One UN Programme Rwanda
Common Operational Document
2008-2012

United Nations
RWANDA
Unity *in* Diversity

The One UN Programme Rwanda Common Operational Document 2008 – 2012 has been developed by the UN Country Team in Rwanda in close collaboration with the Government of Rwanda and development partners. It was signed by all participating UN agencies and the Government of Rwanda on November 20th 2007.

Signatures

By signing this document, I as representative of my organisation commit and engage my organisation to work according the principles, roles and responsibilities outlined in the Common Operational Document (COD) or the One Programme in Rwanda including the Code of Conduct between UNCT members.

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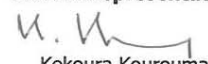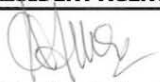
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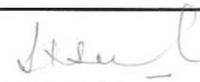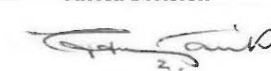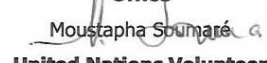
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PART 1.
Operationalization of the UNDAF

Introduction

Background

1. The Common Operational Document (COD) is a programmatic document specifying how the UN in Rwanda will operationalize the United Nations Development Assistance Framework (UNDAF), which is the common strategic framework of the UN at country level. The UNDAF provides a collective, coherent and integrated United Nations response to national needs and priorities, as outlined in the Rwandan Government's Economic Development and Poverty Reduction Strategy (EDPRS) and Vision 2020.

2. By the end of 2006, a process was initiated for the preparation of the second UNDAF in Rwanda for the period 2008-2012. By the end of July 2007, the UNDAF was finalized and signed by the UN and the Government of Rwanda.

3. Also in late 2006, the High Level Panel Report on System Wide Coherence in the areas of development, humanitarian assistance and environment was presented to the Secretary-General. A central theme of the report is 'Delivering as One', and overcoming systemic fragmentation. Taken as a whole the recommendations could result in a step change in the way the UN operate at headquarters, in each region and in each country. If implemented, the recommendations could deliver better focus on performance, efficiency, accountability and results within the UN System and enhance the role and voice of developing countries. These changes would secure and strengthen the UN's role at the heart of the multilateral system. Discussions on the High Level Panel Report are currently underway between the Member States in the UN General Assembly. However it was agreed that some pilot countries would already test out some recommendations of the report, such as the establishment of One UN at country level, with One Leader, One Programme, One Budgetary Framework and, where appropriate, One Office[1]. In addition to Rwanda, seven other pilot countries have been selected: Albania, Cape Verde, Mozambique, Pakistan, Tanzania, Uruguay and Vietnam.

4. The Code of Conduct of the United Nations Country Team (UNCT) describes the manner in which the UN Agencies will interact with each other to operationalize the COD and provides their respective roles and responsibilities.
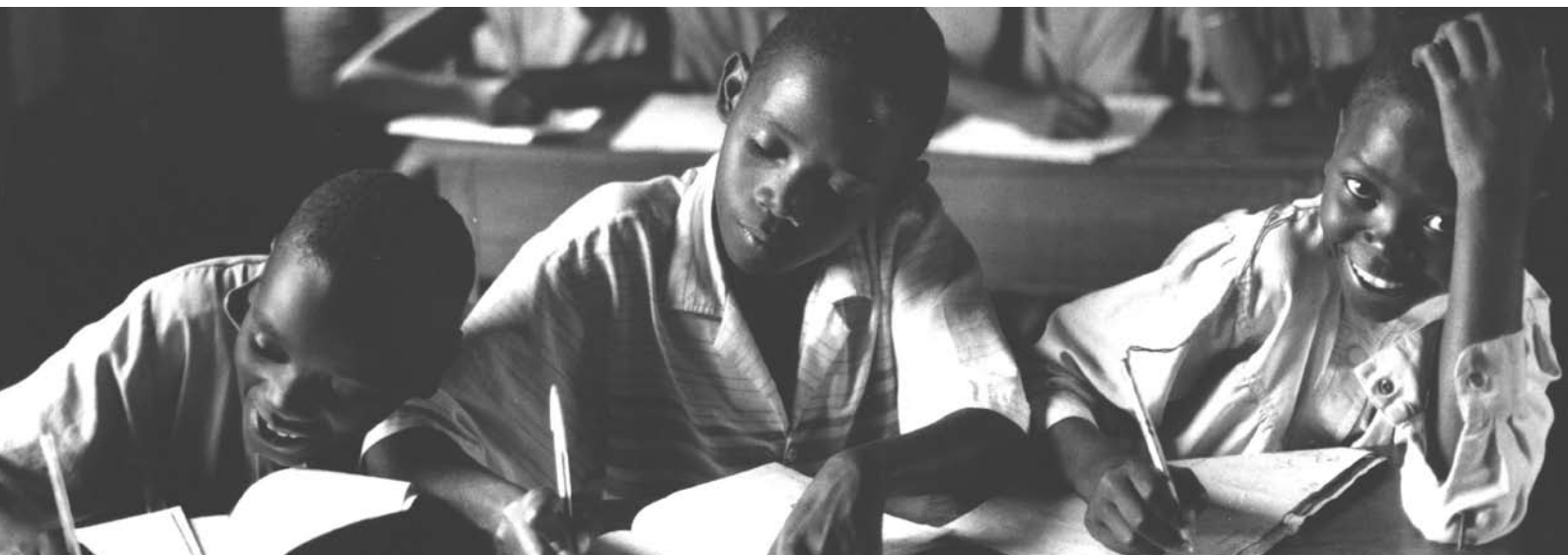
Content of the document

5. The Common Operational Document (COD) has three main parts. The first part gives an introduction and explains how the UN system will operationalize its commitments for 2008-2012, and is sub-divided as follows:

  a. the current introduction;

  b. section 1 gives an explanation on the partnership with the Government, the values and the principles;

  c. the second section focuses on the operationalisation of the results of the UNDAF;

  d. the third section deals with the Management issues of the One Programme, which also includes an important section on 'Knowledge & Information Management, and Communication';

  e. the fourth section describes the human and financial resources needed to achieve the One Programme, resource mobilization and allocation mechanisms;

  f. the fifth section details the planning, monitoring, reviewing, reporting, Quality Assurance and evaluation mechanism;

  g. the sixth section outlines the Government of Rwanda's commitments to the One Programme;

  h. the last section describes all additional provisions for the COD.

6. The second part of the document outlines the key activities supported by the UN System to achieve the Outputs/Outcomes detailed in the UNDAF.

7. The third part of the document is the Code of Conduct between the UNCT. The Code of Conduct is a commitment of the UNCT in working together closely in order to 'Deliver as One', to help the people and the Government of Rwanda fulfill their development aspiration. Annexes follow, and are an integral part of this document.

8. Existing structures (such as Theme Groups and task forces) will be replaced by the new structures defined in this COD.

Risk Management

9. Risk management will require that participating agencies/institutions identify risks linked to proposed collaborative and/or joint interventions. They will also need to assess the likelihood of occurrence of the identified risks and their impact. During the early phases of the COD, focus should be given to immediate risks and to propose ways to prevent, reduce and to establish contingency measures to counter them. A simple matrix below could be applied to analyze possible COD risks. UN Agencies will identify further risks in their Annual Work Plans (AWPs).

Identified Risks	Evaluation		Response
	Likelihood of Occurrence	Impact	
1. Slow acceptance for the radical reforms	Medium	High	Consensus building and clarity on reform process (Akagera Workshop)
2. Inadequate resources for collaborative and/or joint interventions	High	High	High quality of programme/project formulation
3. Over-commitment in the UNDAF	Medium	High	Peer review and self-analysis
4. Sudden change of government priorities due to national disasters	Medium	High	Reallocation of resources

Section 1.
Partnership, values and principles

Partnership between the Government of Rwanda and the UN System in Rwanda

10. The Government of Rwanda (hereafter the Government) and the United Nations System (hereafter the UN) enter into a partnership by way of the agreements outlined in the UNDAF and the One UN Concept Note. Through this partnership, the Government and the UN are seeking to address the development vision, goals and aspirations of the people of Rwanda, as expressed in Vision 2020 and the EDPRS 2008-2012. The Government and the UN are in mutual agreement on the content of this document and their responsibilities in the implementation of it.

11. This five-year partnership will begin January 1st 2008 and end December 31st 2012, which is the same period as the UNDAF and the EDPRS.

12. The main partnership is between the UN and the Government, with the Ministry of Finance and Economic Planning providing overall coordination. All ministries of the Government are partners in the activities planned in the UNDAF, as are all relevant NGOs. The partnerships also extend to bilateral and multi-lateral donors who – like the UN – are organized around the EDPRS and Vision 2020 to ensure harmonization and alignment of development efforts.

13. The COD is the One Programme in Rwanda. The COD operationalizes the UNDAF using its situation analysis, strategies, outcomes and outputs. This COD should therefore be read together with the UNDAF, taking into account the contents of the national policy documents such as Vision 2020 and the EDPRS. The COD is signed by and made available to all participating agencies and the Government of Rwanda. The COD is the agreement on: the key activities to be undertaken during the five year period to fulfil the UNDAF results; and the operational modalities governing the relationship between the Government and the UN including financial, technical or material support to the Government.

14. The existing cooperation agreements between the Government and the different UN Agencies will continue to apply. For those UN Agencies which do not have an agreement yet the cooperation agreement of UNDP will apply.

Statement/Values/Principles of the UN in Rwanda

15. The United Nations in Rwanda fully subscribes to the Mission Statement laid out in the UNDAF, the principles as described in the Concept Paper 'One UN delivering as One' and the COD.

16. The UN Charter and Universal Declaration of Human Rights, together with the seven core conventions, provide overall guidance to the UN System in Rwanda. The Millennium Declaration (and the MDGs) define its strategic operational objectives in the area of development, and constitutes the basis for holding the UN System accountable for delivering results. Vision 2020 and the Economic Development and Poverty Reduction Strategy (EDPRS) delineate the entry points for the UN systems' programmatic engagement with the Government of Rwanda in the area of development assistance. Furthermore the UN will fully align itself with the principles of UN reform and the 2003 Rome Declaration on Harmonization and the 2005 Paris Declaration on Aid Effectiveness.

17. This COD is signed by all UN agencies with activities in Rwanda, including the Non Resident Agencies (NRAs), and covers all activities under the UNDAF, including those in the Annexes.

Common Definition of terms

18. The 'OECD/DAC Glossary of Key Terms in Evaluation and Results-Based Management 2002' will serve as the basis for all relevant UN terminology in Rwanda. Once the currently ongoing review by UNDG is completed the approved terminology of UNDG will apply[2]. As a supplement to this document, the UN has developed definitions applicable to the situation in Rwanda (See Annex 19: Definitions).

Section 2.
UNDAF 2008-2012 results

19. The UNDAF in Rwanda is organized around five strategic results. These were identified by the UNCT, the Government and other Development Partners as the areas where the UN in Rwanda has the comparative advantage and capacity to deliver in an effective and efficient manner.

20. The five UNDAF Results are:

a. Good **governance** enhanced and sustained;

b. **Health, Population, HIV and Nutrition:** The maternal morbidity and mortality, the incidence and impact of HIV and AIDS and other major epidemics, and the rate of growth of the population are reduced;

c. All children in Rwanda acquire a quality basic **education** and skills for a knowledge-based economy;

d. Management of the **environment**, natural resources and land is improved in a sustainable way;

e. **Sustainable Growth and Social Protection:** the Rwandan Population benefits from economic growth and is less vulnerable to social and economic shocks.

21. The five UNDAF Results have been further elaborated as Outcomes and Outputs in the UNDAF document. The COD takes this further by defining key activities to attain the outputs defined in the UNDAF; these activities are detailed in Part 2 of this document.

Section 3a.
Management and accountability arrangements

Partnership between the Government of Rwanda and the UN System in Rwanda

22. The management and accountability arrangements for the COD aim to ensure a coherent, efficient and results-oriented management of the One Programme based on the M&E Framework (§57-67) and linked to Resource Allocations (§45-56). The structures defined below will meet at key moments of the UNDAF cycle as required for adequate management of the 'One Programme'.

Decision-Making Mechanisms

23. The organigram below summarizes the different levels and the coordination mechanisms for the different planning levels:
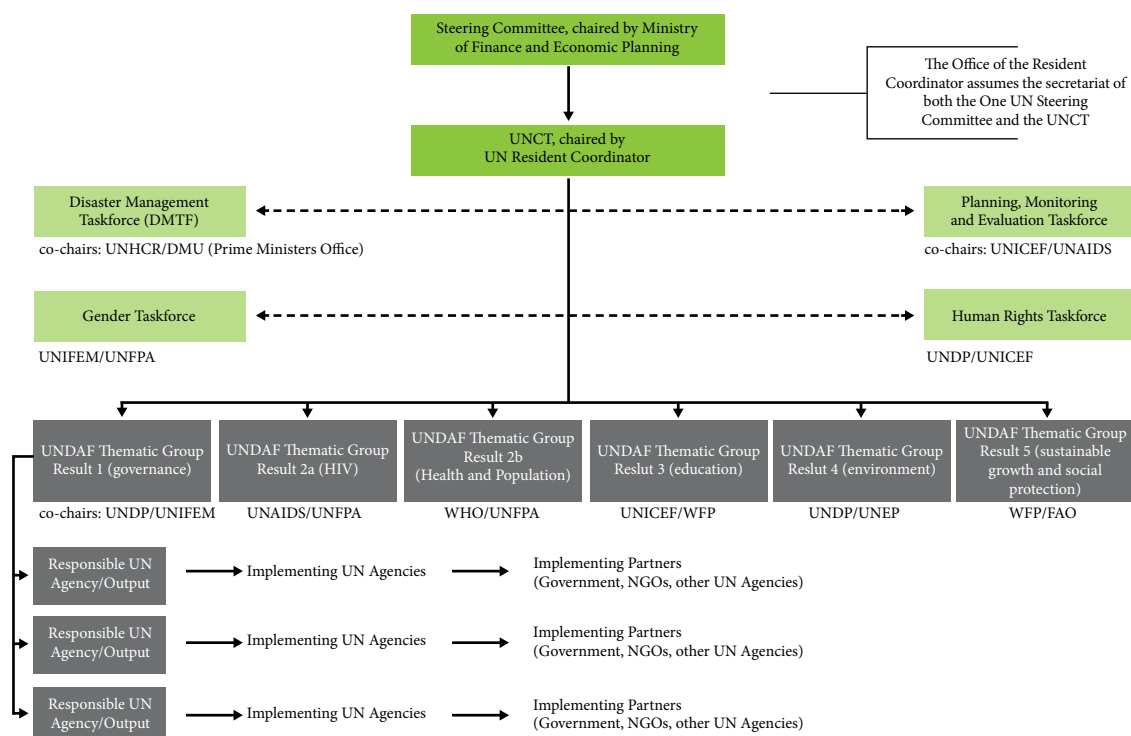
24. The **Implementing UN Agencies**[3] are responsible for ensuring the implementation of the activities funded through the UN which are required to achieve the UNDAF outputs. The Implementing UN Agencies carry both programmatic and financial accountability for their activities. These activities may be carried out by **Implementing Partners** (Government counterparts, NGOs, or even other UN Agencies) following Annual Work Plans (AWPs)[4].

a. These AWPs will be agreed between Implementing Partners and the UN agency (or more than one agency, if a Joint Programme). The AWPs will be derived from the approved UNDAF-Result annual plan[5], based on the resources available (core resources plus the resources allocated from the One Fund by the UNCT).

b. AWPs form agreements between the UN Agency and their partners on the achievement of expected results, and the provision of resources to do so. In the interests of harmonization and reduction of overhead for programme partners, UN Agencies and their partners will use only the signed AWPs to implement programmatic initiatives, as far as possible[6]. The AWPs will be endorsed in writing by the Implementing Partners to confirm their commitment to carry out the activities detailed in the AWP, as well as by the Agency to commit itself to providing the specific financial, technical and material support. In particular, all cash transfers to an Implementing Partner are based on the Annual Work Plans agreed between the Implementing Partner and the Agencies.

25. The designated **Responsible UN Agencies** are responsible for the coordination of planning, monitoring, implementation and reporting of the delivery of each UNDAF output (see ToR in Annex 4)[7]:

a. The Responsible UN Agencies are charged with co-ordinating the Implementing UN Agencies planning of activities that will result in the delivery of the UN-DAF outputs and determining the appropriate implementation modality (including joint programme if necessary, see §32-33).

b. The Responsible UN Agencies are responsible for providing information to the UNDAF Theme Groups for the preparation of the consolidated Planning Documents (see §27.a).

26. The four UN **Task Forces**[8] (Gender and Human Rights Task Forces, Planning, Monitoring and Evaluation Task Force and Disaster Management Task Force) will provide targeted operational support for the 'One Programme':

a. The **Gender and Human Rights Task Forces** are responsible for providing feedback and advising the UNDAF Theme Groups to ensure that their respective themes are mainstreamed in the planning processes (see ToR in Annex 5 and Annex 6);

b. The **Planning, Monitoring and Evaluation Task Force** is responsible for providing oversight and support for planning, monitoring and evaluation. They will provide technical advice to the UNDAF Theme Groups to monitor and report on activities, progress and contributions to results, and to carry out targeted evaluations (see ToR in Annex 7).

c. The **Disaster Management Task Force** ensures a prompt, *effective and concerted country-level response by the UN System* in the event of a disaster (see ToR in Annex 8).

d. The creation of additional Task Forces to address specific issues that arise during the UNDAF cycle must be approved by the UNCT (see §28).

27. The six **UNDAF Theme Groups**[9] (Governance; HIV; Health, Nutrition and Population; Education; Environment; Sustainable Growth and Social Protection) *serve as coordination mechanisms to ensure the development, implementation, quality, coherence and consistency* of their UNDAF Result as well as monitoring and reporting on programme implementation (see ToR in Annex 3):

a. The UNDAF Theme Groups are responsible for reviewing the information provided by the Responsible UN Agencies (§25.b) to ensure conformity with the guidelines provided in Annex 15: UNDAF Annual Plan and Annex 16: UNDAF Annual Report. On the basis of the information provided by the Responsible UN Agencies (see 25.b), the UNDAF Theme Groups will produce a consolidated Planning Document (the UNDAF-Result Annual Plan, its associated budget, and the progress reports) for the respective UNDAF Result, following the standardized formats proposed in Annex 14 - Annex 16 before submission to the UNCT.

b. In addition, to help clarify the strategic intent of the activities for the year, the UNDAF Theme groups

will write a <u>Strategic Issues Paper</u> following the standardized format proposed in Annex 14.

28. The **UNCT**[10] is responsible for *ensuring achievement of results and adherence to the One Programme* (see ToR in Annex 2):

a. As chair of the UNCT, the UN Resident Coordinator is the leader and the coordinator of the One Programme and will coordinate the UNDAF development; overseeing the implementation, monitoring and evaluation of One Programme.

b. On the basis of the Planning Documents submitted by the UNDAF Theme Groups (see §27), the Office of the Resident Coordinator[11] will draft an annual recommendation to the UNCT with suggested adjustments in programme activities and budgetary allocations required for the achievement of the UNDAF results in line with the strategic orientations defined by the steering committee (see §29).

c. In case of non delivery of outputs, the UNCT will analyse the reasons for non-delivery, and reallocate

resources from the 'One Fund' accordingly (see Annex 17: Allocation of Resources of the 'One Fund').

d. The UNCT <u>approves</u> the Planning Documents taking into consideration the adjustments suggested by the Office of the Resident Coordinator.

29. The **Steering Committee**[12] is responsible for ensuring that the One Programme is closely aligned with and operationalizes the UNDAF Outcomes, the EDPRS, Vision 2020 and the MDGs (see ToR in Annex 1):

a. The Steering Committee decides on the strategic orientations for the preparation of the Planning Documents, monitors the progress of the implementation of the One Programme and proposes corrective measures, where appropriate.

b. The UN Resident Coordinator's office provides operational support for the functioning of the Steering Committee.

30. The timeline below describes the sequencing of the steps in the above-described process (see detailed description of planning process in Annex 12):
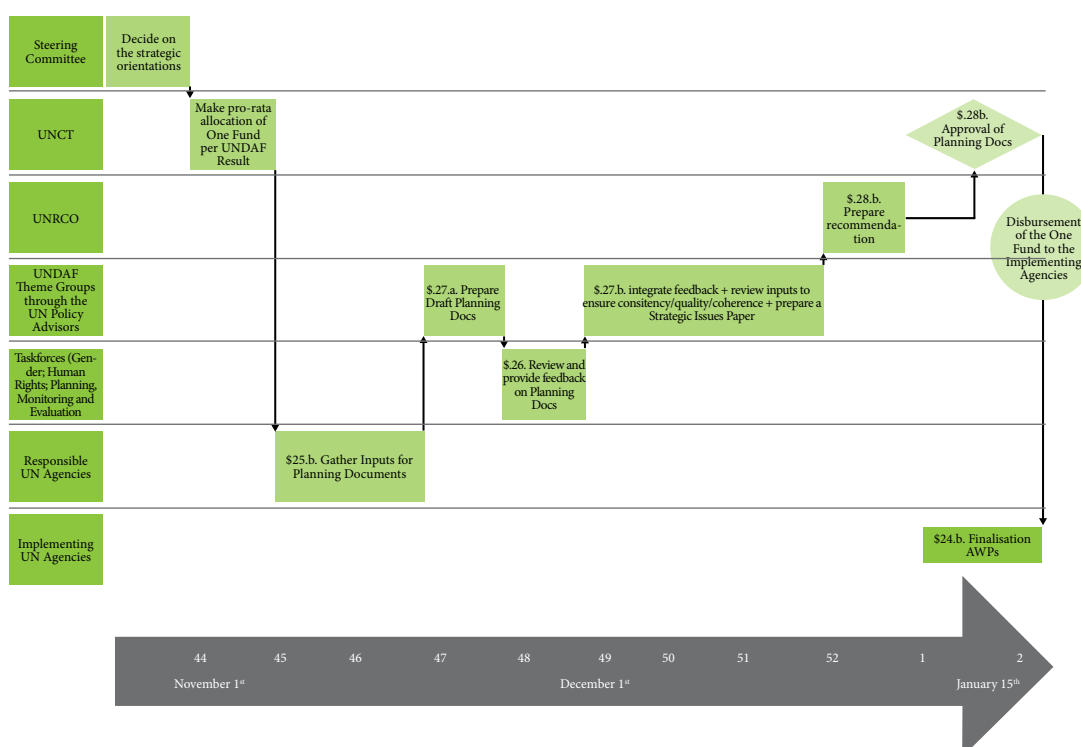
Funding and Administrative Arrangements

31. The COD is a Joint Programme and will be funded by a combination of existing core and non core resources of participating organizations and the 'One UN Fund for Rwanda' (see §45). The strong preference for the financing of the unfunded portion of the Common Operational Document is for resources to be allocated to the common fund 'The One UN Fund for Rwanda'. This Fund is operated based on the pass-through arrangement from the UNDG Joint Programme Guidelines. UNDP will perform the role of Administrative Agent for the Fund.

32. One or more Responsible UN agencies, in agreement with the Implementing Agencies, could choose the Joint Programme implementation modality for a specific portion of the COD in the event that it would reduce transaction costs, maximize synergies, and result in improved effectiveness and coherence in the delivery of one or more UNDAF results.

33. JPs will use the agreed resource channelling modalities provided by the UNDG, and relevant rules and procedures will apply (see Guidance Note on Joint Programming, www.undg.org).

Representation

34. The Policy Advisors will in their designated sector facilitate coordinated representation of the UN in technical discussions with Government, Donors and Civil Society in order to ensure that the UN speaks with one voice through the relevant coordination structures (clusters, Sector Working Groups, etc.). The UN will be represented by the co-chair agencies of the respective UNDAF Theme Groups or by their designated representative.

35. Heads of Agencies are responsible for representing the UN in policy dialogue at the ministerial level on issues falling within their mandates.

36. The UN Resident Coordinator is responsible for representing the UN in political dialogue at the level of the Head of State, as well as in high level forums for policy dialogue, such as the DPCG and the DPM, accompanied, as needed, by heads of any agencies whose mandates are covered in the dialogue

Section 3b.
Knowledge and information management; communication

Need for Knowledge Management strategy

37. Knowledge Management (KM) can be defined as 'a collection of activities, processes and policies, which enable organizations to apply knowledge to improve effectiveness, innovation and quality. It is quintessential to turn personal knowledge into corporate knowledge, and corporate knowledge into individual capacity'[13].

38. KM is seen as a viable and effective programme and advocacy strategy to enhance the effectiveness of UN support to national development in Rwanda. The aim is to change the UNCT from being a predominant holder and broadcaster of information into an interactive sharer of appropriate knowledge at all levels (within and between agencies and other stakeholders, as well as with countries in the region), changing from the current structure of within-agency knowledge sharing to a common UN-wide knowledge sharing.

39. A well-implemented knowledge management strategy will allow:

a. appropriate expertise available to all agencies and clients, when needed;

b. a culture of building human networks of competence for delivery of specific solutions, rather than the production of documents or databases;

c. a more coordinated and coherent knowledge of products, which is more attractive and convincing with respect to donors and private investors;

d. partnerships spreading across recipients of UN services in Rwanda.

Need for Communication strategy

40. The UNCT will enhance its communication ability by coordinating and reinforcing the various current strategies and initiatives to form One Communication Plan. This Plan will cover internal, external and programme communication.

Outline of Knowledge Management Strategy

41. Concretely the KM Strategy consists of four distinct but related aspects:

a. **Common document repository:** knowledge documents from each agency will be collected, categorized and archived for swift retrieval and reference. These documents will include policy analysis, best practices, lessons learned, data analysis, technical knowledge and project information (documents, reports, progress and focal points). The documents will be available in a database accessible by all agencies, also accessible through a common intranet site. The repository will function under the responsibility and coordination of the UNCT assisted by the Office of the Resident Coordinator.

b. **Inter-agency task-sharing of knowledge production (gathering and analysing information):** Different aspects of analysis leading to knowledge documents will be shared among agencies as their mandates and capacities dictate. This analysis could include analysis of press coverage, data analysis for fact-sheets, and reports on the political, social and economic country situation.

c. **Knowledge networks:** An inventory of available technical expertise among country, regional and HQ staff who are involved with Rwanda will be carried out, with contact points for technical support (electronic or in-person) to be available on a completely inter-agency basis.

d. One or more **communities of practice** will be fostered by the UN during the programme period to promote discussion and knowledge sharing within teams of government, NGO, civil society and UN collaborators. The needs for such communities will be identified during programme implementation.

Common Communication Strategy

42. A common Communication Strategy will be developed by the UN Communication Group composed of communication focal points in each agency. The Communication Strategy will govern how information is shared within and among UN agencies; how to communicate externally (with strong emphasis on consistency of messaging and brand management); and the programme strategy of how to design communication for behavioural change.

43. UN Information System: These new KM strategy outcomes will be regularly monitored and evaluated by the UNCT or the Office of the Resident Coordinator, using a well-defined, explicit set of performance indicators. The UN Communication Group (see Annex 9) will also be responsible for implementing and monitoring the communication strategy.

44. Additional support to the Government may include access to UN-managed global information systems, the network of the agencies' country offices and specialised information systems, including rosters of consultants and providers of development services, from funds, programmes and specialized agencies.

Section 4.
Resources

Human Resources

45. The Human Resource requirements to attain the anticipated results of the COD will be determined through a skills mapping[14] of the UN System in Rwanda. The UNCT will take the necessary steps to execute the skills mapping and allocate the required staff.

46. The Operations Management Team (OMT) has developed an Action Plan on Common Services that will contribute to the better delivery of the One Programme in Rwanda. The OMT is responsible for the achievement of the proposed actions, such as a common Human Resources Strategy, Common Rosters for consultants and other providers, harmonization of procedures and work conditions, harmonized or joint procurement, and IT systems.

Financial Resources

47. Each agency's core resources will remain within the control of the agency, but programmed and disbursed in full alignment with the COD/One Programme. The alignment of the core resources to the One Programme will be monitored through the Annual Reports submitted to the UNCT by the UNDAF Theme Groups and will be overseen by the UNCT. Under the leadership of the Resident Coordinator, the UNCT will work together to mobilize resources to cover the funding gap (= One UN Fund) in the UNDAF. Exception is made for:

a. earmarked funding sources (Regional Technical Cooperation Programs, normative actions and programmes and projects specifically designed and financed to meet a request from the Government, UNICEF National Committees, Friends of WFP, Friends of UNFPA, Thematic Trust Funds etc.), which will be considered as part of resources contributed within the overall Budgetary Framework.

b. Humanitarian emergencies, which should be responded to through appropriate mechanisms, including the Central Emergency Response Fund and the CAP.

In all resource mobilization efforts, strong preference is given to unearmarked contributions to the One UN Fund. Exceptionally, and where the potential resources can not be pooled in the One UN Fund, earmarked funding could be accepted as the least preferred option in consultation with the UNCT provided that its focus is clearly on the achievement of at least one of the five UNDAF results.

48. The allocation of funds mobilized through the Resident Coordinator (RC) from the One Fund will be made in accordance with <u>Annex 17</u> on the basis of the following principles:

a) The process should be consistent with the Code of Conduct;

b) The allocation process should be transparent, objective, participatory, inclusive and consultative (through good communication lines);

c) The resource allocation data/information should be simple, be based on objectives, be verifiable, minimize requirements for subjective judgement and be circulated to and received by all UNCT members at the same time;

d) The allocation process should be consistent and coherent with the COD (and thus responsive to national priorities) and ensure equity between and within UNDAF Results.

49. The Resident Coordinator can in consultation with the UNCT decide to use resources from the One Fund to respond to Government requests for technical support and preparatory assistance[15] on an accelerated basis where necessary[16] . The UNCT decides yearly on the maximum overall amount of this allocation and the maximum amount per proposal and agency.

50. During the year, if more funds are contributed to the One Fund, especially if those funds have a short deadline, the RC will – in consultation with the UNCT – have the flexibility to allocate those funds according to the pre-existing criteria. Conversely, if the situation in the country changes such that the originally planned activities can not be carried out, the RC and UNCT will reallocate funds to otherwise-unfunded activities which can still be implemented.

51. The RCO will provide one consolidated report to the Donors on the use of contributions to the One Fund and on the overall progress of One UN Programme based upon the principles outlined in the Letter of Agreement (LoA). Agency reporting contributions to this will follow the standard practice for Joint Programme Pass-Through Reporting as outlined in a Memorandum of Understanding (MoU) for the One Fund. Individual agencies may continue using their normal reporting lines for Core Resources and Vertical Funds.

52. Agencies will continue to be audited internally and separately for the management of the resources and imple-

	Total	Core Resources	Vertical Funds	To be mobilized (=One Fund)
Governance	96,37	29,21	20,71	46,46
HIV	49,93	10,31	20,39	19,23
Health	70,51	23,48	25,10	21,93
Education	72,31	12,23	39,47	20,61
Environment	40,89	18,91	9,42	12,56
Sustainable Growth and Social Protection	157,60	60,60	62,31	34,68
TOTAL (in millions USD)	487,60	154,74	177,40	155,46
Percentage of total (%)	100	31,74	36,38	31,88

mentation of the activities under their responsibility in line with their established rules and regulations.

53. The table on page 10 shows the estimated projected resources (2008–2012), subject to availability of funds. It depicts the financial breakdown by priority sectors and source of funds (core resources, vertical funds and resources to be mobilized) in millions USD.

