

Joint SDG Fund
Template for the Joint Programme Evidence-based Final Narrative Report
SDG FINANCING PORTFOLIO – COMPONENT 1

Cover page

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Programme title and Country
Country: RWANDA Joint Programme (JP) title: Enhancing development finance and effectiveness in Rwanda through integrated and innovative approaches for National Priorities and the SDGs MPTF Office Project Reference Number¹:

Programme Duration
Start date²(day/month/year): 1/6/2020 Original End date³(day/month/year): 1/7/2022 Actual End date⁴(day/month/year): 30/11/2022 Have agencies operationally closed the Programme in its system: Yes/No Expected financial closure date⁵: 30/6/2023

¹ The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as "Project ID" on the project's factsheet page on the [MPTF Office GATEWAY](#).

² The start date is the date inserted in the original ProDoc submitted and approved by the Joint SDG Fund.

³ As per approval of the original project document by the relevant decision-making body/Steering Committee.

⁴ If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities. Please see [MPTF Office Closure Guidelines](#).

⁵ Financial Closure requires the return of unspent balances and submission of the [Certified Final Financial Statement and Report](#).

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Agency/others	Joint SDG Fund contribution	Co-funding	Total
Joint SDG Fund contribution	USD 1,000,000		USD 1,000,000
Co-funding 1 UNDP		USD 517,000	USD 517,000
Co-funding 2 UNICEF		USD 350,000	USD 350,000
Total			USD 1,867,000

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⁶ Joint SDG Fund Contribution is the amount transferred to the Participating UN Organizations – see [MPTF Office GATEWAY](#).

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Abbreviations

CLADHO	Collectif des Ligues et Associations de Défense des Droits de l’Homme au Rwanda
DCO	UN Development Coordination Office
FGDs	Focused Group Discussions
GoR	Government of Rwanda
INFF	Integrated National Financing Framework
JPs	Joint Programmes
MIGEPROF	Ministry of Gender and Family Promotion
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MINEDUC	Ministry of Education
MINICOM	Ministry of Trade and Industry
MININFRA	Ministry of Infrastructure
MINISANTE	Ministry of Health
MoE	Ministry of Environment
MPTF-O	Multi-Partner Trust Fund Office
MSCs	Most significant changes
NST1	National Strategy for Transformation 1 st phase
ODK	Open Data Kit
PUNOs	Participating UN Organizations
PSF	Private Sector Federation
RCs	Resident Coordinators
RCO	UN Resident Coordinator Office
RDB	Rwanda Development Board
RMI	Rwanda Management Institute
SDGs	Sustainable Development Goals
SPSS	Statistical Packages for Social Sciences
ToR	Term of Reference
UN	United Nations
UN-DESA	United Nations Department for Economics and Social Affairs
UNICEF	United Nations Children’s Fund
UNDP	United Nations Development Programme

Executive summary

The Joint Programme (JP) entitled Enhancing development finance and effectiveness in Rwanda through integrated and innovative approaches for National Priorities and the Sustainable Development Goals (SDGs), aims to accelerate progress toward the SDGs through the provision of the mechanism for transformative solutions implemented by the Government of Rwanda (GoR) and national stakeholders. The JP is coordinated by the Resident Coordinator's Office (RCO), and implementation by the Participating UN Organizations (PUNOs) being the United Nations Development Programme (UNDP, as lead agency) and United Nations Children's Fund (UNICEF), who provided financial resources collectively totaling US\$867,000 as well as technical support to the Government of Rwanda (GoR) through the Ministry of Finance and Economic Planning (MINECOFIN).

