



**Executive Board of the  
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**Rwanda**

## Annex II: UNDAF Results Matrices

## Result Matrix on GOVERNANCE

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

		<ul style="list-style-type: none"> <li>▪ <b>MINIJUST, NHRC, CSOs (International and National):</b> Human Rights promotion and protection (monitoring and reporting)</li> <li>▪ <b>E.C., DFID, BELGIUM, NETHERLANDS, GTZ:</b> financial and technical support</li> </ul>		
	1.5 Access to justice especially for vulnerable people increased (UNDP, UNIFEM, UNICEF)	<ul style="list-style-type: none"> <li>▪ <b>MINIJUST:</b> setting rules and regulations for the administration of and access to justice</li> <li>▪ <b>MINALOC:</b> management of delivery of community justice</li> <li>▪ <b>Bar Association:</b> legal assistance</li> <li>▪ <b>NGOs:</b> legal advice, situation monitoring</li> <li>▪ <b>Districts:</b> identification of vulnerable people, judgment execution</li> <li>▪ <b>Justice Sector Coordination Group, Legal Aid Forum:</b> coordination</li> <li>▪ <b>MINIJUST (Pilot Project Maison d'Accès à la Justice Nyanza), Kigali Bar Association, Legal Aid Forum:</b> mechanisms legal aid, especially most vulnerable</li> <li>▪ <b>Danish center for HR, BELGIUM:</b> financial and technical support</li> </ul>	UNDP: 1 UNICEF: 0.5 UNIFEM: 0.1	1 1
	1.6 Institutional capacities to improve Business environment strengthened (UNCTAD, UNIDO, ITC)	<ul style="list-style-type: none"> <li>▪ <b>MINICOM, MINAGRI, MINECOFIN, NIS</b></li> <li>▪ <b>Development Partners (EU, USAID, WB, AfDB)</b></li> </ul>	UNIDO: 0	0.3
<b>Outcome 2: Decentralization and transparency:</b> Effective, accountable and transparent management of public resources and services at national and decentralized levels enhanced.	2.1 Aid management and mutual accountability mechanisms fully operationalized (UNDP)	<ul style="list-style-type: none"> <li>▪ <b>MINECOFIN:</b> Coordination; <b>Office of the Auditor General:</b> monitoring and standard setting; <b>Ombudsman:</b> Monitoring;</li> <li>▪ <b>MINALOC:</b> Reporting, Monitoring and Evaluation;</li> <li>▪ <b>International NGOs, Development partners, IMF and World Bank:</b> promoting transparency</li> </ul>	UNDP: 1	2.3
	2.2 Anti-corruption policy formulated and implemented (UNDP)	<ul style="list-style-type: none"> <li>▪ <b>Ombudsman:</b> Advise on policy, monitor and investigation;</li> <li>▪ <b>MINALOC, MINIJUST, MIFOTRA:</b> policy formulation;</li> <li>▪ <b>National NGOs:</b> policy validation, advocacy and sensitization;</li> <li>▪ <b>Development partners (DFID, SIDA):</b> monitoring, technical support and funding</li> </ul>	UNDP: 0.2	2
	2.3 Capacity of national public institutions and local Government in the area of efficient, accountable, and result-oriented service delivery strengthened (UNDP, UNCDF, UN-HABITAT)	<ul style="list-style-type: none"> <li>▪ <b>MINALOC/MIFOTRA/HIDA:</b> capacity building needs assessment and programme design</li> <li>▪ <b>RALGA:</b> advocacy and networking</li> <li>▪ <b>Provinces/CDF:</b> monitoring and evaluation</li> <li>▪ <b>Districts:</b> implementation</li> <li>▪ <b>CSO:</b> advocacy and lobbying for better public service delivery</li> <li>▪ <b>Development partners (RNE, SIDA, GTZ, DFID, CIDA, Belgium, EU):</b> funding coordination and capacity building</li> </ul>	UNDP: 4.8 UNCDF: 4 UNIFEM: 0.03 UNICEF: 0.2 UN-HABITAT: 0.25	1.2 0.2
	2.4 National capacity building programmes in the area of In service delivery harmonized and coordinated (UNDP)	<ul style="list-style-type: none"> <li>▪ <b>HIDA/MIFOTRA:</b> design, implementation and coordination</li> <li>▪ <b>Government ministries:</b> implementation</li> <li>▪ <b>Development partners (World Bank, ACBF, CIDA):</b> capacity building and funding</li> </ul>	UNDP: 3	0.5
	2.5 Capacity of decentralized Government in participatory planning, monitoring and evaluation	<ul style="list-style-type: none"> <li>▪ <b>MINALOC/Districts:</b> Allow space for CBO and local NGO to participate in local development planning processes.</li> </ul>	UNIFEM: 0.1 UNICEF: 0.1	0.3