54. Pursuant to the UN General Assembly Resolution 56/201 on the Triennial Comprehensive Policy Review of operational activities for development of the UN System, UNDP, UNICEF, UNFPA and WFP adopted a Harmonized Approach to Cash Transfers (HACT) to government implementing partners, following the guidelines provided in the Framework for Cash Transfers to Implementing Partners (www.undg.org). To enhance harmonization and alignment within the UN system, the UNCT will explore the possibility of HACT modalities being extended to non Ex-Com agencies.

55. Cash transfers for activities (of those implementing HACT) detailed in AWPs can be made by the Agencies using the following modalities:

    a) Cash transferred directly to the Implementing Partner:
       i. Prior to the start of activities (direct cash transfer), or
       ii. After activities have been completed (reimbursement);
    b) Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or
    c) Direct payments to vendors or third parties for obligations incurred by UN agencies in support of activities agreed with Implementing Partners.

56. In case of direct cash transfer or reimbursement under the HACT, the Agencies shall notify the Implementing Partner of the amount approved by the Agencies and shall disburse funds to the Implementing Partner in 30 days. In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner, or to vendors or third parties for obligations incurred by the Agencies in support of activities agreed with Implementing Partners, the Agencies shall proceed with the payment within 30 days. The Agencies shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor. Where the Agencies and other UN agencies provide cash to the same Implementing

Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN agencies.

57. Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The agency shall not be obliged to reimburse expenditure made by the Implementing Partner over and above the authorized amounts. Following the completion of any activity, any balance of funds shall be reprogrammed by mutual agreement between the Implementing Partner and agency, or refunded.

Cash transfer modalities, the size of disbursements, and the scope and frequency of insurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner. A qualified consultant, such as a public accounting firm, selected by an agency may conduct such an assessment, in which the Implementing Partner shall participate.

Cash transfer modalities, the size of disbursements, and the scope and frequency of insurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

SWAps

58. Where SWAps exist - such as in the education sector - the UNDAF Theme Group will align UNDAF Annual Plans with sector planning, monitoring and evaluation mechanisms, in particular the sector review.

Section 5.
Monitoring and Evaluation

59. The Government and the UNCT will work together to ensure regular monitoring and evaluation of the One P rogramme. Monitoring and evaluation will be undertaken within the context of the UNDAF Monitoring and Evaluation (M&E) plan and will be fully aligned with EDPRS systems and controls[17].

60. All M&E systems and tools will be both results based and participatory in approach. Outcomes and Outputs will be tracked and monitored using national systems and data will be fully harmonized with those kept in Government databases, in particular RwandaInfo. Training will be undertaken jointly with the Government of Rwanda and UN Agencies.

UNDAF Evaluations

61. In addition to the ongoing adjustment of AWPs through the regular management process of the 'One Programme' (see §22-30), four evaluation themes for the UNDAF 2008-2012 are suggested and described in the UNDAF to ensure that a regular review of the UNDAF is conducted.

62. Any changes resulting from a review of the UNDAF will also be reflected in the COD, AWPs and M&E plan. Performance Monitoring and Evaluation

Performance Monitoring and Evaluation

63. The compilation of UNDAF result, outcome and output-level data will be the responsibility of the UNDAF Theme Groups (see §27). Key indicators are identified in the UNDAF M&E Plan and will be tracked throughout the programme life cycle. Targets will be developed by the UNDAF Theme Groups in collaboration with the Planning, Monitoring and Evaluation Taskforce.
   a) An UNDAF M&E database (subset of RwandaInfo database) will be established and maintained by the Office of the Resident Coordinator.
   b) In addition to the tasks in §26.b the Planning, Monitoring and Evaluation Task Force provides technical support for defining and reviewing indicators, and elaborating the M&E Plan.
   c) Any substantive change in the M&E Plan (including definition of tracking indicators) must be approved by the UNCT.

64. The theme groups will develop (and report on) key process indicators for each of the UNDAF outputs. Process indicators are meant to monitor the implementation of UN activities.

65. The collection and analysis of UNDAF output and process level data is the responsibility of Responsible UN Agencies (see §25) (while the compilation, as per §61, is the responsibility of the UNDAF Theme groups).

66. UNDAF Theme Groups are responsible for producing a mid-year update (see Annex 18), flagging any significant deviations from approved Planning Documents, or issues that may affect the achievement of targets:
   a) Responsible UN Agencies are expected to continually inform the UNDAF Theme Groups of issues arising, and relevant changes that may affect the achievement of outputs, and to discuss possible corrective measures.
   b) The UNDAF Theme Groups are responsible for compiling the mid-year update, based on available information, for submission to the UNCT by the end of the second quarter of every year.

   c) The Mid-year update may be informed by data on UNDAF outcomes and outputs, taken from the M&E database (see §61.a).

67. The Office of the Resident Coordinator will produce a single consolidated Annual Report, based on the Planning Documents submitted by UNDAF Theme Groups (see §27.a) and information from the Reporting tool and the M&E database (subset of RwandaInfo database – see §61). The Annual Report will contain:
   a) A brief analysis of strategic issues, changes in strategic priorities, lessons learnt and corrective measures;
   b) A systematic reporting of progress towards UNDAF Results, outcomes and outputs;
   c) A consolidated overview of resource utilization by the 'One UN';
   d) A brief account of key activities and achievements using the progress indicators.

68. Individual UN Agencies are free to undertake additional project or programme level M&E activities required by Headquarters or by Vertical Fund Donors. However, agencies will be expected to harmonize and minimize reporting outside of the 'One UN framework'.

69. Implementing Partners agree to cooperate with the Agencies for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the Agencies. To that effect, Implementing Partners agree to the following:
   a) Periodic on-site reviews and spot checks of their financial records by the Agencies or their representatives;
   b) Programmatic monitoring of activities following the Agencies' standards and guidance for site visits and field monitoring;

c) Special or scheduled audits. Each Agency, in collaboration with other UN agencies (where so desired: and in consultation with the respective coordinating Ministry) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the Agencies, and those whose financial management capacity needs strengthening.

Section 6.
Commitments of the government

70. The Government will support the Agencies' efforts to raise the funds required to meet the needs of the One Programme and will cooperate with the Agencies including: encouraging potential donor governments to make available to the Agencies the funds needed to implement unfunded components of the programme; endorsing the Agencies' efforts to raise funds for the programme from the private sector both internationally and in Rwanda; and by permitting contributions from individuals, corporations and foundations in Rwanda to support this programme which will be tax exempt for the Donor, to the maximum extent permissible under applicable law.

71. The Government will organise an annual programme review and planning meetings and facilitate the participation of donors, NGOs, civil society and other development partners.

72. Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the United Nations System (as stated in the ICSC circulars).

73. A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the Annual Work Plan (AWP), will be used by Implementing Partners to request the release of funds from Agencies implementing the HACT, or to secure the agreement that those Agencies will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.

74. Cash transferred to Implementing Partners should be spent for the purpose of activities as agreed in the AWPs only.

75. Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the AWPs, and ensuring that reports on the full utilization of all received cash are submitted to the Agencies within six months after receipt of the funds. Where any of the national regulations, policies and procedures are not consistent with international standards, the Agencies' regulations, policies and procedures will apply.

76. In the case of international NGO and IGO Implementing Partners, cash received shall be used in accordance with international standards, in particular ensuring that cash is expended for activities as agreed in the AWPs, and ensuring that reports on the full utilization of all received cash are submitted to the Agencies within six months after receipt of the funds.

77. To facilitate scheduled and special audits, each Implementing Partner receiving cash from the Agencies will provide the Agencies or their representative with timely access to:
   a) all financial records which establish the transactional record of the cash transfers provided by the Agencies;
   b) all relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.

78. The findings of each audit will be reported to the Implementing Partner and the Agencies. Each Implementing Partner will furthermore:
   a) Receive and review the audit report issued by the auditors;
   b) Provide a timely statement of the acceptance or rejection of any audit recommendation to the Agencies that provided cash;
   c) Undertake timely actions to address the accepted audit recommendations;
   d) Report on the actions taken to implement accepted recommendations to the Agencies on a quarterly basis.

79. In compliance with the Basic Cooperation Agreement signed between the Government and each Agency, the Government is responsible for custom clearance, transit, storage, distribution, and control of goods and equipments

delivered to the Government. These goods and equipment shall be exempted from all taxes and any other fiscal rights. In support of the programme activities, Agencies will be equally exempted from the Value Added Tax (VAT) paid when procuring local goods and services.

80. Each procurement shall be part of a supply plan as agreed in the AWP, unless otherwise advised and in conformity with UN agencies' management rules and procedures. The supply plan will be established jointly and the Government will be notified in writing upon the arrival of the material, including the final destination of the ordered material. The beneficiary government institution will sign the Government receipt and will be responsible for managing the material and for providing to the Agency an updated status of the material upon request.

81. The Government is responsible for the inventory of the materials and equipment and will ensure its appropriate use. The Government is responsible for ensuring the appropriate utilization of materials and equipment including vehicles exclusively for the purpose of programme and project activities. Materials, equipment and diverse products procured by the UN are intended exclusively for the beneficiaries. They cannot be utilized for a purpose that is not specified in the AWP and the One Programme.

82. The Government will insure all vehicles under its control and utilization and which are procured with UN Agency funds and will exempt the Agency of any civil responsibility with regards to these cars. All costs incurred by an accident or any other damages will be fully supported by the beneficiary. In case of accident or physical damage, the UN Agency will be exempted from any responsibility and indemnity for any Government staff transported in a UN Agency owned vehicle, other than civil responsibility contracted on behalf of a third party insurance. The UN Agency will not insure the person transported in its vehicles, except its own staff.

83. The Government will cover the expenses for gasoline, insurance, spare parts and maintenance of vehicles procured by a UN Agency except the commitments taken by the Agency in relation to projects.

Section 7.
Other provisions

84. This COD supersedes individual action planning documents (such as CPAPs and other documents) between the Government and the participating UN agencies for the period 2008 – 2012.

85. The Government will honour its commitments in accordance with the provisions of existing cooperation and assistance agreements (SBAA, BCA etc.). The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations to the participating UN Agencies falling within the scope of this Convention, their property, funds and assets and to their officials and consultants. The Government shall apply the provisions of Convention on the Privileges and Immunities of the Specialized Agencies and its relevant annexes to the participating UN Specialized Agencies falling within the scope of this Convention, their property, funds and assets, and to their officials and consultants. In addition the Government will accord to the Agencies and their officials and to other persons performing services on behalf of the Agencies, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the Agencies and the Government. The Government will be responsible for dealing with any claims which may be brought by third parties against any of the Agencies and its officials, advisors and agents. None of the Agencies nor any of their respective officials, advisors or persons performing services on their behalf will be held responsible for any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by the Government and a particular Agency that such claims and liabilities arise from gross negligence or misconduct of that Agency, or its officials, advisors or persons performing services.

86. Without prejudice to the generality of the foregoing, the Government shall insure or indemnify the Agencies from civil liability under the law of the country in respect of vehicles provided by the Agencies but under the control of or use by the Government.

87. In the event of any significant change in the situation requiring a change in objectives or a need to extend the duration and scope of the planned programme components, the Government will make a formal request to the participating UN Agencies through the UN Resident Coordinator and an appropriate amendment to this COD will be negotiated.

88. This COD is prepared in English in 3 copies, with each party maintaining one set of the originals.

89. Any dispute between the Government and a UN Agency shall be resolved in accordance with the existing cooperation agreements. Any dispute among the participating UN Agencies shall be resolved exclusively among the participating UN Agencies through good faith consultations.

PART 2.
Key Activities

1. The UNCT agreed to 5 categories of activities that will contribute to the achievement of outputs as detailed in the UNDAF. The 5 categories of activities are:

a) Research and Assessment;

b) Capacity Development;

c) Policy Formulation and Advocacy;

d) Equipment and Infrastructure; and

e) Supply.

For each of the 5 categories a definition was established and can be found in Annex 20.

2. For each output, the involved UN Agencies defined their activity according to the five categories as outlined in the following table.

UNDAF Result 1: Good Governance enhanced and sustained

Outputs	Agency	Activities	Implementing Partners	Resources			
				Total	Core	Vertical Funds	To be mobilized
UNDAF Outcome 1 : Rule of law Capacity of Government and partners to sustain a peaceful state where freedom and human rights are fully protected and respected, enhanced							
1.1 Capacity of Parliament and relevant government ministries to review and draft laws and policies, and oversee their implementation, including their conformity with human rights and international commitments, enhanced (UNDP, UNICEF, UNIFEM, UNESCO, ILO)	UNDP	• Strengthen the capacity (through training and workshops) of the Law Reform Commission and the Legislative Drafting Unit in MINIJUST in the review and drafting of laws in line with international human rights instruments	Ministry of Justice, Law Reform Commission.	1	0.400		0.600
		• Strengthen the capacity (through provision of technical expertise and workshops) of the parliamentary commissions in: policy analysis and legislative drafting; Government oversight; citizen representation	Chamber of Deputies Senate	1.00	0.150	0.400	0.450
		• Strengthen the capacity (through consultancy services) and provide equipment for the establishment of a parliamentary radio facility for better communication between MPs and their constituencies	Chamber of Deputies Senate	1.00	0.150	0.400	0.450
	UNICEF	• Provide technical assistance and financial support to Government and Parliament to ensure full alignment of laws and policies with CRC	MIGEPROF Parliament MINIJUST	0.110	0.100		0.010
		• Provide technical assistance and financial support to the establishment and functioning of the National Commission for Children	CNDP NCC	0.110	0.100		0.010
		• Advocate for the elaboration and adoption of a comprehensive Children's Code		0.055	0.050		0.005
		• Provide technical assistance and financial support for training members of the Parliament in child-friendly budgeting and monitoring		0.055	0.050		0.005
	UNIFEM	• Capacity development of the Gender Commission and FFRP within Parliament to advocate and monitor implementation of laws and policies through the provision of training, and technical support • Provide training to relevant ministries and commissions, in gender-based analysis and formulation of policies and laws • Capacity development of the Human Rights Commission and CSOs through the provision of training in gender responsive monitoring of, and advocacy for, the implementation of rights-based gender sensitive policies and laws • Facilitate workshops and forums for Parliamentarians on the use of CEDAW and other regional and international human rights instruments for advancing gender equality	Parliament; Gender Commission within Parliament; FFRP Minijust; Human Rights Commission; HAGURUKA, public prosecution department Profemmes, CSOs	0.25	0.05		0.2
	UNESCO	• Elaborate regulatory frameworks for the protection of freedom of expression and freedom of press	Primature Media institutions and associations	0.15	0.01		0.14
		• Strengthening media institutions and training media professionals to maintain independence from media	Journalists Association Media networks Human rights commission	0.1	0.01		0.09
		• Freedom of expression and universal access to information bills published	Primature Media Institutions and associations	0.1	0.01		0.09
	ILO	• Capacity building for MIFOTRA personnel through training and technical advisory services for the current labour code revision	MIFOTRA Workers and Employers organizations	0.075	0.025		0.050
		• Strengthening MINFOTRA relevant institutional capacity through training for reporting on international labour standards	MIFOTRA Workers and Employers organizations	0.125	0.025		0.1

1.2 Capacity of the Justice Sector in the areas of administration of justice and law enforcement enhanced (UNDP, UNICEF)	UNDP	• Strengthen the capacity in benchmarking study to establish current levels of human, material and organizational capacities in the Justice Sector • Reinforce capacities (human, material, and institutional) of the justice sector institutions in the administration and enforcement of justice (Ministry of Justice, Supreme Court, Office of the Prosecutor General, Rwanda National Police, Gacaca Courts)	Justice Sector and its Secretariat, Ministry of Justice, Supreme Court, Office of the Prosecutor General, Rwanda National Police, Gacaca Courts.	0.300 0.300	0.200 0.300		0.100
		• Strengthen the capacity (through technical advice and consultancy) of the Justice Sector in the development and implementation of a Justice Sector Strategy, SWAP and a Management Information System (MIS) at national and decentralized level	Supreme Court MINIJUST	0.200	0.100		0.100
		• Strengthen the capacity (through consultancy) of the Justice Sector in organizing surveys to measure the public perception on the quality of justice service delivery	MINIJUST	0.100	0.100		
		• Strengthen the capacity (through consultancy and workshops) of MINIJUST to implement the Justice Sector ICT strategy		0.600	0.300		0.300
	UNICEF	• Provide technical assistance and financial support to train judges, prosecutors, police and lawyers on international child rights standards	MINIJUST Supreme Court Office of the Prosecutor	0.055	0.050		0.005
		• Advocate for the review of the juvenile justice system to comply with CRC and international standards on justice for children	National Service of Prisons MINISANTE Bar Association, National	0.110	0.100		0.010
		• Provide technical assistance and financial support to establish mechanisms for medical and psychosocial recovery and social reintegration of child victims of violence, abuse and exploitation	Police, MIGEPROF, MINALOC	0.055	0.050		0.005
1.3 Capacity and mechanisms for conflict prevention, peace-building and reconciliation at district and Sector levels strengthened (UNDP, UNIFEM, UNESCO, ILO)	UNDP	• Strengthen the capacity (through T.A. and workshops) of peace-building institutions to conduct research on the reconciliation process and achieving MDGs	NURC IRDP	0.300	0.05	0.150	0.100
		• Strengthen the capacities of national institutions and local leaders from local government, CSO and private sector in the areas of early warning, peace-building, local conflict management, dialogue and reconciliation in order to facilitate peace building programmes	MINALOC Districts CSO Plat-form PSF	0.600	0.100	0.200	0.300
		• Advocate for national policies that are peace-sensitive and inclusive to consolidate peace and security in the country	NURC IRDP	0.200	0.050	0.150	
		• Provide equipment to Government, local structures and other institutions for implementation of peace-building activities	NURC IRDP Districts	0.600	0.100	0.300	0.200
		• Strengthen the capacity of (through technical advice and consultancy) the National Service for Gacaca Courts in developing a data-collection system and studies on the history of Gacaca and its role in national reconciliation for future reference	MINALOC	0.500	0.200		0.300
	UNIFEM	• Develop the capacity of women to effectively (a) participate in peace-building and reconciliation initiatives; (b) monitor local conflict levels; and (c) participate in transitional justice processes and mechanisms system at the central and decentralized levels • Provide training on and disseminate resolution 1325 as a legitimate tool for inclusion of women and attention to issues of gender equality in conflict resolution, reconciliation and peace-building including peace missions	MIGEPROF, Police, Profemmes Local authorities, women's grouping, MINADEF, Ndabaga	0.3	0.1		0.2
	UNESCO	• Increase media professionalism and ethical practices through journalist training on peace reporting	National and community media institutions	0.1	0.01		0.09
		• Strengthening conflict prevention, peace-building and reconciliation through media program productions	National and community media MinInfo and other Govt departments Local authorities	0.3	0.01		0.29
	ILO	• Capacity building of social partner organizations though training and workshops for social conflict resolution and management	MIFOTRA NURC MINIJUST Workers and Employers organizations	0.125	0.025		0.1

1.4 Capacity of Human Rights institutions, Government and civil society to promote, monitor and report on HR enhanced (UNDP, UNICEF, UNIFEM, UNESCO)	UNDP	• Strengthen the capacities of the National Human Rights Commission (NHRC) to sensitize the population and train crucial target groups on human rights, to monitor the respect of human rights, and to investigate human rights violations	NHRC MINALOC CSO Platform CBOs	0.600	0.100	0.160	0.340
		• Strengthen the capacity of the NHRC in creating a coordination framework and partnerships with the Civil Society for better Human Rights monitoring, promotion and protection	NHRC CSO Platform	0.200	0.100	0.050	0.050
		• Strengthen the capacity of the Government in developing an International Treaty Body Reporting mechanism in order to comply with its commitments	NHRC MINAFFET	0.200	0.100	0.050	0.050
	UNICEF	• Advocate for ratification of the Hague Convention on inter-country adoption	Parliament MINIJUST	0.165	0.050	0.100	0.015
		• Provide technical assistance and financial support to Government, Human Rights Institutions and civil society for drafting and disseminating the CRC reports as well as implementing the CRC Committee recommendations	MIGEPROF CNDP UNV	0.935	0.150	0.700	0.085
	UNIFEM	• Strengthen capacity of government institutions and CSOs to internalize and promote Human Rights of women	MIGEPROF, CSOs,	0.13	0.03		0.1
		• Capacity development of the Gender Observatory through the provision of training and technical support in monitoring progress with regards to HR of Women • Provide technical assistance to the Gender Observatory to produce gender equality scorecards	The Gender Observatory, National Women Council (NWC), Beijing Secretariat	0.2	0.03		0.17
	UNESCO	• Train journalists in Human Rights reporting through workshops and integrate HR reporting into future journalism curricula.	Media institutions and journalism schools NHRC	0.5	0.01		0.49

1.5 Access to justice especially for vulnerable people increased (UNDP, UNIFEM, UNICEF, UN-HABITAT)	UNDP	• Strengthen the capacity (through technical advice and consultancy) of Government to elaborate, revise, and popularize laws and policies that increase access to justice • Strengthen the capacity (through technical advice and consultancy) of Government and legal aid forum to develop and provide legal aid services to every citizen, especially poor and vulnerable • Strengthen the capacities (through technical advice and consultancy/workshops) of the Government to fully develop the Abunzi or Committee of Mediators System	Ministry of Justice Legal Aid Forum Bar Association Districts/MINALOC MINIJUST	0.600 0.700 0.700	0.300 0.250 0.450		0.300 0.450 0.250
	UNIFEM	• Advocacy for the establishment of a financial mechanism (legal aid) to facilitate access to justice for vulnerable women • Conduct an institutional review of the capacity of the Judiciary to respond to SGBv and violence against women (VAW) with a view to formulating a comprehensive capacity building programme in these areas • Capacity Development of gender legal advocates operating within communities through provision of training • Technical and financial support to specialized civil society institutions to offer legal and psycho-social assistance to survivors of SGBV • Conduct specialized training on victims/survivor protection • Provide technical and financial support for the establishment of mobile legal clinics	Ministry of justice, legal aid, Bar association, ARCET – Ruhuka, Avega, Rwanda women network, Haguruka, Profemmes, CLADHO	0.3	0.03		0.27
	UNICEF	• Advocate for alternative measures to prisons for children • Provide technical assistance and financial support for a functioning legal assistance system for children, including children with their mothers in prisons and children in remand • Provide technical assistance and financial support to the Government for the development, piloting and scaling up of a model of education centre for post-sentencing of children	MIGEPROF MINALOC Districts Bar Association NGOs	0.220 0.880 1.100	0.100 0.300 0.300	0.100 0.500 0.700	0.020 0.080 0.100

	UN-HABITAT	• Research and assessment related to land and property rights issues focused on returning refugees, leading to;
		  > Capacity building for land administration, local government and local courts to make provisions for *inter alia* restitution, registration and adjudication; and,
		  > Equipment, infrastructure and supply as necessary (defined above)
				0.03
				
				2.4
				
				0.5
							0.03
							
							2.4
							
							0.5

1.6 Institutional capacities to improve business environment strengthened (UNCTAD, UNIDO)	UNCTAD	• Strengthen the capacity (through technical support, consultancy and workshops) of Government to complete the process of reviewing and replacing obsolete laws on trade / review and update of trade competition law	MINICOM	0.180			0.180
		• Follow-up to Investment policy Review recommendations by:					
		> Strengthening the capacity of RIEPA through E-Regulations project	MINICOM, PSF, RIEPA	0.150			0.150
		> Strengthening the capacity of local staff in investment related agencies through supporting OGMR and RIEPA into the mining sector	OGMR, RIEPA	0.100			0.100
		> Assisting the Government in implementing the skills Attraction Plan	Ministry of Interior & National Security, Ministry of Labor, RIEPA, Human Resources and Institutional Capacity development Agency	0.150			0.150
	UNIDO	• Capacity building for MINICOM and key stakeholders on industrial policy implementation, including strengthening of the public-private sector forum for the improvement of the business environment	MINICOM, RIEPA, PSF	0.75	0		0.75

Outcome 2: Decentralization accountability and transparency: **Effective, accountable and transparent management of public resources and services at national and decentralized levels enhanced**							
2.1 Aid management and mutual accountability mechanisms fully operationalized (UNDP)	UNDP	• Strengthening of government capacities to lead aid coordination, harmonization and alignment process, in the context of the EDPRS, Vision 2020, the MDGs and Paris Declaration on Aid Effectiveness.	MINECOFIN	1.25	0.4	0.1	0.75
		• Support to Government – Development Partner dialogue through an aid coordination architecture responding to Rwanda's needs.		1.25	0.3	0.05	0.9
		• Facilitate harmonisation and coordination of development partners' interventions, including support to joint analytic and diagnostic work.		0.8	0.3	0.05	0.45
2.2 Anti-corruption policy formulated and implemented (UNDP, UNESCO)	UNDP	• Strengthen the capacity (through consultancy services/ workshops) of Ombudsman's Office to assess the corruption status in Rwanda	Ombudsman Office Transparency Rwanda Office of the Ombudsman MINALOC MIFOTRA	0.800	0.100	0.400	0.300
		• Strengthen the capacity (through consultancy services/ workshops) of the Ombudsman Office in anti-corruption policy formulation and dissemination		0.650	0.100	0.300	0.250
		• Strengthen the capacity (through training and workshops) of Ombudsman Office in investigative methods and in social justice advocacy		0.600	0.100	0.250	0.250
	UNESCO	• Strengthen advocacy of the Ombudsman Office through media program productions on anti-corruption policy and its implementation	Ombudsman Office Media institutions Transparency Rwanda	0.3	0.01		0.29
		• Training workshops on investigative journalism and build capacity of media institutions to assume role of watchdog against corruption		0.4	0.01		0.39

2.3 Capacity of national public institutions and local government in the area of efficient, accountable, and result-oriented service delivery strengthened (UNDP, UNCDF, UN-HABITAT, UNESCO)	UNDP	• Strengthen the capacity (through consultancy services) of the MIFOTRA in public sector reform coordination for better synergy and to avoid duplication	MINALOC MIFOTRA	0.920	0.800		0.120
		• Provide technical assistance (through consultancy services) to MIFOTRA to assess the performance evaluation system in the public service for better service delivery and to promote meritocracy	MIFOTRA Office of the Prime Minister	1.240	1		0.240
		• Strengthen the capacity of local elected leaders and local technicians (through training and workshops) in human resource management, planning and fiscal decentralization	MINALOC Districts	1.240	1		0.240
		• Strengthen the capacity (through consultancy services) of MINALOC to assess service delivery in districts	MINALOC Districts	1.360	1		0.360
		• Strengthen the capacity (through advisory services) of MINALOC to coordinate the decentralization implementation programme (DIP)	MINALOC NDIS	0.820	0.7		0.120
		• Strengthen the capacity of the High Council of the Press to perform its role in ensuring both the independence and the responsibility of the press in line with internationally accepted professional standards	High Council of the Press	1.800	0.300	1.00	0.500
	UNCDF	• Strengthen the capacity of (through technical assistance, advisory services and workshops) districts in the Northern Province and Ministries staff for the implementation of DDPs	MINALOC Other Ministries Province Districts	0.350	0.350		
		• Local Development Funds provided to districts	CDF	1.400	1.200		0.200
		• Disseminate and share technical information and experiences compiled from workshops, assessments and studies in the area of local development	Gicumbi and Rulindo Districts MINALOC Districts	0.050	0.050		
	UN-HABITAT	• Advocacy and policy towards promoting local economic development through strategic planning with key actors in municipalities		0.5		0.1	0.4
		• Capacity building in financial management for local governments		0.6		0.2	0.4
	UNESCO	• Strengthen telecentres and other community ICTs for development to enhance interactive communication between district administrations and citizens by introducing e-governance applications	Districts RITA Telecentres and community radios	2.0	0.01		1.99
2.4 National capacity building programmes in the area of service delivery harmonized and coordinated (UNDP)	UNDP	• Strengthen the capacity (through consultancy services) of MIFOTRA/HIDA to design the national capacity development strategy and policy	MIFOTRA HIDA	1.750	1.500		0.250
		• Strengthen the capacity (through advisory services/ consultancy) of MIFOTRA/HIDA in coordination and monitoring/evaluation of the national capacity development programme for better synergy and cost-efficiency	MIFOTRA HIDA	1.750	1.500		0.250
2.5 Capacity of decentralized Government in participatory planning, monitoring and evaluation strengthened (UNDP, UNCDF, UN-HABITAT)	UNDP	• Strengthen the capacity (through advisory services) of NDIS to implement the DIP	MINALOC NDIS RALGA Districts	0.420	0.300		0.120
	UNCDF	• Strengthen the capacity of districts in the Northern Province in performance budgeting, gender-sensitive planning and M&E	Northern Province Districts	0.320	0.270		0.050
		• Strengthen the capacity (through consultancy) of the MINALOC in performance budgeting, gender-sensitive planning and M&E	MINALOC Districts	0.050	0.030		0.020
		• Strengthen the capacity (through training sessions and workshops) of district technical staff and disseminate the products and outcomes to capitalize on experience	Gicumbi and Rulindo Districts	0.050	0.050		
	UN-HABITAT	• Advocacy, policy towards and capacity building for participatory budgeting with local authorities and civil society organisations		0.5		0.1	0.4
		• Capacity building on key competences for improving local governance (councillors)		0.6		0.2	0.4

Outcome 3: Participation in democratic governance People's participation in democratic processes and structures at national and decentralized levels increased							
3.1 National information and management systems to administer elections in place operationalized (UNDP, UNESCO)	UNDP	• Capacity development of the National Electoral Commission in the preparation and organization of free and transparent elections	NEC MINALOC	1.300	0.300		1
		• Strengthen the capacity of the NEC through computerization of the electoral processes	NEC	3.700	0.700		3
		• Strengthen the capacity of voters through civic education training and campaigns for better participation in electoral processes	NEC MINALOC CBOs CSO Platform	1.500	0.500		1
	UNESCO	• Training of journalists on election process and election reporting. Training skills for journalists to use information in national information and management systems	Media institutions	1.0			1
3.2 Mechanisms for participation of children and young people in decision-making at national and decentralized level strengthened and expanded (UNICEF, UNFPA, UN-HABITAT, UNESCO)	UNICEF	• Advocate, leverage resources and provide technical assistance for the organization of the yearly Children's Summit	MIGEPROF Districts NGOs	0.880	0.800		0.080
		• Provide technical assistance and financial support to MIGEPROF and local governments and civil society to institutionalize the National Children's Summit and local forums for children and young people to participate in decision-making	CSOs Children	3.190	1.900	1	0.290
		• Provide financial support for national and international experience sharing between Rwanda children and other children		0.110	0.100		0.010
	UNFPA	• Capacity building through technical and financial support to the MIJESPOC, national youth council and youth serving organizations to establish functional youth networks on population, Reproductive Health and gender issues at national and decentralized levels	MIGEPROF MIJESPOC DISTRICTS	0.2	0.1		0.1
		• Capacity building through technical support to decentralized levels regarding mainstream youth concerns in community development plans	National Youth Council, RCLS, youth-serving organizations	0.15	0.05		0.1
	UN-HABITAT	• Facilitate setting up and strengthening of youth councils at city level	Municipality, Ministry of Youth Sport and Culture,	0.25		0.15	0.10
		• Capacity building for youth and local officials at the city level on leadership competencies and roles for policy development on youth	youth serving organizations, national youth council and private	0.20			0.20
		• Provide technical and financial support for creation of safe spaces for youth	sector	0.15		0.05	0.10
	UNESCO	• Training at decentralized levels on ICT supported governance and participatory enhancing approaches through telecentres targeting the youth	RITA District Youth-serving organizations	0.05			0.05

