

1. **Programme rationale**
2. Since the devastating 1994 Genocide against the Tutsi, Rwanda has emerged as an impressive story of transformation in Africa. Guided by successive national medium-term plans anchored on a long-term Vision 2020, and by comprehensive policy reforms over the last two decades, the country has achieved remarkable socio-economic progress demonstrated, *inter alia*, by a 312 percent increase in per capita GDP from $206 in 2002 to $729 in 2016.[[1]](#footnote-2) Real GDP growth averaged 8.2 percent during 2000-2010, and 7.3 percent for 2010-2016, much higher than the 5.2 percent average for Sub-Saharan Africa.[[2]](#footnote-3)
3. Rwanda’s economic growth has been relatively broad-based: between 2000 – 2016 services and industry grew on average 9.5 percent and 9.4 percent respectively, while agriculture grew on average 5.5 percent.[[3]](#footnote-4) Growth was also pro-poor: Rwanda's Human Development Index increased from 0.244 in 1990 to 0.498 in 2015,[[4]](#footnote-5) poverty headcount dropped sharply from 78 percent in 1995 to 39.1 percent in 2014, and the Gini coefficient decreased from 0.522 in 2005 to 0.45 in 2014.[[5]](#footnote-6) By 2015 Rwanda had attained all MDG targets except the ones on poverty, stunting and share of women in wage employment in the non-agricultural sector.[[6]](#footnote-7) In Africa in 2016, Rwanda was ranked first on gender equity,[[7]](#footnote-8) second on Ease of Doing Business,[[8]](#footnote-9) and the third least corrupt country.[[9]](#footnote-10)
4. Despite its progress, Rwanda confronts stern challenges. The productive base of the economy remains insufficiently diversified and uncompetitive. Economic growth has slowed to an estimated 5.2 percent in 2017,[[10]](#footnote-11) constrained by falling commodity prices and a debt-conscious curtailment of public capital expenditure on large infrastructure programmes.[[11]](#footnote-12) Growth in the industrial sector slowed to an estimated 3.9 percent in 2017, far below the national 14 percent target; services likewise grew at 6% against a national target of 13.5 percent.[[12]](#footnote-13) Combined with very low agricultural value addition, the economy is not generating adequate decent employment opportunities for Rwanda’s young population. Moreover, both poverty and inequality remain high,[[13]](#footnote-14) and with 91 percent of the employed found in the informal sector, Rwanda has too many people underemployed, outside of social security schemes and vulnerable to old age financial insecurity.[[14]](#footnote-15) The lack of decent jobs also increases the risks of youth disengagement, radicalization and crime.
5. To tackle these and other challenges, the Government of Rwanda has prepared a new Vision 2050 and National Strategy for Transformation (NST) 2017-2024. With One UN Support to the government and stakeholders, the SDGs have been firmly anchored in both Vision 2050 and the NST. Among other things, the NST aims to ensure that Rwanda achieves upper middle-income status by 2035 with a good quality of life and decent jobs for its people. Achieving this goal will require action on many fronts. At the outset, significant efforts are needed to secure new sources of financing for development. Domestic savings as a share of GDP was only 12.2 percent in 2015, while tax revenue stood at 15.8 percent. Both are well below the 20-25 percent average rates of successful emerging economies.[[15]](#footnote-16) As a result, Rwanda relies heavily on external assistance to finance its deficits, with over 45 percent of the development budget in 2015 covered from Official Development Assistance (ODA).
6. Rwanda will also need to harness its demographic dividend. The working-age population is growing rapidly, and creating enough quality jobs for them has become a defining challenge for the economy. Over 77 percent of Rwanda’s population is under 35 years old,[[16]](#footnote-17) but youth unemployment stands at 21 percent and labour underutilisation is estimated at 60.3 percent.[[17]](#footnote-18) While education has improved in the past decade, marketable technical and vocational skills are lacking, less than 70 percent of youth complete primary education and net enrolment in secondary education is only 32.9 percent.[[18]](#footnote-19) With inadequate job creation in the private and public sectors, support to innovation and youth entrepreneurship will be critical for unlocking opportunities for job creation and livelihoods.
7. Likewise, Rwanda will need to better utilise the talents and potential of women. While the achievement of gender equality in the political arena was exemplary (64 % of parliamentarians are women), women still participate less than men in the labour force (42 percent and 58 percent respectively) and are paid 27 percent less for the same jobs.[[19]](#footnote-20) Only 25.5 percent of women in agriculture have access to agricultural credit compared to 74.5 percent of men.[[20]](#footnote-21) While laws have created opportunities for gender equity in land ownership, inheritance, and access to education,[[21]](#footnote-22) more effort is needed to empower women to enjoy their rights and to overcome the cultural barriers that box women into traditionally-defined roles.