	strengthened (UNDP, UNCDF, UN-HABITAT)	<ul style="list-style-type: none"> <li>▪ <b>CDF:</b> channeling budget support to districts and investments oversight</li> <li>▪ <b>Local NGO:</b> strengthen the capacity of grass roots people to understand and take part inn planning/M&amp;E</li> <li>▪ <b>Development partners (GTZ, SIDA, RNE):</b> capacity building and funding</li> </ul>		
<b>Outcome 3: Participation in democratic governance</b> 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)	<ul style="list-style-type: none"> <li>▪ <b>National Electoral Commission:</b> Implementation and coordination;</li> <li>▪ <b>MINALOC, The Districts, The Supreme court and Parliament:</b> Enact laws; Development Partners, <b>Programme d'Observation des Elections au Rwanda (POER):</b> Monitoring and Observation.</li> <li>▪ <b>Development partners (EU, DFID, Belgium):</b> observation missions and funding</li> </ul>	UNDP: 1.5	5
	3.2 Mechanisms for participation of children and young people in decision making at national and decentralized level strengthened and expanded (UNICEF, UNFPA, UN-HABITAT)	<ul style="list-style-type: none"> <li>▪ <b>MIGEPROF:</b> coordination, policy and planning, children's empowerment and advocacy</li> <li>▪ <b>MIJESPOC:</b> capacity building and social mobilization of young people</li> <li>▪ <b>Districts:</b> organization of children's and youth for a, participatory planning</li> <li>▪ <b>NGOs, FBOs, CBOs:</b> facilitation and capacity building</li> </ul>	UNICEF: 2.8 UNFPA: 0.15 UN-HABITAT: 0.2	1 0.01
	3.3 Mechanisms for participation of women and gender advocates in democratic structures and processes enhanced (UNIFEM, UNDP, UNFPA)	<ul style="list-style-type: none"> <li>▪ <b>MIGEPROF:</b> for coordination, M&amp;E</li> <li>▪ <b>FFRP:</b> Implementation and advocacy</li> <li>▪ <b>Pro-femmes:</b> Capacity building for CSOs</li> </ul>	UNIFEM: 0.3 UNDP: 1	0.3
	3.4. Institutional, programme planning and management capacity of civil society organizations strengthened (UNDP, UNIFEM, UNICEF)	<ul style="list-style-type: none"> <li>▪ <b>MINALOC:</b> participatory planning</li> <li>▪ <b>Higher institutions of learning &amp; NGOs:</b> research</li> <li>▪ <b>Umbrella Organizations:</b> capacity building, social mobilization and advocacy</li> <li>▪ <b>International and National CSOs:</b> Capacity building, planning, Implementation and coordination</li> <li>▪ <b>Development Partners(DANIDA, DFID, CIDA, SIDA, RNE, BELGIUM, GERMANY, WB, EU)</b></li> </ul>	UNIFEM: 0.1 UNICEF: 0.1 UNDP: 1	0.1 1
<b>Outcome 4: Gender equality</b> Capacity of key public and private institutions to strictly apply gender equality principles and standards in performance, practices and behavior strengthened	4.1 Institutional capacity for key development actors in the areas of coordination of gender based analysis, planning, policy formulation, monitoring and evaluation strengthened (UNIFEM, UNFPA – co-lead)	<ul style="list-style-type: none"> <li>▪ <b>MIGEPROF:</b> implementation and coordination</li> <li>▪ <b>Gender observatory:</b> disseminating information, setting standards, M&amp;E</li> <li>▪ <b>Parliament:</b> Advocacy and law enactment through the RPRPD and FFRP</li> <li>▪ <b>NIS:</b> Support and control in data analysis and use</li> <li>▪ <b>NGOs:</b> Advocacy, implementation, sensitization, research and training</li> <li>▪ <b>Development Partners (DANIDA, DFID,CIDA, Belgium, SIDA, RNE, MONACO):</b> Funding and technical support</li> </ul>	UNFPA: 1 UNIFEM: 0.05 UNICEF: 0.4	0.7
	4.2 Institutional, operational and technical capacity of women's organizations strengthened in the area of	<ul style="list-style-type: none"> <li>▪ <b>MIGEPROF:</b> implementation and coordination</li> <li>▪ <b>Gender observatory:</b> disseminating information, setting</li> </ul>	UNICEF: 0.1 UNIFEM:0.05	

	women's political empowerment (UNIFEM, UNFPA)	<ul style="list-style-type: none"> <li>standards, M&amp;E <b>Parliament:</b> Advocacy and legislation through the RPRPD and FFRP</li> <li><b>Media:</b> IEC/BCC</li> <li><b>High institutions of learning &amp; NGOs:</b> research and advocacy</li> <li><b>Development partners (SIDA, EU, CIDA, ADB):</b> funding and technical support</li> </ul>	UNFPA: 0.2	0.5
	4.3 Public, private and CSO partnerships for women's economic empowerment strengthened (UNIFEM, UNFPA)	<ul style="list-style-type: none"> <li><b>MIGEPROF:</b> Policy design, implementation and coordination</li> <li><b>Gender Observatory:</b> disseminating information, setting standards, M&amp;E</li> <li><b>NIS:</b> making available data disaggregated by sex</li> <li><b>NGOs:</b> implementation and advocacy</li> <li><b>Development partners (CIDA, EU, ADB):</b> funding and technical support</li> </ul>	UNIFEM: 0.05 UNFPA: 0.2	0.5
<b>Outcome 5: Evidence-based policy making</b> Policy and socio-economic planning using quality and disaggregated data strengthened	5.1 Social information systems including disaggregated quality population statistics fully developed and used at national and decentralized levels for planning and decision making (UNFPA, UNICEF)	<ul style="list-style-type: none"> <li><b>MINECOFIN &amp; other key ministries:</b> Institutional steps and data management</li> <li><b>INS:</b> Coordination and technical support including quality data assurance</li> <li><b>DISTRICTS:</b> Institutional steps and data management</li> <li><b>WB, DFID, EU, USAID:</b> funding and technical capacity building</li> </ul>	UNICEF: 0.5 UNFPA: 0.5 UNDP: 1	0.3 0.2
	5.2 Institutional capacity for coordination and quality data collection, analysis, dissemination and use strengthened at central and decentralized levels (including Rwanda DevInfo) (UNICEF, UNDP, UNCDF, UNFPA)	<ul style="list-style-type: none"> <li><b>MINECOFIN:</b> Support and oversight</li> <li><b>Other key ministries: collaboration</b></li> <li><b>INS:</b> conduct institutional needs assessment and activity plan; oversee institutional steps; ensure technical support; organize regular official data collection, analysis and dissemination to users</li> <li><b>WB, DFID, EU, USAID:</b> funding and technical capacity building</li> </ul>	UNDP: 1.5 UNFPA: 1 UNIFEM: 0.035 UNCDF: 0.06 UNICEF: 1	7 3.5 0.3
<b>Coordination mechanisms and programme modalities</b>	Implementation modalities will be defined by UN agencies according to their complementarities and the need for enhanced synergy. The gender programme might need a joint programme between the involved agencies. Agencies will assess the implementation capacity of their Government counterparts before making decision on the execution modalities.			

**Results Matrix on Health, Population, HIV and Nutrition**

<b>National Priority/Goal: To ensure, promote &amp; improve the health status of the Rwandan population by providing accessible quality preventive, curative, promotional &amp; rehabilitative services</b>				
<b>UNDAF Outcome: The mortality due to child and maternal morbidity, the incidence and impact of HIV and AIDS and other major epidemics are reduced, and the growth of the population is slowed down</b>				
Country Programme Outcome	Country Programme Output	Role of the Partners	Resource Mobilization Targets	
			Core Resources	To mobilize
<b>Outcome A Response to HIV</b> New HIV infections reduced, and survival and wellbeing of people infected by HIV and affected by AIDS improved				