3.3 Mechanisms for participation of women and gender advocates in democratic structures and processes enhanced (UNIFEM, UNDP, UNFPA)	UNIFEM	• Technical support for the establishment of the Gender Observatory mechanism to monitor the implementation of the National Gender policy and international commitments to achieve gender equality • Strengthen the capacity of women leaders to enhance the political participation of women • Hold training sessions for women leaders, CSOs and decentralized authorities on gender mainstreaming of governance for women's economic, social and political empowerment • Train the government and UN gender focal points both at central and decentralized levels on gender mainstreaming in institutional policies and programs	MIGEPROF, UN, Decentralized structures, FFRP and Parliament; Minijust; Human Rights Commission; Profemmes, CSOs, NWC, MIFOTRA, PACFA	0.28	0.03		0.25
	UNDP	• Strengthen the capacities of the National Women's Council, FFRP (Forum des Femmes Rwandaises Parlementaires, forum for Rwandan women parliamentarians), MIGEPROF, and women civil society organizations in the implementation of the National Gender Policy • Strengthen the capacity of the National Electoral Commission and other concerned departments to increase the number of women in decision-making positions • Strengthen the capacities of local government in planning and implementing gender based activities, particularly in relation to the EDPRS • Provide technical assistance for the coordination of the Gender Cluster	National Women's Council, FFRP, MIGEPROF, civil society organizations National Electoral Commission Local Government Gender Cluster.	0.400 0.200 0.300 0.100	0.400 0.200 0.300 0.100		
	UNFPA	• Strengthen capacity of MIGEPROF in implementation of the gender policy and its strategic plan • Strengthen capacity of Gender clubs in schools and Universities to advocate for women's participation in decision-making structures • Strengthen capacity of women in organizations and NGO/civil society to advocate for women participation in decision making structures at district, sector and Imidugudu levels	MIGEPROF PROFEMME FFRP National Women Council	0.2 0.3 0.3	0.1 0.1 0.1		0.1 0.2 0.2
3.4. Institutional, programme planning and management capacity of civil society organizations strengthened (UNDP, UNIFEM, UNICEF, ILO)	UNDP	• Assessment of the Rwandan CSO(s) capacities with CIVICUS • Formulation of a UNCT strategy to support the CSO(s) • Strengthen the capacity of CSO(s) directly involved in monitoring MDGs and advocating Human Rights	CSO(s) Plat-form MINALOC UN agencies CSO(s) Platform CSO(s) Platform MINECOFIN NHRC	0.300 0.500 1.200	0.200 0.200 0.600		0.1 0.3 0.600
	UNIFEM	• Strengthen the capacity of CSO(s) to elaborate and implement strategies in support of women's effective participation in democratic governance processes • Research and assessment of existing partner CSO(s) working in the area of gender equality and women's rights with a view to strengthening their capacity	HAGURUKA, FFRP, Ndabaga, Unity club, Pro-femmes Rwanda Women Leader Caucus (RWLC) Rwanda Association of University Women (RAUW)	0.20	0.02		0.18
	UNICEF	• Provide technical assistance to train civil society organizations in human rights and results-based planning, management, budgeting, policy analysis and advocacy	NGOs CSO(s)	0.220	0.100	0.100	0.020
	ILO	• Institutional development of women organizations through advocacy, training and advisory services to increase the participation of women in employers and workers organizations for more social dialogue and peace building	NCW MIGEPROF MIFOTRA NGOs FBOs Workers' and employers' organizations	0.130	0.030		0.1

Outcome 4: Gender equality Capacity of key public and private institutions to strictly apply gender equality principles and standards in performance, practices and behaviour strengthened							
4.1 Institutional capacity for key development actors in the areas of coordination of gender based analysis, planning, policy formulation, monitoring and evaluation strengthened (UNIFEM, UNFPA – co-lead, ILO)	UNIFEM	• Develop the capacity of government institutions and women's associations to initiate research, formulate policies and promote gender equality • Capacity development through provision of training of Parliament, local government and civil society, to undertake, implement and monitor gender responsive budgets • Capacity development for women associations and gender advocate to analyze and monitor implication of aid effectiveness on gender equality and women's empowerment • Train judges and the public prosecutors on gender sensitive adjudication using the CEDAW and national laws	MIGEPROF, FFRP, Pro-femmes, National women's counsels, districts, Supreme Court, Public Prosecution Department	0.25	0.05		0.2
	UNFPA	• Provide technical and financial assessment for gender profile • Capacity development through financial and technical assistance for MIGEPROF, NGOs, CBOs, CSOs and networks in: 　> planning and monitoring of gender issues; 　> establishment of network of women parliamentarians and Ministers for advocacy on population, Reproductive Health and gender; 　> mainstreaming gender, population and development in district level plans; 　> advocating for gender, population and reproductive health and rights of women including cleaning up and approval of laws against gender discrimination • Contribute to technical and financial assistance for elaboration of a strategic plan for gender task force and national gender cluster and its implementation including M&E	MIGEPROF Gender Observatory Parliament NIS PROFEMME	0.3 0.8 0.2	0.1 0.1 0.1		0.2 0.7 0.1
	ILO	• Skills development and financial assistance to MIFOTRA for the implementation of the government action plan for women's employment	MIFOTRA NCW UNIFEM NGOs MIGEPROF	1.05	0.050		1
4.2 Institutional, operational and technical capacity of women's organizations strengthened in the area of women's political empowerment (UNIFEM, UNFPA, ILO)	UNIFEM	• Provide training to women's associations and leaders at decentralized levels for effective mobilization of women and girls in communities to play a leadership role at all levels • Capacity development of women in decision making positions and those newly elected through training for leadership and advocacy for gender equality in governance • Provide technical assistance and funding to women's associations for a mentorship programme for young women in politics, governance and leadership	MIGEPROF, FFRP, Unity Club, RWLC, PACFA	0.1	0.01		0.09
	UNFPA	• Strengthen capacity of youth clubs to promote gender equity in high education institutions, and youth serving organizations • Strengthen capacity of PRO–FEMMES, NWC, NYC, women and youth-serving organizations to advocate for women and youth involvement in decision-making at all levels • Strengthen capacity of women's organizations to advocate for women rights including sexual and reproductive health/rights	MIGEPROF Gender Observatory Parliament Media Universities PROFEMME National Women's Council (NWC)	0.25 0.25 0.98	0.05 0.05 0.1		0.2 0.2 0.88
	ILO	• Advocate through trainings for women leadership empowerment in workers and employers organizations	MIFOTRA Workers and Employers' organizations	0.125	0.025		0.1

4.3 Public, private and CSO partnerships for women's economic empowerment strengthened (UNIFEM, UNFPA)	UNIFEM	• Promote partnerships between relevant development partners, government ministries, private sector organizations, CSO and women entrepreneurs to develop women entrepreneurship and their increased participation in the economy • Strengthen the capacity of women entrepreneurs and farmers to access markets and add value to their products • Strengthen the technical capacity of women associations, CSO and gender advocates to engage with the EDPRS • Provide financial support to conduct a study on feminized poverty for the formulation and development of priority interventions	MIGEPROF, RIEPA, Ministry of commerce, National University of Rwanda (NUR), PACFA, Kigali Ville, WB, IFC	0.2	0.05		0.15
	UNFPA	• Provide technical and financial assistance to vulnerable women's groups in Imidugudu for economic empowerment to enable them access to Reproductive Health services • Advocate for skills building and women involvement in private sector initiatives and entrepreneurial activities	MIGEPROF Gender Observatory Parliament Media Universities PROFEMME National Women's Council (NWC) NIS	0.7 0.3	0.1 0.1		0.6 0.2
	ILO	• Entrepreneurial skills development of women entrepreneurs through seminars, workshops and case studies to increase income generation and market access in the framework of the national action plan for women's employment	MIFOTRA NCW UNIFEM NGOs MIGEPROF	0.60	0.10		0.5

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

5.1 Social information systems including disaggregated quality population statistics fully developed and used at national and decentralized levels for planning and decision-making (UNFPA, UNICEF)	UNFPA	• Capacity building through technical and financial support for designing and putting in place a national civil registration and vital statistics system (NISR, MINECOFIN, MINALOC, MINIJUST and DISTRICTS) • Build technical capacity of the NISR and districts to manage and use the new civil registration and vital statistics system for planning and poverty mapping • Support universities and higher learning institutions to strengthen national capacity development in population statistics, population research and data analysis, population and development through short and long term training • Strengthening capacity of the statistical departments of the universities to increase the critical mass of trained statisticians in data collection and processing • Build capacity of planners at Ministry and district levels in integrating population issues in development plans and budget • Strengthen research capacity of the NISR to conduct specialized studies based population (DHS, ILCS) taking into account age, disabled and sex disaggregated data, publish and disseminate documents for users • Supply ICT equipment and software for the NISR and statistic units in the Ministries and districts for management of social statistics	MINECOFIN MINISANTE MINEDUC MINALOC MIGEPROF MIJESPOC MINIJUST DISTRICTS NISR	0.3 0.2 0.14 0.05 0.05 0.2 0.2	0.2 0.1 0.1 0.05 0.05 0.1 0.1		0.1 0.1 0.04 0.1
	UNICEF	• Provide technical assistance and financial support to MINECOFIN and NISR for effective monitoring and evaluation, as well as social information system development and management at the national and decentralized level • Provide technical assistance and financial support to MINIJUST in the establishment of a data collection system on children in contact with the law, including those in conflict	MINECOFIN MIGEPROF MINJUST MINALOC MINEDUC MINISANTE NISR Districts	0.550 0.330	0.400 0.100	0.100 0.200	0.050 0.030

5.2 Institutional capacity for coordination and quality data collection, analysis, dissemination and use strengthened at central and decentralized levels (including Rwanda DevInfo) (UNICEF, UNDP, UNCDF, UNFPA, UNIFEM)	UNICEF	• Provide technical assistance and financial support to the NISR for regular data collection, analysis and dissemination at central and district levels	NISR MIGEPROF MINISANTE Institute of Public Health Districts	0.550	0.400	0.100	0.050
		• Provide technical assistance and financial support for the development and use of Rwanda DevInfo at national and district levels (in support of the RCO function)		0.440	0.300	0.100	0.040
		• Provide technical assistance to the NISR to define and include culturally-appropriate child outcome indicators in Rwanda DevInfo		0.165	0.100	0.050	0.015
		• Provide technical assistance and financial support for adaptation and use of the MBB tool in key social sectors		0.275	0.200	0.050	0.025
		• Provide technical assistance and financial support for the creation of regional MBB training Centre in Rwanda		ESARO funds			

	UNDP	• Strengthen the capacity of the Government in conducting key surveys to produce statistics for decision making, policy issues and monitoring MDGs, EDPRS, Vision 2020 Umulenge, and other national initiatives. Support in areas including:
		   > Data collection
		   > Data analysis and data quality control
		   > Dissemination
			National Institute of Statistics of Rwanda (NISR), MINECOFIN	12.6	0.3	8.1	4.2

		• Reinforce the capacity of the National Institute of Statistics of Rwanda through:
		   > provision of technical assistance
		   > training and advisory services
		   > enhancement of physical infrastructure
			NISR MINECOFIN	7.2	0.2	4	3.00

	UNCDF	• Training and advisory services to MINALOC, key Ministries and districts for setting up a Management Information System (MIS) adapted to the needs of decentralization in Rwanda and improve data collection, monitoring and decision-making	MINALOC Key Ministries Districts	0.070	0.035		0.035

	UNFPA	• Provide technical and financial assistance to MINECOFIN and NISR for conducting 2012 National Population and Housing Census:
		   > Designing;
		   > Advocacy and Resources Mobilization ;
		   > Data collection, analysis, dissemination and utilization
		   > Development of decentralized data base at district level
			MINECOFIN MINISANTE MINEDUC MINALOC MIGEPROF MIJESPOC DISTRICTS	3.5	0.5		3

		• Build technical and financial capacity of the NISR to set up aggregated data base (IMIS) compiling all available data from census, surveys and regular administrative data and calculating indicators till the most lowest levels	NISR	0.2	0.1		0.1
		• Capacity building through financial and technical support to the NISR and districts to establish action plans for monitoring population trends in the country		0.2	0.1		0.1
		• Supply software and computer equipment to the NISR to support data processing and management		0.2	0.1		0.1
		• Capacity development through programme coordination and assistance to Implementing Partners to achieve overall Country Programme Results		1	1		
	UNIFEM	• Develop the capacity of Government, ministries and institutions of higher learning to generate gender disaggregated baseline data to facilitate analysis, planning, policy formulation, monitoring and evaluation towards gender equality	National Institute of Statistics The National University of Rwanda	0.2	0.1		0.1

UNDAF Result 2: The maternal morbidity and mortality, the incidence and impact of HIV and AIDS and other major epidemics, the rate of growth of the population are reduced.

Outputs	Agency	Activities	Implementing Partners	Resources			
				Total	Core	Vertical Funds	To be mobilized

Outcome A1. Coordination, planning, M&E and partnership
In line with the Three Ones principles, leadership and oversight for an expanded HIV response by national and local coordinating institutions strengthened and sustained

Outputs	Agency	Activities	Implementing Partners	Total	Core	Vertical Funds	To be mobilized
1.1 HIV response Plans and coordination mechanisms established and operational at national and decentralized levels (UNAIDS and all UN Agencies)	UNAIDS	• Capacity development to CNLS and CDLS for coordination of the HIV response through technical assistance, training and financial support • Capacity development through technical assistance, training and financial support to national coordination structures and sectors (ministries, umbrella organizations) to develop and review HIV plans, in line with the EDPRS • Capacity development through technical assistance, training and financial support to the National Institute of Statistics and the CNLS for the development and implementation of an M&E system, providing data disaggregated by age and gender and tracking of financial resources	CNLS, Line Ministries, NGO Umbrella and Networks	0.08 0.09 0.1	0.02 0.03 0.03	0.03 0.03 0.03	0.03 0.03 0.04
	UNDP	• Capacity development through technical assistance and training for central (sectors) and decentralized levels in HIV mainstreaming and EDPRS implementation. • Capacity development through technical assistance, training and financial support to decentralized coordination structures (CDLS) to coordinate HIV response	CNLS, CDLS, Line Ministries	0.45 1.53	0.19 0.71	0.10 0.34	0.16 0.48
	UNICEF	• Advocate for resource allocation for HIV and children in national and decentralized level plans, including in the MTEF. • Provide technical assistance and financial support for training in planning, coordination and M&E at national and district administrative structures focusing on children infected and affected by AIDS. • Provide office and logistical equipment and supplies for coordination at central and decentralized levels	CNLS, MINALOC, Line Ministries Dev Partners CNJ,FBO Umbrella, RRP+ NGOs	0.16 0.45 0.23	0.02 0.05 0.03	0.10 0.35 0.20	0.04 0.05 0.00
	UNHCR	• Advocacy to line ministries for mainstreaming refugee/returnee needs into HIV action plans in-line with Minimum Integrated Service Provision	CNLS, MINALOC, Districts	0.3	0		0.3
	WFP	• Advocacy to line ministries for resource allocation for appropriate and targeted Food for HIV, nutrition for HIV and food security for PLHIV programmes	Line Ministries				
	UNESCO	• Advocacy for comprehensive education sector response to HIV and AIDS drawing on the UNAIDS EDUCAIDS framework • Capacity development to strengthen coordinated action within the education sector at all levels - central, provincial, district; planning and development of intervention strategies, e.g., life skills education in 9 years basic education programme, prevention and care for teachers and other education personnel, training for teachers, peer education, involving PLWHAs especially in treatment education and fight against stigma and discrimination; counselling and support for teachers and learners	MINEDUC, schools, teachers associations, Districts, education sector stakeholders, Dev. partners, NGOs	0.280	0.1		0.18

1.2 National policies and strategies are reviewed based on evidence from M&E system and international guidance and are implemented (UNAIDS and all UN Agencies)	UNAIDS	• Advocacy for the review of national HIV policies and related guidelines • Capacity development through technical and financial assistance for the review and formulation of national HIV policies and related guidelines • Capacity development through technical assistance for HIV best practices compilation and sharing • Financial and technical assistance for research and operational studies on key HIV issues, including focus on the drivers of the epidemics in Rwanda • Capacity development through technical and financial assistance for development of policies and strategies on new preventive technologies e.g. male circumcision	CNLS, line ministries, Dev. Partners, implementer NGOs	- 0.09 0.08 0.09 0.09	- 0.05 0.05 0.05 0.05	- 0.02 0.01 0.02 0.02	- 0.02 0.02 0.02 0.02
	WHO	• Capacity development through technical and financial assistance for development of guidelines for implementation of new preventive technologies e.g. male circumcision	MINISANTE/ TRAC, CNLS, Districts, Partners, NGOs	0.3	0.04		0.260
	UNICEF	• Provide technical assistance and financial support to MINISANTE and CNLS to analyze, review and adopt policies and strategies to holistically address children's and HIV issues (including child budgeting) • Provide technical assistance and financial support to MINISANTE and CNLS to conduct studies on issues related to HIV and children including new prevention technologies	MINISANTE, CNLS, universities, other line ministries	0.50 0.50	0.06 0.04	0.34 0.36	0.10 0.10
	WFP	• Capacity development through technical and financial assistance to review policies and strategies on HIV and nutrition and food security • Research on issues related to HIV and nutrition and food security	Cooperating Partners, Line Ministries	0.1 0.2		0.1 0.1	 0.1
	WHO	• Capacity development through technical assistance to TRAC for guidelines and protocols in relation to HIV and STIs treatment and care	MINISANTE/ TRAC, CNLS, Districts, Dev. Partners	0.25	0.06		0.190
1.3 National and regional partnership on HIV with public institutions, civil society, private sector and donors strengthened (UNAIDS and all UN Agencies)	UNAIDS	• Capacity development through technical assistance, training and financial support to NGO umbrellas and networks • Capacity development through technical and financial assistance for NGO networking at national and regional levels • Capacity development through technical and financial assistance to CNLS and CDLS for the organization of annual HIV partnerships forum at national and decentralized levels • Capacity development through technical assistance to GLIA initiative, especially for M&E	CNLS, CDLS, NGO umbrellas, networks, GLIA, Dev. partners, NGO implementers	0.16 0.08 0.08 -	0.08 0.04 0.04 -	0.04 0.02 0.02 -	0.04 0.02 0.02 -
	WHO	• Advocacy with MOH for harmonization of protocols/ guidelines (ARV, IST, IO, VCT/PMTCT etc) at regional level • Capacity development through technical assistance to MOH for harmonization of protocols/guidelines (ARV, IST, IO, VCT/PMTCT etc) at regional level	MINISANTE/ TRAC, CNLS, GFATM, USG, PEPFAR, districts, other partners	0.2	0.040		0.160
	UNICEF	• Advocate for the establishment of new partnerships for HIV and children with public institutions, civil society, private sector, FBOs and donors • Provide technical assistance and financial support for training of civil society, Public Institutions, FBOs and Private Sector in programming, implementation and coordination for HIV and children	CNLS, TRAC, umbrella of private sector, NGO umbrellas	0.13 0.32	0.03 0.02	0.07 0.28	0.03 0.02
	WFP	• Capacity development of civil society and Government through training and technical expertise on the management and implementation of appropriate and targeted food for HIV programmes	Cooperating Partners, Government, Districts	0.150		0.05	0.1

1.4 Coordination and management mechanisms of the UN support to the National HIV response improved (UNAIDS and all UN Agencies)	UNAIDS and all Agencies	• Capacity development through technical assistance for the implementation of the UN HIV learning strategy and of the UN HIV work place policy within UN agencies	Dev. partners, workers associations	0.25			0.25

	UNAIDS and all agencies	• Financial support to
		  > Improve the capacity of the HIV Theme Group members to develop and implement the HIV Joint Action plan
		  > Strengthen the UNAIDS country office capacity to coordinate the implementation of the HIV Joint action plan
		  > The implementation of the WAC for the UN
			UN HIV Theme group	0.5	0.2		0.3

Outcome A2. Prevention of HIV							
Protective behaviours adopted and effective preventive services utilized by HIV-exposed population especially the youth and the women-							
2.1 Institutional, technical and operational capacity of public and private sectors and civil society organizations to mobilize, stimulate and promote individual and social changes for HIV prevention improved (UNICEF, UNFPA, UNAIDS)	UNICEF	• Provide technical assistance and financial support to conduct studies on HIV and adolescents with special focus on young girls.	CNLS, TRAC, CNJ, NGOS, line ministries, districts, district administration	0.70	0.20	0.30	0.20
		• Advocate for and provide technical support for evidence-based programming for children and HIV including use of the MBB tool.		0.50	0.10	0.40	0.0
		• Provide technical assistance and financial support to public and private sector and civil society organizations for training and implementation of communication for behavior and social change strategy.		2.00	0.20	0.80	1.00
	UNAIDS	• Capacity development through technical and financial assistance to public and private sectors and civil society organizations for HIV prevention and social mobilization	CNLS, sectors, Dev partners	0.15	0.02	0.07	0.06
		• Capacity development through technical assistance to implement a quality control system for behaviour change communication		0.07	0.02	0.03	0.02
	UNFPA	• Capacity development through technical and financial assistance to public and private sectors, community leaders and civil society organizations including youth organizations to develop innovative approaches for HIV prevention, use of services among young people and for social mobilization	MIJESPOC, MINISANTE, CNLS, CDLS, ARBEF, PROFEMME, MEDIA, NYC, DISTRICTS, NWC, YOUTH ORGANIZATIONS, FBOs, Imidugudu associations	0.125	0.05		0.075
		• Capacity development through technical and financial assistance to traditional and modern media, and cultural groups to implement entertainment education, BCC programmes including targeting young people		0.125	0.05		0.075
		• Capacity development, through technical and financial assistance, of National Women's Council, Profemmes Twese Hamwe, Imidugudu associations, National Youth Council, FBOs and other NGOs to develop and implement realistic BCC action plans for HIV including GBV		0.125	0.05		0.075
		• Capacity development, through technical and financial assistance, of community-based organizations to promote population awareness on importance of HIV testing and knowing HIV status through innovative approach such as Umuganda (community work)		0.125	0.05		0.075

2.2 Capacity of health services to provide quality comprehensive, integrated, family and community centred HIV prevention services increased (UNFPA, WHO, UNICEF, UNHCR, ILO)	UNFPA	• Capacity development of health services through technical and financial assistance to respond to survivors of GBV • Capacity development of health facilities and NGOs capacity to provide VCT services and double protection • Supply health facilities with VCT equipment and STI and PEP kits • Research on baseline and follow up studies on knowledge and use of female and male condoms, and VCT services	MINISANTE, MIJESPOC, CNLS, CDLS, ARBEF, DISTRICTS, Youth organizations, Imidugudu associations	0.2 0.185 0.180 0.185	0.075 0.06 0.055 0.060	 0.100	0.125 0.125 0.025 0.125
	WHO	• Capacity development of health personnel through technical assistance at central and decentralized levels in prevention of HIV, including VCT, PMTCT, management of STIs • Capacity development of health personnel through technical assistance for the scaling up of HIV prevention programmes, with specific focus of PMTCT and STI management • Capacity development through technical assistance to the National Reference Laboratory, including for accreditation and link to international laboratory network • Capacity development through technical and financial assistance for security of injections and blood safety quality control • Capacity development through technical assistance and training for development and implementation of guidelines on Provider Initiated HIV Testing and Counselling (PITC) • Capacity development through technical assistance to strengthen early infant diagnosis of HIV infection in PMTCT programmes	MINISANTE/ TRAC, CNLS GFATM, CTB Districts, GTZ USG/PEPFAR Umbrellas, Districts Other partner	3	0.5		2.5
		• Capacity development through technical assistance for development of guidelines and standards of care and for quality assurance of services	MINISANTE/ TRAC, LNR, USG, GFATM, Districts	0.150	0.025		0.125
	UNICEF	• Advocate for the adoption of comprehensive family centered approach for PMTCT • Provide technical assistance and financial support for the development of guidelines and standards of care and for quality assurance of services • Provide technical assistance and financial support for the implementation of the comprehensive family centered PMTCT services • Provide technical assistance and financial support for the development and implementation of evidence based HIV prevention interventions and services focusing on adolescents in health services • Provide equipment and supplies (Test kits, ARV for PMTCT) to UN supported PMTCT and youth-friendly centres • Provide technical assistance and financial support for the rehabilitation of UN supported PMTCT and youth-friendly facilities • Provide technical assistance and financial support to MOH and PMTCT Partners to strengthen nutrition counseling, IYCF in the context of HIV linked to MCH services	MOH (MCH, TRAC, IMCI, Nutrition Desk), CNLS, USG, GFATM, RRP+,CNJ, District administration Other Dev. Partners	0.5 1.00 2.00 1.50 1.00 0.50 0.50	0.20 0.40 0.50 0.50 0.35 0.20 0.15	0.30 0.60 1.00 0.50 0.65 0.30 0.35	0.0 0.0 0.50 0.50 0.0 0.0 0.0
	UNHCR	• Capacity development through training of health partner providers and care givers in refugee sites on HIV prevention tools and techniques, including SGBV	TRAC, American Refugee Committee (ARC), African Humanitarian Action	0.5	0		0.5
	ILO	• Capacity building of public institutions and community based organizations through dissemination of ILO code of practice on HIV/AIDS in the World of Work, to increase behavioural change in the implementation of national action plan against HIV/AIDS at work place	MIFOTRA DISTRICTS Public and Private employers Workers organizations CBOs Co-operatives	1.1	0.1		1

	Agency	Activities	Partners				
2.3 Vulnerable groups and populations at higher risk of exposure to HIV have increased access to a comprehensive package of HIV preventive services and appropriate commodities (UNFPA and All UN Agencies)	UNFPA	• Research on a baseline and follow up studies on KAP studies among youth and assessment of the integration of youth-friendly services in the HF	MIJESPOC, MINISANTE, CNLS, CDLS, ARBEF, PROFEMME, MEDIA, NYC, DISTRICTS, NWC, YOUTH ORGANIZATIONS, FBOs, Imidugudu associations	0.08	0.04		0.04
		• Capacity development through technical and financial assistance to develop and implement HIV prevention policy and strategy for youth		0.130	0.03		0.1
		• Advocacy with private sectors for resource mobilization for youth-friendly services		0.085	0.025		0.06
		• Capacity development through technical and financial support to Ministry of Youth to scale up and monitor youth friendly centres		0.130	0.03		0.1
		• Capacity development through technical and financial assistance to NGOs to scale up VCT services and double protection		0.130	0.03		0.1
		• Supply NGOs with VCT equipment and STI and PEP kits		0.190	0.09	0.05	0.05
		• Capacity development through financial assistance for the development of cost sharing mechanisms for vulnerable youth groups at youth-friendly centres and in health facilities		0.155	0.055		0.1
	UNICEF	• Provide technical assistance and financial support to conduct studies on Most at Risk Populations (MARP) with special focus on young sex workers and discordant couples	MINISANTE, CNLS, CDLS, ARBEF, PROFEMME, MEDIA, NYC, DISTRICTS, NWC, YOUTH ORGANIZATIONS, FBOs, UmUdugudu associations	0.30	0.10	0.20	0.0
		• Advocate for the use of evidence based programming, including MBB tool, around MARP with special focus on young sex workers and discordant couples		0.20	0.10	0.10	0.0
		• Provide technical assistance and financial support to public and private sectors and civil society organizations including youth organizations to develop and implement specific interventions for MARP		0.70	0.30	0.40	0.0
		• Provide supplies for HIV prevention in emergency situations focusing on women and adolescents		0.80	0.0	0.30	0.50
	UNHCR	• Conduct community-based assessment on factors which influence lack of adherence to HIV preventive measures and behavioural change practices in refugee sites	American Refugee Committee (ARC), Africa Humanitarian Action (AHA), MINALOC, Districts	0.32	0.16		0.16
		• Capacity development of camp-based health centres through technical and financial assistance to deliver a comprehensive package of couple-based VCT, group counselling, PMTCT, family planning, SGBV prevention and reproductive health services for Congolese camp-based refugees and surrounding communities		0.32	0.26		0.06
		• Supply weaning support for infant feeding in PMTCT programmes in refugee settings		0.16	0.07		0.09
		• Capacity development through technical and financial support for sensitization campaigns in refugee communities around ABC messages		0.88	0.45		0.43
		• Capacity development through technical and financial assistance for production of IEC materials on HIV in refugee settings		0.08	0.04		0.04
	UNAIDS	• Capacity development through technical and financial assistance to support development and implementation of HIV work plans for PLHIV organizations	PLHIV organizations and umbrellas, CNLS	0.08	0.04	0.02	0.02

2.4 Access to male and female condoms and new HIV preventive technologies and approaches increased (UNFPA, WHO, UNICEF, UNHCR)	UNFPA	• Capacity development through technical and financial assistance for Comprehensive Condom Programming (demand, supply, support) in particular for: > the development of comprehensive condom Programming strategic plan > networking for active condom distribution and use among youth association > strengthening associations working with women and young girls to improve their ability to negotiate use of condoms > scale-up condom availability among vulnerable groups (IDPs, refugees, returnees, sex workers) • Supply male and female condoms	MIJESPOC, MINISANTE, CNLS, CDLS, ARBEF, PROFEMME, Media, NYC, DISTRICTS, NWC, Youth organizations, FBOs, Imidugudu associations	0.380 0.22	0.08 0.02		0.30 0.2
	WHO	• Research on new HIV prevention technologies and approaches including vaccines, male circumcision and microbiocides	MINISANTE/ TRAC, USG, GFATM, CNLS	0.2	0.03		0.170
	UNICEF	• Provide technical assistance and financial support for operations research, including feasibility studies for implementation of new HIV preventive approaches • Provide technical assistance and supplies to health services for the implementation of new preventive approaches • Provide technical assistance and financial support to track the uptake of new approaches	MINISANTE (TRAC Plus), CNLS Universities	0.60 0.55 0.30	0.10 0.05 0.10	0.30 0.25 0.20	0.20 0.25 0.0
	UNHCR	• Capacity development through training of health care providers on promotion of condom use	TRAC, American Refugee Committee (ARC), Africa Humanitarian Action (AHA), MINALOC, Districts	0.225	0.220		0.005

| Outcome A3. Mitigation of AIDS |||||||||
Quality care, treatment and support for people living with HIV, OVC and communities/individuals affected by AIDS improved								
3.1 Technical and operational capacity of services personnel to provide comprehensive care, treatment and support for people living with HIV, and link with TB services improved (WHO, WFP, UNICEF, UNHCR)	WHO	• Capacity development, through technical and financial assistance to service providers in treatment care and support, PMTCT, VCT, STI and to improve referrals for HIV treatment • Capacity development, through technical assistance to Ministry of Health to implement task shifting programmes • Capacity development, through technical and financial assistance to ensure linkages between TB and ART programmes • Capacity development, through technical assistance for development of guidelines on HIV, TB and Malaria at decentralized level • Capacity development, through technical assistance to Ministry of Health to develop and implement a protocol and national plan on HIV drug resistance • Capacity development through training and supply of kits to Home Based Care (HBC) teams	MINISANTE / TRAC, GFATM USG/PEPFAR Districts Community, NGOs, Umbrellas	0.5	0.05		0.45
	UNICEF	• Advocate for comprehensive, quality treatment, care and support of children and adolescents infected with HIV	MINISANTE (TRAC), CNLS, CSOs, NGOs, District Hospitals and Health centres, communities, CBOs	0.13	0.03	0.07	0.03
		• Provide technical assistance and financial support for training of health care workers, community agents, and support groups in comprehensive family-centered quality treatment, care and support of children and adolescents infected with HIV in the UN intervention zones		1.20	0.20	0.60	0.40
		• Provide technical assistance and financial support to TRAC for implementation of the M&E component of the scale-up plan for treatment, care and support of children infected with HIV		1.75	0.40	1.35	0.00
		• Provide equipment and supplies for diagnosis and treatment of Paediatric AIDS in UN supported Zones.		0.40	0.07	0.23	0.10
		• Provide technical assistance and financial support for the rehabilitation of health services to ensure quality provision of services for HIV+ children.		0.35	0.05	0.20	0.10
	WFP	• Supply food assistance for first 6 months of ART/TB treatment to PLHIV who meet national selection criteria for nutritional support • Capacity development for training of health workers on Nutrition for PLHIV • Capacity development through technical and financial support to evaluate impact of food for ART programmes	TRAC, USG Clinical Partners, Partners In Health American Refugee Committee (ARC), Africa Humanitarian Action (AHA), MINALOC, Districts	5.595		4.699800	0.895200
		• Supply nutritional support (standard rations) to HIV+ refugees and asylum seekers according to national guidelines		0.1		0.1	
	UNHCR	• Supply of kits to Home Based Care (HBC) teams in refugee sites	American Refugee Committee (ARC), Africa Humanitarian Action (AHA), MINALOC, Districts	0.06	0.02		0.04
		• Capacity development of camp-based health centres through financial and technical assistance to deliver a comprehensive package of basic health care, treatment and support, including links with TB, TB screening and PIT, for Congolese camp based refugees and surrounding communities		0.23	0.05		0.18
		• Equip camp-based health centres with medical supplies to deliver a comprehensive package of basic health care, treatment and support, including links with TB, TB screening and PIT, for Congolese camp based refugees and surrounding communities		0.25	0.20		0.05
		• Supply nutritional support (local products) to HIV+ refugees and asylum seekers according to national guidelines		0.75			0.75