8. Investments are also needed in promoting sustainable growth and resilience. Rwanda’s high population density (471.4 per ha in 2015)[[22]](#footnote-23) combined with high rates of poverty and dependence on agriculture place increasing pressures on land use. Over 86 percent of the population rely on firewood for cooking, leading to high rates of deforestation.[[23]](#footnote-24) Low productivity in forest and land use, and unsustainable management of natural resources have led to soil degradation, encroachment into wetlands, increased water pollution and loss of biodiversity.[[24]](#footnote-25) Rapid urbanization is placing pressures on social infrastructure in cities and towns. Rwanda is also highly prone to disasters, including landslides, floods, droughts, lightning and earthquakes.[[25]](#footnote-26) Vulnerable populations are often female-headed households and poor rural farmers.
9. Promisingly, the country has ratified major multilateral environmental agreements such as the Paris Agreement and Montreal Protocol, and has a favourable enabling legislative environment.[[26]](#footnote-27) With UNDP support, it has also formulated a national Climate Change and Green Growth Strategy and established a national climate change trust fund (FONERWA). Rwanda has also registered noticeable progress in disaster preparedness and risk management since the establishment of the Ministry of Disaster Management and Refugee Affairs (MIDIMAR) in 2010 and with the development of a National Recovery Strategy and National Risk Atlas with UNDP support. However, gaps remain particularly in the technical capacity of key environment sector institutions to develop policies, coordinate actions across the sector, enforce environmental regulations and mainstream environment and climate change issues into priority sectors such as agriculture, industry, urbanization and energy. In addition, degraded landscapes need to be restored; fragile ecosystems need to be rehabilitated; communities will need affordable, clean cooking technologies; cities, villages and private companies need to adopt green technologies; and agricultural productivity must improve in an environmentally sustainable and climate resilient manner. Similarly, local technical capacity for disaster risk assessment and contingency planning must be enhanced,[[27]](#footnote-28) and better quality and more timely meteorological data is needed for effective early warning and agricultural planning.[[28]](#footnote-29)
10. Much of Rwanda’s impressive growth over the past 2 decades was a result of governance reforms to consolidate peace, build strong and accountable public institutions, and create a safe, stable environment conducive to investment and growth. However, despite the commendable progress made with respect to post genocide reconciliation and social cohesion, 25.8 percent of Rwandans indicate that divisions and genocide ideology persist,[[29]](#footnote-30) a sobering reminder that it may take a few generations and continued investments in reconciliation, social cohesion and community mediation to overcome the legacy of the genocide. Similarly, while Rwanda was ranked the second safest country in Africa,[[30]](#footnote-31) there is still need to strengthen capacities to tackle disputes at community level and to address the emergence of new crimes such as cyber-crime, human and drug trafficking.
11. Areas of the justice system also require attention. While a legal aid policy was adopted in 2014 to increase access to justice, many, especially poor and rural citizens, are underserved and citizen satisfaction with access to legal aid remains low at 64.4 percent.[[31]](#footnote-32) Special focus is needed on female victims of gender based violence - cases have increased from 12,439 in 2013 to 14,241 in 2015,[[32]](#footnote-33) denying women the opportunity of living dignified lives free from violence. Rwanda must also invest more in promoting correction, rehabilitation and reintegration of law offenders. Currently there is no alternative to imprisonment measures for offenders other than “Travaux d’Interet General” for those convicted of genocide. There are currently 54,185 inmates[[33]](#footnote-34) in the fourteen prisons of Rwanda and this is far beyond planned jail capacity. An alternative mechanism to imprisonment will facilitate correction, rehabilitation and reintegration and at the same time help resolve the economically burdensome overcrowding in prisons.
12. Work must also continue in other areas of governance, such as accountability and transparency. The Independent Country Programme Evaluation (ICPE) recognised the important role UNDP played in building the capacities of the media and civil society to promote accountability and citizen participation in public processes. However, it pointed to areas requiring further attention such as the level of media development, media independence and pluralism.[[34]](#footnote-35) The report also recognised the key role of UNDP funded civil society program in empowering and developing civil society organisations (CSOs) in a post-genocide society. But both areas – media and CSOs - are regulated by new laws promulgated in only 2012. Both sectors are relatively underdeveloped and undergoing reforms, hence requiring continued support.
13. Rwanda has ratified most international human rights instruments and successfully participated in the 2011 and 2015 Universal Periodic Review (UPR), and the country currently has no treaty body reports backlogs. The 2015 UPR culminated in the adoption of 50 new recommendations,[[35]](#footnote-36) 50 percent of which were implemented by 2017. However, further efforts are needed to tackle areas of deficit – for example, to eliminate legal provisions that undermine freedom of expression, and improve the conditions of persons in detention facilities. The recently adopted national human rights action plan, if duly implemented, provides a good starting point for domestication of human rights commitments. But outside of government, the capacities of non-government organisations to assess, implement, monitor and report on human rights commitments are still limited. There is also scope for stronger collaboration with other development partners on the rights agenda.