<p><b>Outcome A1. Coordination, planning, M&amp;E and partnership</b> In line with the Three Ones principles, leadership and oversight for an expanded HIV response by national and local coordinating institutions strengthened and sustained</p>	<p>1.1 HIV response Plans and coordination mechanisms established and operational at national and decentralized levels (UNAIDS and All UN Agencies)</p>	<ul style="list-style-type: none"> <li>▪ <b>CNLS:</b> Coordination and M&amp;E</li> <li>▪ <b>Government:</b> MINISANTE (oversight and integrate HIV in Health system), Lines ministries including TRAC (collaboration)</li> <li>▪ <b>Civil Society organizations:</b> NGO umbrellas (advocacy, policy dialogue, implementation, monitoring)</li> <li>▪ <b>Development partners:</b> GFATM, ADB, regional economic bodies for technical and financial support</li> <li>▪ Bilateral partners sub-leads in RW (support and technical capacity development)</li> </ul>	<p>UNDP: 1 UNAIDS: 0.25</p>	<p>1.2 1</p>	
	<p>1.2 National policies and strategies are reviewed based on evidence from M&amp;E system and International guidance and are implemented (UNAIDS and All UN Agencies)</p>	<ul style="list-style-type: none"> <li>▪ <b>CNLS:</b> Coordination and M&amp;E</li> <li>▪ <b>Government:</b> MINECOFIN/MINISANTE including TRAC and INS (oversight for knowledge management), Lines ministries (collaboration &amp; integrating HIV)</li> <li>▪ <b>Districts:</b> Information management</li> <li>▪ <b>Civil Society organizations:</b> NGO umbrellas (information sharing &amp; best practices, monitoring)</li> <li>▪ <b>Development partners:</b> GFATM, ADB, regional economic bodies for technical and financial support.</li> <li>▪ Bilateral partners sub-leads in RW (support and technical capacity development)</li> </ul>			
	<p>1.3 National and regional partnership on HIV with public institutions, civil society, private sector and donors strengthened (UNAIDS and All UN Agencies)</p>	<ul style="list-style-type: none"> <li>• <b>CNLS:</b> Coordination and M&amp;E</li> <li>• <b>Government:</b> MINISANTE &amp; Lines ministries including TRAC (harmonization, resource mobilization, ensure continued partnership)</li> <li>• <b>Civil Society organizations:</b> NGO umbrellas (advocacy, policy dialogue, implementation, monitoring)</li> <li>• <b>Development partners:</b> support and technical capacity development</li> </ul>	<p>UNAIDS: 0.5 UNICEF: 0.25</p>	<p>0.5</p>	
	<p>1.4 Coordination and management mechanisms of the UN support to the National HIV response improved (UNAIDS and All UN Agencies)</p>	<ul style="list-style-type: none"> <li>▪ <b>CNLS:</b> Coordination and M&amp;E</li> <li>▪ <b>Government:</b> MINISANTE (oversight and integrate HIV in Health system), Lines ministries including TRAC (collaboration)</li> <li>▪ <b>Civil Society organizations:</b> NGO umbrellas (advocacy, policy dialogue, implementation, monitoring)</li> <li>▪ <b>Development partners:</b> GFATM, ADB, regional economic bodies for technical and financial support</li> <li>▪ Bilateral partners sub-leads in RW (support and technical capacity development)</li> </ul>			
<p><b>Outcome A2. Prevention of HIV</b> Protective behaviors adopted and effective preventive services utilized by HIV-exposed population especially the youth</p>	<p>2.1 Institutional, technical and operational capacity of Public and private sectors and civil society organizations to mobilize, stimulate and promote individual and social changes for HIV prevention improved (WHO, UNICEF, UNFPA, UNAIDS)</p>	<ul style="list-style-type: none"> <li>▪ <b>CNLS:</b> Coordination &amp; M&amp;E</li> <li>▪ <b>Line Ministries:</b> MINSANTE, including TRAC and key ministries: Strategy development, coordination, implementation and M&amp;E</li> <li>▪ <b>CSO and NGOs:</b> Social mobilization</li> <li>▪ <b>Development partners:</b> Financial support to PMTCT scale up</li> </ul>	<p>UNICEF: 1.5</p>	<p>3</p>	

and the women		plan and VCT sites, condoms procurement and including social marketing		
	2.2 Capacity of Health services to provide quality comprehensive, integrated, family and community centered HIV prevention services increased (UNFPA, WHO, UNICEF,WFP)	<ul style="list-style-type: none"> <li>▪ <b>CNLS:</b> Coordination &amp; M&amp;E</li> <li>▪ <b>Line Ministries:</b> MIJESPOC, including TRAC and key ministries: Strategy development, coordination, implementation and M&amp;E</li> <li>▪ <b>CSO and NGOs:</b> Social mobilization, service delivery</li> <li>▪ <b>Development partners:</b> Financial support to PMTCT scale up plan and VCT sites, condoms procurement and including social marketing</li> <li>▪ <b>GLIA:</b> financial support to HIV programs in refugee sites for two years</li> </ul>	UNFPA: 0.15 UNICEF: 0.5 UNHCR: 0.5	0.1 1 2
	2.3 Vulnerable groups and populations at higher risk of exposure to HIV have increased access to a comprehensive package of HIV preventive services and appropriate commodities (UNFPA and All UN Agencies)	<ul style="list-style-type: none"> <li>▪ <b>CNLS:</b> Coordination &amp; M&amp;E</li> <li>▪ <b>Line Ministries:</b> MINSANTE, including TRAC and key ministries: Strategy development, coordination, implementation, research and M&amp;E</li> <li>▪ <b>CSO and NGOs:</b> Social mobilization, service delivery</li> <li>▪ <b>Development partners:</b> Financial support to PMTCT scale up plan and VCT sites, condoms procurement and including social marketing</li> </ul>	UNFPA: 0.2 UNICEF: 1	0.1 1.5
	2.4 Access to male and female condoms and new HIV preventive technologies and approaches increased (UNFPA, WHO, UNICEF)	<ul style="list-style-type: none"> <li>▪ <b>CNLS:</b> Coordination &amp; M&amp;E</li> <li>▪ <b>Line Ministries:</b> MINSANTE, including TRAC and key ministries: Strategy development, coordination, implementation, research and M&amp;E</li> <li>▪ <b>CSO and NGOs:</b> Social mobilization</li> <li>▪ <b>Development partners:</b> Financial support to advocacy for condoms procurement including social marketing</li> </ul>	UNFPA: 0.1 UNICEF: 0.25	0.1 0.75
<b>Outcome A3. Mitigation of AIDS</b> 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)	<ul style="list-style-type: none"> <li>▪ <b>CNLS:</b> Coordination &amp; M&amp;E</li> <li>▪ <b>Line Ministries:</b> MINSANTE, including TRAC and key ministries: Strategy development, coordination, implementation, research and M&amp;E</li> <li>▪ <b>CSO and NGOs:</b> Social mobilization &amp; service delivery</li> <li>▪ <b>Development partners:</b> Financial support and technical capacity development</li> </ul>	UNICEF: 0.75 UNHCR: 0.045	2.5
	3.2 Operational capacity of PLHIV organizations, particularly women's networks, to advocate for and support their members to access higher incomes, labour saving technologies, food security and psycho-social support strengthened (UNIFEM, WFP, FAO, UNICEF, UNAIDS)	<ul style="list-style-type: none"> <li>▪ <b>CNLS:</b> Coordination, advocacy and technical support</li> <li>▪ <b>Line Ministries:</b> MINSANTE, including TRAC and key ministries: support to access care &amp; treatment</li> <li>▪ <b>CSO and NGOs:</b> Social mobilization, BCC &amp; service delivery</li> <li>▪ <b>Development partners:</b> Financial support and technical capacity development</li> </ul>	UNAIDS: 0.1	1
	3.3 Capacity of Local Government and civil society coordinating structures to identify OVC, to facilitate the provision of support and to monitor the implementation of the minimum package of services	<ul style="list-style-type: none"> <li>▪ <b>CNLS:</b> Coordination &amp; M&amp;E</li> <li>▪ <b>Line Ministries:</b> MIGEPROF, including TRAC and key ministries: Strategy development, coordination, implementation, research and M&amp;E</li> </ul>	UNICEF: 0.25	2.25