	Agency	Activities	Partners				
3.2 Operational capacity of PLHIV organizations, particularly women's networks, to advocate for and support their members to access higher incomes, labour saving technologies, food security and psycho-social support strengthened (UNIFEM, FAO, UNICEF, UNAIDS)	UNIFEM	• Training of selected associations of women infected and affected by HIV (in Kigali City) in handicraft making for sustainable income generation. (Collaboration with WFP on supplying food assistance to women in training to reinforce household food security and income generating capabilities) • Training of selected women's associations in production and use of improved cooking stoves and conversion of waste to fuel technologies • Training of trainers on trauma counselling for HIV+ victims of SGBV	ARCT Ruhuka, Isuku Iwacu WFP, PACFA, Kigali City, Pro-femmes, UNIDO	0.32	0.05		0.27
	UNICEF	• Provide technical assistance and financial support to organizations of PLHIV and community-based organizations (CBOs) for training in programming, implementing, monitoring and evaluation of interventions focusing on children	PLHIV organizations and networks, CBOs,	1.15	0.15	1	0.0
	FAO	• Capacity development through training and technical assistance of community-based organizations in development and implementation of income generating projects for PLHIV • Supply agriculture inputs to reinforce food security of PLHIV • Advocacy for Food Security initiatives to address root causes of lack of adequate food at household level	MINISANTE WHO MINAGRI Districts Churches Local projects PLHIV	1.909	0.009		1.9
	UNAIDS	• Advocacy with PLHIV networks and organizations for the Greater involvement of PLHIV in the HIV response (GIPA) • Capacity development through technical and financial assistance of organizations of PLHIV and community based organizations (CBOs) to programme, implement, monitor and evaluate their interventions	PLHIV organizations, CBOs, CNLS	0.02 0.14	0.02 0.06	- 0.04	- 0.04
	UNHCR	• Capacity development through technical and financial support to refugee women associations of PLHIV involved in Income Generating Activities • Capacity development through technical and financial support to youth associations and anti-AIDS clubs through community sensitization campaigns and peer education • Capacity development of refugee communities through building of information networks between refugee camps and surrounding populations for exchanges on living positively with HIV	American Refugee Committee (ARC), Africa Humanitarian Action (AHA), MINALOC, Districts	0.32 0.3 0.08	0.13 0.16 0.05		0.19 0.14 0.03
3.3 Capacity of Local Government and civil society coordinating structures to identify OVC, to facilitate the provision of support and to monitor the implementation of the minimum package of services for OVC strengthened (UNICEF)	UNICEF	• Provide technical assistance and financial support to MIGEPROF to develop guidelines for operationalization of OVC minimum package related to HIV/AIDS • Provide technical assistance and financial support to district authorities to coordinate the implementation of the OVC minimum package and National Plan of Action (NPA) • Provide technical assistance and financial support to MINALOC and district authorities for the coordination of the implementation of a comprehensive package of social protection mechanisms for vulnerable children at community level, embedded in existing community-based interventions • Provide technical assistance and financial support to NGOs to model the implementation of the OVC minimum package implementation UN supported sites	MIGEPROF, MINALOC, District administrations, NGOs and CSOs	1.00 0.50 0.65 0.85	0.1 0.05 0.05 0.05	0.9 0.45 0.20 0.70	0.00 0.00 0.40 0.10

Outcome B1 Effective health System
Quality, effectiveness and efficiency of the health system, including Nutrition, Reproductive Health, Maternal & Child health and Family Planning services improved

Output	Agency	Activities	Partners				
1.1 National policies, strategies and standards for health, including ECC, IMNCI, commodity security, water and sanitation, nutrition, reproductive health and family planning developed and implemented (WHO, UNFPA, UNICEF)	WHO	Capacity development of MOH Units through technical and financial assistance for policy and Strategy formulation in:	MOH, MINECOFIN, MINITERE, World Bank, USAID and other USG Partners, Belgian Cooperation, GTZ, MININTER, GFTAM, School of Public Health, Damian Foundation				
		• Health Information System (Policy and Strategy)		0.09	0.04		0.05
		• Health Financing (Policy and Strategy)		0.1	0.04		0.06
		• Development of human resources for Health Review (Policy and Strategy)		0.08	0.08		0
		• Violence and injury prevention (Policy and Strategy)		0.05	0.03		0.02
		• Prevention and control of Non Communicable diseases (Policy and Strategy)		0.095	0.04		0.055
		• Mental health and drug addiction (Policy and Strategy)		0.08	0.05		0.03
		• Health safety/Quality assurance (Policy and Strategy)		0.04	0		0.04
		• National environmental health (Policy and Strategy)		0.04	0.024		0.016
		• Development of a food safety law		0.04	0.02		0.02
		• Development of food export control regulation		0.05	0.01		0.04
		• Reach every district to maximize immunization coverage (Strategy implementation)		0.5	0.335		0.165
		• National drug (Policy and Strategy)		0.12	0.050		0.070
		• Traditional medicine (Policy and Strategy)		0.06	0.014		0.046
		• Drug pricing (Policy and Strategy)		0.050	0.014		0.036
		• Herbal pharmacopoeia		0.1	0.011		0.089
		• Integration of maternal, neonatal and child (MNCH) services at national level (Strategy)		0.225	0.103		0.122
		• Child health (Policy and Strategy)		0.08	0.04		0.04
		• The treatment of malaria (Policy review)		0.05	0.035		0.015
		• Malaria elimination plan		0.04	0.0225		0.0175
		• Strengthening national medicines regulatory authorities (Strategy)		0.2	0		0.2
		• Health Promotion Policy		0.05	0.007		0.043
		• Tuberculosis infection control (policy and strategy)		0.05	0.007		0.043
	UNFPA	• Capacity development of MOH to develop and implement Reproductive Health Commodity Security (RHCS) strategy through technical and financial assistance for securing Reproductive Health commodities (contraceptives, medical equipment and RH drugs, etc)	MOH, MIJESPOC, Districts , NGOs, USAID, Private sector, UNV	0.15	0.05		0.1
		• Capacity development of health system to implement reproductive health and family planning policies and strategies through the definition and implementation of a M&E plan		0.225	0.075		0.15
		• Adolescent reproductive health policy and strategy formulation and implementation, through technical and financial assistance to health and youth institutions, to scale up the integration of youth-friendly services		0.225	0.075		0.15
		• Capacity development to central and decentralized levels in developing and implementing emergency obstetric care in reducing maternal mortality and morbidity through in particular: > improving referral and post referral mechanism > development of health cost sharing mechanism > community awareness creation and involvement in prevention and > promotion of quality health services.		0.4	0.1		0.3
	UNICEF	• Advocate for increased resource allocation for maternal, child health, including adolescents (IMNCI, ECD, EMOC, youth friendly services), maternal and child nutrition and WASH at national and decentralized level plans	MOH, MIJESPOC, MINITERE , MINEDUC, USAID, Private sector, School of Public Health	0.3795	0.195	0.15	0.0345
		• Provide technical assistance and financial support to the GOR (MOH, MINEDUC and MINITERE) for policy analysis and formulation of national policies, strategies and standards in the area of early childhood development, neonatal, child, maternal and adolescent health, nutrition and WASH using the MBB tool		0.7	0.3	0.36	0.04
		• Provide technical assistance and financial support for the development of tools and guidelines for quality service delivery in the area of IMNCI, obstetric care (EMOC, comprehensive ANC and PNC), ECD, malaria, immunization with RED, youth-friendly services, nutrition and WASH.		0.425	0.25	0.1575	0.0175

1.2 Capacity of social and health services (HR, procurement and supply management, equipment) to provide a complete and integrated package including maternal, child, adolescent and youth health services appropriate to different levels and targets expanded (UNFPA, UNICEF, WHO)	UNFPA	• Capacity development to health system to provide a complete and integrated package of reproductive health services through improving use of norms and standards in health facilities for the following components of Reproductive Health:
		  > promotion of prenuptial, prenatal, and post natal care including IST prevention and treatment and post abortion
		  > training of health services providers on Reproductive Health and FP services at facility and community levels
		  > integration of GBV services in health facilities
			MOH, MIJESPOC, MIGEPROF Districts, NGOs, private sectors, NISR, National Women Council, National Youth Council	1.0	0.2		0.8

		• Capacity development of the social and health system, through technical and financial assistance to expand and provide an integrated package of youth-friendly services (including GBV response) at youth centres and health facilities to improve access by young people	UNV	1.2	0.4		0.8
		• Capacity development of public and private health institutions through technical and financial support to assess fistula needs, and provide treatment and prevention programme		0.9	0.1		0.8
		• Capacity development through technical and financial support to scale up the number of services delivery points that offer at least 3 modern contraceptives to improve access to FP services		1.3	0.2	0.3	0.8
		• Supply health facilities with a complete range of reproductive health equipments, communication and transportation material		2.08	1,1		0.98
		• Assessment of reproductive health service provision through technical and financial assistance and conduct secondary data analysis to provide information for baseline and follow-up data for Reproductive Health programme.		0.4	0.2		0.2
	UNICEF	• Provide technical and financial support to train health workers in 15 districts in the use of different maternal and child health packages	MOH, MIJESPOC, MIGEPROF Districts , NGOs, private sector, NISR, National Women Council, National Youth Council UNV	0.35	0.25		0.10
		• Provide medical equipment and other supplies (drugs, ITN, cold chain, reagent etc.) for quality care in 15 districts		0.59	0.25	0.306	0.034
		• Provide technical assistance and financial support for the rehabilitation of MCH facilities in 15 districts		1.65	0.65	0.9	0.1

	WHO	• Capacity development for health professionals by strengthening graduate and post graduate programmes through:
		  > Scholarship for specialization in priority areas,
		  > Integration of various MOH training modules in curricula of medical sciences and allied sciences, Faculty of Medicine and Kigali Health Institute.
		  > Capacity development in medical files electronic management for service providers at health facility levels, through training in the appropriate software
		• Supply of (different beneficiaries are mentioned on each activity)
		  > new vaccines (rotavirus, pneumococcus) to the MOH for under age 5 children;
		  > ICT equipment to district hospitals for the medical files electronic management ; and ICT equipment to health centres for the management of 'Mutuelles de santé'
		  > equipment for the diagnosis of anemia during pregnancy at health centres;
		  > alternative drug with Sulfadoxine Pyrimethamine for clinical trial for Malaria in Pregnancy.
			MOH, MINEDUC, Belgian Cooperation, GTZ, USAID, National University of Rwanda, Kigali Health Institute, Health training Institutions	2
				0.267
				
				0.05
				
				0.05
				
				0.2
				
				0.15
				
				0.1
					0.8
					0.192
					
					0.02
					
					0
					
					0.12
					
					0
					
					0
							1.2
							0.075
							
							0.03
							
							0.05
							
							0.08
							
							0.15
							
							0.1

1.3 Institutional capacity of key ministries strengthened in coordination, analysis, planning, implementation, monitoring and evaluation at central and decentralized level (WHO, UNICEF, WFP)	WHO	Capacity Development of MOH and decentralized level through workshops and supportive supervision in: • identification and use of tools for continuous monitoring in reproductive health related matters and coordination mechanisms;	MOH, Belgian Cooperation, USG Partners, National Institute of Statistics, School of Public Health, Faculty of Medicine	0.1	0.08		0.02
		• data management and integration for the Health Information Systems and M&E;		0.202	0.202		0
		• Implementation of the Health Financing Strategic Plan through advocacy and partnership coordination;		0.15	0.1245		0.0255
		• Implementation of the Human Resource Strategic Plan;		0.2	0.055		0.145
		• Facilitating the implementation of the Sector wide approach through technical and financial assistance;		0.15	0.085		0.065
		• Elaboration of research projects.		0.2	0.04		0.16
		Research and assessment on: • contraceptive acceptability with the aim to increase accessibility and demand within the community;		0.04	0.02		0.02
		• causes of maternal deaths and under age 5 deaths to set up strategies to reduce maternal and child mortality;		0.08	0.04		0.04
		• regular evaluation of Clinical and community Integrated management of Child and Neonatal Illnesses (IMNCI) strategy implementation to improve quality and access to services;		0.153	0.083		0.07
		• Immunization coverage at national and district levels to set up strategies to increase accessibility and improve quality;		0.06	0.05		0.01
		• Non-communicable diseases and related risk factors within the community, in order to improve control and prevention;		0.136	0.036		0.1
		• Communicable diseases on quality and performance of intervention, in order to guide intervention and decision-making.		0.04	0.04		0
	UNICEF	• Provide technical support to the GoR for operational research on community-based maternal and child health care practices	MOH, Belgian Cooperation, USG Partners, National Institute of Statistics, School of Public Health, Faculty of Medicine	0.0625	0.0275	0.0315	0.0035
		• Provide technical support to MOH for coordination of activities related to child, maternal and adolescent health		0.0625	0.0240	0.035	0.0035
		• Provide technical and financial support to train health teams in the areas of programme/project planning, M&E and use of the MBB tool at central and decentralized level (15 districts)		0.08	0.03	0.045	0.005
		• Provide technical assistance and financial support to GoR for strengthening of health data management systems (HMIS, CRIS, IFNSMS) and their linkages with Rwanda DevInfo		0.065	0.02	0.0405	0.0045
	WFP	• Capacity development of Government staff in food assistance and hunger reduction efforts through technical assistance	MOH	0.1	0	0.08	0.02

1.4 Equitable access to integrated health services increased (WHO, UNICEF, ILO)	WHO	• Capacity development of MOH pharmacy unit and district staff in setting up mechanisms promoting the rational use of medical products; medicines procurement and distribution plans	MOH, GTZ, Belgian Coop	0.2	0.019		0.181
		• Capacity development in the integrated maternal, neonatal and child health (MNCH) services at central and decentralized level, through training		0.15	0.1		0.05
		• Capacity building of MOH laboratory unit and national centre for transfusion in developing mechanism to improve the quality of health technologies (blood transfusion laboratories)		0.15	0.03		0.12
		• Capacity development to districts and community structures for the management of 'Mutuelles de santé' through training		0.07	0.035		0.035
		• Implementation and assessment of Performance Based Financing (PBF) mechanism through staff hiring and study conduction to increase equity and quality of health services		0.065	0.045		0.02
		• Advocacy at all levels (GOR, Private sector, Dev. Partners, Community) for:					
		> strengthening partnership within the existing health insurance mechanisms through continuous facilitation meetings;		0.03	0		0.03
		> promotion and use of disease preventive measures for the sustainability of 'Mutuelles de santé';		0.04	0		0.04
		> equitable geographical distribution of quality and integrated health services.		0.1	0		0.1
	ILO	• Community development of community-based mutual health schemes through training and technical assistance to enable vulnerable communities to access social protection services	MINISANTE, MIFOTRA GTZ FBOs CBOs NGOs	0.5	0.1		0.4
	UNICEF	• Provide technical assistance and financial support for the implementation of the OVC minimum package related to health and nutrition in 15 districts	MOH, GTZ, Belgian Coop, Districts	0.16	0.08	0.072	0.008
		• Provide technical assistance and financial support to MOH for integrated health and nutrition services for vulnerable families in 15 districts		0.0575	0.0225	0.0315	0.0035
		• Advocate for and build partnership to strengthen and sustain systems for financial access to health services for vulnerable families in 15 districts.		0.045	0.0225	0.02025	0.00225
	UNHCR	• Equipment and implementation support to camp based health centre for free access to basic health for refugees, asylum seekers and surrounding communities.	American Refugee Committee (ARC), African Humanitarian Action (AHA), MINALOC, Districts	0.4	0.2		0.2
		• Supply a comprehensive package of basic health assistance, sanitary materials, essential drugs, family planning and reproductive health services to refugees, asylum seekers and surrounding communities.		2	1		1
		• Capacity building of national health centres and hospitals through technical and financial assistance for the medical referral to local health facilities of refugees and asylum seekers in need of specialist medical care		0.4	0.2		0.2

Outcome B2. Health practices						
Health care, nutrition, and hygiene practices at family and community levels improved						
2.1 Capacity of health services and community-based organizations to promote optimal health, family planning, nutrition and hygiene practices strengthened (UNICEF, UNFPA, WFP, WHO, UNHCR)	UNICEF	• Advocate for the establishment of effective and sustainable motivation systems for community health workers	MOH, MINALOC, USAID NGOs	0.4	0.3	0.09	0.01
		• Advocate for and provide technical assistance and financial support for optimal key family practices for IMNCI, EMOC, adolescent health, nutrition and hygiene practices based on evidence		0.35	0.15	0.18	0.02
		• Provide equipment, supplies and financial support to CBOs for the rehabilitation of infrastructure		0.35	0.15	0.18	0.02
		• Provide technical and financial support to train community health workers in 15 districts in integrated community health packages		0.4	0.15	0.225	0.025
		• Provide technical and financial assistance to train community health workers, community leaders, FBOs and CBOs in 15 districts in communication for behavioural and social change		1.14	0.8	0.306	0.034
		• Provide supplies (malaria drugs, antibiotics for ARI, ORS and Zinc, Vit A, mebendazole, ITN) for community health care in 15 districts		2	1	0.9	0.1
	UNFPA	• Capacity development of community-based organizations to promote BCC and community based services through training of community health providers and use of BCC materials, cultural groups and media for improving community awareness of Reproductive Health and FP	MOH, MIJESPOC, MIGEPROF, Districts , NGOs, Media, CSOs, Private sector, National Women's Council, National Youth Council, Unity Club	1.7	0.5		1.2
		• Supply and distribution of modern contraceptives and condoms nationwide through a wide range of formal and informal channels (shops, markets, hotels, etc)		2.0	1.0	0.5	0.5
	WFP	• Capacity building through training in stock management and correct food/daily ration distribution and admission and discharge criteria for SFC	MOH	0.06	0	0.048	0.012
	WHO	• Capacity development to health facilities and community in: > Environmental health and food safety at central and district levels through training;	MOH, MINALOC, MINITERE, NGOs, CBOs, Rwanda Bureau of Standards	0.191	0.091		0.1
		> nutrition sector through exchange of best practices;		0.024	0.006		0.018
		> coordination of various federations of associations related to non-communicable diseases through training and operational tools;		0.129	0.029		0.1
		> management of health through community empowerment (training and tools);		0.198	0.069		0.129
		> disseminating best practices for health promotion in the communities through exchange of best practices.		0.120	0.032		0.088
		• Advocacy for organizing thematic international days related to health		0.1	0.003		0.097
		• Supply to districts and community-based organizations of material/equipment for healthy environment promotion		0.2	0.074		0.126
	UNHCR	• Capacity development of Implementing Partners, as well as of refugee management structures and CBOs through technical assistance and training in health services, family planning, nutrition and hygiene,	American Refugee Committee (ARC), African Humanitarian Action (AHA), WFP, UNICEF, MINALOC, Districts	0.1	0.05		0.05

2.2 Capacity of CBOs, faith-based and traditional leaders in community participation strengthened (UNFPA, UNICEF, WHO, UNIFEM, WFP)	UNFPA	• Capacity development through technical and financial assistance of community-based Organizations, faith-based and traditional leaders in community participation to: > promote better health practices; > mobilize and sensitise communities to use Reproductive Health services. • Research (including socio-cultural studies) of reproductive health services availability and access by communities to improve demand for RH and FP services	MOH, MIGEPROF, Districts , NGOs, CSOs, FBOs, NISR, National Women's Council, National Youth Council	1.2 0.25	0.2 0.15		1.0 0.1
	UNICEF	• Provide technical assistance and financial support for the training of local leaders, CBOs and FBOs in participatory approach to health promotion • Provide technical assistance and financial support to local leaders, CBOs and FBOs to promote key community and family health practices in 15 districts through a participatory approach • Provide technical assistance and financial support for the operationalisation of the community-based Health Information System (HIS) in the 15 targeted districts	MINISANTE, MIGEPROF, MINALOC, District authorities, NGOs, CBOs, FBOs, National Women's Council, and National Youth Council	0.4 0.7 0.93	0.3 0.3 0.59	0.09 0.36 0.306	0.01 0.04 0.034
	WHO	• Capacity building of community-based organizations in management of mental health; in rehabilitation of persons with disability; in management of blindness and non communicable diseases (diabetes, stroke); through training and operational tools • Capacity development of civil society in health promotion through training and supervision • Capacity development by training local leaders and the public for healthy environments and food safety	MOH, MINITERE, NGOs, Rwanda Bureau of Standards	0.1 0.1 0.12	0 0.015 0.02		0.1 0.085 0.1
	UNIFEM	• Capacity building of CBOs, faith-based organizations and traditional leaders to respond to cases of SGBV in the context of HIV/aids • Develop the capacity of CBOs, faith-based organizations and traditional leaders to provide psycho-social support to women victims of HIV/aids	faith-based associations, CLA, restoration Church, mothers' Unions, Muslims Christian Dialogue	0.25	0.02		0.23
	WFP	• Support initiatives addressed to strengthen community participation through training in stock management and correct food/daily ration distribution	MoH	0.04	0	0.032	0.008

2.3 Equitable access to safe water and improved adequate sanitation and hygiene facilities in slums, health services and surrounding communities, including those in emergency situation, increased (UNICEF, WHO, UNHCR, UN-HABITAT)	UNICEF	• Provide technical assistance, financial and technological support for the construction and rehabilitation of water supply systems, sanitation and hygiene facilities for health facilities in targeted districts and un-served and hard to reach rural communities	MINITERE, MMINISANTE, DISTRICT authorities, Netherlands Government	10.2	2.5	6.93	0.77
		• Provide technical assistance and financial support to train central and decentralized authorities, local communities, schools and other local stakeholders for the promotion of good hygiene practices and sustainable management of WASH facilities		2.3	1	1.17	0.13
		• Provide technical support for the inclusion of WASH in the minimum standards for early childhood development		1.5	0.5	0.9	0.1
		• Provide adequate water and sanitation during emergency situations		1.5	0.5	0.9	0.1
	WHO	• Capacity building of environmental health officers in water quality, sanitation and hygiene through training	MOH, MINITERE, REMA	0.1	0.007		0.093
		• Community water supply through construction of spring water points		0.2	0		0.2
		• Capacity building to MOH and MINITERE to implement national hygiene and sanitation strategy through technical assistance		0.04	0.01		0.03
		• Supply of disinfectants to districts in public places for prevention of water-related diseases		0.1	0		0.1
	UNHCR	• Supply camp-based refugee communities with water and sanitation facilities	American Refugee Committee (ARC), MINALOC	1.75	0.875		0.875
	UN-HABITAT	• Development of governance framework and management tools in water and sanitation for poor and vulnerable group in Kigali	MINITERE MINISANTE MINEDUC MIGEPROF KIGALI City Kicukiro District Private Sector NGOs	0.78		0.78	
		• Training and capacity building for private sector operators in water distribution		0.182	0.06	0.122	
		• Promotion of investment for the poor through regional water and sanitation by mobilization on political, advocacy and information exchange		0.52		0.52	
		• Information exchange, partnership capitalisation experiences at Regional Level		0.295		0.295	
		• Public awareness campaign on gender, social and economic aspect of water and sanitation		0.50		0.50	
		• Development of water demand management strategies and improved sanitation framework for the city of Kigali		0.325		0.325	
		• Environment impact assessment for the reparation of water and sanitation		0.52		0.52	
		• Set up governance mechanism for the promotion of investment in safe drinking water and sanitation for vulnerable groups in Kigali		0.78		0.78	
		• water values-based education and sanitation					
		• Upgrading indicators for monitoring the implantation of MDGs on drinking water and sanitation in Kigali					
		• Administrative support and equipment					

2.4 Equitable access to nutrition rehabilitation services at health facility and community levels including in emergency situations increased (UNICEF, WHO, WFP, UNHCR)	UNICEF	• Advocate and support the operationalisation of the national nutrition policy at national and decentralized levels	MINAGRi Nutrition technical group MINISANTE District authorities	0.4	0.1	0.27	0.03
		• Provide technical and financial support for the strengthening of facility-based (including ECD centres) and scaling up of on-going community-based nutrition project in 15 districts		0.66	0.16	0.45	0.05
		• Provide technical and financial support to train policy-makers, service providers and extension workers in the area of nutritional care and support to all children, pregnant women, lactating mothers and children under ART in 15 districts		0.68	0.18	0.45	0.05
		• Provide essential nutrition supplies and materials for nutrition rehabilitation, micronutrient supplementation and for de-worming		1.0515	0.5	0.49635	0.05515
		• In case of emergency, support rapid assessment, provide child and maternal feeding, support IYCF and therapeutic and supplementary feeding		0.26	0.06	0.18	0.02
	WHO	• Capacity development through training of health service providers in prevention and management of malnutrition at all levels	MOH, CBOs	0.141	0.041		0.1
	WFP	• Provide timely and sufficient quantity of food to target beneficiaries affected by malnutrition through the nutrition services and hospitals	MoH	4.116.055	0	3.292.844	823211
	UNHCR	• Supplementary feeding supply to targeted refugees and asylum seekers, with a specific focus on pregnant and lactating women, malnourished children and refugees/AS living with HIV/AIDS	American Refugee Committee (ARC), African Humanitarian Action (AHA), WFP, UNICEF, MINALOC	0.175	0.09		0.085

Outcome B3. Disease control and epidemic prevention
Prevention and response to communicable and non communicable diseases and major epidemics improved

3.1 Integrated surveillance system for epidemic diseases fully operational (WHO, UNICEF)	WHO	• Capacity development of the MOH in establishing the integrated surveillance system of non communicable diseases (cancer, stroke, high pressure, diabetes, asthma, violence, injury and trauma) by setting up guidelines	MOH, USG Partners, Damian Foundation	0.2	0		0.2
		• Capacity development by training surveillance-staff at national and district level in integrated Disease Surveillance and Response (IDSR) and in the reviewed International Health Regulatory (2005) (IHR)		0.15	0.09		0.06
		• Assessment of the national IDSR system through technical assistance to MOH for continuous improvement		0.1	0.0549		0.0451
		• Advocacy towards partners in the implementation of the national IDSR multi-years plan and the national contingency plan of pandemic diseases (avian flu etc)		0.05	0.05		0
		• Capacity development of the surveillance system on tuberculosis, tuberculosis/HIV, multi drug resistance, extensively drugs resistance tuberculosis, through training and technical assistance		0.17	0.03		0.14
		• Capacity development of the PNILT in the use of data quality tools through technical assistance		0.11	0.02		0.09
	UNICEF	• Provide technical assistance and financial support to the MOH for the development and implementation of an integrated disease surveillance system for health, nutrition and WASH at central and decentralized level (15 districts)	DMTF, MINALOC, MOH, District authorities.	0.15	0.1	0.045	0.005
		• Provide technical assistance and financial support to train health providers and extension workers in epidemic surveillance and control		0.15	0.1	0.045	0.005
		• Provide supplies and equipment for integrated disease surveillance and epidemic control in 15 districts		0.176	0.1	0.0684	0.0076

3.2 Capacity at national and decentralized levels for rapid response to epidemics in the health system (malaria, measles, cholera, avian flu, etc.) strengthened (WHO, UNICEF)	WHO	• Advocacy towards donors to organize the transborder activities for surveillance and epidemic disease control	MOH, USG Partners, Belgian Cooperation, Damian Foundation, GFTAM	0.1	0.025		0.075
		• Supply of drugs for epidemics control and Personal Protection Equipment (PPE) for the national rapid response team		0.3	0.115		0.185
		• Capacity building of MOH to strengthen malaria case management at national level by putting in place certificate courses of 'paludology and entomology' through technical assistance		0.2	0.025		0.175
		• Supply of meteorological equipment to MOH for malaria epidemic detection		0.1	0		0.1
		• Capacity building to MOH in carrying out health Malaria Indicators Survey (HMIS)		0.085	0.0725		0.0125
		• Capacity development to MOH through training and supervision to TB control management		0.244	0.104		0.14
		Research and assessment: > on insecticide efficacy in order to improve malaria control		0.1	0.02		0.08
		> on malaria vectors to improve malaria control		0.1	0		0.1
		> on rapid tests at the community level, monitoring of the impact of insecticide-treated mosquito nets (ITNs) and Indoor Residual Spraying (IRS) used for malaria prevention		0.1	0.015		0.085
		> Clinical trial with Sulfadoxine- Pyrimethamine(SP) alternative in Malaria In Pregnancy(MIP) in order to prevent malaria in pregnancy		0.15	0.05		0.1
		> On prevalence of Multi-Drug Resistance, Extensively Drug resistance tuberculosis (MDR_XDR TB) in order to improve tuberculosis control		0.3	0		0.3
		Supply in: > Logistics (computers, vehicles, motorcycles) to health facilities and PNILT (Programme National Integré de Lutte Contre la Lepre et Tuberculose)		0.155	0.015		0.14
		> Supply adjuvant drugs for TB patients		0.105			0.1
		> Equip and provide infrastructure including construction one model site of TB control infection		0.143	0.005 0.02		0.123
	UNICEF	• Provide technical and financial support for training staff at national and decentralized level in rapid response to epidemics	MOH DMTF, MINALOC, District authorities	0.2	0.15	0.045	0.005
		• Provide institutional, technical and financial support to DMTF/ TRAC Plus for enhanced effectiveness in preparedness and response to epidemic diseases		0.066	0.05	0.0144	0.0016
		• Maintain adequate emergency stock and provide timely supplies for rapid response to epidemics		0.21	0.1	0.099	0.011
3.3 Capacity of CBO, faith based and local leaders to prevent and respond to communicable, non communicable diseases and major epidemics strengthened (WHO, UNICEF)	WHO	• Capacity development for CBO(s) and local leaders for the management of mental health, cardiac diseases, diabetes, asthma, trauma, tobacco control, through training and on tropical neglected diseases	MOH, USG Partners, Damian Foundation, Geneva Global, Civil Society	0.4	0.13		0.27
		• Capacity development by training and supervision of community health workers on tuberculosis related interventions		0.13	0.05		0.08
		• Assessment of the Directly Observed Treatment Short Course (DOTS) delivered by community health workers, for community-based tuberculosis management, in order to improve TB control at community level		0.1	0		0.1
	UNICEF	• Provide technical assistance and financial support for training of CBOs, FBOs and local leaders in 15 districts in epidemic preparedness and response	MOH, DMTF, MINALOC, District authorities	0.25	0.2	0.045	0.005
		• Provide drugs, equipment and other supplies to affected districts for prevention and response to disease epidemics		0.356	0.23	0.1134	0.0126