14. While Rwanda has acquired a solid reputation for efficient and cost-effective administration of electoral processes, the 2015 UN Needs Assessment Mission highlighted the need to continue promoting democratic dialogue and broadening political space. It called on the UN to work with other development partners and national stakeholders to build capacities and awareness of stakeholders such as the media, political parties and CSOs and address challenges that hinder women representation especially at local levels.
15. **Programme priorities and partnerships**
16. In alignment with the NST and the UNDAP 2018-2023, and guided by the corporate Strategic Plan (SP), the Country Programme for 2018-2023 will be structured around two major pillars: (a) Inclusive and sustainable growth and (b) Transformational governance for sustainable development. UNDP will leverage its comparative advantages and build on foundations laid over the last programme cycles, while strategically disengaging from mature areas of cooperation and sectors already well-served by other development partners.
17. The 2017 ICPE noted that UNDP enjoys a very favourable relationship with the Government based on mutual trust and a shared commitment to sustainable development. UNDP was one of the first partners to support Rwanda after the genocide, has accumulated decades of country knowledge and experience across a broad spectrum of development issues, and cemented strong partnerships with a wide range of stakeholders. Within the One UN framework, UNDP led on supporting Rwanda to domesticate and implement the MDGs, and has assumed a similar role on Agenda 2030. These factors place UNDP in a credible and strategic position to support government-led solutions to Rwanda’s development challenges, and to advocate for inclusivity, equity, and triple bottom-lines – social, economic, and environmental development benefits.
18. **Inclusive and sustainable growth**
19. The Country Programme centres on supporting Rwanda to achieve meaningful reductions in poverty and inequality and a better quality of life for all its people, including youth, women, people with disabilities and refugees. Under this pillar, UNDP will focus on providing policy advice, technical assistance and financial support to programmes and strategies geared at promoting structural economic transformation, catalysing entrepreneurship, creating off-farm jobs, and generating data to better target and include vulnerable groups, particularly those in rural areas. UNDP will also support sustainable and equitable management of natural resources which is a building block for inclusive and green economic growth, improved livelihoods, and enhanced resilience for poor and marginalised populations.
20. At upstream level, UNDP will provide policy advice on inclusive and equitable economic growth, decent job creation, and the domestication of the SDGs. In collaboration with the Strategic Policy Unit of the President’s Office, the Ministry of Finance and Economic Planning (MINECOFIN), and national stakeholders and think tanks, UNDP will craft a policy research agenda to provide insights and advocacy on key economic and environmental policy reforms and programmes needed to accelerate Rwanda’s development. Rwanda also faces an urgent need to diversify sources of development finance. Responding to the Addis Ababa Action Agenda, UNDP will partner with MINECOFIN, the Private Sector Federation (PSF), and other development partners to design strategies to attract additional finance from public and private sources, test and scale up innovative financing mechanisms (Outcome Bonds, philanthropic and diaspora financing, public-private partnership) and measure and improve the effectiveness of various financial flows in achieving development objectives.
21. Downstream, UNDP will partner with the Ministry of Youth (MoY), other UN agencies and development partners, and national stakeholders to scale up the flagship YouthConnekt programme which has created an innovative platform for supporting and advocating for youth entrepreneurship, job creation and skills development, and led, *inter alia*, to the creation of 6,168 jobs.[[36]](#footnote-37) Proven youth development initiatives such as the entrepreneurship boot camps and awareness raising campaigns will be scaled up, while stronger partnerships will be forged with foundations, CSOs and private sector companies to expand job, skills development, and funding opportunities for youth and young entrepreneurs.
22. UNDP will partner with UNEP, FAO, other UN agencies and development partners to help strengthen the ENR sector by supporting the technical capacity of the Ministry of Environment, FONERWA, Rwanda Environment Management Authority (REMA) and Rwanda Meteorological Agency (Meteo), building on progress already realised. The well-received UNDP-UNEP Poverty-Environment programme, which supported the mainstreaming of environment, gender, and poverty considerations into national and district plans and budgets and in priority sectors, will now focus on achieving ENR & CC targets in districts and sectors. A new UNDP/SIDA financed M&E system for the sector will be finalised and rolled-out, enabling stronger tracking of performance against NST and ENR Sector Plan targets, and fostering cross-sectoral coordination.
23. UNDP will support the domestication of international treaties such as the Convention on Biodiversity and the Nagoya Protocol while assisting Rwanda attain its Nationally Determined Contributions. UNDP will also support the rehabilitation and restoration of fragile ecosystems including wetlands and degraded landscapes. Forest management will be strengthened through increased productivity along the value chain and promoting alternative appropriate technology energy options to firewood. UNDP played a catalytic role in the government's Green Village initiative by helping to pilot the first nine villages, and conducting a cost-benefit analysis to demonstrate the value of green village development.[[37]](#footnote-38) Lessons learnt from the model will be brought to scale in ordinary rural villages, focusing on the provision of appropriate green and climate resilient technologies; strengthening community climate resilience and adoption of sustainable agricultural practices. Programmes will seek to enhance community knowledge and awareness of the effects of environmental degradation and means of prevention, leveraging existing partnerships with media and CSOs. Using tools such as the UNDP Social and Environment Assessment checklist, UNDP will seek to ensure that both upstream and downstream interventions promote gender-equity and livelihood generation and protect the rights of vulnerable populations such as forest-dependent communities, refugees, persons with disabilities and poor rural farmers.