	for OVC strengthened (UNICEF, WFP)	<ul style="list-style-type: none"> <li>▪ <b>CSO and NGOs:</b> Social mobilization &amp; service delivery</li> <li>▪ <b>Development partners:</b> Financial support and technical capacity development</li> </ul>		
<b>Outcome B</b> Health of the population is improved				
Outcome B1 Effective health System Quality, effectiveness and efficiency of the health system, including Nutrition, Reproductive Health, Maternal & Child health and Family Planning services improved	1.1 National policies, strategies and standards for health, including ECC, IMNCL, commodity security, water and sanitation, Nutrition, Reproductive Health and Family Planning developed and implemented (WHO, UNFPA, UNICEF, UN-HABITAT)	<ul style="list-style-type: none"> <li>▪ <b>MOH</b> (Coordination, policy formulation, setting strategies and standards, oversight and management);</li> <li>▪ <b>Other line ministries:</b> collaboration</li> <li>▪ <b>Health districts:</b> Implementation, management and distribution</li> <li>▪ <b>NGOs and Private sectors:</b> advocacy and legislation, service delivery and implementation</li> <li>▪ <b>Partners:</b> WB, USAID, GTZ, EU: funding and technical capacity building</li> </ul>	UNFPA: 0.2 UNICEF: 0.75 UN-HABITAT: 1.8	0.3 1.5
	1.2 Capacity of social and health services (HR, procurement and supply management, equipment) to provide a complete and integrated package including maternal, child, adolescent and youth health services appropriate to different levels and targets expanded (UNFPA, UNICEF, WHO)	<ul style="list-style-type: none"> <li>▪ <b>MoH:</b> coordination, management, M&amp;E</li> <li>▪ <b>Districts:</b> Management, service delivery, M&amp;E</li> <li>▪ <b>NGOs:</b> Advocacy, service delivery, M&amp;E</li> <li>▪ <b>Partners:</b> WB, GTZ, USAID and EU: funding and technical capacity building</li> </ul>	UNFPA: 1.8 UNICEF: 4	2.9 8
	1.3 Institutional capacity of key ministries strengthened in coordination, analysis, planning, implementation, monitoring and evaluation at central and decentralized level (WHO, UNICEF, WFP)	<ul style="list-style-type: none"> <li>▪ <b>MoH and other line ministries:</b> Need assessment, Coordination, M&amp;E</li> <li>▪ <b>Districts and health facilities:</b> Implementation (service delivery), M&amp;E</li> <li>▪ <b>NGOs and Private sectors:</b> Advocacy, Implementation and M&amp;E</li> <li>▪ <b>Partners:</b> USAID, GTZ, EU and other partners: funding and technical capacity building</li> </ul>	UNICEF: 0.75	1.5
	1.4 Equitable access to integrated health services increased (WHO, UNICEF)	<ul style="list-style-type: none"> <li>▪ <b>MOH:</b> Coordination, institutional steps, setting strategies and standards, oversight, M&amp;E</li> <li>▪ <b>Other line ministries:</b> Collaboration</li> <li>▪ <b>Health districts:</b> Implementation, management and service delivery and M&amp;E</li> <li>▪ <b>NGOs and Private sectors:</b> Service delivery and implementation</li> <li>▪ <b>Partners:</b> WB, BTC, USAID, GTZ, EU: funding and technical capacity building</li> </ul>	UNICEF: 0.5	1
<b>Outcome B2. Health practices</b> Health care, nutrition, and hygiene practices at family and community level improved	2.1 Capacity of health services and community based organizations to promote optimal health, family planning, nutrition and hygiene practices strengthened (UNICEF, UNFPA, WFP, WHO)	<ul style="list-style-type: none"> <li>▪ <b>MOH:</b> Coordination, institutional steps, setting strategies and standards, oversight, M&amp;E</li> <li>▪ <b>Other line ministries:</b> Collaboration</li> <li>▪ <b>Health districts:</b> Implementation, management and service delivery and M&amp;E</li> <li>▪ <b>NGOs and Private sectors:</b> Service delivery and implementation</li> <li>▪ <b>Partners:</b> WB, BTC, USAID, GTZ, EU: funding and technical capacity building</li> </ul>	UNICEF: 0.745 UNFPA: 1	1.49 2
	2.2 Capacity of CBOs, faith-based and traditional	<ul style="list-style-type: none"> <li>▪ <b>MINALOC &amp; MoH:</b> Coordination, setting institutional steps and</li> </ul>	UNFPA: 0.15	0.2

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

		<ul style="list-style-type: none"> <li>▪ <b>Partners:</b> WB, BTC, USAID, GTZ, EU: funding and technical capacity building</li> </ul>		
<b>Coordination Mechanism and Program Modalities</b>	<p>A range of coordination mechanisms will be put in place to drive the delivery of UNDAF Health, Population, Nutrition and HIV/AIDS outcomes. These mechanisms aim at promoting among sectors stakeholders (UN agencies, national counterparts, Development Partners and civil societies) an environment of dialogue, information sharing, feedback, and review towards greater results. Three levels of periodic exchange and knowledge sharing meetings are part of the coordination mechanisms. These comprise the UNCT meeting, the Technical Working groups for Health and for HIV/AIDS meeting, the health/HIV/AIDS components task force meeting, and the HIV/AIDS and the Health Cluster meetings.</p> <p>1. UNCT level: On behalf of the UN country team, the UNCT meeting is the high level coordination to meet quarterly to approve the Health and HIV/AIDS technical group recommendations and provide guidance for monitoring and evaluation of the health, nutrition, population and HIV/AIDS results;</p> <p>2. The HIV/AIDS and the Health Technical Groups: the second level of coordination will be the Technical group meetings comprising 2 representatives per UN agency to meet on a quarterly basis for harmonization of the implementation approaches of the sector in view of the report to be addressed to UNCT quarterly meeting;</p> <p>3. Health Component Task Force: there are three task forces for HIV/AIDS, RH &amp; Maternal health and Child Health &amp; Nutrition &amp; Water &amp; Sanitation. These groups will meet on a bimonthly basis to chair information and knowledge on the progress in implementing this sector for feedback to the UNCT through the Health &amp; HIV/AIDS Technical Group. Government health &amp; HIV/AIDS stakeholders as well as civil society representatives will attend the Health Component task force meetings;</p> <p>4. Health Cluster Meeting and the HIV/AIDS cluster meeting: There are the Government coordination mechanisms in for HIV/AIDS and for health which meet on a regular basis. The UNCT should attend this meeting to share information on the HIV/AIDS and health outcomes progress with other partners.</p>			

