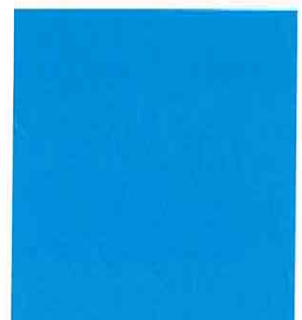
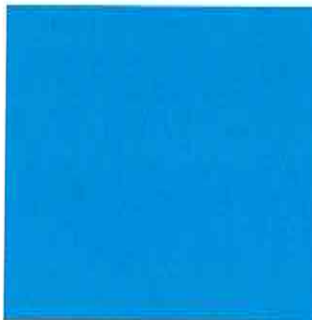




United Nations
RWANDA
Unity in Diversity

Joint Programme
Leveraging the Full Potential of Gender Equality and Women's Empowerment to
Achieve Rwanda's Transformation
Programme Document



Country:	Rwanda
Programme Title:	Leveraging the Full Potential of Gender Equality and Women's Empowerment to Achieve Rwanda's Transformation
Joint Programme Outcomes:	One UN Rwanda UNDAF II Outcomes 1, 4, 5 and 6
Programme Duration:	4.5 years
Anticipated start/end dates:	02 January 2019 to 30 June 2023
Fund Management Option(s):	Combination of pooled and parallel
Managing Agent:	UN Women
Participating UN Agencies:	UN Women, UNDP, UNFPA, UNHCR, UNICEF, IOM and OHCHR
Total estimated budget (including both programme costs and indirect support costs):	USD 19,096,661 Out of which: <ul style="list-style-type: none">• Funded budget: USD 5,988,278• Unfunded budget: USD 13,108,383 Sources of funded budget: <ul style="list-style-type: none">• UN Women: USD 2,186,911• UNDP: USD 507,600• UNFPA: USD 675,698• UNHCR: USD 1,342,163• UNICEF: USD 783,871• IOM: USD 448,835• OHCHR: USD 43,200 Additional available Government contribution (not included in total programme budget): <ul style="list-style-type: none">• Total contribution: USD 2,778,783 Sources of Government contribution: <ul style="list-style-type: none">• MIGEPROF: USD 752,725• NWC: USD 742,133• GMO: USD 676,818• FFRP: USD 607,107



Signature Page

National Implementing Partners

For the Government of the Republic of Rwanda

Uziel Ndagijimana
Minister of Finance and Economic Planning

Signature, Date and Seal

Ministry of Gender and Family Promotion

Soline Nyirahabimana
Minister of Gender and Family Promotion

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Gender Monitoring Office

Chief Gender Monitor

Signature, Date and Seal

Jeannette Bayisenge
Chairperson

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Rwanda Women Parliamentary Forum

Beline Uwineza
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For the One UN Rwanda

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Ahmed Baba Fall

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Helene Fors

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Human Rights Adviser

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Acronyms and Abbreviations

BDF	Business Development Fund
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CRRF	Comprehensive Refugee Response Framework
CSO	Civil Society Organization
DDS	District Development Strategies
DHS	Demographic and Health Survey
EDPRS	Economic Development and Poverty Reduction Strategy
EVAWG	Elimination of Violence Against Women and Girls
FFRP	Rwanda Women Parliamentary Forum
GBS	Gender Budget Statement
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GEWE	Gender Equality and Women's Empowerment
GMO	Gender Monitoring Office
GoR	Government of Rwanda
GRB	Gender Responsive Budgeting
HDI	Human Development Index
HLPF	High Level Political Forum
ICT	Information Communication Technology
IOM	International Organization for Migration
IOSC	Isange One Stop Centre
IP	Implementing Partner
MIGEPROF	Ministry of Gender and Family Promotion
MINALOC	Ministry of Local Government
MINEDUC	Ministry of Education
MINEMA	Ministry of Emergency Management
MINIJUST	Ministry of Justice
MINISPOC	Ministry of Sports and Culture
MINIYOUTH	Ministry of Youth
NCC	National Commission for Children
NEC	National Electoral Commission
NECDP	National ECD Programme
NGM	National Gender Machinery
NISR	National Institute of Statistics of Rwanda

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NST	National Strategy for Transformation
NWC	National Women Council
OHCHR	Office of the United Nations High Commissioner for Human Rights
PMF	Project Monitoring Framework
RBC	Rwanda Biomedical Center
RP	Responsible Parties
SDF	Sustainable Development Fund
SDG	Sustainable Development Goal
SGBV	Sexual and Gender-Based Violence
STEM	Science, Technology, Engineering and Math
TOC	Theory of Change
UNCT	United Nations Country Team
UNDAP	United Nations Development Assistance Plan
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UN-SWAP	United Nations System-Wide Action Plan
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WEP	Women's Empowerment Principles

Executive Summary

Rwanda has adopted its new National Strategy for Transformation (NST1) that will guide its national transformation programme over the next seven years (2017 - 2024) and accelerate the implementation and achievement of the Sustainable Development Goals (SDGs). Aligned to this strategy, the United Nations Development Assistance Plan 2018 - 2023 (UNDAP II) provides a guiding framework for support to the Government of Rwanda's transformational agenda, including to furthering gender equality and women's empowerment (GEWE).

Gender equality and women's empowerment are areas in which Rwanda is globally recognized for its outstanding progress. The One UN in Rwanda has contributed to Rwanda's successful journey through its collaboration with the National Gender Machinery (NGM), the Private Sector, and Civil Society Organizations (CSOs) in promoting GEWE under the concluded Joint Programme "Advancing and Sustaining Gender Equality Gains (2013-2018)", funded by the Embassy of Sweden through the Swedish International Development Cooperation Agency. This fruitful partnership initiated during the implementation of the Economic Development and Poverty Reduction Strategy 2013 - 2018 (EDPRS2) provided a solid foundation for greater collaboration in the implementation of Rwanda's NST1, the Vision 2050 and the SDGs agenda.

This new programme comes to further position GEWE across the NST1 and UNDAP II pillars of Transformational Governance, Economic Transformation, and Social Transformation. It is a result of an inclusive, consultative and participatory process between the national partners, mainly the NGM institutions, the One UN, and other relevant stakeholders and builds on a thorough situation analysis and findings from programmatic and UNDAP evaluations. The overall goal of this new programme is to ensure that "Women and girls, especially the most vulnerable, participate in, contribute to and benefit from political, economic and social transformation in Rwanda". The programme will leverage the comparative advantages of the participating UN agencies – UN Women, UNDP, UNFPA, UNHCR, UNICEF, IOM and OHCHR – and its implementing partners, namely Government Institutions, CSOs, and the Private Sector.

The programme Theory of Change has three key tenets which are the key drivers to realize this goal: enhancing women and girls' access to rights, opportunities and services; building the capacity of rights holders and duty bearers; and changing social and cultural norms and attitudes. Social norms and attitudes that hinder women and girls' effective participation in all aspects of life, and that perpetuate discrimination and inequality, permeate the society and are evident in both public and private institutions. A reversal of these norms and attitudes across the pillars of the NST1 will be a key driver in advancing and sustaining GEWE gains, along with ensuring that women and girls have the capacity and agency to claim their rights, and duty bearers are well equipped to meet their obligations and demonstrate accountability in implementing the country's progressive regulatory framework for GEWE.

In order to achieve the above, the programme interventions will be structured around the following three main thematic areas:

- Women lead, participate in and benefit equally from governance systems;
- Women have income security, decent work, and economic autonomy; and
- All women and girls live a life free from all forms of violence.

The program duration is four and a half years with an estimated budget of USD 19,096,661 (nineteen million ninety-six thousand six hundred and sixty-one US dollars).



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In order to ensure efficiency and effective visibility of results, the agencies involved will explore joint opportunities on operations and communications in close relations with the Results Groups, the One UN Communication group and OMT.

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1. Situation Analysis

Rwanda is located in the Eastern/Central Africa region with a total surface area of 26,338 km² and a population estimated at close to 12 million, of which 52 percent are women¹. Half of the population is under the age of 19² and the average number of children per woman stands at 4³. Although the country has registered significant gender equality gains over the past decade, women in Rwanda still face numerous challenges.

Women's leadership and participation in governance systems at local and national level

Gender equality and women's empowerment (GEWE) considerations are mainstreamed in all Rwandan development frameworks, including within sector and district plans. Gender equality principles have also informed the formulation of the National Strategy for Transformation 2017 – 2024 (NST1) and the Rwanda Vision 2050. These key documents have placed an emphasis on issues of women's economic empowerment and women leadership and participation as tenets of economic transformation, social transformation and transformational governance. Furthermore, since 2013, the body of laws in support of GEWE has been strengthened and all discriminatory legal provisions, including those relating to inheritance, paid maternity leave and land ownership, have been repealed. The Government of Rwanda has institutionalized Gender Responsive Budgeting (GRB) and Gender Budget Statements (GBS) with a view to ensure that commitments to advance GEWE are matched with adequate funding. However, the direct allocations to gender equality remain marginal and there is no consistency in tracking indirect allocations to GEWE. To bridge policy-practice gaps, the implementation of gender-responsive development frameworks, policies, and strategies at both national and local level requires continued coordination among GEWE stakeholder as well as targeted institutional capacity strengthening in gender analysis and gender mainstreaming. An increased production and utilization of sex-disaggregated data is furthermore key to facilitate evidence-based and gender-sensitive decision-making, along with a broader and deeper stakeholder engagement with civil society, private sector and development partners.

Rwanda's political will to promote gender equality also materializes through its progress in implementing global instruments such as the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) and the Beijing platform for action. The latest report to the CEDAW Committee covering the period of 2006 to 2014 and the country's Beijing +20 report indicate significant milestones in delivering on these commitments.

The Rwandan Constitution guarantees equal rights for women and men and provides a quota of 30 percent minimum representation of women in all decision-making organs. As a result, women occupy 50 percent of ministerial portfolios (as of October 2018), 61 percent of the seats in the Parliament Chamber of Deputies, 38 percent of the seats in the Senate, and 43.5 percent of councilors' seats at local government level. However, at the local level, there are only 20 percent female District Mayors, 7 percent female District Executive Secretaries, and 11 percent female Sector Executive Secretaries⁴. Furthermore, the majority of female Vice Mayors are in charge of social issues whereas the majority of male vice-mayors

¹ 2018 population estimate

² National Institute of Statistics of Rwanda (2014): Fourth Population and Housing Census 2012 Thematic Report "Population size, structure and distribution".

³ National Institute of Statistics of Rwanda (2015): Demographic and Health Survey 2014-2015.

⁴ National Institute of Statistics of Rwanda (2016). National Gender Report

are in charge of economic development, which perpetuates gender stereotypes in leadership and requires critical interventions for equal participation of women in local government.

Women's economic empowerment

Poverty in Rwanda declined rapidly from 56.7 percent to 39.1 percent between 2005/2006 and 2013/2014. However, the poverty rate for female-headed household is still higher than the national average as it stands at 44 percent compared to 38 percent for male-headed households.⁵ Rural areas continue to have the highest poverty rate at 62 percent, compared to an average of 16.3 percent in urban areas.⁶ The Human Development Index (HDI) places the country in the low human development category, ranking it 27th in Africa and 159th out of 188 countries globally.⁷ Nevertheless, Rwanda has registered an increase in per capita Gross Domestic Product (GDP) from USD 206 in 2002 to USD 791 in 2017/2018⁸ and maintained an average annual economic growth rate of 6.8 percent between 2013 and 2016⁹. Economic growth is mainly driven by the service sector followed by the agriculture and industry sectors¹⁰, which is consistent with the Presidential priority to transform Rwanda from an agriculture to a knowledge and technology-based economy, opening up tremendous opportunities for women and youth employment and entrepreneurship.

In the economic sector, access to employment and access to decent and productive jobs by women in various sectors is critical for their empowerment. The 2018 labour force survey shows that 45.4 percent of women are in the active labour force compared to 62.6 percent of men. Women's labour force participation rate has decreased by 1 percentage point between February 2017 and February 2018 while the decrease registered for men amounts to 0.1 percentage points only during the same period. The informal sector employs at least 75.5 percent of the labour force, with 56.6 percent of the informal labour force being men and 43.4 percent women.¹¹ However, within the non-agriculture informal sector the proportion of women drops to 33.6 percent and men's increases to 66.4 percent, a fact that points to unequal access to off-farm income-generating opportunities. Overall, the unemployment rate among women is slightly higher at 21 percent in 2017 and 17.3 percent in 2018, than men's at 15 percent both in 2017 and 2018. Additionally, if monthly earnings are considered, women are paid around 13 percent less than men¹², meaning that they either spend less time in paid work or they engage in lower paying jobs.