24. UNDP has demonstrated its comparative advantage in providing quality technical support to MIDIMAR on disaster risk reduction, management, response and recovery. Building on the institutional capacity developed during the past cycle, UNDP will help strengthen institutions at national, district and community levels on risk assessment and contingency planning using the Sendai DRM Framework as reference. UNDP interventions will include technical and financial support to enhance the systematisation of meteorological data collection, analysis and dissemination with Meteo; the strengthening of early warning systems; as well as awareness raising of the population on disaster risk reduction and response
25. Across this pillar, UNDP will exploit opportunities for South-South and Triangular (SSC/TrC) cooperation focusing on replicable initiatives such as YouthConnekt and FONERWA, and promoting learning and knowledge sharing on issues such as development financing, and green growth development approaches.
26. **Transformational governance for development**
27. Inclusive and sustainable growth can best be realised if there are sustained investments in creating a peaceful, just and inclusive society in which citizens are engaged and have a voice in decision-making and where institutions are strong, accountable, corruption free and responsive to the needs of citizens.
28. UNDP will therefore continue supporting healing and peace building initiatives to foster social cohesion, unity and reconciliation at community level working closely with civil society organizations. UNDP will support research and assessments on unity, reconciliation, peace and security to lay the ground for policy discussions and evidence-based decision-making at national and local levels.
29. UNDP will partner with the Rwanda National Police to implement community policing concepts for crime prevention and reduction. Priority will be placed on enhancing the capacities of communities to prevent and report crimes, including emerging criminal activities.
30. UNDP will promote increased access to justice to the most vulnerable, especially poor inmates and victims of GBV in partnership with UNWOMEN, Rwanda Bar Association and CSOs. To improve justice delivery and tackle case backlogs, UNDP will support the use of modern technologies such as the newly established Integrated Electronic Case Management System by justice sector institutions and communities. UNDP will also support the revision of the policy frameworks around correction and rehabilitation in Rwanda to include alternative measures to imprisonment, to promote rehabilitation of people in conflict with the law.
31. The programme will promote transparency and accountability particularly of public institutions with the aim of promoting quality service delivery at central and local level. Support will be provided to strengthen the capacity of local governments which deliver most of the public services and to the Rwanda Governance Board to exercise its role in monitoring the quality of public service delivery. UNDP will partner with research institutions to conduct independent research on citizen participation in democratic processes to inform policy dialogue and decision making on critical public policy issues. Tools such as the Citizen Report Card, which have proven vital in deepening accountability on service delivery, will also be supported. UNDP will also help strengthen the capacity of CSOs and empowering them to be more relevant in addressing development issues, and to play a key role in advocating for people’s rights and greater accountability in State and non-State institutions. Along similar lines, UNDP will partner with stakeholders to foster a more robust, professional and sustainable Media sector, with emphasis on the operationalization and sustainability of the media self-regulatory body, and capacity building of media houses, managers and practitioners.
32. UNDP will continue collaborating with the National Electoral Commission to increase citizen political participation in democratic processes, focussing on youth, women and persons with disability. In line with the NAM recommendations, UNDP will continue supporting the use of ICT in elections to advance citizen participation through voter list information management. UNDP will promote research and policy dialogue on issues pertinent to democratic governance with the aim of helping to broaden political space and deepen the engagement of civil society actors in public processes. This support will span the current electoral cycle with parliamentary elections in 2018, senatorial elections in 2019 and local elections in 2020.
33. Based on its active involvement in the UPR exercises, UNDP will partner with the Office of the High Commission for Human Rights to provide financial and technical resources for the monitoring and reporting on the implementation of 2015 UPR recommendations and Action Plan. UNDP will support non-profit institutions to promote human rights with emphasis on people with disabilities, women, and inmates. UNDP will support research institutes and academia to conduct independent research on human rights with the aim of domesticating the Rights Upfront approach and ensuring human right sensitive development in Rwanda.
34. In 2017, UNDP Rwanda received a corporate Gold Gender Seal Certification for its work on gender equality and women’s empowerment. Addressing gender inequalities and their structural causes will remain a top priority within the new country programme and will be mainstreamed in concrete and measurable ways in all projects. UNDP will also partner with the Ministry of Gender, the Gender Monitoring Office, the PSF, and UNWOMEN to promote accountability on gender equality building on the recently initiated gender equality seal in the private sector initiative. Working closely with CSOs and the media, UNDP will support efforts that enhance women’s knowledge and capacity to claim their rights, and that increase the participation of women in the economy.