#### Results Matrix on Education

<b>National Priority/Goal: Access to quality, equitable and effective education to all Rwandans</b>				
<b>UNDAF Outcome: All children in Rwanda acquire a quality basic education and skills for a knowledge-based economy</b>				
<b>Country Programme Outcome</b>	<b>Country Programme Output</b>	<b>Role of the Partners</b>	<b>Resource Mobilization Targets</b>	
			<b>Core Resources</b>	<b>To mobilize</b>
<b>Outcome 1. Enrollment</b> Enrolment for all children, especially girls, vulnerable children and children in emergency situations, increased	1.1 District capacity for identification, planning, delivery and monitoring of the minimum package for OVC enhanced (UNICEF, WFP, UNHCR)	<ul style="list-style-type: none"> <li>▪ <b>MINEDUC:</b> To coordinate the implementation, monitoring and evaluation</li> <li>▪ <b>MINISANTE, MIJESPOC, MINALOC, MIGEPROFE, MINITERE, MININFRA:</b> Contribution to the implementation of the CFS model</li> <li>▪ <b>Districts:</b> Implementation</li> <li>▪ <b>Civil Society:</b> PACFA, FAWE, PROFEMMES, ADRA, Care International, SNV, VSO, FBOs: Advocacy (PACFA) and promotion of best practices and care and support for vulnerable children.</li> <li>▪ <b>Private Sector</b></li> <li>▪ <b>Development partners (donors):</b> DFID, WB, GTZ, JICA, USAID, ADB, Netherlands, Belgium: Funding and technical support</li> <li>▪ <b>Parents and communities:</b> Cooperation and monitoring</li> </ul>	UNICEF : 0.2 WFP: 0.01 UNHCR: 0	0.4  0.2
	1.2 Alternative and complementary education programmes for out-of-school children strengthened (UNICEF, UNHCR)	<ul style="list-style-type: none"> <li>▪ <b>MINEDUC:</b> Coordination, Monitoring and Evaluation, Initiating of programs</li> <li>▪ <b>MINALOC, MIJESPOC, MIGEPROFE:</b> Initiating of programs, campaigning</li> </ul>	UNICEF: 0.3 UNHCR: 0	0.6 0.2

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

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

		<ul style="list-style-type: none"> <li>communities, facilitation</li> <li>▪ <b>National Youth Council, National Women Council:</b> Mobilizing and campaigning, facilitation</li> <li>▪ <b>Civil Society:</b> Profemmes, FBOs, CBOs, etc.: Capacity building</li> </ul>		
	3.4 Capacity of MoE for monitoring learning achievement, including life skills, strengthened at central and decentralized levels (UNICEF, UNESCO)	<ul style="list-style-type: none"> <li>▪ <b>MINEDUC, NCDC (National Curriculum Development Centre), KIE:</b> Coordination, development and approval of system for monitoring learning achievement</li> <li>▪ <b>MIFOTRA:</b> Coordination and Linking labour market and skills development</li> <li>▪ <b>Districts and schools:</b> Development and implementation of MLA</li> <li>▪ <b>Development Partners:</b> USAID, Belgium, GTZ, JICA: Technical assistance and funding</li> </ul>	UNICEF: 0.4	0.2
<b>Outcome 4. Effective system</b> Effective education management system established and operational	4.1 Institutional, technical and operational capacity of districts and NGOs for Parent's teachers associations participation in planning, management and monitoring of schools and community-based early care centers, strengthened (UNICEF, WHO, WFP)	<ul style="list-style-type: none"> <li>▪ <b>MINEDUC:</b> Coordination, providing regulations, monitoring and evaluation</li> <li>▪ <b>MINALOC, Districts and schools:</b> Mobilizing parents and communities, facilitation</li> <li>▪ <b>National Youth Council, National Women Council:</b> Mobilizing and campaigning, facilitation</li> <li>▪ <b>Civil Society:</b> Profemmes, FBOs, CBOs, etc.: Capacity building</li> </ul>	UNICEF: 0.2 WFP: 0.025 WHO: 1.0	0.5
	4.2 Participation of NGOs, FBOs, private sector in national and district level planning for education strengthened (UNICEF, UNFPA)	<ul style="list-style-type: none"> <li>▪ <b>MINEDUC:</b> Coordination, Monitoring and Evaluation, planning</li> <li>▪ <b>MINALOC, MIFOTRA and other key ministries:</b> Contribution to comprehensive package for quality education, mobilization and campaigning</li> <li>▪ <b>Districts and National Youth Council, National Women Council:</b> Planning for education</li> <li>▪ <b>Private Sector:</b> Participation and resource mobilization</li> <li>▪ <b>Civil Society:</b> Profemmes, FBOs, CBOs, etc.: Capacity building</li> </ul>	UNICEF: 0.3 UNFPA: 0.05	0.1 0.5
	4.3 Evidence-based district level education planning and costing strengthened (UNFPA, UNICEF, UNDP)	<ul style="list-style-type: none"> <li>▪ <b>MINEDUC:</b> Coordination, Identification of the needs, Monitoring and evaluation, Planning</li> <li>▪ <b>MINECOFIN:</b> Resource allocation, coordination of population issues</li> <li>▪ <b>MINALOC, MIFOTRA and other key ministries:</b> Identification of needs, Planning and implementation</li> <li>▪ <b>Districts:</b> Planning, Budgeting, Identification of needs, Implementation</li> <li>▪ <b>Civil Society:</b> National Youth Council, National Women Council, SNV: Capacity building</li> <li>▪ <b>Rwanda Parliamentarian Network on Population and Development:</b> Advocacy</li> <li>▪ <b>Development Partners:</b> DFID, EU, USAID: Costing and technical assistance</li> </ul>	UNFPA: 0.3 UNICEF: 0.3	UNFPA: 0.6
	4.4 Education Management Information System (EMIS) developed and operational at national and decentralized levels (UNICEF, UNESCO)	<ul style="list-style-type: none"> <li>▪ <b>MINEDUC:</b> Management, monitoring and evaluation, quality control</li> <li>▪ <b>National Institute of Statistics (NIS):</b> Harmonization and quality</li> </ul>	UNICEF: 0	0.4