Financial inclusion has increased from 72 percent in 2012 to 89 percent in 2016. However, formal financial inclusion is still low among women, with only 24 percent of women holding accounts in commercial banks, compared to 27 percent of men in 2012. The majority of women continue to rely on informal financial institutions such as voluntary savings and loans groups, which have lower collateral requirements and simpler administrative procedures. The high rate of women's participation in informal finance suggests that greater efforts are needed to provide more targeted financial services, increase financial literacy and entrepreneurship skills for women so that they can effectively participate in the formal economy and leverage financial resources availed by guarantee funds such as the Business Development Fund (BDF) in

⁵ National Institute of Statistics of Rwanda (2014): Integrated Household Living Conditions Survey (EICV) 4 Gender Thematic Report.

⁶ National Institute of Statistics of Rwanda (2014): Integrated Household Living Conditions Survey (EICV) 2013 – 2014.

⁷ UNDP (2016): Human Development Report.

⁸ National Strategy for Transformation 2017 – 2024 (NST1)

⁹ National Strategy for Transformation 2017 – 2024 (NST1)

¹⁰ National Institute of Statistics of Rwanda: GDP Progress Report

¹¹ 2017 Labour Force Survey

¹² National Institute of Statistics of Rwanda (2017): Labour Force Survey.

Rwanda. In terms of market opportunities for women entrepreneurs, a study on affirmative procurement commissioned by UN Women found that out of 161 government tenders awarded in 2016-2017 in Rwanda, women owned businesses won only 11 percent, representing 4 percent of the total monetary value of all bids. The Made in Rwanda policy promoting industrial development and trade deficit reduction provides tremendous business opportunities for women entrepreneurs willing to take up the enterprise developments challenge by creating their own enterprises or industries.

Ending violence against women and girls

Data and research studies from the National Institute of Statistics of Rwanda (NISR), the Gender Monitoring Office (GMO), the Rwanda Biomedical Center (RBC) and Pro-Femmes Twese Hamwe indicate challenges in relation to eradicating violence against women and girls, including domestic violence and teenage pregnancies, partly due to deeply entrenched negative social norms which affect women and girls' freedom of movement, their participation in public life and their ability to become full socio-economic agents. Social norms, mindset and negative cultural practices tend to hinder the reporting of GBV cases at household and community level and in the workplace and limit legal assistance to victims. The Demographic and Household Survey 2014 - 2015 indicated that 22 percent of women have suffered sexual violence in their lives compared to only 5 percent of men. The Violence against Children and Youth Survey (2015-2016) shows that 24 percent of girls had experienced sexual violence prior to age 18, compared to 10 percent boys. Efforts have been made to respond to violence against women and girls through comprehensive support provided to survivors through the Isange One Stop Center, with 44 centers established countrywide to provide medical, psychological, forensic, judicial and legal services, as well as through the deployment of 29,674 child protection community workers, the Inshuti Z'Umuryango (IZU) and 30 professional psychologists and social workers. Yet there is need to increase awareness of violence against women and girls, utilization of available services and access to justice for survivors.

Cross-cutting: social norms and gender stereotypes

Commendable progress has been made in rallying men and boys to support GEWE with more than 200,000 men and boys having signed up for the HeforShe campaign since 2014 under the leadership of the President of the Republic of Rwanda, who is one of the ten HeforShe Global Impact Champions. UN Women has advocated for and secured the engagement of the United Nations Country Team (UNCT) and the private sector in Rwanda in this campaign.

The extent to which gender norms and negative socio-cultural practices hamper the advancement of women in Rwanda is not yet fully understood. However, for a country that has registered so much progress on GEWE, it has become important to build a better understanding of negative social norms and gender stereotypes are hindering the pace and sustainability of the ongoing societal transformation.

2. Strategies, Lessons Learned and Proposed Joint Programme

2.1. Background

The proposed programme was developed to consolidate and further advance Rwanda's achievements with regard to gender equality and women's empowerment. It is the result of an inclusive consultative and participatory process between national partners, mainly the National Gender Machinery (NGM) institutions, Civil Society Organizations, and the One UN. It is built upon the premises that gender equality and women's empowerment are key drivers of growth as articulated in the Rwanda demographic dividend study¹³ and the 2016 Africa Human Development Report, which indicates that the continent loses six percent of its annual GDP to gender inequality¹⁴.

Alignment to national and international development frameworks

The programme is aligned to the new Rwandan national development frameworks, namely the NST1 Transformational Governance and Economic and Social Transformation pillars. It furthermore directly contributes to the achievement of the United Nations Development Assistance Plan 2018 – 2023 (UNDAP II), the Sustainable Development Goals (SDGs) and Africa Agenda 2063 as outlined in Table 1 below, as well as the Comprehensive Refugee Response Framework (CRRF) which was adopted by Rwanda in 2018.

In accordance with a human rights based approach, the program embraces core principles of inclusion outlined in the SDG Agenda 2030 and also reflects the latest recommendations of the CEDAW committee for Rwanda, especially those related to the following:

- Strengthen efforts to increase participation of women in decision-making posts, in particular at the local level, and in senior managerial position in the private sector;
- Implement comprehensive measures directed to change the widely accepted attitudes and practices of women's subordination and the stereotypical roles applied to both sexes;
- Ensure that the promotion of gender equality is an explicit component of its national and local development plans and programmes, in particular those aimed at poverty reduction and sustainable development;
- Ensure equal opportunities for women and men in the labour market, including through the use of temporary special measures;
- Intensifying efforts to prevent and address all forms of violence against women, in particular sexual violence and domestic violence;
- Ensure de facto equal access of girls and young women to all levels of education, overcoming traditional attitudes hampering women and girls fully enjoying of their right to education, retaining girls in schools and implement re-entry policies enabling young women to return to school after pregnancy.

¹³ "Unlocking Rwanda's Potential to Reap the Demographic Dividend", AFIDEP (the African Institute for Development Policy), 2017.

¹⁴ Africa Human Development Report 2016, UNDP, 2016, page 73.

Table 1 - Alignment of the Joint Programme to national and international development frameworks

NST 1 Priorities	UNDAP and Joint Programme Outcomes	SDG Goals	Africa Agenda 2063 Aspirations
<p>Transformational Governance Pillar Priority area 1: Reinforce Rwandan culture and values as a foundation for unity Priority area 5: Strengthen capacity, service delivery and accountability of public institutions Priority area 6: Increase citizens' participation, engagement and partnerships in development</p> <p>Cross-cutting area Gender and Family Promotion</p>	<p>UNDAP Outcome 5 By 2023, people in Rwanda benefit from enhanced gender equality, justice, human rights, peace and security.</p>	<p>Related SDGs 1 No Poverty 5 Gender Equality 10 Reduced Inequalities 16 Peace, Justice and Strong Institutions</p>	<p>Aspiration 3 An Africa of good governance, democracy, respect for human rights, justice and the rule of law</p>
<p>Transformational Governance Pillar Priority area 5: Strengthen capacity, service delivery and accountability of public institutions</p> <p>Cross-cutting area Gender and Family Promotion</p>	<p>UNDAP Outcome 6 By 2023, people in Rwanda participate more actively in democratic and development processes and benefit from transparent and accountable public and private sector institutions that develop evidence-based policies and deliver quality services.</p>	<p>Related SDGs 5 Gender Equality 10 Reduced Inequalities 16 Peace, Justice and Strong Institutions</p>	<p>Aspiration 3 An Africa of good governance, democracy, respect for human rights, justice and the rule of law</p>
<p>Economic Transformation Pillar Priority Area 1: Create 1,500,000 decent and productive jobs for economic development. Priority Area 3: Establish Rwanda as a globally competitive knowledge-based economy Priority Area 5: Increase domestic savings and position Rwanda as a hub for financial services to promote investments</p> <p>Cross-cutting area Gender and Family Promotion</p>	<p>UNDAP Outcome 1 By 2023 people in Rwanda benefit from more inclusive, competitive and sustainable economic growth that generates decent work and promotes quality livelihoods for all.</p>	<p>Related SDGs 1 No Poverty 4 Quality Education 5 Gender Equality 8 Decent Work and Economic Growth 10 Reduced Inequalities</p>	<p>Aspiration 1 A prosperous Africa based on inclusive growth and sustainable development</p>
<p>Social Transformation Pillar Priority Area 5: Moving towards a modern Rwandan household</p> <p>Cross-cutting area Gender and Family Promotion</p>	<p>UNDAP Outcome 4 By 2023 people in Rwanda, particularly the most vulnerable have increased resilience to both natural and man-made shocks and enjoy a life free from all forms of violence and discrimination.</p>	<p>Related SDGs 5 Gender Equality 16 Peace, Justice and Strong Institutions</p>	<p>Aspiration 3 An Africa of good governance, democracy, respect for human rights, justice and the rule of law</p>

Gender equality and women's empowerment across the UNDAPII

To strengthen the translation of gender equality principles into practice at the One UN level, in 2018, the United Nations Country Team (UNCT) adopted a gender strategy to inform the UN's work on GEWE both as a cross-cutting and as a standalone issue. All UNDAPII Joint Workplans have undergone a gender analysis. With gender mainstreamed across the six UNDAPII outcomes, the present Joint Programme directly responds to select GEWE priority areas as identified during stakeholder consultations, program evaluations and analytical reports only. Other GEWE priorities – including work on gender and agriculture among others – are addressed by the One UN Rwanda and stakeholders through other joint and standalone programs. Within the framework of the review of the implementation of the One UN gender strategy, the overall budget allocated to gender across all UNDAPII Outcomes will be analyzed and an overall report on the One UN's work on gender will be produced.

2.2. Programme stakeholders

The National Gender Machinery institutions including the Ministry of Gender and Family Promotion (MIGEPROF), the Gender Monitoring Office (GMO), the Women Parliamentary Forum (FFRP) and the National Women Council (NWC) are the main partners of this programme. MIGEPROF is expected to continue to hold a strategic policy and coordination role on GEWE in Rwanda and to pursue work through its institutions such as the National Commission for Children (NCC) and the National ECD Programme (NECDP). The recently revived Gender and Family Cluster will be leveraged to support MIGEPROF to deliver on its strategic plan's objectives. The engagement with GMO will focus on strengthening existing and advocating for new innovative accountability mechanisms for gender equality across government and non-government institutions. Efforts will also be put towards assessing the compliance, alignment and implementation of national and international GEWE commitments as well as documentation and dissemination of gender analysis findings to inform evidence-based planning, budgeting and policy formulation. Considering the important oversight role played by Parliamentarians on the implementation of laws, policies and public budgets, the programme will support FFRP in its efforts to build the capacity of Parliamentarians to ensure the gender responsiveness of laws and to facilitate Parliamentarians' oversight on GEWE issues. The programme will work with the NWC to mobilize and build capacity for women leaders with an emphasis on women's increased participation in policy making and access to economic opportunities and decent work.

Other programme stakeholders include the Ministry of Finance and Economic Planning (MINECOFIN), which has not only been very instrumental in the implementation of Gender Responsive Budgeting but is also the custodian of national budget allocations and transfers and is at the helm of the national development planning framework under NST1. The Rwanda National Police (RNP), the newly created Rwanda Investigation Bureau (RIB), the Ministry of Justice (MINIJUST), the National Public Prosecution Authority (NPPA), Legal Aid Forum (LAF), National Commission for Children (NCC) and City of Kigali (CoK) will also be important partners specifically for the results on Ending Violence Against Women (EVAW). The Ministry of Education (MINEDUC), Ministry of Youth (MINIYOUTH), Ministry of ICT and Innovation and Ministry of Sports and Culture (MINISPOC) and the Media High Commission (MHC) will be involved in aspects of ICT and innovation, Men Engage, youth dialogues, social norm transformation and young women's empowerment through sports. The Ministry in Charge of Emergency Management is an important partner for all interventions in support of women and girl refugees and the Ministry of Local Government (MINALOC) is an important partner for all decentralized interventions.

Collaboration with non-state actors composed of Media, Private Sector, Academic Institutions and especially Civil Society Organizations (CSOs), including both umbrella organizations and individual organizations, will be emphasised and strengthened to reach the expected results for all intended programme beneficiaries. Implementing partners that have been pre-identified by the participating UN Agencies for the delivery of funds under the parallel funds management modality are listed under Annex E.¹⁵

2.3. Lessons Learned

The proposed Joint Programme builds on the results, lessons learned, and challenges observed from the implementation of the predecessor One UN and Government of Rwanda Joint Programme on gender equality and women's empowerment entitled "Advancing and Sustaining Gender Equality Gains in Rwanda" and its recently concluded evaluation, as well from the evaluation of the UNDAPI (2013 – 2018).

Both the evaluation of the UNDAPI and the Joint Programme evaluation pointed to good practices that ensured the relevance, effectiveness, efficiency and sustainability of One UN interventions in favor of the advancement of GEWE in Rwanda, but also to gaps and challenges that need to be addressed in future programming. The critical role played by the One UN in strengthening the policy and legal framework to advance GEWE in Rwanda but also in strengthening the institutional capacity to deliver on GEWE commitments was noted in the evaluations. It was highlighted that the One UN is recognized as a knowledge broker and a key partner in terms of GEWE by a broad range of stakeholders from Government and Civil Society.