35. Across this pillar, UNDP will exploit opportunities for SSC/TrC cooperation focusing on replicable Home-Grown initiatives such as community mediation and reconciliation villages. UNDP will also partner with centres of excellence, and promote learning and knowledge sharing on governance innovations.
36. The integrated nature of the SDGs agenda requires new ways of working. The One UN in Rwanda will support the government to conduct policy simulations to illustrate the inter-sectoral linkages across SDGs and ex-ante policy impacts and acceleration effects of investments in various SDGs. In line with this approach, and guided by the evidence, UNDP will establish cross-unit teams to work on issues-based programmes such as youth and women empowerment, and poverty-environment-gender mainstreaming. Efforts will be made to leverage synergies across portfolios and support integrated responses to Rwanda's development challenges. UNDP will also continue supporting sectors of relevance in domesticating the SDGs and implementing innovative programmes to eradicate poverty and inequality. The SDGs Center for Africa in Rwanda offers opportunities for collaboration on SDG research and advocacy, and for exchange of good practices on SDG implementation, financing and monitoring.
37. **Programme and risk management**
38. This document outlines the UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at the country level. Accountabilities of managers at the country, regional and headquarter levels with respect to country programmes is prescribed in the organization’s [programme and operations policies and procedures](http://www.undp.org/content/undp/en/home/operations/accountability/programme_and_operationspoliciesandprocedures.html) and the [internal controls framework](https://info.undp.org/global/popp/rma/Pages/internal-control-framework.aspx). The programme will be executed under the coordination of MINECOFIN. The One UN-Government of Rwanda Steering Committee, constituted by MINECOFIN, UN Heads of Agencies, and representatives of key partner organisations, will provide oversight to ensure the effectiveness of the programme. National implementation will be the default modality, although other implementation modalities may be utilized as appropriate.
39. The Common Country Analysis (CCA) highlighted three major programme and office risks relating to

(a) the perceived partiality of the UN,

(b) the domestic and regional security and political situation; and

(c) challenges mobilising adequate financing to deliver impactful results.

With respect to concerns regarding the impartiality and neutrality of the One UN and UNDP, UNDP will use the opportunity of the new UNDAP and Country Programme to more effectively engage critical stakeholders both in policy dialogues and in new project design, while supporting credible independent data and analysis particularly on sensitive governance issues.

With respect to Rwanda’s security and the risks of political crises spilling over from neighbouring countries, UNDP will continue ensuring full compliance with UNDSS operating safety and security standards and corporate Business Continuity Plan requirements.

Regarding financing, UNDP will adopt an updated Resource Mobilisation Plan geared towards accessing resources from environment funds such as the GCF and GEF, non-traditional donors, foundations, and the private sector to diversify and expand its financing. Operationally, a revised office financial sustainability plan will be designed and implemented and, in line with Executive Board decision 2013/9, all UNDP costs incurred in implementing development activities will be charged to the relevant projects.

1. **Monitoring and evaluation (M&E)**
2. M&E of the programme will be aligned with the M&E framework of the UNDAP and the NST. The programme will contain a clear, measurable and well-defined results framework integrating both the UNDP SP and national government indicators. Following UNDAP and ICPE evaluations, stronger emphasis will be placed on baseline data, and on identifying reliable data sources and partners for data collection. At least 5 percent of funds will be earmarked for M&E activities, including a multi-year research agenda and tracer/impact studies in areas such as youth and women’s employment. UNDP will also earmark resources to strengthen national data systems, partnering with national statistics agencies, think tanks, relevant research institutes and development partners. This will also include completing work initiated on improving national capacities to monitor and report on Agenda 2030.
3. Routine monitoring of the country programme outcomes and outputs will be conducted through strengthened “Delivering as One” M&E mechanisms, including the One UN-Government of Rwanda UNDAP Steering Committee, the Development Results Groups (DRGs), and the United Nations Inter-Agency M&E Group. The DRGs, serving as Outcome Boards, will undertake regular reviews of contributions to national government results and subsequently recommend required adjustments to the country programme to ensure that impactful and sustainable results are achieved. UNDP will participate actively in the joint annual reviews of the UNDAP with other UN agencies and stakeholders.
4. UNDP will formulate strategies to specifically target the most vulnerable, poor and marginalized groups through all programmes, and ensure that the principle of leaving no one behind is upheld. As such, disaggregated data will be systematically collected and used with qualitative data/surveys to enrich the evidence and analysis underpinning its programmes, and to fill current data gaps that hamper effective targeting of marginalised population groups. The UNDP Gender Marker, together with a more robust UNDAP gender monitoring framework, will be used to promote and monitor investments in tangible gender results. The country office will conduct and use the findings of outcome and project evaluations to improve programming and enhance the impact and sustainability of results.
5. UNDP will build on the good practice established under its most recent CCPD of synergising its communications, partnerships and resource mobilisation, and M&E activities to gather and use better information, tell better stories, and build stronger partnerships.

