rwanda UPR REPORT, 2015]]</p> <p><i>"Target reached or surpassed"</i></p>	<p>Type: Quantitative / Data: 100</p> <p>Comment: Rwanda UPR review was completed and state report produced in Geneva. Following the review, 50 new recommendations were made for Rwanda. Both the Government and the CSO Coalition on UPR have formulated a road-map for the implementation of the UPR recommendations including its monitoring by the CSOs. On the other hand, the capacity of the Treaty Body task Force has been enhanced through capacity building on the reporting to treaty bodies. In particular, 24 members of The Treaty Body Reporting Task Force were trained on International Convention on Civil and Political Rights. The training aimed to help the TBR Task Force to understand well the ICCPR and its optional protocol, to inform the CSOs members of the Task Force on how they can contribute to the State reporting process. By December 2016, no overdue report to treaty bodies.</p> <p><i>"Target reached or surpassed"</i></p>
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Annex 7. LIST OF PEOPLE CONSULTED

Government of Rwanda

Central

Akayezu, Alexandre, Administrative Assistant to the Secretary General, National Human Rights Commission Rwanda

Bisangwa, Innocent, Environment and Climate Change Specialist, Ministry of Agriculture and Animal Resources (MINAGRI)

Burasanzwe, Oswald, Director General, National Consultative Forum of Political Organizations (NFPPPO).

Cyitare Sosthene, Clerk to the Senate, National Parliament

Dalena, Maria Gemma, DRR Technical Advisor, UNDP/Ministry of Disaster Management and Refugee Affairs (MIDIMAR)

Dieudonne, Rusanga, Project Coordinator and DDAG/Support to Parliament, Parliament of Rwanda

Dusake, Relogie, Deputy Commander, Promotions, Rwanda National Police

Fata, Alex, Director of Projects, Rwanda National Police

Kavutse Donat, Program Officer Rwanda Peace Academy

Macumu Mulinda, Emmanuel, FAO/Project, Rwanda National Police

Magdalena, Kouneva, Technical Advisor (Planning), Ministry of Finance and Economic Planning (MINECOFIN)

Mbungiramihiho, Peacemaker, Executive Secretary, Media High Council

Mugabi, M. Stephen, SCBI Program Manager, Capacity Development and Employment Services Board (CEBS)

Mugabo, Joseph, Director of Administration and Finance, Single Project Implementation Unit, Rwanda Environment Management Authority

Muhisoni, Rose, Deputy Commissioner, Community Policing, Rwanda National Police

Muligo, Morris, Commissioner for CID, Rwanda National Police

Munyaneza, Charles, Executive Secretary, National Electoral Commission

Murara, Charles, Director of Accounts and Budget, Rwanda National Police

Murinda, Emmanuel, Finance and Accounts Officer, Rwanda National Police

Musabyimana, Innocent, Single Project Implementation Coordinator, Ministry of Natural Resources (MINIRENA)

Mutabazi, Alphonse, Climate Change Program Manager, Rwanda Environment Management Authority (REMA)

Mutima, Ingrid, SPIU Coordinator, Ministry of Finance and Economic Planning (MINECOFIN)

Mutuyemariya Emeritha, Executive Secretary, National Human Right Commission

Nabahire Anastase, Justice Sector Secretariat Coordinator, Ministry of Justice

Ndayانبaje, Louis, Head of Accounts, Rwanda National Police

Ndayisaba Fidele, Executive Secretary, National Unity and Reconciliation Commission

Norere, Madeleine, Chairperson, National Human Rights Commission

Nyiranasoro, Eugenie, Advisor to the Chairperson, National Human Rights Commission

Rijpma, Jan, Technical Advisor, Poverty and Environment Initiative (PEI), Ministry of Natural Resources (MINIRENA), Government of Rwanda

Rwabuhihi, Rose, Chief Gender Monitor, Gender Monitoring Office (GMO)

Sano Vincent, Commissioner for Finance & Chief Budget Manager, Rwanda National Police, RNP Headquarters in Kigali

Shyaka, Anastase, CEO Rwanda Governance Board (RGB)

Tumubare, Albert, Project Coordinator, National Electoral Commission

Tumweba Joy, ICT Manager, Rwanda Peace Academy

Tuyisabe, Floride, M&E Specialist, National Unity and Reconciliation Commission

Twahirwa, Alex, SPIU Coordinator, Ministry of Gender and Family Promotion (MIGEPROF)

Twahizwa, Celestin, Commissioner for Community Policing, Rwanda National Police

Umubyeyi, Christine, Director of Legislation, Human Rights Protection and Monitoring Unit, National Human Rights Commission

Umugwaneza, Janet, Poverty and Environment Initiative, Rwanda Environment Management Authority (REMA)

Umurungi Providence, Head of Department for International Justice, Ministry of Justice

Uramutse, Gilbert, Disaster Risk Programme Manager, Ministry of Disaster Management and Refugee Affairs (MIDIMAR)

Local

Hodari Jean, District Disaster Management Officer (DDMO), Musanze District

Kanyange, Christine, Vice-Mayor Economique, Ngororero District, Rwanda

Ndabereye Jerome, Social Development Director, Musanze District

Ndamberoye Augustin, Vice Mayor Economique, Musanze District, Rwanda

UNDP Rwanda

Che Ngutih, Victor, UNV Programme Officer, UNDP Rwanda

Dalena, Gemma Maria, DRR Technical Advisor, UNDP Rwanda

Havugimana, Evard (Research Associate) UNDP Strategic Policy Unit, UNDP Rwanda.

Kanzayire Theopista Nwaigwe, Program Analyst, UNDP Rwanda

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Annex 8. LIST OF DOCUMENTS CONSULTED

In addition to the documents named below, the evaluation reviewed available programme/project documents, annual work plans, briefs, and other material related to the programmes/projects under review. Many related organizations' websites were also searched, including those of UN organizations, Rwandan governmental departments, project management offices and others.

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