At the programmatic level, one of the key lessons learned is the need to deepen the impact of programme interventions by focusing on a few but potentially transformative priorities such as women's leadership and participation at local governance level, women's economic empowerment and social norms, areas that have been overlooked in part because of the positive narrative on GEWE in Rwanda. Evidence available indicates that past programmes have contributed significantly to grounding gender equality into policies, programmes and budgets at national, district and sector levels, with an increased production of gender responsive policies, laws and budgets. With these documents available, future interventions should focus on the implementation and effective monitoring of these frameworks (turning intent into action). Linked to this was the need to be more inclusive in the selection of partners and beneficiaries to ensure that beyond government institutions, efforts are also made to work more systematically with civil society, private sector, traditional and religious leaders, men and boys, the media, and International NGOs.

At the operational level, the evaluations highlighted the previous Joint Programme's positive track record on delivery, timely reporting and sound financial management of resources. However, there was neither a Gender Cluster at National level nor an active Gender Thematic Working Group within the UNCT that could have made management, coordination and coherence more effective. These newly revived structures will be leveraged within the present programme framework.

¹⁵ The Joint Programme funds management modalities are described in section five of the programme document.

2.4. Joint Programme Strategies

The Joint Programme aims to support efforts of the Government of Rwanda and the One UN in translating commitments to gender equality and women's empowerment into concrete actions that will contribute to a more equal society where women and girls have full access to the rights and opportunities guaranteed to all Rwandan citizens under the country's laws and policies. The programme intervenes in three key priority areas, namely (1) enhancing women's leadership and participation in governance institutions at local and national level; (2) strengthening women's economic empowerment and access to economic opportunities; and (3) ending violence against women and girls. Social norms and gender stereotypes that constitute a barrier towards the achievement of gender equality in Rwanda will be addressed throughout the three priority areas. The programme is guided by the key principles of Leaving No One Behind, Human Rights and Gender Equality.

The programme will leverage synergies with other UN supported initiatives that enhance youth and women's empowerment, including the Joint Programme on Accelerating Progress Towards Rural Women's Economic Empowerment, programmes fostering the production and utilization of sex-disaggregated data, Youth Connekt and others. Through the joint programming approach, each participating UN agencies' core mandate and comparative advantage will be leveraged towards achieving the common goal of advancing and sustaining gender equality gains in Rwanda.

Women's empowerment will be approached through the enhancement of women's agency, voice, access to resources and economic and social opportunities. GEWE issues will not only be addressed at national but specifically at local level through targeted interventions at decentralized governance and community level. Specific focus will be placed on fostering women's equal access to economic opportunities and on strengthening women's leadership and political participation at local government level, areas that have previously been overshadowed by Rwanda's success in ensuring women's representation in leadership positions within the central government. The prevention of violence against women through awareness raising and social norm change, as well as strengthened service delivery for survivors of gender-based violence, will also be featured within the programme. Capacity building of various actors on gender sensitive planning, budgeting and monitoring will remain a key programme strategy as a way to increase accountability towards GEWE. This strategy aims at ensuring that commitments and interventions that can foster GEWE are matched with adequate financing.

The programme will furthermore leverage the Gender and Family Cluster to foster a stronger coordination of various stakeholders' intervention on GEWE in Rwanda and to create positive synergies. Not only is coordination at the core of MIGEPROF's mandate, it is also a key lever for scaling up interventions and increasing effectiveness, impact and sustainability of GEWE results. This will entail regular meetings, information sharing, joint planning and programming as well as joint policy advocacy efforts, resource mobilization, publications and events among various actors. The coordination will not only focus on harmonizing processes on GEWE in Rwanda, but also on fostering substantive dialogues on GEWE gaps and opportunities. To this purpose, the programme will engage Civil Society Organizations as well as district and sector workings groups.

As a cross-cutting strategy, the programme will leverage the engagement of men and boys within and beyond the framework of the HeForShe Initiative to propagate gender equality and positive masculinity. The men and boys engage approach is critical for changing social norms and achieving gender equality, although changing social norms will also require engaging women whose mindset is contributing to

perpetuating gender inequalities. The programme will seek to work with communities and opinion leaders to successfully challenge negative social norms, as well as with teachers and students to bring up a new generation of boys and girls who fully understand and support gender equality. This is also seen as a measure to ensure sustainability of programme results. Within the same framework, media engagement will be sought out both in terms of promoting gender-responsive reporting and disseminating key information and data on GEWE in Rwanda.

Partnerships will be strengthened with CSOs, NGOs, media, youth groups, academic institutions, faith-based organizations and the private sector.

A human rights-based approach will be applied throughout the program's implementation, monitoring and evaluation and will be grounded within the One UN Human Rights Strategy. Synergies and collaboration with the National Human Rights Commission and the Taskforce on Treaty Body and the Universal Periodic Review (UPR) at Ministry of Justice level will be of high importance to ensure that respective country reports, including on CEDAW, Beijing +25, and the High Level Political Forum (HLPF) on Sustainable Development, are prepared and submitted in a timely manner. The capacities of both duty-bearers and rights-holders will be strengthened. Rights holders – namely women and girls – at the grassroots level will be supported to effectively claim their rights and the capacities and awareness of duty bearers at central and local government institutions to effectively fulfill their obligations and increase their accountability towards women's rights commitments will be strengthened. Particular focus will be placed on reaching women whose rights are most jeopardized, including women refugees, teenage mothers, women living with disabilities and women affected by HIV/AIDS.

2.5. Sustainability of results

The sustainability of this programme is being sought at three levels:

- At the **strategic level** through anchoring the programme in the country's national development frameworks, policies and strategies and in the SDGs agenda, but also through leveraging strong coordination structures such as the National Gender and Family Cluster and the UNDP Gender Mainstreaming Strategy with a view to ensure greater coordination, synergies and effectiveness in advancing GEWE across all sectors and institutions. Institutional strengthening, a stronger translation of gender commitments into budgetary allocations at national and local levels, the engagement of the private sector in women's empowerment, an enhancement of women's inclusion in productive economic sectors and work on mindset and social norm change are also expected to translate into long-term catalytic results for gender equality
- At the **programmatic level** the inclusivity guaranteed by the extensive consultations with all partners ensures the relevance of the programme to country priorities and lays the ground for full ownership of its results;
- At the **operational level** through effective knowledge management and capacity development of government, political and civil society actors, programme results and key institutional gender mainstreaming processes will be documented and disseminated to ensure programme sustainability. Guidance and analytical tools will be availed to all partners at central and local level but also in legislative and oversight bodies to support long term institutional capacity strengthening.

The programme interventions on leadership and social norms and the focus on mentorship and men engagement are seen as a long-term investment into leveraging the demographic dividend and also as part of the programme sustainability strategy. Overall, this Joint Programme will consolidate and leverage the important results achieved under the previous UNDAF. The knowledge developed, the capacity built, and the strong partnerships established, are all solid foundations for the sustainability of the proposed programme.



3. Results Framework

The proposed programme is informed by the evaluation of the UNDAPI, the 2017 Common Country Assessment, stakeholder consultations as well as the results, lessons learned, and challenges observed from the implementation of the predecessor Joint Programme on Gender Equality and Women's Empowerment. Furthermore, the programme is aligned to national, regional and international development frameworks, including the Rwanda NSTI, the SDGs and the Africa Agenda 2063. The program embraces the core principle of Leaving No One Behind outlined in the Agenda 2030 and also reflects the latest recommendations of the CEDAW committee for Rwanda¹⁶, specifically those related to social norms and attitudes change; to increasing women's participation in leadership positions at local level and in the private sector; to further enhancing GEWE accountability frameworks; and to employing rights-based and sustainable prevention and response mechanisms to address gender based violence.

As per the overview of the results framework presented in Table 2, the four Joint Programme outcomes correspond to the UNDAPI II outcomes 5 and 6 (Transformational Governance), 1 (Economic Transformation) and 4 (Social Transformation). The detailed Results and Resources Framework can be found in Annex A. Specifically, the programme contributes to GEWE advancement within the following four UNDAPI Outputs:

- *UNDAPI Output 5.1:* National gender machinery, state and non-state institutions have the requisite technical and financial capacity to advance gender equality, women's economic empowerment, political participation and decision making at national and local levels.
- *UNDAPI Output 6.4:* Public and private institutions in all sectors, particularly at the local level, are technically able to plan, budget, implement and report on service delivery for increased transparency and accountability.
- *UNDAPI Output 1.4:* Private and public institutions have the requisite technical and financial capacity to create decent employment, foster skills development, empower and promote entrepreneurship and financial inclusion for all, especially women and youth.
- *UNDAPI Output 4.2:* Violence prevention and response: Service providers and communities have strengthened capacities and knowledge to prevent and respond to SGBV, violence against children, child abuse, exploitation and neglect.

The overarching **Theory of Change (ToC)** of the Joint Programme states that if **(1)** women and girls participate and lead in decision-making processes; if women's empowerment and gender equality commitments are translated into practice by accountable national and local governance institutions; if women, including the most vulnerable ones, have equal access to and control over economic resources; if favorable social norms, attitudes and behaviors towards GEWE are promoted at institutional and community level; and if women and girls who experience violence can use available, accessible and quality essential services; then **(2)** women and girls will be able to fully benefit from and contribute to political and economic opportunities and violence against women and girls will be substantially reduced; because **(3)** women and girls will have decision making powers, gender specific needs will have been accounted for in all spheres of governance, responses to violence against women and girls will be available and barriers will have been removed for women to attain economic autonomy.

¹⁶ [CEDAW/C/RWA/Q/7-9](#) Concluding observations on the combined seventh to ninth periodic reports of Rwanda, March 2017

Table 3 - Overview Joint Programme Results Framework and UNDAP Output Alignments

Goal	Women and girls, especially the most vulnerable, benefit from political and economic opportunities and fully enjoy their human rights			
NST 1 Priority Areas	<p>NST 1 Priority Area: 1, 5 & 6</p> <p>Reinforce Rwandan culture & values as a foundation for unity</p> <p>Strengthen capacity, service delivery and accountability of public institutions</p> <p>Increase citizens' participation, engagement and partnerships in development</p> <p>Cross-cutting area Gender and Family Promotion</p>	<p>NST 1 Priority Area: 5</p> <p>Strengthen capacity, service delivery and accountability of public institutions</p> <p>Cross-cutting area Gender and Family Promotion</p>	<p>NST 1 Priority Area: 1, 3 & 5</p> <p>Create 1,500,000 decent & productive jobs for economic development</p> <p>Establish Rwanda as a globally competitive knowledge-based economy</p> <p>Increase domestic savings & position Rwanda as a hub for financial services to promote investments</p> <p>Cross-cutting area Gender and Family Promotion</p>	<p>NST 1 Priority Area: 1 & 5</p> <p>Reinforce Rwandan culture & values as a foundation for unity</p> <p>Strengthen capacity, service delivery and accountability of public institutions</p> <p>Moving towards a modern Rwandan household</p> <p>Cross-cutting area Gender and Family Promotion</p>
UNDAP Outcomes	<p>UNDAP Outcome 5 By 2023, people in Rwanda benefit from enhanced gender equality, justice, human rights, peace and security.</p>	<p>UNDAP Outcome 6 By 2023, people in Rwanda participate more actively in democratic and development processes and benefit from transparent and accountable public and private sector institutions that develop evidence-based policies and deliver quality services.</p>	<p>UNDAP Outcome 1 By 2023 people in Rwanda benefit from more inclusive, competitive and sustainable economic growth that generates decent work and promotes quality livelihoods for all.</p>	<p>UNDAP Outcome 4 By 2023 people in Rwanda, particularly the most vulnerable have increased resilience to both natural and man-made shocks and enjoy a life free from all forms of violence and discrimination.</p>
Joint Programme Outputs and UNDAP Output Alignment	<p>JP Output 1.1: Women's capacity to compete for leadership positions and to lead decision making processes at local and national level strengthened <i>UNDAP Output 5.1</i></p> <p>JP Output 1.2: Local and national level Government institutions' capacities to coordinate and execute gender-responsive development frameworks and budgets are strengthened <i>UNDAP Output 5.1</i></p> <p>JP Output 1.3: Community awareness of gender equality and civic understanding of women's right to equal participation in decision making increased. <i>UNDAP Output 5.1</i></p>	<p>JP Output 2.1: Public institutions' accountability and oversight mechanisms on gender equality and women's empowerment are strengthened <i>UNDAP Output 6.4</i></p>	<p>JP Output 3.1: Women have enhanced entrepreneurial skills and increased access to finance and markets to leverage business opportunities <i>UNDAP Output 1.4</i></p> <p>JP Output 3.2: Women and men have equal capacity and opportunities to access existing and newly created off-farm employment <i>UNDAP Output 1.4</i></p> <p>JP Output 3.3: Corporate sector actors demonstrate increased understanding of and commitment to implement gender equality and women's empowerment practices <i>UNDAP Output 1.4</i></p>	<p>JP Output 4.1: Increased awareness among target communities on Sexual and Gender Based Violence prevention, reporting, response and service availability for survivors <i>UNDAP Output 4.2</i></p> <p>JP Output 4.2: Capacity of relevant institutions and Sexual and Gender Based Violence service providers to handle/respond to Sexual and Gender Based Violence cases, including capacity to harmonize and preserve forensic evidence increased. <i>UNDAP Output 4.2</i></p>

Joint Programme Outcomes on Transformational Governance (UNDAP Outcomes 5 and 6)

The Joint Programme aims at enhancing women's leadership and participation in and benefits from accountably governance systems.