**Results and Resources Framework**

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| **National priority:**  Accelerate inclusive economic growth and development founded on the Private Sector, Knowledge and Rwanda’s Natural Resources | | | | |
| **UNDAP outcome 3:**  By 2023 people in Rwanda benefit from more inclusive, competitive and sustainable economic growth that generates decent work and promotes quality livelihoods for all | | | | |
| **UNDP SP outcome 1:** Eradicate poverty in all its forms | | | | |
| **UNDAP outcome indicators, baselines, and targets** | **Data source, frequency of data collection, and responsibilities** | **Indicative country programme outputs[[38]](#footnote-39)** | **Major partners / Partnership frameworks** | **Indicative resources by outcome** |
| **Indicator1.1.**  **Unemployment rate**  ***Baseline:*** 16.7% (Youth: 21% Male: 16.1% Female: 17.5%)  ***Target:*** TBD  **Indicator 1.2**  **Net ODA as % of GDP**  ***Baseline (2015):*** 11.5%  ***Target:*** TBD | Annual Labour Force Survey of NISR, ODA Report of National Bank of Rwanda  Annual MINECOFIN Development Finance Report  Annual project report | **Output 1.1.** MINECOFIN has enhanced technical capacity to access, leverage and utilize development finance to achieve national development objectives.  **Indicator 1.1.1.** Extent to which government's strategy for diversifying sources of development finance is successfully implemented.  ***Baseline:*** 1[[39]](#footnote-40)  ***Target:*** 4  **Output 1.2.** Public-private partnerships and institutional arrangements strengthened to create decent jobs and promote entrepreneurship, especially among women and youth.  **Indicator 1.2.1.** Number of decent jobs created through YouthConnekt activities  ***Baseline:***  6,168 (4,247 males; 1,921 females)  ***Target:*** 21,168 (13,247 males; 7,921 females)  **Indicator 1.2.2.** Percentage of companies created through YouthConnekt awardees and sustained 2 years after start-up  ***Baseline:*** Tracer study to be done in 2018  ***Target:*** TBD | MINECOFIN, RDB, PSF    MoY, private sector, CSO | **Regular**  **$5,000,000**        **Other**  **$8,466,543** |
| **National priority:**  Accelerate inclusive economic growth and development founded on the Private Sector, Knowledge and Rwanda’s Natural Resources | | | | |
| **UNDAP outcome 4:** By 2023 Rwandan institutions and communities are more equitably, productively and sustainably managing natural resources and addressing climate change | | | | |
| **UNDP SP outcome 3:** Build resilience to shocks and crisis | | | | |
| **Indicator 2.1.** Percentage of public expenditure on environment, natural resources (ENR) and climate change (CC) as a proportion of total public expenditure  ***Baseline (2015/16):***  6.2%  ***Target:*** 8% | Yearly Budget Assessment ReportsofMINECOFIN  Annual Joint Sector review report  Annual project report  ENR Sector Working Group Report    Annual project report  MIDIMAR Report on Sendai Framework, every five years  Annual Joint Sector Review | **Output 2.1.** ENR sector has enhanced technical capacity to formulate and implement policies and plans and to mainstream ENR & CC in other sectors and districts  **Indicator 2.1.1.** Percentage of the mainstreamed ENR & CC targets met in the 30 districts and priority sectors (agriculture, urbanization, industry, energy)  ***Baseline:*** 0%  ***Target:*** 100%  **Indicator 2.1.2** Extent to which the ENR Sector Strategic Plan is coordinated, monitored and reported  ***Baseline:*** 1[[40]](#footnote-41)  ***Target:*** 3  **Output 2.2.** Public institutions, civil society and private sector have strengthened technical capacities to rehabilitate and restore fragile ecosystems while increasing livelihood opportunities  **Indicator 2.2.1** Number of Ha of forest and land rehabilitated  ***Baseline (2016):***  10,000  ***Target:*** 20,000  **Indicator 2.2.2** Number of households benefited through alternative livelihood opportunities  ***Baseline:*** Baseline study to be undertaken in 2018  ***Target:*** TBD  **Output 2.3.**  Institutions at national, district and community level have improved technical capacities to reduce risks, manage and respond to natural disasters  **Indicator 2.3.1** Percentage of Sendai framework targets met  ***Baseline:*** TBD  ***Target:*** 100%  **Indicator 2.3.2** Extent to which timely and accurate meteorological data used for national, local and community planning  ***Baseline:*** 1[[41]](#footnote-42)  ***Target:*** 4 | MoE, REMA, Meteo, FONERWA              MoE, REMA, CSO, private sector      MIDIMAR, Meteo, Districts, Sectors | **Regular**  **$8,045,000**    **Other**  **$24,** |