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

Outputs	Agency	Activities	Implementing Partners	Resources			
				Total	Core	Vertical Funds	To be mobilized
Outcome 1. Enrolment Enrolment for all children, especially girls, vulnerable children and children in emergency situations, increased							
1.1 District capacity for identification, planning, delivery and monitoring of the minimum package for OVC enhanced (UNICEF, WFP, UNHCR)	UNICEF	• Advocate for, and provide technical and financial support for the implementation of the OVC minimum package and the SNE/OVC[1] Education policy at national and district levels	MINEDUC/ MIGEPROF Dev. Partner group.	0.1	0	0.1	
		• Provide technical assistance and financial support for education managers at all levels in planning, management and coordination of a 'Care and Support Package' in schools	Districts, Civil Society,	0.1	0.1	0	
		• Provide technical assistance and financial support to GoR and civil society partners to monitor and conduct relevant research on OVC education	MINEDUC,KIE and NIS	0.1	0.1	0	
		• Provide materials and equipment in response to school and community needs	MINEDUC, Civil Society	0.3	0	0.3	
	WFP	• Capacity development through training to expand district capacities for identification, planning, delivery and monitoring of the minimum package for OVC	MINEDUC/ MINALOC	0.037	0	0.023	0.014
	UNHCR	• Capacity development of MINALOC/CNR and district officials through training initiatives on refugee child protection issues, with a specific focus on identification of UAM/SC, school attendance monitoring and special care to vulnerable refugee children	MINALOC, DISTRICTS	0.25	0		0.25
1.2 Alternative and complementary education programmes for out-of-school children strengthened (UNICEF, UNHCR)	UNICEF	• Provide technical assistance and financial support for the development and implementation of a national expansion strategy as well as a 'phase-out' plan for the complementary education programme	MINEDUC, Dev. Partner group.	0.05	0.05	0	
		• Advocate for, and provide technical and financial support for development of partnerships between civil society and GoR to promote, coordinate, and implement complementary education for out-of-school children	Civil Society, Districts	0.05	0.05	0	
		• Provide technical and financial support for curriculum enrichment focusing on development of life-skills based education in learning centres	MINEDUC, NCDC	0.3	0.2	0.1	
		• Provide equipment, scholastic materials and financial support for the construction of learning centres	MINEDUC, NCDC	0.5	0	0.5	
	UNHCR	• Equipment of refugee camps through Financial and implementation support to vocational training and skills development initiatives for all out-of school refugee children and youth, as well as adult literacy programmes	Jesuit Refugee Services (JRS) Save the Children UK (SVCUK) MINALOC UNV	0.15	0		0.150

1.3 Adequate and accessible learning spaces, including classrooms for all children increased (UNICEF, UNESCO)	UNICEF	• Advocate for countrywide implementation of minimum standards and guidelines on facilities and spaces for participation of vulnerable children in school	MINEDUC, Dev. Partners group	0.2	0.2	0	
		• Provide technical assistance and financial support for training of national and district education planners and civil society to implement norms and standards	MINEDUC, Districts Civil Society	0.3	0.3	0	
		• Provide equipment, financial and technical support for the construction and rehabilitation of school facilities (classrooms, teacher resource centres, play grounds)	MINEDUC	14.5	1.5	11	2.0
	UNESCO	• Advocate for policy formulation and curriculum development on inclusive education;, implementation and strengthen national and district level technical capacity for inclusive education through stakeholder consultations, technical assistance, partnership building and training;	MINEDUC, Districts Dev. Partners group	0.02	0.02		
		• Strengthen capacity for teacher professional development and materials development for inclusive education through technical support and training.		0.1	0		0.1
1.4 Access to basic education for children in emergencies, including vulnerable children (UNICEF, WFP, UNHCR)	UNICEF	• Advocate for, and provide technical and financial support for a comprehensive UN/Government response plan and coordinated support to education in emergencies	MINEDUC/ MINALOC Civil Society (SCF, ARC)	0.2	0.2	0	
		• Provide technical and financial support to national and district planners/managers for education in emergency preparedness and response	MINEDUC/ MINALOC Civil Society (SCF, ARC)	0.2	0.2	0	
		• Provide equipment and financial support for establishment of infrastructure in response to education in emergencies	MINEDUC/ MINALOC Civil Society (SCF, ARC)	0.6	0.4	0.2	
	WFP	• Food and Non Food Items Supplied to schools to carry out school feeding	MINEDUC	1.7	0	1.035	0.665
		• Food supply (take home ration) in schools to support host families of orphans and vulnerable children, on a monthly basis	MINEDUC/ Districts/ schools	0.35	0	0.213	0.137
		• Strengthen capacity of parents and local communities through training, sensitization and financial assistance to ensure that a mid-day cooked meal is provided to all children in the most food insecure area, on a daily basis. But for sustainability, empowered schools and communities to introduce packed lunch and to establish school garden	MINEDUC/ Districts/ Schools	0.037	0	0.023	0.014
	UNHCR	• Capacity Development of refugee communities through financial and implementation support for primary school access to all refugee children	JRS[2], SVCUK[3], MINALOC	1	1		
		• Capacity Development of refugee communities through financial and implementation support for lower secondary school access within refugee camps to all refugee children	JRS, SVCUK, MINALOC	1.8	1.3	0.5	
		• Capacity Development of refugee communities through limited financial support to targeted refugee youth for upper secondary school access in national schools	JRS, SVCUK, MINALOC	(included in 1.8)			
		• Capacity development of refugee communities through financial and implementation support to targeted refugees for a limited number of university scholarships per year	JRS, SVCUK, MINALOC	0.25	0.09		0.16

Outcome 2. Retention Retention and completion rates for all children in primary and lower secondary increased							
2.1 Minimum quality standards and norms for child friendly schools adopted, scaled-up and implemented in model schools (UNICEF, WHO)	UNICEF	• Advocate for, and provide technical assistance to, MINEDUC for countrywide implementation of the Minimum Quality Package on CFS standards	MINEDUC, Dev. Partners group	0.2	0.2	0	
		• Provide technical assistance and financial support to MINEDUC and district managers for implementation of CFS criteria from 50-400 schools as well as the development of relevant tools and guidelines	MINEDUC, Districts Civil Society	0.8	0.3	0.5	
	WHO	• Advocate for countrywide adoption of the School Health Promotion initiative	MINEDUC MINISANTE Dev. Partners group	0.014	0.002		0.012
		• Develop capacity of MINEDUC for the elaboration and implementation of the School Health Policy and Strategies through provision of technical support	MINEDUC MINISANTE Dev. Partners group	0.029	0.002		0.027
2.2 Adequate, healthy, safe and attractive spaces including separate, hygienic latrines for boys and girls, safer water, playgrounds and sports fields and green spaces created (UNICEF, WHO, UNHCR)	UNICEF	• Advocate for, and provide technical support for implementation of the Gender and OVC/SNE Policies and to develop tools and guidelines for services and facilities, including WASH	MINEDUC, MIGEPROF Dev. Partners group	0.1	0.1	0	
		• Provide technical assistance and financial support for integration of a comprehensive psychosocial support package including sports, special needs, counselling and guidance	Districts, Civil Society (RTP[4])	0.3	0.3	0	
		• Provide technical and financial support for child to child and young people participation mechanisms (e.g. clubs) in school and community	MINEDUC, Dev. Partners group	0.1	0.1	0	
		• Provide equipment, technical, financial and technological support for the construction and rehabilitation of health and WASH facilities (latrines, water and sports grounds) in 200 model child friendly schools		13.0	1.5	10	1.5
	WHO	• Strengthen capacity for healthy school environments through technical support for development of guidelines, standards and norms for water, sanitation and hygiene in schools	MINISNATE MINITERE NGOs	0.100	0.010		0.090
	UNHCR	• Equipment of camp-based schools in refugee camps through financial and implementation support for safe learning environments in refugee camps	American Refugee Committee (ARC)	0.05	0.02		0.03
		• Advocate for the inclusion of camp-based schools into the district plans for WatSan construction/rehabilitation interventions	MINALOC, Districts	0.04	0		0.04

2.3 Capacity for delivery of a school health package including HIV/AIDS prevention and de-worming strengthened (UNICEF, WHO, WFP)	UNICEF	• Advocate for scaling up implementation of the School Health Policy including a 'School Health Package'	MINEDUC/ MINISANTE Dev. Partners group.	0.3	0	0.3	
		• Provide technical assistance and financial support to national, district level partners and communities for school based health, nutrition and hygiene management	MINEDUC, Districts Civil Society	0.2	0.2	0	
		• Provide equipment and supplies (de-worming, sanitary packs, etc) for school health, nutrition and hygiene management	MINEDUC	0.6	0	0.6	
	WHO	• Advocate for implementation of school health policy and 'school health package' within education swap focusing on school nutrition, hygiene and mitigation of HIV/AIDS impacts on infected and affected school children	MOH MINEDUC	0.02	0.01		0.01
		• Provide technical assistance for national/district partner's school/community capacity strengthening on school based management of health and hygiene among children	MOH MINEDUC Districts Civil Society	0.03	0.01		0.02
		• Provide financial assistance for supplies and equipment (de-worming, sanitary packs, etc)	MOH MINEDUC Districts Civil Society	0.07	0.01		0.06
	WFP	• Advocate, towards relevant partners and donors, for funding from external sources and conduct sensitization campaigns on HIV in schools	World Vision International	0.072	0	0.044	0.028
		• Advocate, towards relevant partners and donors, for funding from external sources and technical support to MINISANTE and MINEDUC to implement the de-worming programme (including the baseline survey, improved sanitation, hygiene and access to clean water in the school environment)	MINEDUC/ MINISANTE/ district	0.072	0	0.044	0.028
2.4 Support to school feeding in food insecure areas (WFP, FAO)	WFP	• Food and Non Food Items Supply supplied to schools to carry out school feeding	MINEDUC/ Districts/ Schools	12.62	0	7.686	4.934
		• Food supply (take home ration) in schools to support host families of orphans and vulnerable children, on a monthly basis	MINEDUC/ Districts/ Schools	5.39	0	3.283	2.107
		• Strengthen capacity of parents and local communities through trainings, sensitization and financial assistance to ensure that mid-day cooked meal is provided to all children in the most food insecure area, on a daily basis	MINEDUC/ Districts/ Schools	0.037	0	0.023	0.014
	FAO	• Capacity development of schools and children through training and technical support in school gardening for improved food production and nutrition	MINEDUC MINAGRI Churches Parents-Teachers Associations.	1	0	0	1
		• Supply of agriculture inputs		1	0	0	1

Outcome 3. Achievement							
Key learning outcomes for children including life skills and competencies for life long learning achieved							
3.1 Curriculum adapted to respond to challenges of communities, local and global environment (WHO, UNICEF, UNFPA, UNESCO, UNIDO)	WHO	• Advocate through education sector support mechanism, the development of outcomes, results/skills based education focusing in integration of life-skills and other life-long learning competencies in the curriculum	MINEDUC MINISANTE Dev. Partners group	0.02	0.005		0.015
		• Provide technical assistance to development of capacity for outcome/results-based education, including capacity building for teachers and curriculum specialist	MINEDUC MINISANTE Dev. Partners group	0.03	0.003		0.027
		• Advocate for and develop a system for monitoring of learning achievement	MINEDUC MINISANTE Dev. Partners group	0.02	0.002		0.018
	UNICEF	• Advocate with education sector partners and provide technical and financial assistance for the development of outcomes and life-skills based education curriculum	MINEDUC/ MIFOTRA NCDC Dev. Partners group	0.2	0.1	0.1	
		• Provide technical and financial assistance to curriculum specialists, teachers and tutors for implementation of an outcomes and life skills-based education curriculum	MINEDUC/KIE/ NCDC Districts	0.2	0.2	0	
		• Provide curriculum and scholastic materials and equipment for ongoing national initiatives and in model schools	Districts, Civil Society Private sector	0.4	0	0.4	
	UNFPA	• Capacity building through technical Support MINEDUC in revising school curricula and incorporating POP/ FLE by education level	MINEDUC, NCDC, MIFOTRA	0.06	0.05	-	0.01
		• Capacity building to MINEDUC and the NCDC in conducting teachers training on POP/FLE integration in curricula for primary and secondary schools	Districts, Schools, Private Sector, Civil Society	0.2	0.1	-	0,1
		• Capacity building through technical and financial support to the National Curriculum Development Centre to print and distribute teacher guides and student books on POP/ FLE		0.25	0.1	-	0,15
		• Strengthen capacity of the NCDC to monitor teaching of the POP/FLE curricula at school level and continue up-grading the skills of teachers		0.1	0.05	-	0.05
	UNESCO	• Advocacy and capacity development for technical and vocational education (TVET) including a strategic plan and long-term financial plan	MINEDUC/ GTZ/JICA	0.02	0.02		
		• Capacity development through technical assistance (TA) to MINEDUC for elaboration of TVET curriculum, use of new pedagogies for TVET and identification of equipment needs	MINEDUC/ GTZ/JICA	0.2	0.2		
		• Stakeholder consultation and mobilisation for the expansion and development of youth and adult literacy and adult education	MINEDUC/ NCDC, NGOs, civil society	0.3			0.3
	UNIDO	• Capacity building, through technical assistance for MINEDUC to design and implement entrepreneurship education curriculum in lower secondary schools	MINEDUC, NCDC, PSF, MIFOTRA, HIDA, MINICOM, GTZ, JICA, DFID, WB	1.5	0.13		1,37

3.2 Child centred teaching methodology developed and practiced (UNESCO, WHO, UNICEF, UNFPA)	UNESCO	• Strengthen capacity for life skills education, specifically, its integration in the 9 years basic education curriculum including HIV and AIDS prevention • Strengthen capacity for use of competency-based approaches in the 9 years basic education cycle to curriculum design, curriculum management and curriculum delivery; development and application of leaner-centred methodologies	MINEDUC/ NCDC, NGOs, civil society MINEDUC/KIE				
	WHO	• Advocate for 'school based' (in-service) support system focusing on school health for replication as part of a teacher development and management policy • Develop capacity through training for the integration of child centred methodologies and life skills in model schools and government driven school reforms	MINEDUC MINISANTE Dev. Partners group	0.025 0.04	0.005 0.01		0.02 0.03
	UNICEF	• Advocate for and provide technical and financial assistance for the development of a school based in-service teacher support system and its demonstration in CFSs for national replication • Provide technical assistance and financial support for training teachers in gender sensitive and child centred methodologies for life skills based education in CFS	MINEDUC/KIE NCDC Dev. Partners group. KIE, Districts Civil Society	0.1 0.5	0.1 0.2	0 0.3	
	UNFPA	• Build technical capacity of the MINEDUC and NCDC in integrating POP/FLE while developing child-centred teaching methodology	MINEDUC NCDC MIFOTRA DISTRICTS Schools, Private Sector, Civil Society KIE	0.5	0.1	-	0.4
3.3 Capacity of MoE and key partners to develop and implement standards for cognitive stimulation and school readiness of 0-6 year olds enhanced (UNICEF, UNESCO)	UNICEF	• Advocate for resource allocation and provide technical and financial support for the development and implementation of an ECD policy as well as the minimum standards • Provide technical assistance and financial support for implementation of community based ECD including inter-sectoral linkages and the training of care givers and pre-school teachers • Provide equipment, scholastic materials (curriculum guides, modules) and financial support to construct ECD Resource Centres in selected districts at community level	MINEDUC, MINSANTE, NCDC MINEDUC, NCDC, Districts, NWC Civil Society MINEDUC, Civil Society	0.1 0.2 0.3	0.1 0.1 0	0 0.1 0.3	
	UNESCO	• Stakeholder mobilisation and strengthen technical capacity of parents, communities and local authorities for implementation of policy and strategy on Early Childhood Development and Education (ECDE) • Partnership building and technical support to parents, communities and local authorities for the development of ECDE materials in support of teachers and parents through training, guidelines and technical support • Develop capacity of MINEDUC and partners for the development of parent education	MINEDUC MINEDUC MINEDUC	0.02 0.1 0.2	0.02 0 0		 0.1 0.2
3.4 Capacity of MoE for monitoring learning achievement, including life skills, strengthened at central and decentralized levels (UNICEF, UNESCO)	UNICEF	• Provide technical assistance and financial support to key technical institutions (Inspectorate, NCDC, NEC, and KIE) to develop a system for Monitoring Learning Achievement • Provide technical assistance and financial support for implementation of MLA including development of teacher skills for 'self managed' schools • Provide equipment and supplies for MLA	MINEDUC, NCDC, KIE, Dev. Partners group and NEB NDCDC, NEB, Districts	0.2 0.2 0.2	0 0.2 0.2	0.2 0 0	

Outcome 4. Effective system							
Effective education management system established and operational							
4.1 Institutional, technical and operational capacity of districts and NGOs for Parent's teachers associations participation in planning, management and monitoring of schools and community-based early care centres, strengthened (UNICEF, WHO, WFP)	UNICEF	• Advocate for, and provide technical assistance and financial support to integrate HR, and incorporate vulnerability analyses in national, district and community education plans and budgetary frameworks	MINEDUC, MINALOC, Dev Partners group	0.1	0	0.1	
		• Provide technical assistance and financial support to a national capacity building plan and to selected districts to ensure capacity for child-friendly school development	MINEDUC, MINALOC, Districts	0.2	0.2	0	
		• Advocate for, and provide technical and financial support for, allocation and leveraging of resources for ECD within a SWAP framework	MINEDUC, KIE, NIS	0.4	0	0.4	
	WHO	• Technical and financial assistance to National Capacity Building plan through pool funding and support to technical committee (major focus on school management and district level technical support)	MINEDUC MINISANTE Dev. Partners group	0.03	0.002		0.028
		• Capacity building in selected UN sites (districts with model school health) as part of joint UN efforts	MINEDUC MINISANTE Districts	0.08	0.002		0.078
		• Support to capacity for research, monitoring and evaluation	Dev. Partners group	0.02	0.001		0.019
	WFP	• Capacity development through training to expand institutional, technical and operational capacities of districts and NGOs for Parent's teachers associations participation in planning, management and monitoring of schools	MINEDUC/ MINALOC	0.037	0	0.023	0.014
		• Capacity development through organization and support of school feeding study tours outside the country, for school authorities, local authorities as well as PTAs, to learn about experiences on school feeding programme sustainability	MINEDUC/ Districts	0.037	0	0.023	0.014
4.2 Participation of NGOs, FBOs, private sector in national and district level planning for education strengthened (UNICEF, UNFPA)	UNICEF	• Advocate for and provide technical and financial support for civil society participation in education planning/ implementation and networking with government	MINEDUC, MINALOC, Dev Partners group	0.2	0.2	0	
		• Provide technical assistance and financial support to strengthen the capacity of civil society organizations to implement the MQP in supported districts	MINEDUC, MINALOC, Dev Partners group	0.2	0.1	0.1	
	UNFPA	• Advocate for awareness creation among NGOs and FBOs on population issues for their participation in education planning at district level	MINEDUC MIFOTRA Districts, NYC NWC, Private Sector, FBO, NGOs	0.2	0.1	-	0.1
		• Capacity building through technical and financial support of the NGOs and FBOs aware of population issues that participate in education planning at district level		0.24	0.04	-	0.2
4.3 Evidence-based district level education planning and costing strengthened (UNFPA, UNICEF)	UNFPA	• Strengthen technical capacity of districts to prepare development plans based on population projections	MINEDUC MINALOC MIFOTRA Districts, NYC NWC, Private Sector, FBO, NGOs	0.3	0.2	-	0.1
		• Strengthen technical capacity of district planners and leaders to use population data in preparing educational plans at district level		0.3	0.1	-	0.2
	UNICEF	• Provide technical assistance and financial support to educational institutions and universities to develop technical expertise and a knowledge base for child-friendly schools	MINEDUC, KIE, NUR Dev. Partners	0.1	0.1	0	
		• Provide technical assistance and financial support to selected institutions (KIE, NUR) to conduct longitudinal studies for CFS simulation models in support of evidence-based policy development	MINEDUC, KIE, NUR Dev. Partners	0.2	0.2	0	
4.4 Education Management Information System (EMIS) developed and operational at national and decentralized levels (UNICEF)	UNICEF	• Advocate for, and provide technical support for the development of EMIS incorporating OVC indicators and disaggregated data	MINEDUC, NIS Dev. Partners	0.1	0	0.1	
		• Provide technical assistance and financial support for EMIS roll-out and implementation	MINEDUC, NIS Dev. Partners	0.1	0	0.1	
		• Provide technical assistance and financial support to conduct education operational research and evaluation studies		0.2	0	0.2	

4.5 National and district capacity for gender sensitive, equitable policy development, planning, monitoring and evaluation and resource brokerage (UNICEF, WFP, UNHCR)	UNICEF	• Advocate for and provide technical assistance and financial support for analysis of policy implementation focusing on gender, SNE/OVC and ECD policies	MINEDUC, MINALOC Dev. Partners	0.4	0	0.4	
		• Provide technical assistance and financial support to national, district managers and civil society in social mobilization and campaigns for retention and achievement of OVC and girls	MINEDUC, MINALOC Dev. Partners	0.3	0.2	0.1	
		• Provide technical assistance and financial support towards leveraging resources, conduct of budget analyses and advocacy for vulnerable groups within a Joint Sector support programme	MINEDUC, Dev. Partners	0.3	0.3	0	
	WFP	• Capacity development of district, sector and school authorities through training to expand gender sensitive capacities in policy and procedure development, planning implementation, monitoring and evaluation and resource management	MINEDUC/ MINALOC	0.037	0	0.023	0.014
		• Capacity development of district, sector and school authorities through organization of school feeding study tours outside the Country, for school authorities, local authorities as well as PTAs, to learn about experiences on school feeding programme sustainability	MINEDUC/ Districts	0.037	0	0.023	0.014
	UNHCR	• Capacity development of MINALOC/CNR and district officials through technical assistance in policy formulation and implementation and monitoring of educational activities involving refugees, returnees and asylum seekers	MINALOC, DISTRICTS	2.5	0		2.5

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

Output	Agency	Activities	Implementing Partners	Resources			
				Total	Core	Vertical Funds	To be mobilized
Outcome 1. An enabling policy framework to support an effective system for environment management and ecosystem conservation established							
1.1 Policies, regulations, guidelines and standards for environment protection developed and implemented at central and decentralized levels (UNDP, UNEP, UNESCO)	UNDP	• Technical support in research and assessment to the Government in the establishment of the regulatory policy framework for environmental protection	MINITERE REMA	1.5	0.5	1.0	
		• Strengthen capacity building in the form of technical support to the national/local government institutions in the implementation of the regulatory policies frameworks in environment	MINITERE REMA Districts	1.0	0.5	0.5	
		• Empowerment and capacity development to government institutions in the advocacy towards harmonization of environmental protection and economic development	REMA Districts NGO's	1.0	0.5	0.5	
	UNEP	• Capacity development through training, awareness raising and direct technical support of key ministries	MINITERE	0.1	0.1		
		• Capacity development of planners and district decision-makers for policy and program formulation	MINITERE REMA	0.8	0.8		
		• Capacity Development in the form of technical support to key ministries and district officers for integrating environment into policymaking, planning and budgets	REMA	0.2	0.05		
		• Capacity Development for review, development and enforcement of regulations under the organic environment law and review and updating of sectoral laws	MINITERE REMA				0.15
		• Capacity Development to government institutions for policy and program formulation	MINITERE REMA				
		• Research and Assessment on climate change mitigation, vulnerabilities and provision of technical support in the development of response strategies	NGO's	0.1	0.1		
	UNESCO	• Capacity building of key institutions and stakeholders in the application of guidelines and standards (Seville Strategy and Statutory framework) for the management of the Volcanoes Biosphere reserve by advisory services and training	MINETERE REMA ORTPN Districts NGOs	0.05	0.01		0.04
		• Capacity building of national authorities in water policies by improving the knowledge on water resources	Local communities Private sector Min Hydraul	0.03	0.005		0.025

1.2 Information management system for natural resources developed and operational (UNDP, UNEP, UNESCO)	UNDP	• Capacity development in the form of technical support to national and decentralized government institutions on the development and the operationalisation of information management systems for natural resources	MINITERE REMA ORTPN Districts	0.6	0.4	0.2	
		• Capacity building through technical support to empower government institutions in the management and operation of the information system	REMA Districts	0.3	0.2	0.1	
		• Supply of equipment necessary for the system establishment and operation to government institutions	REMA Districts NUR/KIST	0.6	0.4	0.2	
	UNEP	• Capacity Development of government institutions for monitoring poverty and environment linkages at both national and district levels	REMA	0.128541	0.128541		
		• Capacity Development to government institutions for integrated environmental assessment, reporting, outreach and communication to support decision-making at national and sub-national levels	REMA	0.120	0.120		
		• Capacity Development to government institutions for coordinated response to multi-lateral environmental agreements (MEAs) through integrated information system and clearing house mechanisms	REMA	0.150	0.150		
		• Research and Assessment into the status, issues and the way forward for the environment and natural resource management at national level (previously indicated as a Post Conflict Environmental Assessment)	REMA	1	1		
	UNESCO	• Capacity building for key stakeholders in conservation of biodiversity and sustainable use of natural resources by knowledge based management through training and practioners networking	MINETERE MINRECH REMA ORTPN Districts NGOs Local communities	0.1	0.01		0.09
		• Research and assessment in the vulnerability of water resources to environmental changes by training, data collection and mapping		0.105	0.005		0.1
		• Research and assessment of water dependencies systems under stress and societal response by training and groundwater protection activities		0.105	0.005		0.1
1.3 Capacity for coordination of REMA and MINITERE in environment management and ecosystem conservation strengthened (UNDP, UNEP)	UNDP	• Capacity Development through technical support to MINITERE and local government institutions on environment management and ecosystem conservation	MINITERE Local government institutions	1.5	1	0.5	
	UNEP	• Equipment and Infrastructure Provision to the National parks Authority (ORTPN) for geographical information system	ORTPN	0.005	0.005		
		• Capacity Development of REMA and MINITERE staff for engaging in cross-sectoral integration of environment	MINITERI REMA	0.472612	0.472612		
		• Capacity development for REMA in form of technical support to effectively coordinate implementation of environmental conventions	REMA	0.04	0.04		
		• Leadership, Advocacy & Policy Formulation support for REMA to mainstream implementation of MEAs into national development plans	REMA	0.04	0.04		

1.4 Institutional capacity of REMA, MINITERE and local Governments to monitor the quality of natural environment strengthened (UNDP, UNEP)	UNDP	• Capacity Development through training workshops for REMA and MINITERE staff	MINITERE REMA	0.8	0.3	0.5	
		• Capacity development in form of technical support to national and local governments in order to monitor the quality of natural environment	MINITERE REMA Districts	1.2	0.4	0.8	
		• Capacity Development through Micro-grants projects for REMA	REMA	1.0	0.3	0.7	
	UNEP	• Leadership, Advocacy and Policy Formulation to improve awareness and more effective participation of stakeholders in environmental policy and planning processes	MINITERE REMA	0.153622	0.153622		
		• Capacity Development in form of technical support to REMA and MINITERE staff (national and district level) for understanding and analyzing links between poverty and the environment	MINITERE REMA	0.445180	0.445180		
		• Capacity Development in form of technical support to REMA to plan and monitor community based activities that support local livelihoods as well as conserving natural resources	REMA	0.160	0.160		
1.5 Urban environment management strategy developed and implemented in all major cities (UN-HABITAT, UNEP, UNESCO)	UN-HABITAT	• Research/assessment in form of technical support of the current condition of urban environment	REMA MININFRA Cities	0.5	0.1		0.4
		• Capacity building assistance for establishment of management strategy and its implementation, and support of strengthening institutional capacities for more efficient urban environment management		0.4		0.2	0.2
		• Support of formulation of urban environment management strategy (including strategies for improvement of the slum environment and for city development at the national and district levels) and of advocacy of the strategy in all major cities		0.7		0.2	0.5
		• Sustainable urban planning and shelter delivery of the secondary cities in western Province (Rubavu, Karongi, Rusizi)		2.0		0.02	1.98
	UNEP	• Leadership, Advocacy and Policy Formulation: Support to public sensitization and formulation of standards to improve urban air quality through cleaner fuels and vehicles	REMA	0.028	0.018		0.010
		• Capacity development in form of technical support for the Urban Authorities to prepare City/Urban Environment Outlook reports to provide baseline information for the city/urban development strategies	REMA Districts Urban cities	0.03	0.03		
	UNESCO	• Research and assessment of urban groundwater vulnerability	REMA Districts	0.105	0.005		0.1

Outcome 2. Capacity at national, district and community levels to restore and protect ecosystems of national and global importance against potential degradation strengthened							
2.1 Strategies and action plans for rehabilitation of critical ecosystems developed, operationalized and made available to local Governments (UNDP, UNESCO)	UNDP	• Capacity building in form of technical support to national and local government institutions in form of research/ assessment of the current strategies and plans for protecting ecosystems and their rehabilitation	MINITERE REMA ORTPN	3.0	1.5	1.5	
		• Capacity building in form of technical support to government institutions for establishment of strategies/ action plans and their operation for rehabilitating critical ecosystems	REMA	2.5	1.0	1.5	
		• Support of formulation of strategies and action plans both at the national and decentralized levels and of advocacy towards protection and rehabilitation of valuable ecosystems	REMA Districts NGOs	2.0	1.0	1.0	
	UNESCO	• Research and assessment for the rehabilitation of degraded ecosystems by scientific studies and research activities	REMA	0.1	0.01		0.09
		• Capacity building of local government in the rehabilitation of critical natural habitats of Great Apes around the BR of Volcanoes by technical support	MINETERE REMA Districts	0.5	0.05		0.45
2.2 Capacity of communities and local government for ecosystem and land conservation and rehabilitation strengthened (FAO, IFAD, ILO, UNESCO)	FAO	• Capacity development of districts and communities in some pilot areas in most threatened areas, through technical and financial assistance to MINITERE and REMA, to conduct participatory ecosystems degradation assessments and development of sustainable ecosystems management and conservation investment projects, with the objective to scale up and scale out to similar areas	MINAGRI MINITERE REMA	0.35	0.35		
		• Capacity development in form of infrastructure development in the selected, pilot districts and communities with most threatened ecosystems, through financial assistance to MINITERE and REMA, to implement ecosystems management projects, with the aim of scaling up and out to other threatened ecosystems	MINITERE REMA Districts	0.9	0.9		
		• Strengthen capacity development of districts and communities through training-workshops-study tours etc. to develop and implement integrated land, forestry, water resources management plans and projects	Districts NGO's CBO's				
	ILO	• Capacity development to decentralized structures through promotion of labour-based approaches to environment conservation	MINAGRI MINITERE NGOs	1.1	0.1		1.0
	UNESCO	• Capacity building and empowerment of rural communities for knowledge-based decision making on the use and management of RNR by training	REMA Districts Communities	0.3	0.005		0.295
2.3 Technical and operational capacity of districts for the management of wastes and contaminants developed (UNIDO, UNESCO, UN-HABITAT, UNDP)	UNIDO	• Capacity building through technical assistance for waste management to communities at decentralized level	REMA, MINITERE, MINICOM, MINALOC, PSF	0.9			0.9
	UNESCO	• Capacity building of districts in the management of wastes and contaminants by training and technical assistance for the development of waste management plan	Districts	0.105	0.005		0.1
	UN-HABITAT	• Technical and operational capacity development assistance of district officials for the management of wastes and contaminants	MINITERE Cities REMA	0.2			0.2
	UNDP	• Technical and operational capacity development assistance in collaboration with UNIDO to local and decentralized government institutions for the management of wastes and contaminants		5	5		