		assurance		
	4.5 National and district capacity for gender sensitive, equitable policy development, planning, monitoring and evaluation and resource brokerage (UNICEF, WFP, UNHCR)	<ul style="list-style-type: none"> <li>▪ <b>Development Partners:</b> DFID: Funding and technical assistance</li> <li>▪ <b>MINEDUC:</b> Coordination, monitoring and evaluation</li> <li>▪ <b>MINALOC:</b> Identification and implementation, planning, monitoring and evaluation</li> <li>▪ <b>MIJESPOC, MIGEPROF:</b> Identification and implementation</li> <li>▪ <b>National Institute of Statistics:</b> Information/data collection and management</li> <li>▪ <b>NATIONAL POLICE:</b> Protection and enforcement</li> <li>▪ <b>Civil Society:</b> Catholic Relief Services, ARC, Save the Children, VSO, Care international, ADRA, World Vision: Identification, funding, campaigning, technical assistance and support</li> <li>▪ <b>Development Partners:</b> DFID, WB, GTZ, JICA, USAID, ADB, Netherlands, Belgium: Funding and technical support</li> </ul>	UNICEF: 0.5 UNHCR: 0 WFP: 0.01	0.5 0.3
<b>Coordination Mechanism and Program Modalities</b>	The Education sector is advanced in a SWAP and has already an education cluster which is operational and carries out Joint Education Sector Review (JESR) every year. The Education Sector Strategic Plan (ESSP) is the reference for the sector priorities.			

#### Results Matrix on Environment

<b>National Priority/Goal: Optimal use and sustainable management of environment and natural resources, access to safe water and sanitation for all</b>				
<b>UNDAF Outcome: Management of environment, natural resources and land is improved in a sustainable way</b>				
<b>Country Programme Outcome</b>	<b>Country Programme Output</b>	<b>Role of the Partners</b>	<b>Resource Mobilization Targets</b>	
			<b>Core Resources</b>	<b>To mobilize</b>
<b>Outcome 1.</b> An enabling policy framework to support an effective system for environment management and ecosystem conservation established	1.1 Policies, regulations, guidelines and standards for environment protection developed and implemented at central and decentralized levels (UNDP, UNEP)	<ul style="list-style-type: none"> <li>▪ <b>UNDP</b> to facilitate donor coordination, fundraising, and support to project implementation</li> <li>▪ <b>UN-HABITAT</b> to support urban environment policy, planning and project implementation</li> <li>▪ <b>UNEP</b> to provide policy advice, financial and technical support to projects</li> <li>▪ <b>NGOs and Private sector</b> to provide technical inputs</li> <li>▪ <b>MINECOFIN</b> to coordinate fund mobilization and allocation to Ministries/sectors</li> <li>▪ <b>MINITERE/REMA</b> to develop policies and regulations and coordinate activities during implementation and conduct M&amp;E</li> <li>▪ <b>MININFRA/MVK</b> to develop policies and coordinate urban environment activities.</li> <li>▪ <b>MINALOC/Districts</b> to coordinate and implement projects.</li> <li>▪ <b>MINICOM/RBS/RIEPA/RFPS</b> to develop policies and standards and coordinate their implementation.</li> <li>▪ <b>MINJUST and MININTER</b> to provide modalities for ensure security and conflict resolution.</li> <li>▪ <b>UNIDO</b> to support the establishment of Rwanda Cleaner Production Centre (RCPC). Bilateral donors to provide financial support</li> </ul>	UNDP: 1.5 UNEP : 1.27	2 0.65
	1.2 Information management system for natural resources developed and operational (UNDP, UNEP, UNESCO)		UNDP: 1 UNEP : 0.65 UNESCO: 0.005	0.5 0.90 UNESCO: 0.5
	1.3 Capacity for coordination of REMA and MINITERE in environment management and ecosystem conservation strengthened (UNDP, UNEP)		UNDP: 1 UNEP : 0.725	0.5 0.325
	1.4 Institutional capacity of REMA, MINITERE and local Governments to monitor the quality of natural environment strengthened (UNDP, UNEP)		UNDP: 1 UNEP : 0.55	2 0.35
	1.5 Urban environment management strategy developed and implemented in all major cities (UN-HABITAT, UNEP, UNESCO)		UNEP: 0.018 UNESCO: 0.005 UN-HABITAT: 0.1	0 0.5
<b>Outcome 2.</b> Capacity at national,	2.1 Strategies and action plans for rehabilitation of	▪ <b>MINECOFIN:</b> resources mobilization	UNDP: 3.5	4

district and community levels to restore and protect ecosystems of national and global importance against potential degradation strengthened	critical ecosystems developed, operationalized and made available to local Governments (UNDP)	<ul style="list-style-type: none"> <li>▪ <b>MINIJUST:</b> Forests and water and waste legal frameworks</li> <li>▪ <b>Districts:</b> Use and management plans and implementation</li> <li>▪ <b>MINITERE:</b> Enhance plans on wastes and contaminants.</li> <li>▪ <b>MINAGRI:</b> Support to control of pesticides and enhance natural fertilizers</li> <li>▪ <b>ORTPN/REMA/Forest Office:</b> implementation and monitoring&amp; evaluation</li> <li>▪ <b>Donors (Netherlands, EU, WB, AfDB, IFAD, ) NGOs and Projects:</b> Technical and financial supports</li> <li>▪ <b>Districts:</b> water resources plans and management</li> </ul>		
	2.2 Capacity of communities and local Government for ecosystem and land conservation and rehabilitation strengthened (FAO)			
	2.3 Technical and operational capacity of districts for the management of wastes and contaminants developed (UNIDO, UNESCO, UN-HABITAT, UNDP)		UNIDO: 0 UNESCO: 0.005 UNDP: 5	1 1
<b>Outcome 3.</b> Economic productivity enhanced using natural resources in an environmentally friendly way	3.1 Innovative practices for environmental friendly income generation activities adapted to the local context, and available to local Governments (UNIDO, UN-HABITAT)	<ul style="list-style-type: none"> <li>▪ <b>MINECOFIN</b> to coordinate fund mobilization and allocation to Ministries/sectors and resources mobilization for productivity</li> <li>▪ <b>ORTPN</b> to implement and ensure close monitoring and resources mobilization</li> <li>▪ <b>MINAGRI:</b> Advise and support based natural resources productivity</li> <li>▪ <b>Donors (Netherlands, EU, WB, ADB, IFAD, DFID) NGOs and Projects:</b> Technical and financial supports</li> <li>▪ <b>Districts:</b> Awareness on natural resources productivity management</li> </ul>	UNIDO : 0	0.5
	3.2 Industrial policies and practices that ensure environment protection developed and implemented (UNIDO, UNEP)		UNEP: 0.05	0.1
	3.3 National forestry, water resources and land use master plans for effective agriculture and industrial growth developed and implemented (FAO)			
<b>Coordination Mechanism and Program Modalities</b>	Cooperation is done under the Poverty and Environment Initiative. This partnership should be further encouraged and for more than one project.			