| **National priority:** Consolidate Good Governance and Justice as building blocks for equitable and sustainable National Development | | | | |
| **UNDAP outcome 5:** By 2023, people in Rwanda benefit from enhanced gender equality, justice, human rights, peace and security | | | | |
| **UNDP SP outcome 2:** Accelerate structural transformations for sustainable development | | | | |
| **Indicator 3.1.** Citizen satisfaction with access to legal aid  ***Baseline (2016):*** 64.4%  ***Target:*** 75%    **Indicator 3.2.** Citizens trust in security organs (RNP)  ***Baseline (2016):*** 89.78%  ***Target:*** 94%    **Indicator 3.3.** Level of cohesion and mutual trust among Rwandans  ***Baseline (2016):*** 75.8%  ***Target:*** 85%  **Indicator 3.4.** Gender Gap Index  ***Baseline (2016):*** 0.8  ***Target****:* 0.85 | Annual RGS and GGGI reports and RRB report every five years of RGB, NURC, WEF  Annual Joint Sector Review Report of MINIJUST  Annual report of RBA  Annual Joint Sector Review Report of MINIJUST  Annual report of RNP | **Output 3.1.** Public and civil society institutions have strengthened capacity to increase equitable access to quality justice whilst ensuring that human rights commitments are fulfilled.  **Indicator 3.1.1.** Numberof justice institutions staff with skills to effectively use Electronic Case Management System  ***Baseline*:** 1534  ***Target:*** 3040  **Indicator 3.1.2.** Percentage of 2015 UPR recommendations that are implemented**ndicator 3.1.2:** Percentage of 2015 UPR recommendations that are implemented  ***Baseline*:** 50%  ***Target:*** 95%  **Output 3.2.** Capacity of legal aid providers strengthened to promote access to justice to the most vulnerable including GBV victims, poor inmates and persons with disability  **Indicator 3.2.1** Number of legal aid cases represented by partner legal aid providers disaggregated by sex  GBV victims**: *Baseline*:** 0  ***Target*:** 200  Poor inmates**: *Baseline*:** 0  ***Target*:** 500  Persons with disability**: *Baseline*:** 0  ***Target*:** 100  **Indicator 3.2.2.** Number of evidence-based products on access to justice produced and disseminated  ***Baseline:*** 0***Baseline*:** 0  ***Target*:** 3  **Output 3.3.** Public institutions and CSOs have strengthened capacity to develop and implement evidence-based mechanisms and programmes that promote social cohesion, peace, safety and security  **Indicator 3.3.1.** Number of evidence-based products on peace, unity and reconciliation produced and disseminated.  ***Baseline***: 0  ***Target***: 3  **Indicator 3.3.2.** Percentage increase in crimes reported by communities to the police  ***Baseline*:** 5% (annual basis, so change for baseline was for 2017)  ***Target*:** 15% (by 2023, the annual rate would be 15%)  **Number of crimes reported by community to police**  Baseline: 23,308  Target: 29,135  **Indicator 3.3.3.** Regulatory and policy framework for correction and alternative measures to imprisonment in place**ndicator 3.3.3:** Regulatory and policy framework for correction and alternative measures to imprisonment are in place  ***Baseline***: No  ***Target***: Yes | UNICEF, UNWOMEN, MINIJUST, RNP, RBA, NURC, OHCHR, RGB, CSOs | **Regular: $2,200,000**  **Other: $3,500,000** |
| **National priority:** Transformational governance | | | | |
| **UNDAP outcome 6:** By 2023, people in Rwanda participate more actively in democratic and development processes and benefit from transparent and accountable public and private sector institutions that develop evidence-based policies and deliver quality services. | | | | |
| **UNDP SP outcome 2:**  Accelerate structural transformations for sustainable development | | | | |
| **Indicator 4.1.** Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group  ***Baseline:*** 77.01%  ***Target:*** 80%  **Indicator 4.2.** Percentage of People satisfied with access to public information"  ***Baseline****:* 78.21%  ***Target****:* 80%  **Indicator 4.3:** Percentage of people satisfied with timeliness and quality of services at decentralized level  ***Baseline:*** 74.30%  ***Target****:* 79% | Annual RGS and CRC reports of RGB  Annual NEC report  Annual RGS Index  Annual RMB report  Annual RGS report  Annual GMO report | **Output 4.1.** Public institutions and CSOs have strengthened capacities for increased participation and engagement in democratic processes.  **Indicator 4.1.1.** Number of community members (disaggregated by sex ) benefiting from civic and voter education initiatives **Indicator 4.1.1.** Number of community members (disaggregated by sex) benefiting from civic and voter education initiatives  ***Baseline****:* 0  ***Target****:* 800,000  **Indicator 4.1.2.