The Joint Programme intends to sustain the gains achieved by Rwandan women in leadership positions at national level and, most importantly, contribute to bridging the apparent gap in women's leadership and decision making at local level. To that effect, the pool of women to run for elections and assume leadership positions will be expanded through capacity building programmes for women candidates in the 2021 local and 2023 parliamentary elections as well as through transformative leadership trainings for aspiring and incumbent women leaders. Competency-based capacity strengthening and mentorship, for instance induction trainings for newly elected women leaders on Gender Responsive Budgeting principles or trainings for Members of Parliament on the gender analysis of legislative bills, will complement these trainings. These initiatives are geared towards boosting women's confidence as well as their capacity to lead and enhance campaign strategies and techniques.

Building on the gender progressive policies, laws and strategies developed with One UN support under UNDAP I, the new Joint Programme will focus on strengthening the implementation thereof. Particular focus will be placed on building institutional capacity to implement gender-mainstreaming strategies across various sectors at local level. Institutional support will be provided to the NGM and CSOs to strengthen implementation mechanisms of the CEDAW recommendations and high-quality monitoring of and reporting on international and regional GEWE normative frameworks. The program will also support the Government in mainstreaming GEWE commitments into key national governance accountability frameworks such as the Performance Contracts (*Imihigo*) and the Citizen Report Cards. The production of official and complementary data and its use for evidence-based, gender responsive planning, monitoring and wider implementation of strategies and plans will be fostered. Furthermore, parliamentary oversight on gender issues will be strengthened to promote increased accountability of the Executive on GEWE issues.

Finally, interventions under the proposed outcomes are expected to positively impact the perception of the role of women and girls as leaders within their households, communities, governance institutions and society as a whole. The programme envisions the engagement of media, educational institutions, community and religious leaders and political organizations as the main influencers of social norms and attitudes change. A men and boys engage approach will be emphasized throughout awareness raising and outreach campaigns.

Joint Programme Outcome on Economic Transformation (UNDAP Outcome 1)

The Joint Programme aims at unlocking economic opportunities for women within the expanding Rwandan private and public sector markets.

The program addresses barriers faced by women in terms of accessing business opportunities, finance, markets, and employment through targeted advocacy and capacity building initiatives. It will support women's access to formal finance to support an emerging pool of aspiring women entrepreneurs as well as to facilitate the expansion of already existing women-owned enterprises. Within the framework of the Leave No One Behind principle, special focus will be placed on supporting vulnerable women to better benefit from unlocked opportunities and achieve economic autonomy, including women with disabilities, women affected by HIV, teenage mothers and refugee women.

Parallel to policy level advocacy for women's equal participation in the active labor force women-owned enterprises will be supported through gender responsive procurement measures. These initiatives will be coupled with capacity strengthening of women entrepreneurs and the facilitation of market interlinkages directly benefitting women owned enterprises. Knowledge management platforms and discussion fora will be created to promote more exchanges on effective gender responsive business practices.

Furthermore, the promotion of women and girls' involvement in the traditionally male dominated Science, Technology, Engineering and Math (STEM) industries is a highly transformative endeavor in the context of the Transform Africa and Smart Africa initiatives and will be fostered through the Joint Programme. This will strategically position women and girls in Rwanda to actively participate in the achievement of Rwanda's aspirations to become a knowledge and technology-based economy. Through career guidance and mentorship, women's ability to compete for remunerated off-farm employment will further be strengthened.

Joint Programme Outcome on Social Transformation (UNDAP Outcome 4)

The Joint Programme aims at contributing to the prevention of violence against women and girls (VAWG) by addressing its root causes as well as at enhancing accessibility of quality services to survivors.

VAWG is a complex phenomenon and an effective prevention strategy needs to include mutually reinforcing interventions in order to facilitate transformative change in society by addressing the root and structural causes of violence. The programme will therefore focus on women's empowerment and women's rights through social norm change, including through community mobilization, peer-to-peer exchanges and educational programmes, and engage multiple stakeholders, including men and boys, media, civil society, community-based and women's organizations. The programme will strengthen the awareness of survivors of violence, including women victims of human trafficking and teenage mothers, on their rights and on the availability of services. Furthermore, the creation of livelihood opportunities for survivors of violence will be emphasized in view of facilitating their social and economic reintegration.

Capacity-building of a wide range of service providers, the development of clear protocols and guidelines for providing quality VAWG services, including coordination and accountability mechanisms, are essential aspects of this proposed work. Therein, the Joint Programme will build on the positive impact of the Isange One Stop Centres (IOSCs) and further reinforce and scale up the initiative. Special emphasis will be placed on supporting relevant government institutions such as the judiciary, police, and health sectors, to fully operationalize the normative framework against SGBV with the goal of increasing investment and improving service delivery for survivors of SGBV.

4. Management and Coordination Arrangements

The management arrangements of the Joint Programme follow the United Nations Development Group (UNDG) guidance on Joint Programmes. The Joint Programme will be managed through a combination of pooled and parallel funds management modalities. Participating UN agencies will pool funds under a Managing Agent for those parts of the Joint Programme that will be managed jointly, while other parts of the Joint Programme will be managed separately through parallel funding within the overall framework of the Joint Programme.

For a Joint Programme using the combination of parallel and pooled funding, a Steering Committee provides strategic direction and oversight and has decision making authority. Each participating UN organization retains however programmatic, financial and reporting responsibility for the programme parts managed under parallel funding. Agencies' contributions under parallel funds will be included and agreed upon under the Joint Programme workplan and each agency will bear responsibility for their implementation.

The following sections set out the programme governance structure and outline the roles of the Managing Agent, the participating UN agencies, Government institutions and other stakeholders under the Joint Programme.

Role of the UN Resident Coordinator's Office

The Resident Coordinator will strengthen authority and leadership of this joint programme by providing strategic guidance, advocacy and resource mobilization strategy to implement the programme. The Resident Coordinator will ensure that operational activities for development are focused on advancing sustainable development and that communication and advocacy are done to achieve the SDGs in a way that leaves no one behind and ensures respect for and protection of, human rights and gender equality.

The Resident Coordinator's Office (RCO) will ensure alignment between the UNDAP II result framework and the Joint Programme. RCO will also be responsible for the quality assurance of the programme as well as coordinating timely reporting of the results including support in data and financial aspects, results management and reporting to account for the UNDAPII.

The Lead Agency will share strategic meetings related to the Joint Programme that require the Resident Coordinator to participate and give leadership orientation.

4.1. Joint Programme Steering Committee

The Programme Steering Committee serves the role of decision-making authority and will provide strategic program orientation, fiduciary and management oversight and coordination. It is composed of senior representatives of all signatories of the Joint Programme Document and will also include senior representatives of other implementing partners for the duration of these partners' project agreements. The Steering Committee will be chaired by the Minister of Gender and Family Promotion and co-chaired by the UN Resident Coordinator or the UN Women Representative as an alternate in her/his capacity as the Representative of the Joint Programme Managing Agent. The Steering Committee chairpersons may invite other stakeholders to attend Steering Committee meetings as need be. However the Ministry of Finance and Economic Planning (MINECOFIN) is a permanent member of the Steering Committee.

The Steering Committee facilitates collaboration between participating UN organizations and the Government of Rwanda for the implementation of the Joint Programme. Furthermore, it reviews and approves Joint Programme documents and annual work plans, provides strategic direction and oversight, sets funds allocation criteria, allocates resources, reviews implementation progress and addresses problems, reviews and approves progress reports and budget revisions/reallocations, and evaluation reports, notes audit reports (published in accordance with each participating agency's disclosure policy) and initiates investigations (if needed).

Revisions of the programme, such as a no-cost extension or an increase or decrease of total budget, will be approved by the Steering Committee. Changes of activities that affect outputs and outcomes must also be approved by the Steering Committee, and the Joint Programme document needs to be amended, the annual work plan revised, and the budgetary framework adjusted to accommodate new or changed allocations. Significant programmatic or financial deviations of the Joint Programme Document (for example, budget revisions above 15 percent, changes to implementation timeline, scope, objective, target groups and/or location of activities) may require discussions with donors (including participating UN organizations) and respective amendments of relevant documents.

The Steering Committee will hold ordinary meetings every four months and extraordinary meetings as necessary.

4.2. Managing Agent

The Managing Agent is accountable programmatically and financially for the Joint Programme parts managed under pooled funding and for narrative and financial reporting. The Managing Agent is selected jointly based on merit in a comparative review by the participating UN organizations. With consideration of its coordination mandate on gender equality across the UNCT as well as the convening power and expertise on gender equality within and outside the UN System, UN Women will fulfil the role of Managing Agent for this programme.

The Managing Agent is responsible for supporting the implementing partners in managing the Joint Programme, for monitoring annual targets, for coordinating technical inputs by all participating UN organizations, for following up with (sub-) national governmental partners on implementation, facilitating evaluation, and audits and it may also engage in resource mobilization. Involved in day-to-day management, UN Women as a Managing Agent will be responsible for co-convening the Steering Committee with the Minister of Gender and Family Promotion as well as for the coordination of financial and narrative reporting on the Joint Programme.

4.3. Technical Programme Management Unit

Within the framework of programmatic activities implemented under pooled funds of the Joint Programme, the Managing Agent will be responsible for day-to-day programme management and the coordination of monitoring, evaluation, audit and reporting activities. For this purpose, UN Women will recruit a Programme Manager based at UN Women. A Programme Management Unit composed of technical staff from the participating UN organizations and from implementing partners will be established to ensure an efficient day to day implementation of the Joint Programme and to prepare background notes for and proposals to the Steering Committee for strategic guidance and approval.

The Programme Management Unit will meet on a quarterly basis and additional meetings may be convened as required. Technical meetings will be chaired by a designated staff from MIGEPROF as the National Gender Machinery Coordinating Institution and co-chaired by the UN Women based Joint Programme Manager.

The Programme Management Unit will be responsible for:

- Day to day implementation of the Joint Programme;
- Assessing progress on program implementation, identifying potential bottlenecks in implementation and proposing corrective measures;
- Report to the Steering Committee on the progress of implementation and on any items that require strategic guidance and decisions.

The UN Women based members of the technical Programme Management Unit will furthermore coordinate information sharing and reporting on Joint Programme results with the three UNDP Development Results Groups in the areas of Transformational Governance, Economic Transformation and Social Transformation, the objectives of which the Joint Programme is directly contributing to.

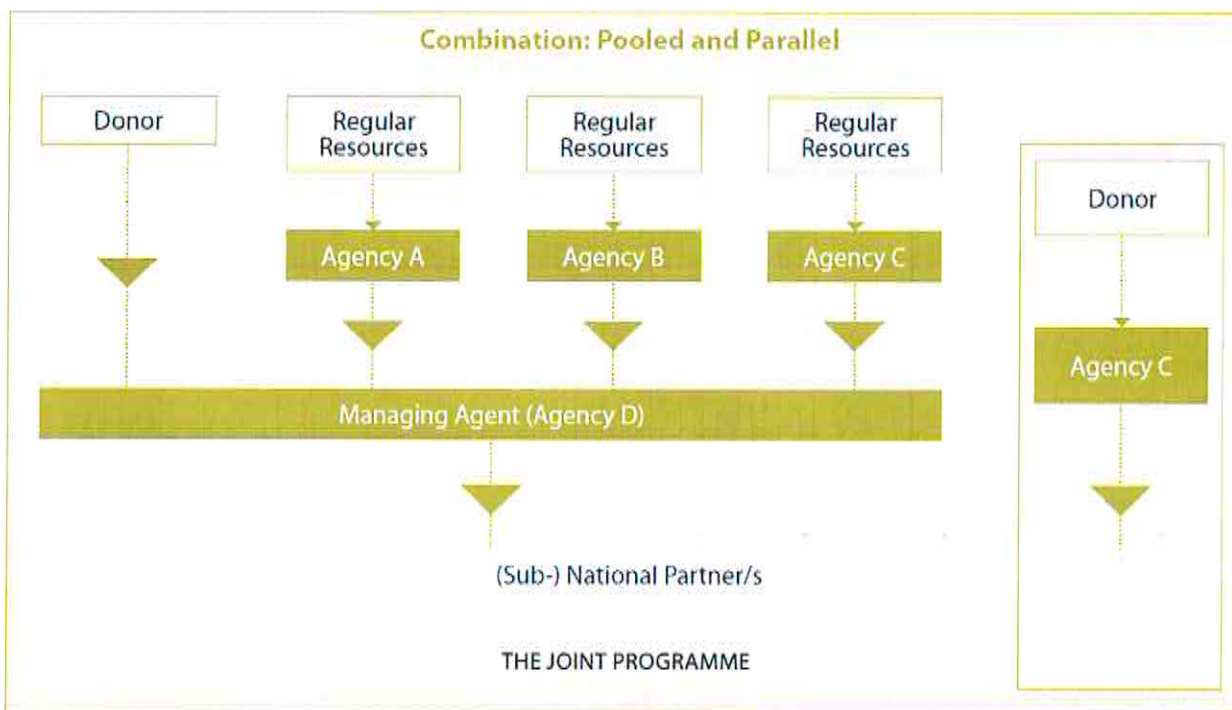
5. Fund Management Arrangements

5.1. Fund Management Modality

The Joint Programme will be managed through a combination of pooled and parallel funds management modalities. Participating UN agencies will pool funds under a Managing Agent for those parts of the Joint Programme that will be managed jointly, while other parts of the Joint Programme will be managed separately through parallel funding within the overall framework of the Joint Programme. Participating agencies will inform each other of the funds allocated to the programme and conduct resource mobilization efforts for the Joint Programme in a coordinated manner. The Managing Agent will coordinate the preparation of a consolidated narrative and financial report for submission to the Steering Committee and Donor(s). UN Women will fulfill the role of Managing Agent for this Joint Programme.