Outcome 3. Economic productivity enhanced using natural resources in an environmentally friendly way							
3.1 Innovative practices for environmental friendly income generation activities adapted to the local context, and available to local governments (UNIDO, UN-HABITAT, UNESCO)	UNIDO	• Capacity building through technical assistance for MININFRA to implement policies on rural energy for productive uses • Capacity building through technical assistance for local communities and private sector in production of affordable and renewable energy for productive uses	MININFRA, MINALOC, PSF, MINICOM	3.0	0.3		2.7
	UN-HABITAT	• Research and assessment in form of technical support for developing new environmentally friendly income generation activities • Capacity building assistance for local government institutions in order to enable them to coordinate the innovative practices generation and management	MINITERE MINALOC MININFRA REMA Cities	0.5 0.3			0.5 0.3
	UNESCO	• Capacity development in quality economies based on local community action and entrepreneurship, sound science, public-private sector partnerships and networking	REMA MINRECH ORTPN Private sector	0.1	0.01		0.09
3.2 Industrial policies and practices that ensure environment protection developed and implemented (UNIDO)	UNIDO	• Capacity building mainly through technical assistance for enterprises to implement cleaner production processes. • Capacity building through technical assistance for REMA in monitoring the implementation of cleaner production	REMA, PSF, MINICOM, MINITERE	0.9	0		0.9
3.3 National forestry, water resources and land use master plans for effective agriculture and industrial growth developed and implemented (FAO, ILO)	FAO	• Capacity development of MINITERE and REMA and some selected districts, through technical and financial assistance, to improve skills for preparation of master plans for Water, Land and Forestry • Policy formulation to establish the National Forestry Master plan, through technical and financial assistance to MINITERE, and NAFA for sustainable management of the forestry resources • Policy formulation of a Programme for the 'utilization of Wood for Energy' through technical and financial support to MINITERE • Policy formulation to produce a Land use master plan through technical assistance to MINITERE	MINAGRI MINITERE UNIDO Districts Research Institutions MINAGRI NGOs REMA MINITERE MINITERE REMA	0.1 0.29 0.1	0.1 0.05		 0.29 0.05
	ILO	• Capacity development through training for small, medium enterprises and local communities based organizations to contract in the execution of labour intensive infrastructure projects	MIFOTRA MINALOC DISTRICTS NGOs FBOs	1.1	0.1		1.0

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

Output	Agency	Activities	Implementing Partners	Resources			
				Total	Core	Vertical Funds	To be mobilized
Outcome 1. Disaster Management							
Effective national disaster management established and operational							
1.1 National Disaster Early Warning Systems developed and operational (UNHCR, WFP, FAO)	UNHCR	• Research and assessment of existing Early Warning Systems, though the revision and documentation of the UN Inter-Agency Disaster Preparedness tools • Capacity development through technical assistance to nisr (Ministries) for development and establishment of Nationals Disaster Early Warning System • Capacity development of the Disaster Management Unit (DMU) in the Prime Minister's Office through technical assistance for the production of comprehensive Early Warning updates and secretarial support to the Disaster Management Taskforce (DMTF) • Policy formulation through the production and review of Contingency Plans, with a focus on refugee and returnee movements	Members of the DMTF Members of the DMTF Members of the DMTF UNICEF, WFP, other members of the DMTF	0.125			0.125
	WFP	• Policy formulation through technical support to review and development of contingency plans related to natural and manmade disasters. (In the same activity, UNHCR will focus on refugees/returnees/IDPs part) • Capacity development through technical and financial assistance to NISR for development and establishment of National Disaster Early Warning System	DMU DMTF MINALOC MINAGRI NISR	0.075 0.3	0 0	0.060 0.240	0.015 0.060
	FAO	• Capacity development of national institutions: MINAGRI, MINALOC and PRIMATURE/DMU, through training and financial assistance, and integration into regional and international Information Systems, in order to strengthen the Early Warning System for the food and agriculture sector • Monitoring and Assessment of trans-boundary risks through training and financial assistance to MINAGRI, MINALOC, and MINICOM, so as to improve information sharing and coordination of preventive and response measures for animal and plant diseases	MINAGRI DMU NIS CSO MININFRA FEWSNET MINALOC Districts MINAGRI RADA/RARDA NIS MINISANTE MINALOC National Police	2.5 1.2	 0.2		2.5 1.0

1.2 A Government-led National Emergency Preparedness and Response Plan developed and field-tested (UNHCR, UNICEF, WHO, UNFPA)	UNHCR	• Capacity development of the Disaster Management Unit (DMU) in the Prime Minister's Office and MINALOC through technical assistance in the drafting of a Government-led National Emergency Preparedness and Response Plan • Capacity development of minaloc/cnr through technical and logistics support for the field testing of the National Emergency Preparedness and Response Plan in refugee sites of Rwanda	Members of the DMTF MINALOC/CNR	0.5			0.5
	UNICEF	• Provide technical assistance and financial support to the DMU for emergency information system management at national and district level • Provide technical assistance and financial support to DMTF for EPRP training	DMU MINALOC National Institute of Statistics Districts	0.88 0.138	0.1 0.025	0.7 0.1	0.08 0.013
	WHO	• Capacity development of the Disaster Management Unit (DMU) in the Prime Minister's Office and MOH through technical assistance in the drafting of a Government-led National Emergency Preparedness and Response Plan	DMU DMTF MoH	0.155	0.0444		0.1106
	UNFPA	• Capacity development of the Disaster Management Unit (DMU) in the Prime Minister's office and MOH through technical assistance in the drafting of a Government-led National Emergency preparedness and response plan especially for Reproductive Health related matters	DMTF MoH DMU NGOs	0.4	0.2		0.2
1.3 Institutional capacity of Disaster Management Unit (DMU), for coordination and management, strengthened (WFP, UNHCR, WHO)	WFP	• Capacity development through trainings on assessment (ENA – emergency needs assessment), coordination, delivery of assistance and management of disaster to the DMU, DMTF members, relevant ministry and districts	DMU DMTF MINALOC Districts	0.225	0	0.180	0.045
	UNHCR	• Capacity development of DMU and MINALOC officials, as well as DMTF members, through trainings in Inter-Agency appeal processes	Members of the DMTF	0.125			0.125
	WHO	• Capacity development of DMU and MOH officials through training in Disaster rapid assessment, management and coordination	DMU DMTF MoH	1	0.55		0.45

1.4 A National Emergency Package is available for appropriate and rapid response (UNICEF, WFP, FAO, UNHCR, UNFPA)	UNICEF	• Communicate on the situation and needs of children and fundraise • Maintain and ensure the adequacy of the emergency stock • Provide timely emergency supplies for health, nutrition, education, water and sanitation, shelter and HIV • In case of emergency, support rapid assessment, provide child and maternal feeding, support IYCF and therapeutic and supplementary feeding • Provide technical assistance and financial support to districts and CSOs to protect women and children in emergencies	DMU MINALOC DISTRITCS CSOs	0.33 1.21 0.88 0.99 0.44	0.20 0.10 0 0.40 0.300	0.1 1 0.8 0.5 0.1	0.03 0.11 0.08 0.09 0.04
	WFP	• Supply of food items to the national rapid response emergency package. (Emergency package includes both food and non-food items where both GoR and UN agencies contribute. This package is ready at all times for a rapid response. Physical location of the package may be centralized or remain with the concerned contributors and pulled together at the time of need)	DMU MINALOC	5	0	5	0
	FAO	• Capacity development of MINAGRI, MINALOC and DMU, through technical and financial assistance, for efficient organization of needs assessment in food and agricultural production items • Supply and distribution of agriculture/livestock inputs to the victims of disasters/emergencies	MINAGRI MINALOC PRIMATURE/ DMU Districts, CSO Private sector	0.5 5	0.1		0.4 5
	UNHCR	• Research and assessment of emergency affected populations, through technical assistance to MINALOC and support to the DMTF for the organization of emergency needs assessment (ENA) • Capacity development of dmtf members through procurement coordination and logistic support for appropriate and rapid response to emergencies • Supply of Non Food Items (NFIs) for the Emergency Package	Members of the DMTF	1			1
	UNFPA	• Capacity development through training for the MoH, MINALOC and NGOs for efficient organization of needs assessment for Reproductive Health emergency-kits in cases of emergency • Capacity development through training of MoH, MINALOC and DMTF members on emergency procurement of Reproductive Health emergency kits • Supply of RH emergency kits	MoH MINALOC NISR DMU DMTF NGOs	0.1 0.1 0.3	0.05 0.05 0.1	` 0.15	0.05 0.05 0.05

Outcome 2. Safety Nets. Effective safety nets for protection of the most vulnerable implemented							
2.1 The National social protection policy framework reviewed and strengthened (UNDP, ILO, UNICEF)	UNDP	• Provide technical support to the GoR through MINALOC to review and strengthen policies as well as legal, institutional and financial frameworks in line with Vision 2020 Umurenge, EDPRS, MDGs and Vision 2020	MINALOC	0.4	0.4		
	ILO	• Capacity development of MINALOC through trainings to review and strengthen the National Social Protection Policy	MINALOC	0.2	0.1		0.1
	UNICEF	• Provide technical assistance and financial support to Minaloc for the development of social protection implementation plan	MINALOC MINECOFIN	0.22	0.10	0.10	0.02

2.2 A National Social Assistance Fund operational to support the most vulnerable households and to respond to recurring emergencies (UNICEF, UNDP, WFP, UN-HABITAT, ILO)	UNICEF	• Provide technical assistance and financial support for the coordination and implementation of the Fund to respond to vulnerable children and their families	MINALOC MINECOFIN DFID WORLD BANK	1.10	0.50	0.5	0.10
	UNDP	• Provide financial and technical support to the GoR through MINALOC for the development of a financial and management mechanism that will respond to recurring emergencies • Provide financial support to NISR for conducting a survey to identify the number of vulnerable groups • Support financially and technically the GoR in developing and strengthening awareness-raising programs, communications strategy and materials, to promote advocacy as a means of improving livelihood of the vulnerable	MINALOC NIS UN Agencies	0.6	0.6		
	WFP	• Supply of food packages to the food vulnerable groups e.g. feeding refugees and to the returnees, food for training, support through nutrition centres/hospitals and HIV/AIDS related beneficiaries • Capacity development through technical and financial support to NIS to organize surveys in identifying the most vulnerable food insecure people for proper targeting	MINALOC MINISANTE CNLS Districts/Sectors NGOs CBOs UNV NISR	30 0.3	0 0	30 0.240	0 0.060
	UN-HABITAT	• Research and assessment in support of sustainable villagisation initiatives in E. Rwanda Provinces • Capacity building with Ministries for infrastructure and lands through immediate measures land use planning in all 19 villages in E Rwanda (w/UNDP) • Research and assessment on economic, social, physical and institutional elements required for sustainability and resilience of new villages in E Rwanda and populations of returned refugees • Capacity building with national and local authorities to ensure sustainability of new settlements	Districts	0.015 0.045 2.4 0.5			0.015 0.045 2.4 0.5
	ILO	• Capacity development to MINALOC in policy and management formulation to the national social assistance fund to support the most vulnerable households and to respond to recurring emergencies	MINALOC DISTRICTS MIGEPROF NCW NCY	0.1			0.1
	UNHCR	• Advocacy to MINALOC and districts through campaigns and technical assistance for an integration of the most vulnerable returnees amongst the National Social Assistance Fund beneficiaries. • Supply of IN-KIND and financial support to most vulnerable returnees	WFP, INGOs MINALOC/CNR	0.125 0.25			0.125 0.25
2.3 Social protection planning, monitoring and coordination capacity of central Government strengthened (UNICEF)	UNICEF	• Provide technical assistance and financial support to Minaloc in inter-sectoral planning, M&E and social policy analysis	MINALOC Social Ministries Districts	0.22	0.200		0.02

2.4 Capacity of local Government and civil society to effectively deliver and monitor social protection strengthened (UNICEF, WFP, UNCDF)	UNICEF	• Provide technical assistance and financial support to NGOs for the development and for field-testing of an integrated package for OVC protection	MINALOC Districts CSOs, NGOs, FBOs,	1.21	0.700	0.4	0.11
		• Provide support for scaling up of the integrated package through expanded partnerships (districts, national NGOs and INGOs, FBOs)		0.825	0.250	0.5	0.075
		• Provide technical assistance and financial support to districts and civil society to mainstream child protection in plans and budgets		0.385	0.250	0.1	0.035
	WFP	• Capacity development through trainings and study tours (both in-country and abroad) to the districts and sector authorities on identification of target group, identification of appropriate project activities, management of food (receipt/storage/distribution) and monitoring of activities	Districts Sectors	0.25	0	0.200	0.050
	UNCDF	• Strengthening the capacities of districts in implementing targeted assistance based on detailed local poverty and food security mapping and analysis.	Districts Sectors	0.03	0.03		
2.5 Community care and support mechanisms for vulnerable households integrated into decentralized social protection plans and strategies (UNHCR, UNICEF)	UNHCR	• Advocacy to the districts through technical assistance for an integration of refugee/returnee care and assistance issues into the Strategic and Community Development Plans at decentralized level	MINALOC/CNR				
	UNICEF	• Advocate for and provide technical assistance and financial support to districts, human rights commission and NGOs to establish Child Protection Networks, Children's Corners, Community-Based Childcare Centres	Districts Human Rights commission CSOs, NGOs, Universities and research institutions	1.430	0.300	1	0.130
		• Provide technical assistance and financial support to districts for the integration of community-based approaches for the protection, care and support of orphans and vulnerable children, including rapid response mechanisms		2.970	0.700	2	0.270

Outcome 3. Intensification/Diversification/Food Security Improved incomes and food security with diversified and greater value added production							
3.1 Transitory income-support mechanisms for vulnerable households strengthened through food/cash for work schemes (WFP, ILO, FAO)	WFP	• Equipment and infrastructure support to districts/sectors identified as food insecure through food for works activities	MINAGRI RADA MINITERE	20	0	16	4
		• Capacity development through training for identification of appropriate food for work project jointly with local authorities, assist in preparation of proposal, joint field assessment, identification of participants, and ensure complimentary and comparative advantage of food for work with/to cash for work	IRST MINALOC Districts Sectors NGOs CBOs/Associations	0.250		0.200	0.050
		• Supply of non-food items (NFIs) e.g. agriculture tools/ small irrigation pumps etc. to the participants of various food for work projects	MINAGRI RADA Districts Sectors	0.5		0.400	0.100
	ILO	• Advocacy for HIMO approach in income generating activities for youth and vulnerable households through information network to facilitate the access to the labour intensive work schemes	MIFOTRA MINALOC TRADE UNIONS FRSP DISTRICTS	0.6	0.1		0.5
	FAO	• Capacity development of local authorities in charge of land protection infrastructure in some selected districts, through technical assistance, to implement soil protection programmes, in collaboration with WFP	MINITERE Districts MINALOC CDF/HIMO MINAGRI	0.2		0.2	
3.2 Mechanisms that promote product diversification and alternative income generating activities for vulnerable households, small producers and MSMEs strengthened (UNIDO, ILO, FAO, UNHCR)	UNIDO	• Capacity building in food processing for small producers and MSMEs mainly through technical assistance programs	MINICOM, MINAGRI agencies, PSF, RIEPA, RBS	1.5			1.5
	ILO	• Capacity building of cooperatives and rural producers through training and workshops on technological innovation for product diversification and market assessment in the informal sector	MINICOM MIFOTRA MIJESPOC DISTRICTS MINAGRI	0.01			0.01
	FAO	• Capacity strengthening of small holder households in selected pilot areas, through training, technical advice and financial assistance, for improved diversification of priority crops and increased income generation activities	MINAGRI Districts NGOs CBOs	1	0.4		0.6
		• Assessment of potential development of selected 'filieres' (commodity chains) in crops and small livestock, through financial support to conduct related studies by MINAGRI, RADA and RARDA	MINAGRI RADA RARDA RHODA	0.5	0.1		0.4
		• Capacity strengthening of MINAGRI/RADA for seed quality and phytopathological control, through purchase of laboratory equipment and training	MINAGRI RADA RBS	0.7	0.2	0.5	
		• Policy development for urban peri-urban agriculture, through technical and financial support for implementation of pilot projects in Kigali City, for subsequent out scaling to other towns	Kigali City Districts of Kigali City MINAGLI MINIERE MINALOC	0.38	0.38		
	UNHCR	• Advocacy to the districts through technical assistance for an integration of refugee/returnee care and assistance issues into the Strategic and Community Development Plans at decentralized level	MINALOC/CNR				

Outcome 4. Productivity improved and access to markets enhanced for small producers and MSMEs								
4.1 Mechanisms to enhance intensification and value addition for vulnerable households, small producers and MSMEs strengthened (IFAD, FAO, UNIDO, ILO)	IFAD	Equipment and Infrastructure: • Terracing, irrigation, watershed and soil conservation infrastructures, feeder roads in rural areas for rural householders, associations and cooperatives, water supply infrastructure for people and cattle (valley dams) • Construction of modern dairy and abattoir for rural poor pastoralists, women centres, sectoral offices, etc, • Provision of financial/technical support (guaranteed credit scheme/line of credit for rural small holders and associations/cooperatives, microfinance and marketing support Capacity Development through: • Technical assistance and advisory service in agricultural and livestock activities for rural poor households and associations/cooperatives • Rural community empowerment /decentralized entities in planning, environment awareness and assessment and the community-based preparation of infrastructure plans and maintenance, unity and reconciliation, literacy programmes, etc • Supply of seed, improved animals and productive tools distribution, artificial insemination material, etc	MINAGRI MINALOC WFP DED APAPERWA Send a Cow Heifer Int'l	31	31		
	FAO	• Capacity development for cooperatives through training and financial support in selected areas, to introduce technological innovations, to improve value addition to their agricultural produce	MINAGRI MINICOM Private sector Districts NGOs Agr. projects	1.0	0.3		0.7
		• Capacity development for communities in selected pilot areas for development and implementation of rain water harvesting techniques through technical assistance and training	MINAGRI MINITERE Districts	1.0	0.2	0.8	
		• Policy formulation to ensure food quality and food safety through technical and financial assistance to MINAGRI and RBS	MINAGRI RADA RARDA RHODA RBS MINICOM	0.1	0.05		0.05
	UNIDO	• Capacity building through technical assistance programs for mainly artisans in leather products development	MINICOM, RIEPA, PSF, CAPMER, MINAGRI	1.5	0.2		1.3
	ILO	• Capacity development through advisory services, workshops and technical assistance for small producers and MSMES in informal sector to improve quality of production	MICOM MIFOTRA DISTGRICTS MINAGRI	0.005			0.005

4.2 Capacity of public/ private institutions to support MSMEs development strengthened (UNIDO, IFAD, ILO)	UNIDO	• Capacity building for the PSF and MSMEs associations mainly through technical assistance programs • MSMEs Policy formulation support to MINICOM and its advocacy to relevant stakeholders	MINICOM, MINALOC, RIEPA, PSF, CAPMER,UNDP	1.45	0.15		1.3

	IFAD	• Capacity Development through
		  > advisory services, training, promotion of knowledge management networks to rural small and micro enterprises (management and technical skills development)
		  > Market linkages support for rural small and micro enterprises
		  > Technical/financial support to microfinance institutions (banks and formal MFIs, local financial centres)
		• Policy Formulation and Advocacy through technical/ financial support to small rural and micro enterprises, MINICOM and other institutions for policy formulation/ strengthening
			MINICOM FRSP CAPMER FHI CARE Int'l CENTRE IWACU Chambre National des Artisans	10	10		

	ILO	• Capacity development to public and private institutions through trainings and technical assistance to support the development of strategic action plan by SME enterprises	MICOM MIFOTRA DISTRICTS MINAGRI	0.1			0.1
4.3 Capacity of GoR to promote access to markets for small producers and MSMEs strengthened (IFAD, UNIDO FAO)	IFAD	• Capacity development through agricultural advisory services/Technical Assistance to poor smallholders cash crop growers associations/cooperatives to improve their production and markets linkages (fair-trade) • Equipment and Infrastructure: Provision of financial support (guaranteed credit scheme/line of credit for poor smallholders cash crop growers for construction of coffee washing station and other equipments, and participation capital (shares) in tea factories(Nshili and Mushubi) • Supply of seeds, input and productive tools to poor smallholders cash crop growers	MINAGRI OCIR(thé & café) MFIs BRD Clinton- Hunter Dev. Initiative	8	8		
	UNIDO	• Capacity building for quality & conformity assessment institutions mainly through technical assistance programs • Upgrading equipment and infrastructure for metrology, calibration and testing laboratories for the public institutions and model production improvement centres • Capacity building through technical assistance for model enterprises to upgrade for quality production and better competitiveness	MINICOM, RBS, CAPMER, MINAGRI, PSF	3.33	0.6		2.73
	FAO	• Strengthen capacities of the farmers' organisations to improve their agribusiness skills through training and small credits	MINAGRI Districts Ag. Projects NGOs CBOs CAPMER PSF/BDS	1	0.3		0.7
4.4 Institutional capacity for market analysis strengthened (WFP, FAO, IFAD)	WFP	• Capacity development through technical and financial support for conducting a detail market analysis and transfer of relevant skills and tools	NIS MINAGRI	0.3	0	0.240	0.060
	FAO	• Capacity development for national institutions, MINAGRI, NIS and MINICOM, through technical and financial assistance, to conduct a market study on main commodities	MINAGRI NIS MINICOM MINECOFIN PSF	0.05			0.05
	IFAD	• Capacity Development by knowledge management/ networks market linkages analysis	SNV (SCAPEMA)	0.074	0.074		

4.5 National Strategy for financial Inclusion and Action Plan developed and implemented to enhance sustainable access to financial services by small producers (UNCDF, IFAD, UNDP)	UNCDF	• Provide advisory services, technical assistance & financial support to MINECOFIN and key finance institutions in the preparation and implementation of an inclusive finance strategy (with UNDP)	MINECOFIN	2.00			2
	IFAD	• Capacity Development through advisory services for associations/cooperatives of rural poor household on rural/micro finance • Equipment and Infrastructure: Provision of financial support (line of credit) to associations/cooperatives of rural poor household, for acquisition of productive tools	MINICOM MINAGRI MINALOC MFIs BRD UBPR CARE Int'l	2	2		
	UNDP	• Provide technical & financial support to MINALOC in collaboration with the GoR in the formulation of the Social Protection National strategy	MINALOC	2			2

PART 3.
Code of Conduct - UNCT Rwanda

The United Nations Country Team of Rwanda (both resident and non-resident agencies) is committed to working together closely in order to 'Deliver as One', to help the people and Government of Rwanda fulfil their development aspiration. In order to achieve this, each member of the UNCT commits him/herself to the following principles of interaction.

1. All UN staff are expected to adhere to the UN Standards of Conduct for the International Civil Service of UN staff members. As heads of office for their agencies, UNCT members are under particular public scrutiny, and should be particularly careful to reflect and uphold those standards.

2. In order to work effectively as a team, UNCT members must exercise those skills and attributes which lead to good team-work: clear communication, good listening skills, flexibility, negotiation and mutual respect.

3. Each member of the UNCT realises that (s)he represents not only his/her own agency, but the entire UN in all their external interactions. Heads of Agency must bring the issues of their agencies mandate to bear, but must do so in a way that does not undermine the advocacy work of other members of the team.

4. Heads of Agencies, as members of UNCT, will make decisions by consensus. Discussions or decisions should come openly, collegially and constructively within the team. If no consensus can be reached, the RC can make the ultimate decision.

5. Any dispute among the UN Agencies shall be resolved exclusively among the UN Agencies through good faith consultations, using existing mechanisms[1].

6. When the RC or other UNCT member is representing the UNCT, it is vital that the person is briefed before the meeting on the views and advocacy/policy agenda of agencies being represented, speaks only the language of the UNCT, and reports back to those agencies afterwards on how the advocacy/policy agenda was furthered.

7. If a UNCT member assigned to represent others is unable to, due to any kind of absence, an alternative member of the UNCT will be chosen to do so.

8. In signing the Common Operational Document, all UNCT members have agreed not to fund-raise for their agency in-country, except for the activities linked to humanitarian emergencies. Rather, any in-country fund-raising[2] efforts should be directed to mobilization of resources for the One Programme as a whole.

9. In signing the Common Operational Document, no other additional activities, except for the activities linked to humanitarian emergencies, will be developed without the agreement of the RC who will decide after discussion with the UNCT[3].

10. In developing and implementing the COD, the co-chairing principle will be applied to the Theme Group. The co-chairs have equal responsibilities and they work in close concertation to facilitate the work of the other members of their group.

11. When a co-chair of a Theme Group is absent for any reason, the other co-chair will represent the group.

Annex to the Code of Conduct

In the following table, some of the functions of different members of the UNCT are identified, with particular roles and responsibilities adhering to each. Three categories of UNCT members are identified: the RC, a Head of Agency acting on behalf of the UNCT (e.g. UNDAF Theme Group or in sector discussions), and an Agency representative acting on behalf of his/her agency. Direct accountability is 'vertical' (to regional or headquarters staff of the same agency). What is described below is 'horizontal' responsibilities/accountabilities, the performance of which should be reflected in the 'vertical' performance assessment mechanisms.

Responsible for	RC	Heads of Agency representing the UNCT	Heads of Agency representing his agency
Nomination	The RC will continue to be selected on the basis of merit and competition drawn from the best talent within and outside the UN system. She/he is nominated by the UN Secretary-General	--	Nominated according to agency specific rules
Representation	At highest level, joined by Head of Agency if needed[4]. The RC is the primary contact with the Head of State.	Usually up to ministerial level	Usually up to ministerial level.
Representation during absence RC	Designate, following consultations with UNCT members, a senior representative of the UN System to act as RC a.i. in his/her absence from the country	Will act according to the responsibilities and accountabilities for the RC as highlighted in this document	--
Programme Design, implementation, monitoring and evaluation	Guide and facilitate the reaching of UNCT consensus and ultimately decide	Guide and facilitate the reaching of UNCT consensus and take note of unresolved matters for higher level (RC) guidance.	Contribute and carry out responsively and assumes responsibility and accountability
Programme reporting	Lead UNCT member's contribution, consolidate and ensure quality of overall report	Consolidate, ensure quality of and validate thematic and overall report	Contribute responsively to ensure quality of thematic report
Financial reporting	Lead UNCT member's contribution, consolidate and ensure quality of overall report	Consolidate, ensure quality of and validate thematic and overall report	Agency-specific reporting on core resources as well as providing quality and timely inputs to RC/UNCT's reports
Administrative reporting	Lead and consolidate UNCT members contribution to the annual report of the RC. The RC reports to the Chair of the UNDG	Ensure quality and validation of the annual report of RC	Agency-specific reporting as well as inputs to the annual report of the RC
Resource mobilization	Lead design and conduct resource mobilization on behalf of the UNCT in Rwanda in accordance with the agreed principles as in the COD	--	Ensure availability of global core resources (including vertical funds) through her/his agency-specific channels
Allocation of resources	Guide and facilitate (according the principles of the COD) the reaching of UNCT consensus and ultimately decide	The UNCT approves the planning documents as described in the COD.	--

Management of HR	Manage RCO, guide and assess staff working in the RCO	Will validate ToR of new RCO staff and be part of the recruitment process. Provide input to the assessments of staff of the RCO (e.g. Senior Policy Advisor, Coordination Officers and Communications Officer) and the UN Policy Advisors.	Provide and supervise/manage staff paid by the agency (including the UN policy advisors)
Advocacy	Highest-level, overall/general UN themes, joined by Head of Agency if needed	Sectoral (on behalf of all agencies in sector)	Agency-mandated, in coherence with other agencies in the UNCT
Security	Designated Official for Security (DO). She/he is accountable according to the rules of the 'framework for Accountability for the UN Security Management System'	Ensure the quality and validate the decisions taken by the Security Management Team (SMT)	Accountable for their agency and MOSS compliance and application of SMT recommendations at agency level
Assessments	The RC and UNCT have to operate in a spirit of mutual accountability and in accordance with the COD and MOU which will be reflected in the **180 assessment tool**. The Regional Directors Team will assess the performance of the RC and UNCT members against the 5 key Results. This assessment will be a significant part of the annual performance review of the RC and UNCT members through their respective processes. The outcome of the Regional Directors' review will be presented at the annual appraisal of the RC performance by the UNDG Chair.		
Accreditation	Accredited by the President of the Republic of Rwanda	--	Maintain current diplomatic status

The proposed principles can be reviewed at any time if the HoA deems this necessary.

Definition of UNCTs

The UN Country Team is composed of representatives of the UN funds and programmes, specialised agencies and other UN entities accredited to or having activities in a country. It can also include representatives of the Bretton Woods institutions.

In the event that the Heads of Agency can not attend the UNCT meetings, (s)he can designate a senior official with full authority to commit the agency.

Annexes

TERMS OF REFERENCE
Annex 1.
Terms of Reference – One UN Steering Committee

Mandate and purpose

In November 2006, the UN Secretary General's High Level Panel on System-Wide Coherence produced a set of far-reaching recommendations for UN reform aimed at improving the coherence and effectiveness of the UN System at country level. The report highlights that the UN System is not currently equipped to respond to the challenge set by the Millennium Development Goals, due to fragmentation, duplication, high overhead costs, and lack of focus.

In January 2007, Rwanda was selected as one of eight pilot countries where the 'One UN' models (one country, 'One Office', 'One Programme', 'One Leader', 'One Budgetary Framework') will be tried out. Around the same time the UNCT in Rwanda started elaborating its second UN Development Assistance Framework (UNDAF) for 2008-2012, thus providing the necessary programmatic coherence for the implementation of the 'One Programme' model in Rwanda.

A 'One UN' consultation workshop was held in Akagera, Rwanda on 27 and 28 February 2007 involving the UNCT, the Government of Rwanda and the development partners/donor community. At this meeting it was decided that a Steering Committee would be instituted to guide the implementation of the 'One UN' in Rwanda.

Composition of the Steering Committee

The membership of the Steering Committee will be limited to 12 representatives from three key stakeholder groups to ensure timeliness and efficiency of guidance and decision-making:

- 4 representatives of the Government of Rwanda, including a representative from the Ministry of Finance and Economic Planning (designated chair);
- 4 representatives of the UN System in Rwanda including:
  > two representatives from the Executive Committee Agencies and
  > two representatives from UN Specialized Agencies;
- 3 representatives of the development partners/donor community;
- the UN Resident Coordinator.

The Steering Committee will be chaired by the Honourable Minister of Finance and Economic Planning (MINECOFIN).

The selection of members representing the different Steering Committee stakeholders will be the responsibility of the respective stakeholder groups.

It is imperative that the members of the Steering Committee represent their institutions at a high level due to the importance and sensitivity of the issues addressed. The members of the Steering Committee are responsible for communicating and sharing information with their respective, larger stakeholder groups.