### Results Matrix on Sustainable Growth and Social Protection

National Priority/Goal: Sustainable progress is made to ensuring that social protection is accessible to all, with a emphasis on the existing poor and vulnerable				
UNDAF Outcome: Rwandan Population benefits from economic growth and is less vulnerable to social and economic shocks				
Country Programme Outcome	Country Programme Output	Role of the Partners	Resource Mobilization Targets	
			Core Resources	To mobilize
<b>Outcome 1. Disaster Management</b> Effective national disaster management established and operational	1.1 National Disaster Early Warning Systems developed and operational (UNHCR, WFP, FAO)	<ul style="list-style-type: none"> <li>▪ <b>DMU:</b> mapping existing EWS and identifying needs for other systems</li> <li>▪ <b>Development Partners</b> (BTC, CIDA, DFID, EC, Swiss Development Agency, Global Fund, USAID, WB): technical support and funding</li> </ul>	UNICEF: 0.1 FAO: 0 WFP: 0 UNHCR: 0	0.7 2 0.075 0.050
	1.2 A Government-led National Emergency Preparedness and Response Plan developed and field-tested (UNHCR, UNICEF, WHO, UNFPA)	<ul style="list-style-type: none"> <li>▪ <b>DMU:</b> finalizing national emergency preparedness plans</li> <li>▪ <b>Development Partners</b> (BTC, CIDA, DFID, EC, Swiss Development Agency, Global Fund, USAID, WB): technical support and funding</li> <li>▪ <b>Civil Society</b> (NGOs, CBOs, FBOs and associations): sensitization</li> <li>▪ <b>Districts:</b> implementation and monitoring</li> </ul>	UNFPA: 0.1 UNICEF: 0.1 UNFPA: 0.2 FAO: 0 WFP: 0 UNHCR: 0	0.2 0.1 0.1 2 0.05 0.25

	1.3 Institutional capacity of Disaster Management Unit (DMU), for coordination and management, strengthened (WFP, UNHCR, WHO)	<ul style="list-style-type: none"> <li>▪ <b>DMU:</b> Identify need of the unit for effective delivery of function</li> <li>▪ <b>Development Partners</b> (BTC, CIDA, DFID, EC, Swiss Development Agency, Global Fund, USAID, WB): technical support and funding</li> </ul>		
	1.4 A National Emergency Package is available for appropriate and rapid response (UNICEF, WFP, UNHCR, UNFPA)	<ul style="list-style-type: none"> <li>▪ <b>DMTF:</b> defining emergency packages, and linking them to emergency plan.</li> <li>▪ <b>Development Partners</b> (BTC, CIDA, DFID, EC, Swiss Development Agency, Global Fund, USAID, WB): technical support and funding</li> <li>▪ <b>Civil Society</b> (NGOs, CBOs, FBOs and associations): implementation and monitoring</li> <li>▪ <b>Districts:</b> Identification of affected people, distribution of emergency packages, monitoring</li> </ul>	WFP: 0 UNHCR: 0.4 UNICEF: 1 UNFPA: 0.2	5 2.5 0.1
<b>Outcome 2. Safety Nets</b> Effective safety nets for protection of the most vulnerable implemented	2.1 The National social protection policy framework reviewed and strengthened (UNDP, ILO)	<ul style="list-style-type: none"> <li>▪ <b>MINALOC:</b> reviewing existing policy framework</li> <li>▪ <b>MINISANTE</b> : reviewing existing policy framework (health insurance)</li> <li>▪ <b>Development Partners</b> (BTC, CIDA, DFID, EC, Swiss Development Agency, GTZ, Global Fund, USAID, WB): technical support and funding</li> <li>▪ <b>Civil Society</b> (NGOs, CBOs, FBOs and associations): experience sharing</li> <li>▪ <b>Districts:</b> Policy implementation</li> </ul>	UNDP: 0.2 UNICEF: 0.1 WFP: 0	0.3 0.03
	2.2 A National Social Assistance Fund operational to support the most vulnerable households and to respond to recurring emergencies (UNICEF, UNDP, WFP, UN-HABITAT, ILO)	<ul style="list-style-type: none"> <li>▪ <b>MINALOC:</b> establishing SAF and defining eligibility criteria</li> <li>▪ <b>MINISANTE</b> : Principal recipient of the Global Fund</li> <li>▪ <b>Development Partners</b> (BTC, CIDA, DFID, EC, Swiss Development Agency, Global Fund, USAID, WB): technical support and funding</li> <li>▪ <b>Civil Society</b> (NGOs, CBOs, FBOs and associations): implementation and monitoring</li> <li>▪ <b>Districts:</b> monitoring the selection of eligible beneficiaries, delivery of services</li> </ul>	UNDP: 0.8 UNICEF: 1 WFP: 0 UN-HABITAT: 0.05	1 30 2
	2.3 Social protection planning, monitoring and coordination capacity of central Government strengthened (UNICEF)	<ul style="list-style-type: none"> <li>▪ <b>MINALOC:</b> setting up joint technical unit to manage and monitor SAF</li> <li>▪ <b>Development Partners</b> (BTC, CIDA, DFID, EC, Swiss Development Agency, Global Fund, USAID, WB): technical support and funding</li> </ul>	UNICEF: 0.2	
	2.4 Capacity of local Government and civil society to effectively deliver and monitor social protection strengthened (UNICEF, WFP, UNCDF)	<ul style="list-style-type: none"> <li>▪ <b>Districts:</b> implementation and monitoring, setting up local selection and monitoring committees</li> <li>▪ <b>Civil Society</b> (NGOs, CBOs, FBOs and associations): implementation and monitoring, experience sharing</li> </ul>	UNHCR: 0 UNICEF: 0.7 UNCDF: 4 WFP: 0	0.01 0.5 0.25
	2.5 Community care and support mechanisms for vulnerable households integrated into decentralized social protection plans and strategies (UNICEF)	<ul style="list-style-type: none"> <li>▪ <b>Districts:</b> drafting participatory district plans</li> <li>▪ <b>Civil Society:</b> participating in district planning processes and monitoring implementation</li> </ul>	UNICEF: 1 UNHCR: 0	3 0.01