The parallel funds modality enables agencies to use earmarked core and non-core resources as well as funds already committed to specific implementing partners to contribute to the Joint Programme's outputs and outcomes within the overall logic of the programme's results framework. The management of these funds will be ensured by the respective agency in accordance with its regulations and procedures.

Figure 1 – Schematic illustration of fund management modality



Source: UNDG (2014): Guidance Note on Joint Programmes

Under the pooled funding modality, participating UN agencies and donors pool their resources under the management of the Managing Agent, which will be accountable programmatically and financially for the utilization and management of these funds as well as for narrative and financial reporting. The Rwanda Sustainable Development Fund (Rwanda SDF 2018 - 2023) established under UNDAP II is one of the proposed vehicles for new resources pooled by donors to support the Joint Programme. In conformity with the UN Development Group (UNDG) Guidance Note on Establishing, Managing and Closing Multi-Donor Trust Funds, indirect costs of the participating UN organizations will not surpass seven percent of

programme costs. The Fund's Administrative Agent's administrative fee will be one percent of contributions. The fee will be deducted from the contributions to the Rwanda Sustainable Development Fund at the time they are deposited. Indirect support costs shall therefore not surpass a cumulative total of eight percent. Participating agency's cost recovery rates and policies will apply for the funds managed under the parallel funds management modality.

The combination of parallel and pooled funding modality will entail signing of a Memorandum of Understanding (MoU) between UN Women as the Managing Agent and the UN participating Agencies. UN Women as Managing Agent will recover indirect costs in accordance with its financial regulations and rules currently equivalent to seven percent. This will be documented in the MoU signed with the participating UN organization(s) and in any funding agreement signed with the donor(s).

The joint programme has adopted a 5-year timeframe in line with NST1 and the UNDP 2018-2023. The total budget for this joint programme for a period of five years is amounting to 19,096,661 USD of which USD 5,988,278 is available at the time of signature while the remaining budget equivalent to 13,108,383 USD will be mobilized during the program implementation and the project document amended accordingly to reflect additional funds that have been mobilized.

5.2. National Implementing Partners and Cash Transfers

The selection of Joint Programme implementing partners for pooled funds is approved by the Local Appraisal Committee (LPAC) and can be amended by the Steering Committee if needed. Participating agencies' specific rules, regulations and capacity assessment processes apply for the selection of implementing partners under the parallel funds management modality. Participating UN agencies will involve their respective line Ministries in the selection process of new implementing partners recruited under the parallel funds management modality.¹⁷

Fund transfers to implementing partners will be based on a cash advance modality on a quarterly basis, whereas the frequency of transfers can be adjusted based on the implementing partners' delivery on advances. Under the pooled funding modality, an implementing partner may request the disbursement of funds from the Managing Agent if 80 percent of previously disbursed funds have been utilized and accounted for through narrative and financial reports submitted to and approved by the Managing Agent. The participating agencies will ensure timely availability and disbursement of funds to implementing partners. Unless otherwise agreed upon between an implementing partner and a participating UN agency, implementing partners will submit quarterly narrative and financial reports to the participating UN agencies. Audit exercises may be carried out annually or as need be. The costs of audit will be directly born by participating UN Agencies for the budget managed under the parallel funding modality. The cost of a joint audit of the entire Joint Programme or only parts thereof will be covered by the Joint Programme. Audit costs will be budgeted for accordingly under the Joint Programme Management budget. These parameters can be adjusted during the course of the programme in accordance with applicable policies, processes, and procedures of participating UN agencies.

¹⁷ Implementing Partners under the parallel funds management modality that were selected by the participating UN Agencies prior to the signature of the Joint Programme Document are outlined under Annex E.

6. Monitoring, Evaluation and Reporting

Performance monitoring and evaluation will contribute to effective programme management and informed decision-making by keeping the programme on track towards achieving its development objectives and by integrating lessons learned into planning. The Joint Programme performance monitoring framework is fully aligned to its corresponding UNDAP outcome and outcome indicators. Programme reporting and monitoring will therefore leverage joint UNDAP mechanisms, including UNINFO. The UNDAP II indicator review foreseen after one year of implementation (June 2019) as well as the UNDAP II midterm review will offer an opportunity to review UNDAP II indicators and, where indicated, propose adjustments to ensure that the indicators measure the full scope of the proposed programme. Relevant indicators from the NST1 have been added to the performance monitoring framework to measure the Joint Programme's contribution to the achievement of the set targets.

The monitoring, evaluation and reporting of the joint programmes will be done under the overall UNDAP implementation arrangements including the results groups, the results framework and through UNINFO. The monitoring will also take into account operations and communications related aspects.

6.1. Monitoring

Day-to-day monitoring of implementation processes will be the responsibility of the technical Programme Management Unit who will track the implementation of activities against agreed programme work plans, collect information on the delivery of programme outputs and outcomes, identify potential implementation constraints and, where adequate, issue recommendations for corrective actions. The Performance Monitoring Framework (Annex B) will guide the systematic collection of data on progress against output and outcome indicators. Where available, baseline data for the proposed results has been provided in the results matrix. Where indicated, additional baseline data specific to targeted programme beneficiaries will be collected at the start of programme activities through a baseline survey. Progress on those indicators will be measured again through targeted mid-term and end line surveys.

The technical Programme Management Unit will conduct bi-annual technical field missions and dialogues with responsible parties to assess programme implementation and performance of activities and provide technical assistance. In addition to regular updates, implementing partners will provide formal quarterly financial and narrative progress reports to the Unit, outlining the status of programme implementation. Beneficiary feedback mechanisms will be employed to solicit direct inputs on programme performance.

The Programme Management Unit will aggregate information on programme implementation collected from these different sources in periodic progress reports to the Steering Committee. It will advise the Steering Committee of any potential delays or difficulties faced during implementation so that appropriate support or corrective measures can be adopted in a timely manner. Furthermore, Steering Committee field visits that include donors, national institutions and implementing partners will be organized on an annual basis for systematic oversight of programme implementation.

6.2. Evaluation

Evaluation is the systematic and objective assessment of the Joint Programme which aims to determine the relevance and fulfilment of objectives as well as the efficiency, effectiveness and sustainability of the Joint Programme and, when feasible, its impact. Programme achievements will be assessed after two years of programme implementation during the mid-term evaluation, and at the end of the program through an independent final evaluation. Joint evaluations, wherein representatives of all concerned organizations participate in the Evaluation Management and/or Evaluation Reference Group, will be conducted. Evaluation costs are budgeted for under the Joint Programme's direct programme management costs.

The mid-term evaluation will determine progress made towards achievement of outcomes and will provide constructive recommendations to address any key constraints identified. It will notably review the effectiveness and efficiency of programme implementation and of management and partnership arrangements, highlight technical achievements and lessons learned, analyse whether the programme is on track with respect to achieving the expected results and propose any mid-term corrections and/or adjustments to the work plan and implementation arrangements as required.

The final evaluation will take place in the last five months prior to the completion of the program and will address the same questions of effectiveness, efficiency and lessons learned as the mid-term evaluation. In addition, the final evaluation will review the programme's relevance and impact (where possible), analyse the sustainability of results and whether the programme has achieved its overall outcomes and development objectives.

Both the mid-term and final evaluations will be commissioned by the Managing Agent and will be conducted in line with the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation in the UN System and the UNEG Ethical Guidelines. The evaluation findings will contribute to the Joint Programme's Knowledge Management initiatives.

6.3. Reporting

For funds managed under the parallel funding modality, each participating UN organization will prepare narrative and financial reports in accordance with its policies and procedures, and operational policy guidance. Consolidated narrative and financial reports will be prepared by the Managing Agent and submitted to Donors and relevant stakeholders in accordance to the schedule and through the channels outlined within the donor agreement. Progress reports will follow the standard UN reporting template and contain an account of actual implementation of program activities compared to those scheduled in the work plan and of progress achieved towards the program outputs and outcomes, based on the indicators contained in the Programme Results Framework. Furthermore, reports will outline any challenges encountered during programme implementation, clear recommendations for corrective actions in addressing them as well as lessons learned which will inform the subsequent implementation phases.

7. Legal Context or Basis of Relationship

On 31 July 2018, the Government of Rwanda represented by the Ministry of Finance and Economic Planning (MINECOFIN) and the United Nations in Rwanda represented by the UN Resident Coordinator and Heads of participating agencies signed the United Nations Development Assistance Plan 2018 - 2023. The UNDAP is the One UN's commitment to the implementation of the Rwandan National Strategy for Transformation. The UNDAP is implemented through Joint Programmes, including the present Joint Programme on gender equality and women's empowerment, as well as through agency specific programmes.

All UN agencies participating in the Joint Programme will sign the United Nations Standard Memorandum of Understanding for the Rwandan Sustainable Development Fund. Additional cooperation or assistance agreements may be required between UN Agencies and national implementing partners, especially within the framework of the parallel funding modality. Agreements may vary based on the UN agency concerned.

The implementing partners agree to undertake all reasonable efforts to ensure that none of the funds received pursuant to this Joint Programme are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by participating UN organisations do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999).



8. Work plans and budgets

Joint Programme Workplan

The joint programme workplans will detail the activities to be carried out within the Joint Programme as well as the responsible implementing partners, timeframes and planned inputs from the participating UN organizations. The applicable workplan format is provided under Annex C.

The workplan will form the basis of resource transfers to implementing partners and will be agreed upon between the implementing partners and participating UN organizations. An initial work plan of six months (January to June 2019) will be succeeded by annual workplans aligned to the Government of Rwanda fiscal year (July to June). The workplans will be presented to and are subject to approval by the Programme Steering Committee and will be subject to regular reviews. Any significant revision of the joint workplans are subject of approval by the programme Steering Committee. The Joint Programme Document does not need to be signed after each periodic review of the workplans as long as there is written approval of it by all partners at or following the annual review. However, any substantive change in the joint programme scope or change in financial allocations will require a revision of the Joint Programme Document and signature of all parties involved.

Based on the annual Joint Programme workplans, implementing partners will submit quarterly workplans to the respective participating UN agencies. These workplans form part of the agreements signed between the UN agencies and the implementing partners. Implementing partners will report to UN agencies against these quarterly workplans.

Joint Programme Budget

The Joint Programme Budget is presented in the separate excel file as Annex D. The overall budget for the Joint Programme over four and a half years amounts to USD 19,096,661 (nineteen million ninety-six thousand six hundred and sixty-one US dollars), inclusive of indirect support costs. Under the parallel funding modality, agency specific policies on indirect support costs apply, with a maximum threshold of eight percent.

Table 3 – Joint Programme Budget 2019 – 2023 per Participating UN Agency

Agency	Programme Budget	Indirect Support Costs	Total Budget
UN Women	\$10,223,359	\$817,869	\$11,041,228
UNDP	\$1,403,000	\$112,240	\$1,515,240
UNICEF	\$1,435,185	\$64,815	\$1,500,000
UNFPA	\$810,646	\$64,852	\$875,498
UNHCR	\$3,294,960	\$120,000	\$3,414,960
IOM	\$569,472	\$39,863	\$609,335
OHCHR	\$130,000	\$10,400	\$140,400
Total	\$17,866,622	\$1,230,039	\$19,096,661

The budget for the Managing Agent, UN Women, includes direct project management costs for coordination, monitoring and evaluation, audit and communication.

Annex A – Results and Resources Framework

See excel file attached.



Annex B – Joint Programme Monitoring Framework

The Joint Programme Performance Monitoring Framework is aligned to the UNDAPII results framework and its respective outcome and output indicators, baselines and targets. Programme reporting and monitoring will therefore leverage joint UNDAPII mechanisms, including UNINFO. The UNDAPII review foreseen for June 2019 and the midterm review will offer an opportunity to review UNDAPII indicators and, where indicated, propose adjustments to ensure that the indicators measure the full scope of the proposed programme. Relevant indicators from the NSTI have been added to the performance monitoring framework to measure the Joint Programme's contribution to the achievement of the set targets.