Roles and Responsibilities

The Steering Committee will in the immediate term play a key role to guide the overall design and endorsement of the 'One UN' in Rwanda through the following functions:

1. to arrive at a common understanding of the 'One UN' concept and agree on a roadmap for its implementation;
2. to ensure alignment of the 'One Programme' with national priorities as defined in Vision 2020 and the Economic Development and Poverty Reduction Strategy (EDPRS) and with the Millennium Development Goals (MDGs);
3. to review the One Programme in order to ensure that the One Programme is closely aligned with UNDAF Outcomes;
4. to decide on the strategic orientations for the preparation of the Planning Documents, monitor the progress of the implementation of the One Programme and propose corrective measures, where appropriate.
5. to serve as a forum for the consideration of issues that may impede the implementation of the 'One UN' and propose ways to address the identified obstacles;
6. to provide oversight of the communication strategy and its implementation so that it is aligned with the UN Pilot process as a whole;
7. to liaise, as required, with UN Headquarter-based decision making bodies tasked with overseeing the 'One UN' implementation in pilot countries.

Following the progress made to the 'One UN', the Steering Committee's role will change to be one of monitoring and follow-up. It will be a forum where, on an annual basis, monitoring dialogue is set up to help the UN, the Government and the Development Partners oversee the overall progress in the 'One UN'.

Modus Operandi

- The meetings of the Steering Committee will be convened by the Chair of the Steering Committee.
- The Steering Committee will meet at least every two months.
- The Steering Committee will take decisions by consensus.
- The Office of the UN Resident Coordinator will act as a secretariat for the Steering Committee and will support the Steering Committee in organizing, preparing and following up of meetings.

Review of the Terms of References

The Terms of References can be reviewed if the Steering Committee deems it necessary.

Annex 2.
Terms of Reference – UNCT

Mandate and purpose

The **UNCT** is responsible for *ensuring the achievement of results and adherence to the One Programme*:

a. As chair of the UNCT, the UN Resident Coordinator is the leader and the coordinator of the One Programme and will coordinate the UNDAF development; supervise the implementation of the One Programme and oversee its Monitoring and Evaluation.

b. On the basis of the Planning Documents submitted by the UNDAF Theme Groups (see §27), the Office of the Resident Coordinator[5] will draft an annual *recommendation* to the UNCT with suggested adjustments in programme activities and budgetary allocations (as per §28.b) required for the achievement of the UNDAF results in line with the strategic orientations defined by the Steering Committee (see §29).

c. In case of non-delivery of outputs, the UNCT will analyse the reasons for non-delivery, and reallocate resources from the 'One Fund' accordingly (see §28.c).

d. The UNCT *approves* the Planning Documents taking into consideration the adjustments suggested by the Office of the Resident Coordinator.

With regard to the 'One UN Fund for Rwanda', the UNCT carries the following roles and responsibilities:

a. For unearmarked funds, (1) to review and approve the criteria for the allocation of available ONE UN Fund resources; (2) to allocate available resources to Theme Groups, making sure that the allocations are aligned with the strategic development framework of the country and approved national priorities. The Theme Groups will be responsible for the prioritization and allocation within the theme;

b. To review and approve proposals submitted by Theme Groups for funding; ensure their conformity with the requirements of the One UN Fund agreements (MoUs, LoAs). To ensure the quality of proposals to receive funding from the One UN Fund for Rwanda;

c. To discuss the One UN Fund requirements and priorities concerning, *inter alia*:
  > Programme/project management, including consistent and common approaches to programme/project costing, cost recovery, implementation modalities, results-based reporting and impact assessment;
  > Information management including appropriate One UN Fund and One UN Fund donor visibility;

d. To define Terms of Reference and composition for the Theme Groups;

e. To ensure the appropriate consultative processes take place with key stakeholders at the country level so as to avoid duplication or overlap between the One UN Fund and other funding mechanisms;

f. To review and approve the periodic progress reports (programmatic and financial) consolidated by the Administrative Agent based on the progress reports submitted by the Implementing UN Agencies[6]. To ensure consistency in reporting between Theme Groups and Implementing UN Agencies, consolidated annual reports should include a section on the activity of the UNCT with regard to the One UN Fund.

g. To review the findings of the summary audit reports prepared by the internal audit services of the UN

Implementing Agencies and the Administrative Agent and to highlight lessons learnt and periodically discuss follow-up by Implementing UN Agencies on recommended actions that have One UN Fund-wide impact;

h. To agree on the scope and frequency of the independent "lessons-learned and review" of the One UN Fund commissioned by the UNCT, in consultation with the HQ Fiduciary Management Oversight Group and an Assistant Secretary General (ASG) Group that may be set up for the One UN Fund.

i. To review the draft/final reports on lessons learnt, ensure the implementation of recommendations and identify critical issues for consideration by the HQ Fiduciary Management Oversight Group (to be brought up to the ASG Group, if/as required).

Composition

The UN country team is composed of representatives of the UN funds and programmes, specialised agencies and other UN entities accredited to or having activities in a country. It can also include representatives of the Bretton Woods institutions.

In the event that the Heads of Agency cannot attend the UNCT meetings, (s)he can designate a senior official with full authority to commit the agency.

Modus Operandi

- The meetings of the UNCT will be convened by the chair of the UNCT (every three weeks and whenever necessary).
- The Office of the UN Resident Coordinator acts as a secretariat for the UNCT and supports the UNCT in organizing, preparing and follow up of meetings.

Annex 3.
Terms of Reference – UNDAF Theme Groups

Mandate and purpose

The six **UNDAF Theme Groups** (Governance; HIV; Health, Nutrition and Population; Education; Environment; Sustainable Growth and Social Protection) serve as *coordination mechanisms to enable the development, implementation, quality, coherence and consistency* of programme activities leading to one UNDAF Result as well as ongoing monitoring of programme implementation, monitoring, evaluation and reporting. Each UNDAF Theme Group is co-chaired by two designated UN Agencies.

- As facilitator of the UNDAF Theme group, the Policy Advisor will facilitate the *production* of a <u>Strategic Issues Paper</u>, a consolidated annual <u>Report</u>, UNDAF-result annual <u>plan</u>, including budget (hereafter, 'the Planning Documents') for each UNDAF Result following the standardized formats proposed in Annex 12 on the basis of the inputs provided by the Responsible UN Agencies.
- The UNDAF Theme Group will agree on the Planning Documents before *submission* to the UNCT.

Composition

Each UNDAF Theme Group is at the Head of Agency level facilitated by a Policy Advisor from one of the two co-chairs, and should be composed at minimum of one representative from each UN Agency involved in the delivery of the UNDAF Result.

Roles and Responsibilities

The UNDAF Theme Group is responsible for:
- preparing consolidated Planning Documents (described above) based on the planning work of the Responsible UN Agencies (who are members of the Theme Group);
- liaising with the different Task Forces as required;
- collaborating with the Planning, Monitoring and Evaluation Task Force to review and suggest updates of the UNDAF;

- participating in the review of programmes to ensure consistency and avoid duplication in the UNDAF;
- assisting in the identification of potential areas or issues for common UN approaches and in the development of proposals/actions for enhancing inter-agency cooperation and coordination joint programmes.

In addition the UNDAF Theme Group will support UN participation in policy dialogue:

- produce monthly policy briefs for the UN Resident Coordinator and UNCT and periodical updates on publication of important reports, etc.;
- produce Strategic Issue Papers;
- provide inputs for preparation of the RC Annual Report, MDG progress reports and other common analytical documents for the UN system;
- (all or part of the Theme Group will) commission research in the specific policy area to form the basis of UN System support to the Government in the formulation of policy, identification of policy priorities, etc.;
- facilitate alignment and coordination of activities at a technical level, by for instance, supporting the formulation of sector strategies, SWAps, etc.;
- participate, or support high-level representation, in policy dialogue with Government, Development Partners and other forums;
- advise the UN Resident Coordinator and UNCT on strategic policy issues.

Modus Operandi

- The UNDAF Theme Groups will meet monthly and whenever necessary to monitor the implementation of progress towards the UNDAF Result.
- UNDAF Theme Groups are free to invite donor or government counterparts to their meetings. However, these shall not replace or duplicate existing coordination structures, such as clusters or Sector Working Groups.
- Members of the UNDAF Theme Group are responsible for communicating and sharing information within their respective Agency.
- The UNDAF Theme group reports to UNCT, as coordinated by the RCO.
- The Secretariat of the UNDAF Theme Groups is organized by the co-chairs of the Group.
- The UNDAF Theme Group is free to determine the most appropriate mechanisms (including the creation

of technical working groups or task forces to work on specific issues) for the fulfilment of its functions.

Annex 4.
Terms of Reference – Responsible UN Agencies

Mandate and purpose

The **designated Responsible UN agencies** are responsible for the coordination of the *delivery of each UNDAF output*:

a. The Responsible UN agencies are charged with coordinating the planning of activities required to achieve the UNDAF outputs and determining the appropriate implementation modality (including joint programme if necessary, see §31-33).

b. The Responsible UN agencies are responsible for *providing guidance* to the UNDAF Theme Groups for the preparation of the consolidated Annual Reports, and UNDAF-Results annual plans.

c. If an agency is not able to produce the outputs to which it is committed, decisions on reallocations of funds will be taken by the UNCT.

Roles and Responsibilities

- The Responsible UN Agencies are to work closely with other agencies and the UNDAF Theme Groups in order to ensure coherence of their outputs with the One Programme as a whole.
- Agency heads will continue to interact directly with the relevant sectoral ministers.
- Agency heads will report to the Resident Coordinator, and be held accountable by the UNCT, on programme results (including agreed efficiency and performance criteria) and progress towards UNDAF outputs assigned to their agencies. Agency performance in delivering UNDAF Results will be a major criterion in resource allocation.

Modus Operandi

- The Modus Operandi of the Responsible UN Agencies is according to their established rules and regulations.

Annex 5.
Terms of Reference – Gender Task Force

Mandate and Purpose

Three UN **Task Forces** (Gender; Human Rights; Planning, Monitoring and Evaluation) will provide *operational support* for the planning and implementation of the 'One Programme':

a. The Task Forces are responsible for *providing feedback and advising* the UNDAF Theme Groups to ensure that their respective themes are mainstreamed in the planning processes;

b. The creation of additional Task Forces to address specific issues that arise during the UNDAF cycle must be approved by the UNCT (see §28).

Composition

Each Task Force will be co-chaired by two designated UN Agencies and will be composed of at least one representative from each UNDAF Theme Group.

Roles and Responsibilities

- Coordinate, intervene and support all activities related to gender mainstreaming, equality and women's empowerment;
- Mobilizing agencies around particular advocacy events;
- Coordinate agency specific interventions on gender mainstreaming;
- Enhance UN coordination by supporting the development of joint programmes/activities or actions which enhance gender equality;
- Strengthen overall UNCT performances on gender equality by helping them mainstream gender into all key policies and programmes;
- Education and training of gender focal points at all levels to ensure efficient gender mainstreaming in programmes.

Modus Operandi

- The Task Forces may meet as often as necessary to carry out their responsibilities (minimum on a monthly basis).
- Co-chairs report to UNCT.
- The members of the Task Force report to their respective HoA.
- Joint meetings between government and UN gender focal points will be held quarterly.

Annex 6.
Terms of Reference – Human Rights Task Force

Mandate and Purpose

Three UN **Task Forces** (Gender; Human Rights; Planning, Monitoring and Evaluation) will provide *operational support* for the planning and implementation process of the 'One Programme':

a. The Task Forces are responsible for *providing feedback and advising* the UNDAF Theme Groups to ensure that their respective themes are mainstreamed in the planning processes;

b. The creation of additional Task Forces to address specific issues that arise during the UNDAF cycle must be approved by the UNCT (see §28).

Composition

Each Task Force will be co-chaired by two designated UN Agencies and will be composed of at least one representative from each UNDAF Theme Group

Roles and Responsibilities

- Integrate human rights as a cross-cutting theme into the work of the UNCT and promote the application of human rights-based approaches in the work of the UNCT, guided by the Common Understanding on a Human Rights-based Approach to Development Cooperation adopted at the UNDG interagency meeting in Stamford in May 2003.

- Develop joint action among the UNCT members that would contribute to the strengthening of national human rights protection system.
- Promote dialogue and cooperation on general or specific human rights issues so that the UNCT could collectively contribute to ensure that human rights are respected, protected and fulfilled in a country, guided by international standards and principles derived from the international human rights instruments and the Charter of the United Nations.
- Ensure that programming is informed by the recommendations and observations of the human rights treaty committees.

Modus Operandi

- The Task Forces may meet as often as necessary to carry out their responsibilities (minimum on a monthly basis).
- Co-chairs report to UNCT.
- The members of the Task Force report to their respective HoA.
- The National Human Rights Mechanism (representatives of National Human Rights Commission, Ministry of Justice, Civil Society Organizations) are invited to a meeting of the Task Force twice a year or whenever otherwise necessary. The HR Task Force can meet with the National HR Mechanism as whole or with individual institutions.
- The Human Rights Task Force decides by consensus.

Annex 7.
Terms of Reference – Planning, Monitoring and Evaluation Task Force

Mandate and Purpose

The **Planning, Monitoring and Evaluation Task Force** is responsible for providing oversight and support for planning, monitoring and evaluation. They will provide technical advice to the UNDAF Theme Groups to monitor and report on activities, progress and contributions to results, and to carry out targeted evaluations.

Composition

The Task Force will be co-chaired by two designated UN Agencies and will be composed of the Monitoring and Evaluation Focal Points/experts from each agency. Each member of the M&E Task Force would also serve as a member of a specific UNDAF Theme Group and be responsible for guiding M&E activities of the group.

Roles and Responsibilities

- Oversight and technical support for planning the monitoring and evaluation the UNDAF including guidance on indicator selection and revision;
- Supporting UNDAF Theme Groups to monitor, track and report on activities, progress and contributions to outcomes and outputs via the presence of M&E members in each UNDAF Theme Group;
- Giving input to and any other support to the Senior Policy Advisor to produce the annual One Programme Review and Report;
- Technical assistance and guidance in organizing and implementing four Outcome Evaluations;
- Working with other M&E Task Forces for Delivering as One pilot countries to share experiences and lessons learned;
- Tracking, follow-up and adjustment of the UNDAF M&E Calendar.

Modus Operandi

- The Task Forces may meet as often as necessary to carry out their responsibilities (minimum on a monthly basis).
- Co-chairs report to UNCT.
- The members of the Task Force report to their respective HoA.

Annex 8.
Terms of Reference – Disaster Management Task Force (DMTF)

Mandate and Purpose

The **Disaster Management Task Force** ensures a prompt, effective and concerted country-level response by the UN System in the event of a disaster.

Roles and Responsibilities

- Ensure a prompt, effective and concerted country-level response by the UN System in the event of a disaster.
- Ensure coordination of UN assistance to the receiving government in respect to rehabilitation, reconstruction, and disaster mitigation.
- Coordinate disaster-related activities, technical advice and material assistance provided by UN agencies and prevent duplication or competition for resources by UN agencies.
- Compile, evaluate and keep up-to-date information about disaster risks and preparedness arrangements in the country, the resources available in emergency, and the kind of international assistance required in a disaster situation.
- Regularly review action plan for UNCT to provide complimentary, concerted and effective assistance.
- Check UN Security Plan so to ensure operationally of DMTF under different security phases.

Composition

The DMTF is co-chaired between UNHCR and Disaster Management Unit at the Prime Minister's Office. Focal points of all agencies are present in the DMTF.

Modus Operandi

- The Task Forces may meet as often as necessary to carry out their responsibilities (minimum on a monthly basis).
- Co-chairs report to UNCT after each meeting.
- The members report to their respective HoA.

- In case of emergency, RC immediately reports to OCHA including initial assessment of damage and need with whatever information available.
- Regular SitReps from the Field follow in an emergency period; the first one should be sent within the first 24 hours regardless of whether certain information is lacking.

Annex 9.
Terms of Reference – UN Communication Group

Background

In November 2006, the UN Secretary General's High Level Panel on System-Wide Coherence produced a set of far-reaching recommendations for UN reform aimed at improving the coherence and effectiveness of the UN System at country level. The report highlights that the UN System is not currently equipped to respond to the challenge posted by the Millennium Development Goals, due to fragmentation, duplication, high overhead costs, and lack of focus. In January 2007, Rwanda was selected as one of eight pilot countries where the 'One UN' models (one country, 'One Office', 'One Programme', 'One Leader', 'One Budgetary Framework') will be tried out. Around the same time the UN Country Team in Rwanda started elaborating its second Common Development Assistance Framework (UNDAF) for 2008-2012, thus providing the necessary programmatic coherence for the implementation of the 'One Programme' model in Rwanda.

A 'One UN' consultation workshop was held in Akagera, Rwanda on 27 and 28 February 2007 involving the UNCT, the Government of Rwanda and the other Development Partners. At this meeting it was decided that the UN in Rwanda would make important steps towards One Programme, One Budgetary Framework, One Leader and One Office. On Thursday 5 April, the UNCT signed, together with the Minister of Finance and Economic Planning, the Concept Note that lays out the basic principles of 'One UN' in Rwanda. One particularly pertinent feature of the reform is the need to develop, elaborate and implement an effective communications strategy, both internal and external.

Pursuant to the UN reform, the United Nations Communication Group (UNCG) has been established following the

decision taken at the HoA's meeting on 16 May 2007. The United Nations Communications Group should provide a strong unifying platform for dealing with common communication challenges facing the United Nations. The 'One UN' Steering Committee is in charge of the oversight of the communication strategy and its implementation so that it is aligned with the UN Pilot process in Rwanda as a whole. UNCG will be the primary mechanism for developing and coordinating the implementation of the UN Communication Strategy.

Structure and Composition

The UNCG will comprise UN Communication Focal Points from all UN Agencies (including NRAs)[7]. The chair will be from the Office of the Resident Coordinator (RC), the Communication Officer of the RC providing the secretariat support to the group. The Communication Officer will give technical support and service meetings of the UNCG as well as monitor the implementation of its decisions.

Objective of the UN Communication Group

Within the context of the UN reform, UNCG will endeavour to promote the concept of 'One UN'. The rationale behind the creation of the UNCG is to strategically communicate the collective UN story in order to achieve the greatest public impact. The UNCG, in collaboration and coordination with the 'One UN' Steering Committee and Heads of Agencies (HoA), will boost the impact of UN Agency Programmes in the areas of Development and/or Humanitarian Assistance in Rwanda, in response to national needs and priorities, and support the implementation of activities in line with the MDGs herewith securing a key role for the UN system.

The UN reform brings all the UN programmes and assistance activities together. One of the critical tools at the country level is the communication, which - if used effectively - will enhance the UN's image and its outreach to the public. The established collaboration among concerned parties will facilitate the exchange of information and best practices, assist in elaborating and implementing an effective internal and external communication strategy, and contribute to the mainstreaming of the ethos of 'One UN' into day-to-day work.

Responsibilities of the Communication Focal Points

The UNCG will be responsible:
i. for the facilitation through communication of the implementation of strategic policy decisions taken at the HQ level;
ii. to strengthen cooperation and coordination locally and/or regionally through improved communication;
iii. to seek to strengthen inter-Agency cooperation in the field of communication;
iv. to increase the media profile of United Nations at the national and/or regional level by:
   > providing leadership in communication for the UNCT;
   > identifying new and creative ways to show how UN programmes are delivering as one (emphasizing inter-agency collaboration) and promoting a coherent image of the United Nations; advocating for the concept of 'One UN', collectively or individually, on behalf of UNCT;
   > developing, in cooperation with HoAs and the 'One UN' Steering Committee, a common UN Communication Strategy (and reviewing it on an annual basis);
   > establishing a work plan on the basis of the communication strategy, including activities such as regular meetings, press releases, calendar of media & public events, field missions for media, radio & TV programmes, electronic newsletter, UN System Information kit, website, common observances of important dates and special occasions & reporting;
v. to bring significant national/international media events to the attention of the Resident Coordinator and the HoAs;
vi. to provide advice and recommendations for the HoAs on strategic policy and major operational issues with regard to communication.

Responsibilities of the Secretariat

The secretariat will be responsible:

i. for maintaining communication channels between members;
ii. to collate possible future agenda items on an on-going basis;
iii. to prepare UNCG meetings;

iv. to disseminate minutes of meetings with decisions and recommendations;

v. to monitor the implementation of the UNCG decisions.

Frequency of Meetings

The meetings will be conducted on a monthly basis and whenever necessary.

The Work plan

The annual work plan will be discussed and approved by the UNCG at its annual extended meeting for the endorsement by the UNCT. Progress on the work plan will form the agenda for each meeting of the UNCG. An urgent agenda item may be suggested by any member for either a scheduled meeting or for an extraordinary meeting in consultation with the Office of the Resident Coordinator. For any ad hoc meetings, the requesting member should provide substantiating information.

Action Points and Summary Records

All formal meetings of the UNCG will be recorded and action points and summary records will be produced by the secretariat with deadlines and responsibilities for implementation.

Implementation monitoring

The secretariat will monitor implementation of decisions on a regular basis. Members have the responsibility to implement decisions as agreed and to inform the secretariat on a regular basis of progress, highlighting any problems arising. The secretariat will prepare an annual review and evaluation of UNCG activities, which will form the basis of an annual report. The Office of the RC will present the annual report to the HoAs and 'One UN' Steering Committee for discussions and consequent approval. The report will be forwarded to the UNCG secretariat at UN HQ for sharing with all UNCG members and for posting on the UNCG website.

Decision-making process

The UNCG will endeavour to take all decisions by consensus. In instances where there is no consensus but where there is a convergence of views among a majority of UNCG members, the following will apply:

> On matters pertaining to the implementation of agreed coordination arrangements, the secretariat will decide on the basis of the convergence of the majority;

> On other important matters, the secretariat will refer to the Resident Coordinator for a decision.

All decisions will be taken in full respect of the mandates of individual UNCG members and the basic operating model of the UNCT at the country level.

Annex 10.
Terms of Reference - Senior Policy Advisor

TITLE : Senior Policy Advisor
DURATION : 1 year renewable
STARTING DATE : ASAP
AFFILIATION : Office of the UN Resident Coordinator
GRADE : P5

Background

In November 2006, the UN Secretary General's High Level Panel on System-Wide Coherence produced a set of far-reaching recommendations for UN reform aimed at improving the coherence and effectiveness of the UN System at country level. The report highlights that the UN System is not currently equipped to respond to the challenge set by the Millennium Development Goals, due to fragmentation, duplication, high overhead costs, and lack of focus.

In January 2007, Rwanda was selected as one of eight pilot countries where the 'One UN' models (one country, 'One Office', 'One Programme', 'One Leader', 'One Budgetary Framework') will be tried out. Around the same time the UNCT in Rwanda started elaborating its second Common Development Assistance Framework (UNDAF) for 2008-2012, thus providing the necessary programmatic coher-

ence for the implementation of the 'One Programme' model in Rwanda.

As part of the reform implementation, it was agreed by Heads of Agencies that it would be necessary to strengthen the Office of the Resident Coordinator, to enable him to carry out the tasks required for the reform. It was decided that UN Policy Advisors will act as facilitators of the UNDAF Theme Groups. The Lead Agency of the UNDAF Theme Group will propose the UN Policy Advisors to the UNCT who will confirm their nomination. The Policy Advisors will however remain within their home agency but will work in close collaboration with the Senior Policy Advisor in the Office of the Resident Coordinator. The post of UN Policy Advisors helps push forward the idea of division of labour within the UNCT, where different agencies take on a lead role (rather than an inflated coordination system as such).

In particular, the Senior Policy Advisor will be responsible for *advising the UN Resident Coordinator and the UNCT on UN reform related issues and facilitating the work of UN Policy Advisors*. The UN policy advisors will assist the UNCT in *defining strategic policy orientations as well as supervise the implementation of the UNDAF*. There will be one Policy Advisor per UNDAF Theme Group. In total 6 UNDAF Theme Groups have been identified: Governance; HIV; Health, Population, Nutrition; Education; Environment and Sustainable Growth and Social Protection).

Duties

In collaboration with the UN Policy Advisors and under the leadership of the Resident Coordination, the Senior Policy Advisor will assist in the formulation of strategic policy orientations for the UN System and coordinate the participation in high level policy dialogue with the Government on key technical issues. The aim of this position is to ensure coherence and strategic direction/vision to the UNCT and to provide the UNCT with a single voice on key policy issues. Specific responsibilities of the strategic policy specialist include:

Facilitate the work of UN Policy Advisors and the UNDAF Theme Groups

a. Collaborate with the UNDAF Theme Groups and Taskforces to follow up on the implementation of the One UN reform, particularly as it affects the UNCT in Rwanda, by participating in the monitoring of all activities related to the One Programme;

b. Collaborate with the UNDAF Theme Groups and Taskforces to manage the implementation of UN common programming processes, such as yearly progress reports, action plans including budget proposals, etc;

c. Consolidate the yearly progress reports, action plans including budget proposals and make recommendations to the UNCT;

d. Mobilize under the leadership of the Resident Coordinator and the UNCT resources to cover the funding gap in the UNDAF (i.e. the One Fund);

e. Participate in the review of programmes to ensure consistency and avoid duplication in the UNDAF, assessment and analysis;

f. Collaborate with the UNDAF Theme Groups and Taskforces to elaborate a UN publication plan to ensure the production of key analytical reports, statistical databases and other support for common decision making;

g. Assist in the identification of potential areas or issues for common UN approaches and in the development of proposals/actions for enhancing inter-agency cooperation and coordination, such as joint programmes.

Facilitate the participation of the UN in High Level Policy Dialogue

a. Ensure production of regular policy briefs for the UN Resident Coordinator and UNCT;

b. Manage and coordinate the full process of the preparation of the RC Annual Report, MDG progress report and other common analytical documents for the UN System;

c. Collaborate with the UNDAF Theme Groups and Taskforces to commission research in key policy areas, needed to define UN System support to the Government in the formulation of policy, identification of policy priorities, etc;

d. Advise the UNCT on the required expertise to align policy formulation capacities with national priorities and to enable the UNCT to speak with one voice on relevant sectoral policy issues;

e. Facilitate alignment and coordination activities at a technical level, by for instance supporting the formulation of sector strategies, SWAps, etc;

f. Participate and coordinate the presence of the UNCT, as necessary, in policy dialogue with the Government, Development Partners and other forums;

g. Advocacy of UN activities and positions, in close consultation with Strategic Partnerships and the UN Communication Group.

Qualifications

- University degree, preferably Economics, Social Sciences, Development Studies or a related subject;
- Computer literacy: MSOffice package (including Access Database), e-mail and internet;
- Perfect proficiency in either English or French, and a working knowledge of the other;
- Management Experience.

Competencies

- Ability to work under pressure
- Interpersonal skills
- Ability to develop a consensus between different stakeholders
- Analytical skills
- Problem solving
- Able to produce good reports

Reporting

- The Senior Policy Advisor reports directly to the UN Resident Coordinator.
- Annual Evaluations are made in accordance with UNDP procedures by the UN Resident Coordinator with input from the UNCT and other stakeholders as required by UNDP evaluation procedures.

Annex 11.
Terms of Reference - UN Policy Advisors

TITLE :   UN Policy Advisors
DURATION :   1 year renewable
STARTING DATE :   ASAP
AFFILIATION :   Home agency
GRADE :   Minimum P4

Background

In November 2006, the UN Secretary General's High Level Panel on System-Wide Coherence produced a set of far-reaching recommendations for UN reform aimed at improving the coherence and effectiveness of the UN System at country level. The report highlights that the UN System is not currently equipped to respond to the challenge set by the Millennium Development Goals, due to fragmentation, duplication, high overhead costs, and lack of focus.

In January 2007, Rwanda was selected as one of eight pilot countries where the 'One UN' models (one country, 'One Office', 'One Programme', 'One Leader', 'One Budgetary Framework') will be tried out. Around the same time the UNCT in Rwanda started elaborating its second Common Development Assistance Framework (UNDAF) for 2008-2012, thus providing the necessary programmatic coherence for the implementation of the 'One Programme' model in Rwanda.

As part of the reform implementation, it was agreed by Heads of Agencies that it would be necessary to strengthen the Office of the Resident Coordinator, to enable him to carry out the tasks required for the reform. It was decided that UN Policy Advisors will act as facilitators of the UNDAF Theme Groups. The Lead Agency of the UNDAF Theme Group will propose the UN Policy Advisors to the UNCT who will confirm their nomination. The Policy Advisors will remain however within their home agency but will work in close collaboration with the Senior Policy Advisor in the Office of the Resident Coordinator. The post of UN Policy Advisors helps pushing forward the idea of division of labour within the UNCT, where different agencies take on a lead role (rather than an inflated coordination system as such).

Duties

Under the guidance of the convener/lead agency, the UN Policy Advisor will:

i. Facilitate the work of the UNDAF Theme Group as outlined in the Common Operational Document, i.e. One Programme;

a. Coordinate and prepare consolidated Planning Documents (Progress Reports, Action Plan including Budget Proposals) on the basis of the inputs received from the Responsible UN Agencies;

b. Liaise with the different Taskforces whenever requested as defined in the Common Operational Document and/or whenever required;

c. Collaborate with the Responsible UN Agencies and the Planning, Monitoring and Evaluation Taskforce to update and review the UNDAF;

d. Participate in the review of programmes to ensure consistency and avoid duplication in the UNDAF, assessment and analysis;

e. Assist in the identification of potential areas or issues for common UN approaches and in the development of proposals/actions for enhancing inter-agency cooperation and coordination such as joint programmes.

ii. Coordinate and facilitate the participation of the UN in Policy Dialogue

a. Produce monthly policy briefs for the UN Resident Coordinator and UNCT and periodical updates on publication of important reports, etc.;

b. Produce Strategic Issue Papers;

c. Provide inputs for preparation of the RC Annual Report, MDG progress reports and other common analytical documents for the UN system;

d. Collaborate with Responsible Agencies to commission research in the specific policy area, needed to define UN System support to the Government in the formulation of policy, identification of policy priorities, etc.;

e. Facilitate alignment and coordination activities at a technical level, by for instance supporting the formulation of sector strategies, SWAps, etc.;

f. Participate as necessary in policy dialogue with Government, Development Partners and other forums;

g. Advising the UN Resident Coordinator and UNCT on strategic policy issues.

iii. Contribute to Agency specific tasks

To be defined by the agency

Qualifications

- University degree, preferably in an area related to their sector of expertise
- Computer literacy: MSOffice package (including Access Database), e-mail and internet
- Perfect proficiency in either English or French, and a working knowledge of the other
- Management experience

Competencies

- Ability to work under pressure
- Interpersonal skills
- Able to produce good reports

Reporting

- The UN Policy Advisors report directly to the UN Resident Coordinator on all issues relating to UN Coordination, UNDAF, etc.
- The UN Policy Advisor reports to the Head of Agency of his/her home agency for all agency specific issues.
- Annual evaluations are made in accordance with the procedures of the home organization with input from the UN Resident Coordinator, the UNCT and the Head of Agency of the home agency.

PLANNING DOCUMENTS
Annex 12.
Joint Planning/Budgeting Process

The Resident Coordinator's office is responsible for preparing a consolidated allocation recommendation for the 'One Fund'. The recommendation should contain the following information:

- A brief strategic overview of the country including key statistics on poverty, development, security, governance, etc. (max. 1000 words);
- A brief overview of the performance of the One Programme and an analysis of the key challenges and opportunities (based on key M&E indicators and performance indicators and financial statistcs from the online database);
- One Strategic Issues Paper for each of the UNDAF Results (see Annex 14);
- One consolidated Annual Plan for each of the UNDAF Results (see Annex 15);
- One consolidated Annual Report for each of the UNDAF Results (see Annex 16);
- One Budget Allocation Recommendation (by activity) for the 'One Fund' (see Annex 17).