<b>Outcome 3. Intensification/Diversification/Food Security</b> Improved incomes and food security with diversified and greater value added production	3.1 Transitory income-support mechanisms for vulnerable households strengthened through food/cash for work schemes (WFP, ILO, FAO)	<ul style="list-style-type: none"> <li>▪ <b>MINALOC</b>: coordinating programmes and eligibility criteria</li> <li>▪ <b>MIFOTRA</b>: implementing employment action plans</li> <li>▪ <b>MINAGRI/MIFOTRA/MINITERE</b>: identifying programme activities and seeking collaboration</li> <li>▪ <b>Development Partners</b> (BTC, CIDA, DFID, EC, Swiss Development Agency, Global Fund, USAID, WB): technical support and funding</li> <li>▪ <b>Civil Society</b> (NGOs, CBOs, FBOs and associations): collaborating with districts in the identification of vulnerable persons and monitoring</li> <li>▪ <b>District</b>: identification of vulnerable persons, implementation and management</li> </ul>	WFP: 0	20
	3.2 Mechanisms that promote product diversification and alternative income generating activities for vulnerable households and small producers strengthened (UNIDO, WFP, ILO, FAO)	<ul style="list-style-type: none"> <li>▪ <b>MINALOC (MINICOM/MIFOTRA)</b> coordinating programmes and eligibility criteria</li> <li>▪ <b>Development Partners</b> (BTC, CIDA, DFID, EC, Swiss Development Agency, Global Fund, USAID, WB): technical support and funding</li> <li>▪ <b>Civil Society</b> (NGOs, CBOs, FBOs and associations): market survey for appropriate IGA, marketing of products, experience sharing</li> <li>▪ <b>District</b>: beneficiaries identification</li> </ul>	WFP: 0	0.625
<b>Outcome 4. Productivity improved and access to markets enhanced for small producers</b>	4.1 Mechanisms to enhance intensification and value addition for vulnerable households and small producers strengthened (IFAD, FAO, UNIDO, ILO)	<ul style="list-style-type: none"> <li>▪ <b>MINAGRI</b> in collaboration with MINICOM and MINALOC will coordinate the programme.</li> <li>▪ <b>CSOs</b> will support the implementation.</li> <li>▪ <b>Development Partners</b> WB, Belgium, RNE, DfID, AfDB, JICA, EU will give technical assistance and funding.</li> </ul>	FAO: 1.25 IFAD: 10 (5+5) (PAPSTA and PDRCIU) UNIDO: 0.5	5  UNIDO: 0.5
	4.2 Capacity of Private Sector Federation to support MSMEs development strengthened (UNIDO, IFAD, ITC, ILO)	<ul style="list-style-type: none"> <li>▪ <b>MINICOM and RPSF</b> to coordinate programme. MINALOC and MINAFRI to help in identification of beneficiaries.</li> <li>▪ <b>Development Partners</b> Belgium, RNE, DfID, AfDB, JICA, EU to provide technical support and funding.</li> </ul>	IFAD: 10 M\$ (PPPMER) UNIDO: 0	0.3
	4.3 Capacity of GoR to promote access to markets for small producers strengthened (IFAD, UNIDO)	<ul style="list-style-type: none"> <li>▪ <b>MINICOM, RIEPA and RBS</b> to coordinate the programme. <b>MINAGRI, RPSF</b> to help in identification of beneficiaries and programme implementation.</li> <li>▪ <b>Development Partners</b> WB, EU, USAID, RNE, NORAD to support in funding the programme.</li> </ul>	IFAD: 8 M \$ us (PDCRE) FAO: 0.3 M \$ us UNIDO: 0	20  0.8
	4.4 Institutional capacity for market analysis strengthened (WFP, FAO, IFAD)	<ul style="list-style-type: none"> <li>▪ <b>MINICOM and NIS</b> in collaboration with MINAGRI to coordinate the programme.</li> <li>▪ <b>Development Partners</b> EU, USAID, WB, AfDB to provide funding.</li> </ul>		4
	4.5 National Strategy for financial Inclusion and Action Plan developed and implemented to enhance sustainable access to financial services by small producers (UNCDF, IFAD, UNDP)	<ul style="list-style-type: none"> <li>▪ <b>MINECOFIN, MINAGRI, BNR</b></li> <li>▪ <b>MFI Network and Bankers' Association</b></li> </ul>	IFAD: 2	UNCDF: 2 UNDP: 2

<b>Coordination Mechanism and Program Modalities</b>	<p>The GoR passed its National Social Protect policy in 2005. However, emphasis on 'Social Protection' as a sector only emerged in 2006 when the EDPRS process started. Sector Working Group and Technical Working Group were set up. Led by MINALOC, this process brought partners together including respective ministries, donors, UN agencies, international and national NGOs, local specialized associations such as national association for the disabled. With the completion of the EDPRS process, these working groups may no longer continue but in the Social Protection Sector Strategy Logframe it is proposed that a Coordination Body will be established which will include most of the partners who have been part of the workings groups. This Coordination Body will be led by MINALOC, in collaboration with MINAGRI and MINICOM. UN agencies will be fully committed to assisting (both financial and technical) in establishment, strengthening and effective functioning of this coordination body.</p> <p>In order to support the implementation of the UNDAF outcome on Sustainable Growth and Social Protection, it has been agreed that a joint programme would be developed. The programme will be ambitious in its scope and will aim to go beyond mere juxtaposition of tasks, so as to identify real synergies and opportunities for cooperation, streamlining and change, in line with the objectives set out in the High Level Panel on UN reform. If the UNDAF is to effectively translate into a 'one programme' approach, much work will have to be done to translate the joint results matrix into a joint strategy including, if and where appropriate, joint and enforceable programming guidelines, funding, monitoring and implementing mechanisms.</p>
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Note-1: WFP has two projects i. CP (Country Programme) and ii. PRRO (Protracted Relief and Recovery Operations). Funds mentioned in the resource mobilization column is from the PRRO and it is mostly the food value in US\$ terms. The current PRRO is for 2007-2008. Therefore, resources mentioned are for one year times five. Additionally, PRRO is never more than 3 years and approval process/resource mobilization is different than the Country Programme.

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

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