Results (outcomes and outputs)	Alignment to UNDAPII output	UNDAPII/NSTI Indicator(s)	Baseline	Target	Means of verification	Risks /Assumptions
UNDAPII Outcome 5: By 2023, people in Rwanda benefit from enhanced gender equality, justice, human rights, peace and security.	N/A	5.5: Gender Gap Index (GGI). 5.6: % of women holding positions in decision making organs. 5.7: Number of state institutions (disaggregated by ministries and districts) whose budget planning process and implementation meet gender responsive planning and budgeting principles.	2017 0.82 July 2018 ¹⁸ (1) Parliament lower chamber: 63.7% (2) Parliament -Senate: 38% (3) Cabinet: 40% (4) Districts Mayors: 20% 2018 Allocation: Ministries: 8 Districts: 15 Budget expenditure: Ministries: 10 Districts: 15	2023 0.85 2023 (1) 63.7% (2) 40% (3) 45% (4) 30% 2023 Allocation: Ministries: 17 Districts: 30 Budget expenditure: Ministries: 17 Districts: 30	GGI National Institute of Statistics of Rwanda (NISR), National Gender Statistics Report. GBS reports /MINECOFIN /GMO.	Delays in adopting policies and strategies / Political will from the Government of Rwanda
JP Output 1.1: Women's capacity to compete for leadership positions and to lead decision making processes at local and national level strengthened	UNDAPII Output 5.1: National gender machinery, state and non-state institutions have the requisite technical and financial capacity to advance gender equality, women's economic empowerment, political participation and decision making at national and local levels	5.1.4: No. of women candidates with skills and capacities to participate in electoral process.	July 2018 1) Parliament: 221 2) Local government: 209 3) Mediators: TBD	2018 1) Parliament: 543 2020 1) Parliament: 743 2021 3) Mediators: 200 2022 2) Local government: 418	NWC, NEC, GMO, MIGEPROF annual reports. /	Limited financial resources / Gender machinery institutions have the capacity to deliver on expected results.

¹⁸ The July 2018 baseline data corresponds to the baseline referenced in the UNDAPII monitoring framework. Since October 2018, women occupy 50 percent of ministerial portfolios, 61 percent of the seats in the Parliament Chamber of Deputies, 38 percent of the seats in the Senate, and 43.5 percent of councilors' seats at local government level.

Results (outcomes and outputs)	Alignment to UNDAP II output	UNDAPI/INST1 Indicator(s)	Baseline	Target	Means of verification	Risks /Assumptions
JP Output 1.2: National and local level Government institutions' capacities to execute gender-responsive development strategies, sector strategies, district development plans and budgets increased	UNDAP Output 5.1: National gender machinery, state and non-state institutions have the requisite technical and financial capacity to advance gender equality, women's economic empowerment, political participation and decision making at national and local levels	5.1.1: Gender budget tracking tool for use by state institutions developed.	2017 7,900	2019 Advocacy starts with GMO to develop a gender budget allocation tracking tool 2020 Prototype of the gender budget tracking tool tested 2023 Yes. Budget tracking tool in place and in use.	MIGEPROF annual reports MINECOFIN, GMO, MIGEPROF (Gender Barometer Report by MIGEPROF).	
JP Output 1.3: Community awareness of gender equality and	UNDAP Output 5.1: National gender machinery, state and non-state institutions have the	5.1.2: Number of government institution with at least 2 staff who have skills to systematize gender budget planning and execution tracking and reporting.	2018 Ministries: 2 Districts: 5	2019 Ministries: 10 Districts: 18 2020 Ministries: 12 Districts: 20 2023 Ministries: 17 Districts: 30 2023 20%	MIGEPROF/GMO annual reports, UN Women annual reports.	
		5.1.3 Proportion of media houses with gender	2018 < 5%		UNESCO's reports, RMB.	

Results (outcomes and outputs)	Alignment to UNDAPI II output	UNDAP/INST1 Indicator(s)	Baseline	Target	Means of verification	Risks /Assumptions
civic understanding of women's right to equal participation in decision making increased.	requisite technical and financial capacity to advance gender equality, women's economic empowerment, political participation and decision making at national and local levels	mainstreaming editorial policies in place				
UNDAP Outcome 6: By 2023, people in Rwanda participate more actively in democratic and development processes and benefit from transparent and accountable public and private sector institutions that develop evidence-based policies and deliver quality services.	N/A	6.1: Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group (SDG: *16.7.2). 6.3: % of citizen satisfaction in their participation in elections. 6.5: % of citizens satisfaction with holding leaders accountable. NST1 Indicator 54: Percentage of citizens satisfaction in their participation in planning and budgeting processes disaggregated by gender, age and disability NST1 Indicator 50: Percentage level of transparency and accountability in public sector.	2018 77% 2018 87% 2018 81.60% 2017/2018 25.6%	2023 80% 2023 90% 2023 85% 2023/2024 90%	RGB/RGS, CRC. RGB/RGS, CRC. RGB/RGS, CRC. RGB reports	1) Political will and stability in the region. 2) A conducive environment for CSOs to influence policies and strategies. / 1) Regional instability. 2) Failure to influence policies by CSOs.
JP Output 2.1: Accountability mechanisms on gender equality and women's empowerment in government agencies, CSOs, FBOs, I/NGOs and political parties are monitored and strengthened	UNDAP Output 6.4: Public and private institutions in all sectors, particularly at the local level, are technically able to plan, budget, implement and report on service delivery for increased transparency and accountability.	6.4.2: Level of citizen satisfaction with service delivery in local administration. NST1 Indicator 53: Percentage of citizen satisfaction with the performance of local government councils	2018 72.9% 47.5%	2023 80% 90%	RGS CRC/Imihigo Evaluation	public institutions are transparent and accountable. / Limited participation by CSO and citizens in planning processes.

Results (outcomes and outputs)	Alignment to UNDAP II output	UNDAP/INST1 Indicator(s)	Baseline	Target	Means of verification	Risks/Assumptions
UNDAP Outcome 1: By 2023 people in Rwanda benefit from more inclusive, competitive and sustainable economic growth that generates decent work and promotes quality livelihoods for all.	N/A	1.4: Unemployment rate by sex and age. 1.7: % of total employment with main job in informal sector. NST1 Indicator 4: Number of off-farm jobs created in priority value chains	Total: 16.7% (Youth: 21%; Male: 16.1%; Female: 17.5%) 2017 91% 2017/2018 146,000 per annum	Will be based on final NST Labour force survey 2017 2023 85% 2019/2020 200,000 per annum 2023/2024 214,200 per annum	Labour force survey Labour force survey. NEP Reports EICV survey, Labour Force Survey	Rwanda is landlocked and is susceptible to political instability in the region which may lead to a loss of trading partners and FDI. Unpredictable financial resources to facilitate implementation. Continued government buy-in and support to the results articulated. Successful UN reform leads to more efficient implementation.
JP Output 3-1: Women have enhanced skills and access to finance and markets to leverage business opportunities	UNDAP Output 1.4: Private and public institutions have the requisite technical and financial capacity to create decent employment, foster skills development, empower and promote entrepreneurship and financial inclusion for all, especially women and youth.	NST1 Indicator 38: Percentage of learners enrolled in STEM related subjects 1.4.1: No. of target population with entrepreneurship skills. (Disaggregated by sex, rural/urban, age range).	2017/2018 58.0% (TVET)	2019 2,060 2020 5,120 2021 7,240 2022 9,300 2023 10,600	Programme progress reports	Lack of or inaccessibility of friendly financial services and products; People with disabilities were not considered specifically and may be left behind during implementation. Continued government and private sector commitment to increase job creation. Ongoing cooperation of MINAFET, MINEDUC & WDA.

Results (outcomes and outputs)	Alignment to UNDAP II output	UNDAP II/NST1 Indicator(s)	Baseline	Target	Means of verification	Risks /Assumptions
		1.4.2: No. of people reached through new financial products (e.g. new products, UN Supported Women's Investment Funds). (Disaggregated by sex, age and rural/urban).	2018 Women's Investment Fund: 0 clients	2023 Women's Investment Fund: 80,000 clients	BNR and WB Reports	
JP Output 3.2: Women's capacity and opportunities to access remunerated off-farm employment increased	UNDAP Output 1.4: Private and public institutions have the requisite technical and financial capacity to create decent employment, foster skills development, empower and promote entrepreneurship and financial inclusion for all, especially women and youth.	1.4.5: Number of youth led organizations and networks participating in national policy dialogue, advocacy and programming, including in humanitarian settings.	2018 1	2023 10	African Youth and Adolescents Network on Population & Development (AfriYan) reports.	
JP Output 3.3: Corporate sector actors demonstrate increased understanding of and commitment to implement gender equality and women's empowerment practices	UNDAP Output 1.4: Private and public institutions have the requisite technical and financial capacity to create decent employment, foster skills development, empower and promote entrepreneurship and financial inclusion for all, especially women and youth.	1.4.1: No. of target population with entrepreneurship skills.	2018 0	2019 2,060 2020 5,120 2021 7,240 2022 9,300 2023 10,600 Target values are cumulative over the years.	Programme progress reports	




Results (outcomes and outputs)	Alignment to UNDP II output	UNDAPII/NSTI Indicator(s)	Baseline	Target	Means of verification	Risks/Assumptions
<p>UNDP Outcome 4: By 2023 people in Rwanda, particularly the most vulnerable have increased resilience to both natural and man-made shocks and enjoy a life free from all forms of violence and discrimination.</p>	N/A	4.2: % of women aged 15-49 who have ever experienced violence (by type).	<p>2015: Sexual violence 22% (DHS 2015). Physical violence 35% (DHS 2015). Intimate violence from partner 37% (DHS 2015).</p>	<p>2023: Sexual violence: 15% Physical violence: 30% Intimate violence from partner: 32%.</p>	Demographic and Health Survey.	<p>Unexpected natural and socio-economic shocks. Population unresponsive to behaviour change programmes. / GoR plans to strengthen resilience well-planned and resourced. Data and information systems to support interventions are available.</p>
<p>JP Output 4.1: Increased awareness among target communities on available S/GBV services (e.g. at the IOSC), how to prevent and/or timely report and how to respond to incidents of S/GBV.</p>	<p>UNDP Output 4.2: Violence Prevention and response: Service providers and communities have strengthened capacities and knowledge to prevent and respond to SGBV, violence against children, child abuse, exploitation and neglect.</p>	4.2.3: # of individuals that have improved knowledge and awareness on SGBV prevention and response (by target group).	<p>2017 MDIT: 300 Security organs: 250 He for She out-reach: 4,200 Women and men in cross border trade: 40 Inmates convicted of SGBV: 1,000 Refugees: 224</p>	<p>MDIT: 500 Security organs: 500 He for She out-reach: 20,000 Women and men in cross border trade: 2,000 Inmates convicted of SGBV: 2,000 Refugees: 446</p>	<p>RNP, MINISANTE, MIGEPROF, UN Women reports. UNHCR reports.</p>	<p>Persistent stigma linked to SGBV and issues of violence, abuse and neglect. Social norms prevent demand for services. / The support systems and services are available and communities support delivery.</p>
<p>JP Output 4.2: Strengthened capacity of relevant institutions/GBV service providers to handle/respond to S/GBV cases including capacity to harmonize and preserve forensic evidence</p>	<p>UNDP Output 4.2: Violence Prevention and response: Service providers and communities have strengthened capacities and knowledge to prevent and respond to SGBV, violence against children, child abuse, exploitation and neglect.</p>	4.2.4: # of service providers with the capacity to respond to cases of SGBV, child abuse, exploitation and neglect.	<p>IOSC: 4 (Inshuti Z'Umuryango) Other Service Providers (MAJ/ MINUJUST, MINISANTE, RNP, MCC, CSOs, etc): 2</p>	<p>IOSC: 23 IZU: 29,674 Other Service Providers (MAJ/ MINUJUST, MINISANTE, RNP, MCC, CSOs, etc): 27</p>	<p>MAJ/MINUJUST, MINISANTE, RNP, CSOs, UN Women reports. NCC/MIGEPROF reports.</p>	

Annex C – Workplan Format

Work Plan for: Leveraging the Full Potential of Gender Equality and Women's Empowerment to Achieve Rwanda's Transformation

JP Outcome UNDP Outcome 5: By 2023, people in Rwanda benefit from enhanced gender equality, justice, human rights, peace and security.									
UN organization-specific Annual targets	UN organization	Activities	TIME FRAME				Implementing Partner	PLANNED BUDGET	
			Q1	Q2	Q3	Q4		Source of Funds	Budget Description
JP Output 1.1: Women's capacity to compete for leadership positions and to lead decision making processes at local and national level strengthened									
UN Women									
UNDP									
UNFPA									
UNICEF									
UNHCR									
IOM									
OHCHR									
Planned Budget Output 1 (including programme cost and indirect support cost)									
Total budget UN Women									
Total budget UNDP									
Total budget UNFPA									
Total budget UNICEF									
Total budget UNHCR									
Total budget IOM									
Total budget OHCHR									
Total budget									