** Vibrancy of CSOs in Policy Formulation  ***Baseline:***67.3  ***Target:*** 80  **Output 4.2.** Media institutions have strengthened technical capacity to increase access to quality information and promote citizen active participation in public processes.  **Indicator 4.2.1.** Percentage of media professionals that access training appropriate to their needs  ***Baseline*:** 61%  ***Target*:** 85%  **Indicator 4.2.2.** Percentage of complaints resolved against those received by the Media self-regulatory body.  ***Baseline****:* 80%  ***Target****:* 90%  **Output 4.3.** Public and private institutions at the national and subnational level enabled to perform core functions for improved accountability, participation and representation.  **Indicator 4.3.1.** National strategy for local government capacity building developed  ***Baseline:*** No  ***Target:*** Yes  I**ndicator 4.3.2:** Number of evidence-based products on service delivery by the public sector produced and disseminated. ***Baseline***: 0  ***Baseline:*** 0  ***Target****:* 3  **Indicator 4.3.3.**  Number of private companies promoting accountability on gender equality through the gender seal certification  ***Baseline:*** 0  ***Target:*** 50 | **UNFPA, UNESCO, UNWOMEN**  **RGB,**  **NEC, Private Sector**  **MHC, Districts,**  **CSOs** | **Regular**  **$1,750,000**        **Other**  **$3,000,000** |

1. National Institute of Statistics Rwanda (NISR) [↑](#footnote-ref-2)
2. IMF, 2017 [↑](#footnote-ref-3)
3. NISR, 2016 [↑](#footnote-ref-4)
4. HDR, 2016 [↑](#footnote-ref-5)
5. NISR, 2016 [↑](#footnote-ref-6)
6. MDG Monitor Fact Sheet, 2015 [↑](#footnote-ref-7)
7. Global Gender Gap Report, 2016 [↑](#footnote-ref-8)
8. Ease of doing Business Report, World Bank 2017 [↑](#footnote-ref-9)
9. Transparency International Corruption Perception Index, 2016 [↑](#footnote-ref-10)
10. IMF forecast, 2017 [↑](#footnote-ref-11)
11. Rwanda Economic Update, World Bank 2017 [↑](#footnote-ref-12)
12. Ibid [↑](#footnote-ref-13)
13. Rwanda is amongst the 19 most unequal countries in the world (UNDP 2017, Income Inequality Trends in Sub-Saharan Africa) [↑](#footnote-ref-14)
14. Labour Force Survey, 2017; HDR, 2016 [↑](#footnote-ref-15)
15. World Development Indicators, World Bank 2017 [↑](#footnote-ref-16)
16. Census, NISR 2012 [↑](#footnote-ref-17)
17. Labour Force Survey, NISR 2016 [↑](#footnote-ref-18)
18. Ministry of Education, 2016 [↑](#footnote-ref-19)
19. Labour Force Survey, 2016 [↑](#footnote-ref-20)
20. Gender Monitoring Office: Gender and Access to Finance, 2017 [↑](#footnote-ref-21)
21. See, e.g. the 2016 law governing matrimonial regimes, donations and successions [↑](#footnote-ref-22)
22. UNDESA Population Division Online Database [↑](#footnote-ref-23)
23. Integrated Household Living Conditions Survey, NISR 2014 [↑](#footnote-ref-24)
24. National Biodiversity Strategy and Action Plan, MINIRENA 2016 [↑](#footnote-ref-25)
25. Rwanda Disaster Risk Atlas, MIDIMAR 2016 [↑](#footnote-ref-26)
26. Rwanda State of Environment and Outlook Reports, 2015 [↑](#footnote-ref-27)
27. Independent Country Programme Evaluation (ICPE), 2017 [↑](#footnote-ref-28)
28. CCA, 2017 [↑](#footnote-ref-29)
29. Rwanda Reconciliation Barometer, NURC 2016 [↑](#footnote-ref-30)
30. Gallup Global Law and Order Report, 2017 [↑](#footnote-ref-31)
31. Rwanda Governance Scorecard, 2016 [↑](#footnote-ref-32)
32. Evaluation of the 7-year Government Programme, Institute of Policy Analysis and Research-Rwanda, 2017 [↑](#footnote-ref-33)
33. Justice Sector Strategic Plan, 2018-2024 [↑](#footnote-ref-34)
34. ICPE, 2017 [↑](#footnote-ref-35)
35. Universal Periodic Review for Rwanda, 2015 [↑](#footnote-ref-36)
36. Ministry of Youth, 2017 [↑](#footnote-ref-37)
37. Rubaya Green Village Cost Benefit Analysis, UNDP 2017 [↑](#footnote-ref-38)
38. All targets are for 2018 [↑](#footnote-ref-39)
39. 1- Coherent strategy not in place; 2- Strategy that identifies sources of finance developed but not implemented; 3- Strategy developed and new financing models and innovative financing instruments identified and tested; 4- Strategy developed, new models and instruments scaled up and resource mobilization target met [↑](#footnote-ref-40)
40. 1- ENR sector meetings conducted periodically, but RBM system not fully functioning; 2- ENR sector meetings act as a knowledge sharing forum for sub-sectors and ENR RBM system functioning; 3- Sector recommendations undertaken, SSP targets fully monitored and reported [↑](#footnote-ref-41)
41. 1- Climate data insufficiently responding to national, local and communities’ planning needs; 2- Partly responding to needs; 3- Fully responding to needs [↑](#footnote-ref-42)