The resources allocated to each activity will be directly proportional to the overall performance score received by each activity according to the performance critera outlined in Annex 17.

Annex 13.
Online Reporting and Planning Tool

An online reporting tool will be made available by the Resident Coordinator's Office to enable the Responsible UN Agencies to enter the information necessary for the production of a consolidated annual report and plan. The print screen below provides a preview of the online Planning/ Reporting tool.

Entry of information into the UNDAF database (online Planning/ Reporting tool) will be done by output. Each output should be supported by a short narrative (max 250 words) describing the main achievements and challenges of the output and analysing the reasons for failure/ success.

You are not expected to provide supporting documents to justify the objective performance assessment. However, the Responsible UN Agency is expected to have verified all supporting documents needed to answer these questions

Submission and Approval Process (see §30 above)**:**

Deadline	Responsible	Action	Ref.
Friday of 44th Week	UNCT	Makes Pro-Rata Allocation of One Fund per UNDAF Result on basis of Steering Committee decision.	Annex 17
Monday of 44th week	Senior Policy Advisor	Make available online reporting/planning *tool* (will remain open for updating by UNDAF Theme Groups until the end of the year).	Annex 13
COB Friday 46th week	Responsible UN Agencies	Submit *inputs* for Annual Plan/ Report to UNDAF Theme Groups	Annex 15 - Annex 16
COB Friday 49th week	UNDAF Theme Goups/ Task Forces	Review *inputs* to ensure consistency/ quality/ coherence	Annex 17
	UN Policy Advisors	Prepare a *Strategic Issues Paper* and consolidate *Annual Plan* and *Report*	Annex 14
COB Friday 52nd week	UNDAF Theme Groups	Submit consolidated *Planning Documents* to UNCT (data entered into online tool by this date will be considered as final for the year).	Annex 14 - Annex 16
COB Friday 1st week	Senior Policy Advisor	Prepares a *Recommendation* for Allocation of the 'One Fund'	Annex 17
COB Friday 2nd week	UNCT	Approves Planning Documents and *Disbursment* of 'One Fund'	
First half of january	Each UN Agency	Finalise AWPs on the basis of consolidated planning documents	

and may be requested by the UNDAF Theme Groups to provide more evidence if the objective performance assessment does not match the achievement of M&E Targets.

The information should be submitted for review to the UN-DAF theme group before COB Friday 43rd week.

Annex 14.
Strategic Issues Papers

Proposed outline:

Part 1. Strategic Overview and Key Policy Objectives (max. 1000 words)

1.1. Situation Analysis: Summary of results, achievements, changes in the sector, review of key data, etc.

1.2. Policy Objectives: Review of key policy frameworks, including EDPRS objectives, sector strategies, etc. and status.

1.3. Strategic Challenges: Relevant changes in the policy environment, existing problems or future challenges/risks for the sector (e.g. quality of education in the face of increasing school enrolment, etc.)

Part 2. Key Issues/Constraints and the Actions to be Taken (max. 1000 words)

1.1. Specific Issues/Constraints: These refer to lower level constraints, which can be directly linked to UNDAF outputs, i.e. on which the UN System can be expected to have a direct impact (e.g. girls education in refugee camps following repatriations, etc.).

1.2. Proposed Action/Adjustment: How does this affect the proposed UNDAF outputs and activities? Are the proposed UNDAF outcomes still relevant or have priorities changed?

Figure 1: Sample data entry page from the online reporting tool

Annex 15.
UNDAF Annual Plan

The consolidated Annual Plans per UNDAF Result will be extracted from the online Planning/ Reporting database after review of the inputs by UNDAF Theme Groups and may be presented in the matrix format proposed in Figure 2 below.

The Annual Plan should contain:

- A precise description of all the activities by output (what, by whom, with whom?)
- The name of the implementing UN Agency for each activity
- The name(s) of other Implementing Partners for each activity
- A rough estimate of the implementation timeline (by quarter) for each activity
- A commitment from core budget by the Implementing UN Agency for each activity
- A funding request from the 'One Fund' for each activity.

Annex 16.
UNDAF Annual Report

The consolidated Annual Reports per UNDAF Result will be extracted from the online Planning/ Reporting database after review of the inputs by UNDAF Theme Groups and may be presented in the matrix format proposed in Figure 3 below. In addition, the consolidated Annual Report should contain a narrative report composed of all narrative inputs submitted by Responsible UN Agencies. The annual report will contain the following information:

- A narrative section of max 250 words explaining performance of the output and proposed way forward;
- A report on the progress towards established M&E Ouput level targets;
- A report on process indicators for activities (to be established by UNDAF Theme groups for each of the UNDAF outputs) and on performance indicators (see Annex 17);

: Sample Annual Report (matrix format, excluding narratives)

- A report of budget execution by activity (with respect to total budget);
- A short comment by activity, if necessary, to explain performance or recommend adjustments.

Annex 17.
Allocation of Resources of the 'One Fund'

Process of allocation of resources from the One Fund:

1. Under the strategic guidance of the Steering Committee, the UNCT will first make a pro rata allocation[8] at the level of 5 UNDAF results[9] based on the funding gap[10] as expressed in the budgetary framework.
2. Allocations within each UNDAF result will then be decided and agreed by the UNDAF Theme Groups on the basis of the criteria listed below according to the following three-step process:

a) Responsible UN Agencies are responsible for ensuring that proposed activities and budgets meet minimum criteria for eligibility for funding from the One Fund (see Table 1 below).

b) UNDAF Theme Groups are responsible for allocating resources according to pre-defined performance criteria (see Table 2 below)[11].

c) In case of insufficient funds, UNDAF Theme Groups will prioritize allocation on the basis of need (see Table 3 below).

In case of lack of consensus the final decision will be deferred to the UNCT.

Frequency of allocation

Resources from the One Fund will be disbursed in two tranches. The first tranche (75% of the allocated resources) will be disbursed after completion of the allocation process described in §30 above, but no later than the end of the second week of the year for which the funds are intended to be used[12]. The second tranche (25%) will be disbursed after

Table 1: Minimum Criteria for Eligibility for Funding from the One Fund

	Criteria	Indicators	Y/N
1	Is the activity clearly derived from the key activities in the COD and thus part of the funding gap?	Activity is clearly derived from the key activities in the COD	
2	Is the proposed budget realistic?	• The total budget proposed is equal or inferior to 110% of actual expenditures in the previous year. • Budget figures have been derived from a detailed breakdown of current unit costs and other relevant information.	
3	Is the agency ready to deliver?	• There is a validated and endorsed Annual Work Plan or programme/project document available. • Operational and/or Technical capacity available when the implementation will start • M&E plan developed	

Table 2: Criteria for Performance-Based Allocation of Resources from the One Fund

	Criteria	Indicator	Y/N
1	Have the planned activities been carried out with measurable outcomes?	• 75% of the planned activities have been carried out as planned and have a positive outcome (source: M&E indicators)	
2	Are the necessary reports submitted on time?	• (as described in COD)	
3	Are the proposed activities relevant for implementation in the current year?	• National priorities did not change or • The proposed activity has not become irrelevant due to previous executed activities.	
4	Have expenditures rates been according to plan (spending rate vs. allocated funds)?	• Expenditure rate vs. the allocated funds is at least 75%	

Table 3: Criteria for Needs-Based Prioritization of Resources in the One Fund

	Criteria	Indicators	Y/N
1	Priority will be given to activities focused on EDPRS flagship programmes.	Activity contributes to one of the three flagship programmes in the EDPRS (Growth of jobs and exports, Governance and Umurenge 2020)	
2	Activities are targeted towards most vulnerable groups defined by UN Agency mandates or identified through national vulnerability assessments.	The activity is targeted towards the most vulnerable groups.	
3	Is the activity a continuation of an activity already started?	The activity is a follow-up of previous funded UN activities.	

submission of the Mid-Year Update by the UNDAF Theme Groups (see annex Annex 18: Template Mid-Year Update), but no later than the second week of July. In order to ensure adequate utilization of funds, the UNCT can reallocate second tranche funds according §28.c in response to changes highlighted in the Mid-Year Update.

If during the year more resources have become available to the One Fund, the UNCT can allocate more resources to these activities in accordance with §47 above, using the same criteria as those listed below for the annual allocation of resources.

The RC will continuously inform the UNCT on the available resources in the One Fund, in terms of amounts, conditions and earmarking.

Criteria for allocation at UNDAF result level

Minimum Quality Criteria:

The UN Responsible Agencies will apply the criteria outlined in table 1, page 87 (at the moment of preparing the Planning Documents – week 45-46) on their activities after which the UNDAF Theme Group will consolidate, validate and allocate the resources within their UNDAF Theme Group.

Performance-Based Allocation:

The UNDAF Theme Groups will apply the criteria outlined in table 2, page 87 (at the moment of preparing the Planning Documents – week 47-50) to allocate resources within their UNDAF Theme Group.

If the activity fulfils all 4 criteria, the agency will be eligible for 100% of the requested funds. If the activity fulfils 3 of the criteria, the agency will be eligible for 75% of requested funds. If the activity fulfils 2 criteria, 50% and 1 criteria 25%.

Needs Based Prioritization:

If, after this assessment by the UNDAF Theme Groups, the funding need is larger than the available funding, the UNDAF Theme Groups will give priority to the activities using the criteria outlined in table 3, page 87.

Activities that fulfil the 3 criteria will be given priority in the allocation of funds. If funds remain after eligible funds (i.e. adjusted for performance, as per Table 2) have been

allocated to activities that fulfil 3 criteria, priority will be given to activities fulfilling 2 criteria. After allocation to activities that fulfil 2 criteria, priority will be given to activities fulfilling 1 criterion.

A last cross-validation will be done by the UNDAF Theme Groups, where adjustments can be done by consensus in order to ensure that there is an adequate balance between quick impact and long-term sustainable interventions.

Annex 18.
Template Mid-Year Update

In order to ensure that the UNCT is aware of any problems or changes that may arise during the course of the year, and is able to react in good time to adjust the course of action, each UNDAF Theme Group is requested to submit a mid-year update to the UNCT, flagging any major difficulties or changes that have occurred during the year.

The mid-year update should not require collection of any new or additional data, but should simply provide a snapshot of the discussions that have occurred within the UNDAF Theme Groups in the first half of the year.

This reporting mode is necessitated by the fact that the UN does not currently have a centralised information management system that would allow the UN Policy Advisors to generate reports on the status of financial resource utilisation and activities.

This reporting method has been chosen on the assumption that the UNDAF Theme Groups will function as active coordination mechanisms, where issues related to planning and implementation of activities will be discussed on an ongoing basis between the agencies responsible for the achievement of common results.

This means that the responsibility for bringing problems to the attention of the UNDAF Theme group rests with the Implementing Agencies, which are expected to highlight any unforseen change in circumstances that arise during the year and any problems they anticipate in achieving their expected financial and activity results.

The UN Policy Advisors will be responsible for compiling this information and submitting a one-page update to the UNCT comprising the following information:

- A short narrative explaining main events and development of the first half of the year and possible changes (max 200 words)
- A short narrative describing the anticipated activities and proposed adjustments for the second half of the year (max 200 words)
- A list of outputs that are thought to be off track or at risk of not being achieved with a brief explanation of the main reasons
- A list of activitites that are thought to be off track in terms of utilisation of financial resources and a proposal for mid-year reallocation of resources to on-track activities if necessary.

The mid-year update should be submitted by the UN Policy Advisor to the UN Country Team no later than COB on the Friday of the 25th week of the year (end of June).

GENERAL ISSUES
Annex 19.
Definitions

Different Definitions

Capacity Building	*Capacity development* is the process by which individuals, groups, organizations, institutions and countries develop, enhance and organize their systems, resources and knowledge, all reflected in their abilities, individually and collectively, to perform functions, solve problems and achieve objectives. Capacity development is also referred to as capacity building or strengthening.
Technical cooperation[13] (also referred to as technical assistance)	The provision of know-how in the form of personnel, training, research and associated costs. It comprises donor-financed: • Activities that augment the level of knowledge, skills, technical know-how or productive aptitudes of people in developing countries; and • Services such as consultancies, technical support or the provision of know-how that contribute to the execution of a capital project.
Joint Programming[14]	The collective effort of the UN Agencies and national partners to develop and manage activities to support countries in their achievement of the Millennium Declaration e.g. CCA/UNDAF process. All UN Agencies can participate in joint programming.
Joint Programmes[15]:	When at least two UN Agencies are working towards a common result, have a common work plan and budget and joint programme document, the result is a joint programme. The Joint Programme document will also detail the roles and the responsibilities of partners in coordinating and managing the joint activities. Joint programmes strive to meet the strategic intent of joint programming.
Implementing Partner	The Government agency, NGO or UN agency which implements the activities in agreement with the UN Implementing Agency
Implementing UN Agency	The UN agency responsible for ensuring the implementation of the activities funded through the UN which are required to achieve the UNDAF outputs
Responsible UN Agency	The UN Agency which coordinates the planning, implementation, monitoring and reporting of all activities connected to one UNDAF output

Definitions as decided at UNDG level

OECD/DAC Glossary of Key Terms in Evaluation and Results-Based Management 2002	Approved Harmonized Terminology
Development Intervention An instrument for partner (donor and non-donor) support aimed to promote development	*Development Intervention* Ditto plus: A development intervention usually refers to a country programme (CP), programme/Theme component within a CP or a project.
Results The output, outcome or impact (intended or unintended, positive and/or negative) of a development intervention.	*Results* Results are changes in a state or condition which derive from a cause-and- effect relationship. There are three types of such changes (intended or unintended, positive and/or negative) which can be set in motion by a development intervention – its output, outcome and impact.

Goal The higher-order objective to which a development intervention is intended to contribute.	*Goal* Ditto.
Impact Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.	*Impact* Positive and negative long-term effects on identifiable population groups produced by a development intervention, directly or indirectly, intended or unintended. These effects can be economic, socio-cultural, institutional, environmental, technological or of other types.
Outcome The likely or achieved short-term and medium-term effects of an intervention's outputs.	*Outcome* The intended or achieved short-term and medium-term effects of an intervention's outputs, usually requiring the collective effort of partners. Outcomes represent changes in development conditions which occur between the completion of outputs and the achievement of impact.
Outputs The products, capital goods and services which result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.	*Outputs* The products and services which result from the completion of activities within a development intervention.
Inputs The financial, human and material resources used for the development intervention.	*Inputs* The financial, human, material, technological and information resources used for the development intervention.
Activity Actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilized to produce specific outputs.	*Activity* Ditto.

OECD/DAC Glossary of Key Terms in Evaluation and Results-Based Management 2002	**Proposed Harmonized Terminology**
Performance The degree to which a development intervention or a development partner operates according to specific criteria/standard/guidelines or achieves results in accordance with stated goals and plans.	*Performance* The degree to which a development intervention or a development partner operates according to specific criteria/standard/guidelines or achieves results in accordance with stated plans.
Performance indicator A variable that allows the verification of changes in the development intervention or shows results relative to what was planned.	*Performance indicator* A quantitative or qualitative variable that allows the verification of changes produced by a development intervention relative to what was planned.
Benchmark Reference point or standard against which performance or achievements can be assessed. Note: A benchmark refers to the performance that has been achieved in the recent past by other comparable organizations, or what can be reasonably inferred to have been achieved in the circumstances.	*Benchmark* Reference point or standard against which progress or achievements can be assessed. A benchmark refers to the performance that has been achieved in the recent past by other comparable organizations, or what can be reasonably inferred to have been achieved in similar circumstances.

Performance measurement A system for assessing performance of development interventions against stated goals.	**Performance measurement** A system for assessing the performance of development interventions, partnerships or policy reforms relative to what was planned, in terms of the achievement of outputs and outcomes. Performance measurement relies upon the collection, analysis, interpretation and reporting of data for performance indicators.
Performance monitoring A continuous process of collecting and analyzing data to compare how well a project, programme or policy is being implemented against expected results.	**Performance monitoring** A continuous process of collecting and analyzing data for performance indicators, to compare how well a development intervention, partnership or policy reform is being implemented against expected results (achievement of outputs and progress towards outcomes).
Outcome Evaluation None provided.	**Outcome Evaluation** An in-depth examination of a related set of programmes, projects and strategies intended to achieve a specific outcome, to gauge the extent of success in achieving the outcome; assess the underlying reasons for achievement or non-achievement; validate the contributions of a specific organization to the outcome; and identify key lessons learned and recommendations to improve performance.
Results Chain The causal sequence for a development intervention that stipulates the necessary sequence to achieve desired objectives – beginning with inputs, moving through activities and outputs, and culminating in outcomes, impacts and feedback. In some agencies, Reach is part of the results chain.	**Results Chain** Ditto plus: It is based on a theory of change, including underlying assumptions.
Results Framework The programme logic that explains how the development objective is to be achieved, including causal relationships and underlying assumptions.	**Results Framework** The logic that explains how results are to be achieved, including causal relationships and underlying assumptions. The results framework is the application of the logframe approach at a more strategic level, across an entire organization, for a country programme, a programme component within a country programme, or even a project.
Logical Framework (Logframe) Management tool used to improve the design of interventions, most often at the project level. It involves identifying strategic elements (inputs, outputs, outcomes and impact) and their causal relationships, indicators, and the assumptions and risks that may influence success and failure. It thus facilitates planning, execution and evaluation of a development intervention.	**Logical Framework (Logframe)** Ditto.
Results Based Management (RBM) A management strategy focusing on performance and achievement of outputs, outcomes and impacts.	**Results-based Management (RBM)** A management strategy by which an organization ensures that its processes, products and services contribute to the achievement of desired results (outputs, outcomes and impacts). RBM rests on clearly defined accountability for results, and requires monitoring and self-assessment of progress towards results, and reporting on performance.

Annex 20.
Categories of Key Activities

	Category	Definition	Possible Activities
a.	Research and Assessment	*Research* is a human activity based on intellectual investigation and aimed at discovering, interpreting, and revising human knowledge on different aspects. *Assessment* is the process of documenting, usually in measurable terms, knowledge, skills, attitudes and beliefs. Measurement of performance	• advisory services • training • information system • surveys • documentation • studies • workshops for validations • tool kit data base • knowledge networks • technical assistance • provision of financial support/financial assistance
b.	Capacity Development	*Capacity development* is the process by which individuals, groups, organizations, institutions and countries develop, enhance and organize their systems, resources and knowledge, all reflected in their abilities, individually and collectively, to perform functions, solve problems and achieve objectives. Capacity development is also referred to as capacity building or strengthening.	• training • advisory services • knowledge management/networks • workshops • study tours • implementation support • technical assistance • provision of financial support • resources persons exchange • tool kits data base • rural community empowerment • personnel recruitment • media • day events • financial assistance
c.	Leadership, Advocacy and Policy Formulation	*Policy Formulation is* a process which aims to bring closer, interactive linkages between information systems and the processes of policy development. *Advocacy* is the act of arguing on behalf of a particular issue, idea or person. Individuals, organizations, businesses, and governments etc. It is a call for actions to reach particular goals. It increases awareness so to make changes in the social, political and economic institutions that govern their lives.	• advisory services • knowledge management/networks • information networks • national campaign • technical assistance/technical support • training • produce advocacy materials • produce manuals • campaigns (print and visual) • implementation support • study tours • provision of financial support • provide documentation • financial assistance

d.	Equipment and Infrastructure	*Equipment* is an instrumentality needed for an undertaking or to perform a service. *Infrastructure* is the facilities that support day to day economic or social activity. Infrastructure includes roads, electricity, telephone service, water and sanitation, schools, health centres and public transportation. It also covers rehabilitation of existing facilities.	• technical support • financial support/assistance • procurement assistance • terracing, irrigation, watershed management schemes • coffee washing stations • feeder roads • buildings and equipment • water supply • valley dams • classrooms/schools construction/rehabilitation • playgrounds • school benches • sanitation • health centres rehabilitation
e.	Supply	*Supply* is making available for use, furnishing or equipping beneficiaries with inputs that will enable them to accomplish their activities	• seed, inputs, food distribution • condom provision and distribution • productive tools • addressing food insecurity, relief and nutrition interventions • implementation support • advisory services • training • non food items • therapeutic milk • provision of financial support • technical assistance • drugs • health material • office material • ICT equipment

Annex 21.
List of Acronyms

a.i.	ad interim
ASAP	As Soon As Possible
AWP	Annual Work Plan
CBO	Community Based Organization
CDF	Community Development Fund
CDLS	District AIDS Control Committee
CEDAW	The Convention on the Elimination of All Forms of Discrimination against Women
CFSS	Child and Family Support Services
CNLS	National AIDS Control Commission (Commission National de Lutte contre le SIDA)
COD	Common Operational Document
CPAP	Country Programme Action Plan
CRC	Convention on the Rights of the Child
CSO	Civil Society Organization
DDP	District Development Plan
DIP	Decentralization Implementation Programme
DMTF	Disaster Management Task Force
DMU	Disaster Management Unit
DPCG	Development Partners Consultative Group
DPM	Development Partners Meeting
EDPRS	Economic Development and Poverty Reduction Strategy
FACE	Funding Authorization and Certificate of Expenditures
FAO	Food and Agriculture Organization
FBO	Faith Based Organization
FFRP	Fédération des Femmes Rwandaises Parlementaires
GLIA	Great Lakes Initiative on HIV/AIDS
GoR	Government of Rwanda
HIDA	Human Resource and Institutional Capacity Development Agency
HIV/AIDS	Human immunodeficiency virus /Acquired immune deficiency
HF	Health Facilities
HoA	Head of Agency
HR	Human Rights
ICT	Information and Communication Technology
IDP	Internally Displaced Persons
IFC	International Finance Cooperation
IGO	Intergovernmental Organisations
ILO	International Labour Organization
IMNCI	Integrated Management of Maternal and Neonatal Child Illnesses
INGO	International NGO
IP	Implementing Partner
ITN	Insecticide Treated Nets
IYCF	Infant and young child
JP	Joint Programme
KM	Knowledge Management
LoA	Letter of Agreement
MBB	Marginal Budgeting for Bottleneck

MDG	Millennium Development Goals
MEA	Multilateral Environmental Agreement
MIFOTRA	Ministry of Public Service, Skills Development, Vocational Training & Labor
MIGEPROF	Ministry of Gender and Family Promotion
MIJESPOC	Ministry of Youth, Culture and Sport
MINAGRI	Ministry of Agriculture
MINALOC	Ministry for Local Government, Good Governance, Community Development and Social Affairs
MINECOFIN	Ministry of Economic Planning and Finance
MINEDUC	Ministry of Education, Science, Technology and Research
MINICOM	Ministry of Commerce, Industry, Investment Promotion, Tourism and Cooperatives
MININFO	Ministry of Information
MININFRA	Ministry of Infrastructure
MINISANTE	Ministry of Health
MINITERE	Ministry of Lands, Human Resettlement and Environmental Protection
MINJUST	Ministry of Justice
MFI	Microfinance Institution
MoE	Ministry of Education
MOH	Ministry of Health
MoU	Memorandum of Understanding
MSME	Small and Medium Entreprises
MTEF	Medium-Term Expenditure Framework
NDIS	National Decentralisation Implementation Programme
NFI	Non Food Items
NHDR	National Human Development Report
NHRC	National Human Rights Commission
NISR	National Institute of Statistics of Rwanda
NGO	Non Governmental Organization
NRA	Non Resident Agency
NYC	National Youth Council
OGMR	Rwanda Geology and Mines Authority
OMT	Operations Management Team
OVC	Orphans and Vulnerable Children
PACFA	Protection And Care of Families Against HIV-AIDS
PLWHA	People Living with HiV-AIDS
PNILT	Integrated National Program of Fight against Leprosy and Tuberculosis
RC	Resident Coordinator
RCLS	Network of Faith Based Organizations to fight AIDS in Rwanda
REMA	Rwanda Environment Management Authority
RH	Reproductive Health
RIEPA	Rwanda Investment and Export Promotion Agency
SGBV	Sexual and Gender Based Violence
STI	Sexual Transmittable Diseases
SWAp	Sector Wide Approach
ToR	Terms of Reference
TRAC	National Treatment and Research AIDS Center
UAM/SC	Unaccompanied Minors/Separated Children
UNAIDS	United Nations Joint Programme on HIV/AIDS
UNCDF	United Nations Capital Development Fund
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework

UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNFPA	United Nations Populations Fund
UNGASS	United Nations General Assembly Special Session on HIV/AIDS
UNHCR	United Nations High Commissioner for the Refugees
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
UNRCO	United Nations Resident Coordinator's Office
WAC	World Agroforestry Centre
WASH	Water Sanitation and Hygiene
WB	World Bank
WFP	World Food Programme
WHO	World Health Organization

Footnotes

Part 1

1 This COD, which is the One Programme in Rwanda, is accompanied by other activities that have an influence on the One Programme in Rwanda. The Operations Management Team has developed an Action Plan on Common Services that will contribute to the better delivery of the One Programme in Rwanda.

2 http://altair.undp.org/documents/2485-Results-Based_Management_Terminology_-_Final_version.doc

3 The Implementing UN Agencies in the COD are the same as the Participating UN Organizations referred to in the Memorandum of Understanding between them and the Administrative Agent.

4 Agencies not using AWPs can decide to use their own documents if more appropriate as long as they are aligned with the principles of an AWP which are a legally-binding document signed or otherwise approved by both parties, detailing the resources to be provided and activities to be carried out, and the time-frame within which this will occur.

5 Note that the adequacy and alignment of the activities in an AWP to reach the UNDAF outputs will be assessed by peer review in the Theme Group, and under the oversight of the UNCT when they approve the UNDAF-result annual plan.

6 However, detailed implementation and management arrangements may be agreed between the individual UN agencies and IPs, as necessary for the implementation of specific activities, using established procedures, such as memoranda of understanding, letters of agreement, partner cooperation agreements, project documents or contracts. As an integral part of the implementation process, the Government and participating UN Agencies will give increased attention to assessing and strengthening the substantive and financial management capacities of national Implementing Partners.

7 By signing the COD, the Implementing UN Agencies agree to the role of the Responsible UN Agencies as outlined in Annex 4.

8 Each Task Force will be composed of at least one person from each UNDAF theme group. Each Task Force will be co-chaired by two designated UN Agencies (see ToRs in Annex 5 and Annex 6).

9 Each UNDAF Theme Group is facilitated by UN Policy Advisor(s) (see generic ToR in Annex 11) from one or from the two co-chair agencies, and should be composed of at least one programme staff member from each UN Agency involved in the delivery of the UNDAF result. Government Counterparts will be represented in UNDAF Theme Groups; however the UNDAF Theme Groups may convene meetings only for UN Agencies when required (e.g. for the allocation of resources of the One Fund). The UNDAF Theme Groups may also invite donor, other government counterparts and civil society to their meetings if required. However, these shall not replace or duplicate existing coordination structures, such as clusters or Sector Working Groups. The UNDAF Theme Groups are free to determine the most appropriate organizational mechanism for their work (including the creation of technical working groups or task forces to work on specific issues) to fulfill the functions described above.

10 The UNCT is chaired by the UN Resident Coordinator and composed of all Heads of Agencies (resident and non-resident) (see ToR in Annex 2).

11 The Senior Policy Advisor provides operational support to the UN Resident Coordinator for the fulfillment of the responsibilities described in §28. In addition to the functions described in this section, the Senior Policy Advisor will be expected to provide strategic advice to the UNCT and to coordinate the participation of the Policy Advisors in ongoing policy dialogue as per attached ToR (see Annex 10).

12 The Steering Committee is chaired by the Minister of Finance and Economic Planning and is composed of 4 government representatives, 4 UN Agencies (2 Executive Committee Agencies and 2 Specialized Agencies), and 3 development partners/donors (1 multilateral and 2 bilateral) (see ToR in Annex 1). The Administrative Agent will participate in the Steering Committee as an observer.

13 Definition by UNDP

14 Definition by UNDP

15 The technical support requested by the Government has to be related to the priorities defined in the UNDAF results.

16 Successful proposal costs will be charged to the AWP. Unsuccessful proposals will be evaluated and results should be used in the future allocation criteria.

17 The Government of Rwanda will collaborate with the UN Agencies to produce National Human Development Reports (NHDR), United Nations General Assembly Special Session (UNGASS) Reports and Millennium Development Goal (MDG) Reports with the frequency required to adequately monitor process in achieving the MDGs and changes in the national development context.

Part 2

1   Orphans and Vulnerable Children and Special Needs Education policy(OVC/SNE) was developed in 2006

2   Jesuit Refugee Services (JRS)

3   Save the Children UK (SCF)

4   Right to Play (RTP)

Part 3

1   For example through the Regional Directors Team (RDT) and the principles of the Multi Donor Trust Fund (MDTF)

2   Mobilization of resources or fundraising in-country is the mobilization of all those resources (towards donors and any other Development Partners) that are not part of the Core Resources of the agency and of the Vertical Funds that apply to some agencies such as the UNICEF National Committees, the Friends of WFP, the Friends of UNFPA, In-country funds from donors who are not contributing to the One Fund will only be used for the One Programme. When doubt arises as to whether certain resources can be acknowledged as Vertical Funds, the UNCT will decide upon a consensus.

3   In the event that the Government of Rwanda is requesting the support of a specific agency to execute certain activities, which are not part of the Common Operational Document, the agency concerned will inform the UNCT via the Resident Coordinator.

4   In an emergency situation or special cases (such as messages from the Heads of the Agencies at HQ level) flexibility will be applied to ensure necessary access and timely decision-making in emergency situations.

5   The Senior Policy Advisor provides operational support to the UN Resident Coordinator for the fulfilment of the responsibilities described in §28. In addition to the functions described in this section, the Senior Policy Advisor will be expected to provide strategic advice to the UNCT and to coordinate the participation of the Policy Advisors in ongoing policy dialogue as per attached ToR (see Annex 10).

6   The standard reporting period is as per the LoA and MoUs.

7   Although it is difficult to have regular meetings with NRAs, the UNCG will also integrate communication focal points of the NRAs. They will be kept informed via the minutes of meetings, via teleconferences or any other means to facilitate their participation.

8   Pro rating of the One Fund: i.e. allocation from the One Fund across the five UNDAF results areas will be made in proportion to the gap for the results areas (Result area gap X (Income/Total income expected))X100.

9   Since Health, Population, HIV and Nutrition is split in two different UNDAF Theme Groups, the allocation will be done to the 6 different UNDAF Theme Groups

10   The funding gap will be defined taking into account the most accurate and updated funding data provided by each agency and consolidated by the concerned UNDAF Theme Group.

11   Note that the performance based allocation of resources will only be carried out in years 2-5, since there is no data on which to base the performance evaluation in the first year. In year one, the allocation process will thus comprise only steps 1 and 3.

12   To ensure that there is coherent and effective delivery, and uncertainty in funding is minimized, donors should be encouraged to provide a significant amount (50-75%) of the annual requirements early in the process. The UNCT can – if necessary – decide on a threshold on the receipt of funds before funds are allocated to the Theme Groups.

13   Definition OECD DAC Statistical Reporting Directives §§ 36-39

14   Definition UNDG

15   Definition UNDG

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UN agencies participating in the Delivering as One UN reform

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Although not all UN Organizations have formally signed the One Programme document such as MONUC and ICTR, most UN Organizations participate in the efforts towards achieving the One Leader and One Office objectives.