Annex D – Budget

Joint Programme Budget

ESTIMATED UTILIZATION OF RESOURCES (US\$)

CATEGORY	Total Amount (US\$)	UN Women	UNDP	UNICEF	UNFPA	UNHCR	OHCHR	IOM
1 Staff and other personnel costs	2,374,650	980,442	-	312,000	80,000	800,000	50,000	152,208
2 Supplies, Commodities, Materials	837,180	70,000	20,000	82,000	100,000	500,000	1,000	64,180
3 Equipment, Vehicles and Furniture including Depreciation	233,500	45,000	18,000	-	20,000	140,000	1,000	9,500
4 Contractual Services	1,564,659	780,000	200,000	250,000	30,000	180,000	77,000	47,659
5 Travel	193,215	50,000	20,000	16,000	15,000	44,900	-	47,315
6 Transfers and Grants Counterparts	11,677,000	7,795,000	965,000	755,000	550,000	1,600,000	-	12,000
7 General Operating and Other Direct Costs	986,418	502,917	180,000	20,185	15,646	30,060	1,000	236,610
Total Programme Costs	17,866,622	10,223,359	1,403,000	1,435,185	810,646	3,294,960	130,000	569,472
8 Indirect Support Costs	1,230,039	817,869	112,240	64,815	64,852	120,000	10,400	39,863
Total Amount	19,096,661	11,041,228	1,515,240	1,500,000	875,498	3,414,960	140,400	609,335

Annex E – Implementing partners pre-identified under the parallel funds management modality

UN Agency	Implementing Partners
UN Women	Rwanda National Police (RNP) Rwanda Investigation Bureau (RIB)
UNDP	Legal Aid Forum Rwanda Bar Association National Electoral Commission (NEC) Media High Council (MHC) Rwanda Governance Board (RGB)
UNFPA	Rwanda National Police (RNP) Rwanda Investigation Bureau (RIB) Imbuto Foundation American Refugee Committee (ARC) African Humanitarian Action (AHA) Ministry of Health (MoH)
UNHCR	American Refugee Committee (ARC)
UNICEF	Ministry of Gender and Family Promotion (MIGEPROF) National Commission for Children (NCC)
IOM	Rwanda Investigation Bureau (RIB) Ministry of Local Government (MINALOC) Ministry of Justice (MINIJUST) Directorate General of Immigration and Emigration (DGIE)

UN Agency

Implementing Partners

Gender Monitoring Office (GMO)

Ministry of Gender and Family Promotion (MIGEPROF)

Ministry of Justice (MINIJUST)

National Commission for Children (NCC)

National Public Prosecution Authority (NPPA)

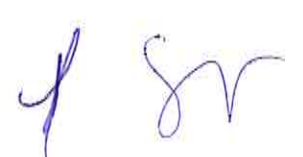
Rwanda Investigation Bureau (RIB)

Rwanda National Police (RNP)

Never Again Rwanda

Not applicable

OHCHR



UNDP Outcome 5: By 2033, people in Rwanda benefit from enhanced gender equality, justice, human rights, peace and prosperity.

IP Outputs and Indicators	UNDP Output	Participating UN Organizations-Specific	Participating UN Organizations	Priority	Implementing Partner(s)	Resource allocation and indicative time frame					Availability of Resources (total over five years)	
						2018/2019	2019/2020	2020/2021	2021/2022	2022/2023		Total
<p>Outcome 1.1: Women's capacity to compete for leadership positions and to lead decision-making processes at local and national level strengthened</p> <p>UNDP Indicators</p> <p>5.1.4: No. of women candidates with skills and capacities to participate in electoral process</p> <p>5.1.5: Number of women and girls reached and to through leadership program in entrepreneurship</p>	UNDP	UN Women	UN Women Rwanda Country Office Strategic Note 2019 – 2023 Output 1.1.1: Women's capacity to compete for leadership positions and to lead decision-making processes at local and national level strengthened	UN Women Global Strategic Plan 2018 – 2021 Output 4: Women lead, participate in and benefit equally from governance systems	Government CSOs	\$65,000	\$180,000	\$140,000	\$160,000	\$140,000	\$705,000	\$685,000
	UNDP	UNDP	UNDP Strategic Plan (2019-2023) Result: Accelerate structural transformation for sustainable development	UN Women-UNICEF Joint Leadership, Empowerment, Access and Protection (LEAP) Initiative	Government CSOs	\$30,000	\$300,000	\$80,000	\$30,000	\$30,000	\$470,000	\$130,000
<p>Outcome 1.2: Local and national level institutions' capacities to coordinate and oversee gender mainstreaming at national and local level strengthened</p> <p>UNDP Indicators</p> <p>5.1.1: Gender budget tracking tool for use by state institutions developed</p> <p>5.1.2: Number of expenditure inclusion national and local levels with at least 2 staff who have skills to translate gender budget planning and decision-making and decision-making and</p>	UN Women	UN Women	UN Women Rwanda Country Office Strategic Note 2019 – 2023 Output 1.2.1: National Gender Machinery Institutions' capacity to coordinate and oversee gender mainstreaming at national and local level strengthened	UN Women-UNICEF Joint Leadership, Empowerment, Access and Protection (LEAP) Initiative	Government	\$215,000	\$380,000	\$320,000	\$290,000	\$220,000	\$1,625,000	\$1,135,000
	UNDP	UNDP	UNDP Strategic Plan (2019-2023) Result: Accelerate structural transformation for sustainable development	UN Women-UNICEF Joint Leadership, Empowerment, Access and Protection (LEAP) Initiative	Government	\$100,000	\$100,000	\$100,000	\$100,000	\$50,000	\$450,000	\$350,000
<p>Outcome 1.3: Technical and financial capacity to advance gender equality, women's economic empowerment, political participation and decision-making at national and local levels</p> <p>UNDP Indicators</p> <p>5.1.1: Gender budget tracking tool for use by state institutions developed</p> <p>5.1.2: Number of expenditure inclusion national and local levels with at least 2 staff who have skills to translate gender budget planning and decision-making and</p>	UN Women	UN Women	UN Women Rwanda Country Office Strategic Note 2019 – 2023 Output 1.3.1: National Gender Machinery Institutions' capacity to coordinate and oversee gender mainstreaming at national and local level strengthened	UN Women-UNICEF Joint Leadership, Empowerment, Access and Protection (LEAP) Initiative	Government	\$100,000	\$420,000	\$420,000	\$420,000	\$360,000	\$1,720,000	\$1,445,000
	UNDP	UNDP	UNDP Strategic Plan (2019-2023) Result: Accelerate structural transformation for sustainable development	UN Women-UNICEF Joint Leadership, Empowerment, Access and Protection (LEAP) Initiative	Government	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	\$250,000
Total Output 1.1		Programme Cost				\$215,000	\$380,000	\$320,000	\$290,000	\$220,000	\$1,625,000	\$1,135,000
Total Output 1.2		Programme Cost				\$320,000	\$420,000	\$420,000	\$420,000	\$360,000	\$1,720,000	\$1,445,000

IP Outputs and Indicators	UNDP Output	Participating UN Organizations	Participating UN Organization-Specific Outputs	Participating UN Organization Corporate Priority	Implementing Partner(s)	Indicative activities for each Output	Resource Allocation and Indicative Time Frames					Availability of Resources (Total over five years)		
							2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	Total	Available	To be mobilized
Output 1.3 Community awareness of gender equality and civic understanding of women's right to equal participation in decision making increased.	UN Women	UN Women	UN Women Rwanda County Office Strategic Plan 2018 - 2023 Output 1.2.1: Community awareness of gender equality and civic understanding of women's right to equal participation in decision making increased.	UN Women	Government Civil Society Organizations	Support gender equality awareness campaigns at community level, including campaigns led by men engage pioneers	\$75,000	\$140,000	\$140,000	\$110,000	\$50,000	\$515,000	\$70,000	\$445,000
	UNDP	UNDP	UNDP/ICDP (2018-2023). Outcome 5: By 2023, people in Rwanda benefit from increased gender equality and security (Outcome 5: By 2023, people in Rwanda participate more actively in democratic and development processes and benefit from transparent and accountable public and private sector institutions that develop evidence-based policies and deliver quality services / Outcome 6: By 2023, people in Rwanda participate more actively in democratic and development processes and benefit from transparent and accountable public and private sector institutions that develop evidence-based policies and deliver quality services.	UNDP Strategic Plan (2018-2021) Result: Accelerate structural transformations for sustainable development. Outcome 2: Strengthen governance with focus on SDG 16: supporting diverse pathways towards building peaceful, just and inclusive societies.	Government Civil Society Organizations	Support gender mainstreaming in the media	\$50,000	\$50,000	\$50,000	\$40,000	\$40,000	\$230,000	\$60,000	\$150,000
Total Output 1.3 Programme Cost	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	UNICEF		UNICEF			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total UNDP Output	UNWFP	UNWFP		UNWFP			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

UNDP Outcome 4.2: 2013 people in Rwanda, particularly the most vulnerable, have increased in skills to work in formal or semi-formal sectors and enjoy all the benefits of modern and decent work.

IP Outputs and Indicators	UNDP Output	Participating UN Organizations-Specific Outputs	Participating UN Organizations Corporate Priority	Implementing Partner	Resource Allocation and Indicators (in US\$)						Availability of Resources (Total)	
					2018/2019	2019/2020	2020/2102	2021/2102	2022/2103	Total	Available	To be mobilized
Output 4.3 Increased awareness among target communities on Sexual and Gender Based Violence (SGBV) and their response mechanisms and service availability for survivors.	UNDP	UN Women UN Women Rwanda Country Office Strategic Note 2015-2017 Output 1.1.3 Community awareness of gender equality and their understanding of women's right to equal participation in decision making increased.	UN Women UN Women Global Strategic Plan 2018-2021 Output 1: most countries and stakeholders are better able to prevent violence against women and girls and deliver essential services to victims and survivors.	Government CSOs	\$150,000	\$130,000	\$110,000	\$80,000	\$550,000	\$150,000	\$440,000	
	UNICEF	UNICEF Programme Strategy Note: Child Protection Programme Outcome: By 2022 all girls and boys, including those at risk of violence, neglect, abandonment and exploitation.	UNICEF Programme Strategy Note: Child Protection Programme Outcome: By 2022 all girls and boys, including those at risk of violence, neglect, abandonment and exploitation.	Government CSOs	\$80,000	\$181,539	\$181,539	\$283,543	\$1,435,395	\$750,000	\$685,395	
UNDP Indicator: 4.2.1: # of individuals that have increased knowledge and awareness on SGBV prevention and response (by target group).	UNICEF	UNICEF Country Operations Plan 2015-2017 Objective 3: Increase the quality of response provided, support participation of community in SGBV prevention and response enabled and sustained.	UNICEF UNICEF Action against Sexual and Gender Based Violence: An updated UN Response Strategy and Protection Framework UNICEF Age-Gender Diversity Policy	Government CSOs Civil Society NGOs	\$115,740	\$40,000	\$0	\$0	\$200,740	\$115,740	\$85,000	
	IDM	IDM Government agencies and civil society organizations (CSOs) including local and child protection actors have improved capacity to engage in the development and implementation of effective, evidence based non-user trafficking policies and programs.	IDM Government agencies and civil society organizations (CSOs) including local and child protection actors have improved capacity to engage in the development and implementation of effective, evidence based non-user trafficking policies and programs.	Government CSOs	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000	\$200,000	\$300,000	
Total Output 4.3					\$840,024	\$973,539	\$540,039	\$460,039	\$2,811,962	\$1,452,780	\$1,359,182	

Results	UN Agency	Resource allocation					Availability of Resources (total over five years)		
		2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	Total	Available	To be mobilised
<p>Output 1.1 Women's capacity to compete for leadership positions and to lead decision making processes at local and national level strengthened</p> <p>Total Output 1.1</p> <p>Output 1.2 Local and national level Government institutions' capacities to coordinate and execute gender-responsive development frameworks and budgets are strengthened</p> <p>Total Output 1.2</p> <p>Output 1.3 Community awareness of gender equality and civic understanding of women's right to equal participation in decision making increased.</p> <p>Total Output 1.3</p> <p>Total Programable Cost UNDAF Outcome 5</p> <p>Grand Total UNDAF Outcome 5</p>	UN Women	\$85,000	\$180,000	\$140,000	\$160,000	\$140,000	\$705,000	\$20,000	\$685,000
	UNDP	\$30,000	\$300,000	\$80,000	\$30,000	\$30,000	\$470,000	\$130,000	\$340,000
	UNICEF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNFPA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNHCR	\$100,000	\$100,000	\$100,000	\$100,000	\$50,000	\$450,000	\$350,000	\$100,000
	IOM	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	OHCHR	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Output 1.1	\$215,000	\$580,000	\$320,000	\$290,000	\$220,000	\$1,625,000	\$500,000	\$1,125,000
	UN Women	\$200,000	\$420,000	\$420,000	\$420,000	\$260,000	\$1,720,000	\$275,000	\$1,445,000
	UNDP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNFPA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNHCR	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
IOM	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
OHCHR	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Output 1.2	\$200,000	\$420,000	\$420,000	\$420,000	\$260,000	\$1,720,000	\$275,000	\$1,445,000	
UN Women	\$75,000	\$140,000	\$140,000	\$110,000	\$50,000	\$515,000	\$70,000	\$445,000	
UNDP	\$50,000	\$50,000	\$50,000	\$40,000	\$40,000	\$230,000	\$80,000	\$150,000	
UNICEF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
UNFPA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
UNHCR	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
IOM	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
OHCHR	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Output 1.3	\$155,000	\$198,000	\$198,000	\$158,000	\$98,000	\$807,000	\$180,000	\$627,000	
UN Women	\$360,000	\$740,000	\$650,000	\$450,000	\$450,000	\$2,940,000	\$365,000	\$2,575,000	
UNDP	\$80,000	\$350,000	\$130,000	\$70,000	\$70,000	\$700,000	\$210,000	\$490,000	
UNICEF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
UNFPA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
UNHCR	\$130,000	\$108,000	\$108,000	\$108,000	\$58,000	\$512,000	\$380,000	\$132,000	
IOM	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
OHCHR	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total UNDAF Outcome 5	\$570,000	\$1,198,000	\$938,000	\$868,000	\$578,000	\$4,152,000	\$955,000	\$3,197,000	
UN Women	\$75,000	\$220,000	\$180,000	\$180,000	\$80,000	\$735,000	\$100,000	\$635,000	
UNDP	\$100,000	\$100,000	\$80,000	\$80,000	\$80,000	\$440,000	\$120,000	\$320,000	
UNICEF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
UNFPA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
UNHCR	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
IOM	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
OHCHR	\$20,000	\$40,000	\$20,000	\$20,000	\$30,000	\$130,000	\$40,000	\$90,000	
Total UNDAF Outcome 6	\$195,000	\$360,000	\$280,000	\$280,000	\$190,000	\$1,305,000	\$260,000	\$1,045,000	
UN Women	\$75,000	\$220,000	\$180,000	\$180,000	\$80,000	\$735,000	\$100,000	\$635,000	
UNDP	\$100,000	\$100,000	\$80,000	\$80,000	\$80,000	\$440,000	\$120,000	\$320,000	
UNICEF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
UNFPA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
UNHCR	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
IOM	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
OHCHR	\$20,000	\$40,000	\$20,000	\$20,000	\$30,000	\$130,000	\$40,000	\$90,000	
Output 2.1	\$195,000	\$360,000	\$280,000	\$280,000	\$190,000	\$1,305,000	\$260,000	\$1,045,000	
UN Women	\$150,000	\$350,000	\$350,000	\$300,000	\$300,000	\$1,500,000	\$180,000	\$1,320,000	
UNDP	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	\$50,000	\$200,000	
UNICEF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Output 3.1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

Results	UN Agency	Resource allocation						Availability of Resources (total over five years)	
		2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	Total	Available	To be mobilised
<p>UNDP Outcome 1 By 2023 people in Rwanda benefit from more inclusive, competitive and sustainable economic growth that generates decent work and promotes quality livelihoods for all.</p>	Output 3.1 Women have enhanced entrepreneurial skills and increased access to finance and markets to leverage business opportunities	UNFPA	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNHCR	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000	\$500,000	\$1,000,000
	IOM	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	OHCHR	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Total Output 3.1	\$500,000	\$650,000	\$650,000	\$650,000	\$650,000	\$3,050,000	\$730,000	\$2,320,000
	UN Women	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$720,000	\$100,000	\$620,000
	UNDP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNICEF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNFPA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	UNHCR	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	IOM	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	OHCHR	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Total Output 3.2	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$720,000	\$100,000	\$620,000
	UN Women	\$30,000	\$80,000	\$60,000	\$50,000	\$30,000	\$250,000	\$40,000	\$210,000
	UNDP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
UNICEF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
UNFPA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
UNHCR	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
IOM	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
OHCHR	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Output 3.3	\$30,000	\$80,000	\$60,000	\$50,000	\$30,000	\$250,000	\$40,000	\$210,000	
UN Women	\$280,000	\$610,000	\$590,000	\$580,000	\$410,000	\$2,470,000	\$320,000	\$2,150,000	
UNDP	\$50,000	\$0	\$0	\$0	\$0	\$50,000	\$50,000	\$0	
UNICEF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
UNFPA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
UNHCR	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000	\$500,000	\$1,000,000	
IOM	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
OHCHR	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total UNDP/PHI Outcome 1	\$650,000	\$940,000	\$890,000	\$880,000	\$710,000	\$4,020,000	\$870,000	\$3,150,000	
UN Women	\$150,000	\$120,000	\$120,000	\$120,000	\$80,000	\$590,000	\$150,000	\$440,000	
UNDP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
UNICEF	\$201,027	\$283,539	\$283,539	\$283,539	\$283,542	\$1,435,185	\$750,000	\$685,185	
UNFPA	\$115,740	\$45,000	\$40,000	\$0	\$0	\$200,740	\$115,740	\$85,000	
UNHCR	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000	\$230,000	\$270,000	
IOM	\$183,057	\$23,000	\$0	\$0	\$0	\$206,057	\$206,057	\$0	
OHCHR	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Output 4.1	\$849,824	\$571,539	\$543,539	\$503,539	\$463,542	\$2,831,982	\$1,451,797	\$1,480,185	
UN Women	\$200,000	\$230,000	\$230,000	\$230,000	\$170,000	\$1,060,000	\$170,000	\$890,000	
UNDP	\$35,000	\$35,000	\$35,000	\$78,000	\$30,000	\$213,000	\$90,000	\$123,000	
UNICEF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
UNFPA	\$509,906	\$50,000	\$50,000	\$50,000	\$50,000	\$609,906	\$509,906	\$100,000	
UNHCR	\$142,960	\$160,000	\$160,000	\$160,000	\$160,000	\$782,960	\$185,000	\$597,960	
IOM	\$213,415	\$75,000	\$75,000	\$0	\$0	\$363,415	\$213,415	\$150,000	
OHCHR	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Output 4.2	\$1,101,281	\$550,000	\$550,000	\$468,000	\$360,000	\$3,029,281	\$1,368,321	\$1,660,960	
UN Women	\$550,000	\$350,000	\$350,000	\$350,000	\$250,000	\$1,650,000	\$320,000	\$1,330,000	
UNDP	\$35,000	\$35,000	\$35,000	\$78,000	\$30,000	\$213,000	\$90,000	\$123,000	
UNICEF	\$301,027	\$283,539	\$283,539	\$283,539	\$283,542	\$1,435,185	\$750,000	\$685,185	
UNFPA	\$625,646	\$95,000	\$90,000	\$50,000	\$0	\$810,646	\$625,646	\$185,000	
UNHCR	\$242,960	\$280,000	\$280,000	\$280,000	\$280,000	\$1,282,960	\$415,000	\$867,960	
IOM	\$396,472	\$98,000	\$75,000	\$0	\$0	\$569,472	\$419,472	\$150,000	
Total UNDP/PHI Outcome 4	\$3,029,281	\$1,550,000	\$1,550,000	\$1,338,000	\$1,050,000	\$6,518,281	\$2,831,982	\$3,686,300	

Results	UN Agency	Resource allocation					Availability of Resources (total over five years)		
		2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	Total	Available	To be mobilized
		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sub-Total Programmable (Outcomes 5, 6, 1 and 4)	OHCHR	\$1,951,105	\$1,121,539	\$1,093,539	\$971,539	\$823,542	\$5,961,263	\$2,620,118	\$3,341,145
	Total UNDP/II Outcome 4	\$1,065,000	\$1,970,000	\$1,820,000	\$1,800,000	\$1,150,000	\$7,795,000	\$1,105,000	\$6,690,000
	UN Women	\$265,000	\$485,000	\$245,000	\$228,000	\$180,000	\$1,403,000	\$470,000	\$933,000
	UNDP	\$301,027	\$283,539	\$283,539	\$283,539	\$283,542	\$1,435,185	\$750,000	\$685,185
	UNICEF	\$625,646	\$95,000	\$668,000	\$0	\$0	\$810,646	\$625,646	\$185,000
	UNFPA	\$572,960	\$98,000	\$20,000	\$0	\$0	\$690,960	\$1,295,000	\$1,999,960
	UNHCR	\$396,472	\$40,000	\$20,000	\$0	\$0	\$456,472	\$415,472	\$150,000
	IDM	\$3,846,105	\$3,889,839	\$3,201,539	\$2,999,539	\$2,301,542	\$15,438,283	\$4,705,118	\$10,733,145
	OHCHR	\$211,151	\$422,302	\$422,302	\$422,302	\$422,302	\$1,990,359	\$919,918	\$880,441
	Managing Agency	\$30,000	\$30,000	\$0	\$0	\$0	\$60,000	\$0	\$200,000
Direct Project Management Costs	Managing Agency	\$30,000	\$30,000	\$0	\$0	\$0	\$60,000	\$0	\$100,000
	Managing Agency	\$10,000	\$10,000	\$0	\$0	\$0	\$20,000	\$0	\$50,000
	Managing Agency	\$15,000	\$20,000	\$0	\$0	\$0	\$35,000	\$0	\$95,000
	Managing Agency	\$15,000	\$15,000	\$0	\$0	\$0	\$30,000	\$0	\$50,000
	Managing Agency	\$7,000	\$7,000	\$0	\$0	\$0	\$14,000	\$0	\$33,000
	UN Women	\$288,151	\$484,302	\$589,302	\$484,302	\$582,302	\$2,428,359	\$919,918	\$1,508,441
	UNDP	\$1,353,151	\$2,414,302	\$1,389,302	\$2,294,302	\$1,772,302	\$10,223,359	\$2,024,918	\$8,198,441
	UNICEF	\$765,000	\$485,000	\$245,000	\$228,000	\$180,000	\$1,403,000	\$470,000	\$933,000
	UNFPA	\$301,027	\$283,539	\$283,539	\$283,539	\$283,542	\$1,435,185	\$750,000	\$685,185
	UNHCR	\$625,646	\$95,000	\$668,000	\$0	\$0	\$810,646	\$625,646	\$185,000
IDM	\$396,472	\$40,000	\$20,000	\$0	\$0	\$456,472	\$419,472	\$150,000	
OHCHR	\$211,151	\$422,302	\$422,302	\$422,302	\$422,302	\$1,990,359	\$919,918	\$880,441	
Indirect Support Costs (8%)	UN Women	\$3,834,256	\$4,083,841	\$3,770,841	\$3,493,841	\$2,883,844	\$17,866,622	\$5,625,036	\$12,241,586
	UNDP	\$1,08,252	\$193,144	\$191,144	\$183,544	\$141,784	\$817,869	\$161,993	\$655,875
	UNICEF	\$21,200	\$38,800	\$19,600	\$18,240	\$14,400	\$112,240	\$37,600	\$74,640
	UNFPA	\$15,595	\$12,805	\$12,805	\$12,805	\$12,805	\$64,815	\$33,871	\$30,944
	UNHCR	\$50,052	\$7,600	\$7,200	\$0	\$0	\$64,852	\$50,052	\$14,800
	IDM	\$24,509	\$4,328	\$4,328	\$0	\$0	\$33,165	\$29,363	\$4,802
	OHCHR	\$27,753	\$6,860	\$5,250	\$0	\$0	\$39,863	\$35,200	\$4,663
	Managing Agency	\$1,600	\$3,200	\$1,600	\$1,600	\$2,400	\$10,400	\$0	\$7,200
	Sub-Total Indirect Support Costs	\$46,960	\$286,737	\$261,927	\$240,517	\$193,896	\$1,230,039	\$363,242	\$866,796
	UN Women	\$1,461,403	\$2,607,246	\$2,580,246	\$2,477,946	\$1,914,088	\$11,041,228	\$2,185,911	\$8,855,316
UNDP	\$385,200	\$523,800	\$264,600	\$246,240	\$194,400	\$1,515,240	\$507,600	\$1,007,640	
UNICEF	\$514,622	\$296,344	\$296,344	\$296,344	\$296,347	\$1,500,000	\$783,871	\$716,129	
UNFPA	\$675,698	\$102,600	\$97,200	\$0	\$0	\$875,898	\$675,898	\$199,800	
UNHCR	\$697,469	\$692,328	\$592,328	\$0	\$0	\$3,414,960	\$1,342,363	\$2,072,597	
IDM	\$424,725	\$104,860	\$80,250	\$0	\$0	\$609,835	\$448,835	\$160,500	
OHCHR	\$21,600	\$43,200	\$21,600	\$21,600	\$32,400	\$140,400	\$43,200	\$97,200	
Managing Agency	\$3,854,246	\$4,370,578	\$4,032,768	\$3,734,358	\$3,077,740	\$19,096,661	\$5,988,278	\$13,108,383	
Grand Total									