In particular, diagnostic works were undertaken on the funding landscape namely (i) The INFF Diagnostic Assessment to identify and provide a roadmap for the Financing Strategy for possible financing solutions that can be incorporated for the proposed INFF. (ii) Diagnostics at sector level; the Fiscal Space Analysis for Social Sectors, WASH financing strategy which all fed into the discussions on the INFF financing strategy. Also, the JP conducted capacity building in Public Financial Management (PFM) at central and district level and citizen engagement initiatives linked to the budget cycle including the budget guides, private sector engagement; support was provided to the Kigali International Finance Centre (KIFC) through Rwanda Finance Limited to develop and launch the first-ever "Rwanda Sustainable Finance Roadmap". The JP further supported Capacity-building programs around planning and budgeting and other participatory methods for example, the development of 13 district-level citizens budget guides/briefs, while also mainstreaming climate action and risk management in budget plans and the costing of sectoral targets such as for the WASH sector. Exploring the areas in which men and women could equally benefit from policy interventions have also been done in conjunction with the development of analytical works. These activities will overall set the stage for INFF implementation from the policy and strategic level. They will contribute specifically to having a policy framework in place that supports investments in poverty eradication (SDG target 1.b), to sustaining economic growth per capita (SDG target 8.1), strengthening domestic resource mobilization (SDG target 17.1) and enhanced policy coordination for sustainable development (SDG target 17.14).

The overall assessment of this JP finds that its implementation has resulted in the strengthening of partnerships for engendering a more coherent and effective strategy for SDG and NST development financing and cooperation through studies on innovative financing approaches, fiscal assessments, and the development of tools and guidelines to boost revenue generation. In addition to partnerships with the Private Sector, and collaboration with Development Partners to strengthen PFM systems, initiate innovative development and green finance. The JP also supported SDG 16 by reinforcing the governance structures (including planning and monitoring systems) to realize and monitor SDG achievements, as well as promoting more dialogue and transparency around budget allocations and strengthening institutions and systems for effective service delivery. It has contributed greatly to the achievement of SDG 13; mainstreaming climate action and risk management in budget plans, as well as in the costing of sectoral targets such as for the WASH sector. The JP has supported piloting innovative financing instruments and mechanisms to mobilize private climate investment such as the green bond expected to be issued by the Rwanda Development Bank.

However, the JP's implementation was not without difficulties. First, due to the COVID-19 pandemic and the resulting movement restrictions in 2020 and 2021, the recruitment of the INFF consultants was delayed, as was the physical presence of the international consultant in the country to begin the assignment as scheduled and holding of consultative meetings with key INFF stakeholders. Second, as a relatively new and unfamiliar financing innovation concept, the INFF initially presented capacity and knowledge gaps among key players. Finally, the JP implementation experienced high staff turnover, particularly at the key coordinating agencies, the Ministry of Finance and Economic Planning (MINECOFIN) and UNDP, which contributed to the JP's slow implementation progress.

It is recommended that future SDG financing portfolios take into account exogenous shocks, use its catalytic role to mobilize additional funding and bring on board more stakeholders. The implementation of the JP INFF requires more community and private sector involvement to further strengthen the existing governance structure, broaden expertise and community participation. Furthermore, the JP INFF remains very technical for most stakeholders to quickly integrate and adopt it into their financing framework. Therefore, capacity building remains paramount as does doubling efforts to create awareness on the INFF process and activities through various communication channels including social media, interviews, and written articles.

Context

Context: *Briefly describe the socio-economic context and key development challenges and beneficiaries.*

Despite the ongoing global crisis, Rwanda's economy has begun to recover. COVID-19 pushed GDP growth to an all-time low of -3.4% in 2020 (MINECOFIN, 2022), followed by a rapid recovery that saw GDP growth rise to 10.9% in 2021 and 8.5% in 2022 (IMF, MINECOFIN 2022). Elevated global commodity prices and subdued domestic food production have pushed up inflation to 21.7% year on year in November 2022 (NISR, 2022). Given these developments and the outlook, the Monetary Policy Committee decided to increase the policy rate by 50 basis points, from 6.0 to 6.5%, to reduce inflationary pressures and preserve consumers' purchasing power. In line with the above, Rwanda's headline inflation averaged around 13.2% in 2022. The projected decline is attributed to the reduction in global food prices in the medium term. Fiscal performance for Fiscal Year 2021/22 was in line with expectations. The financial system continues to be sound, liquid and well capitalized. The exchange rate has remained stable while reserves stood comfortably above 4 months of prospective imports.

Nonetheless, sustaining the economy's recovery will require a focus on policies to safeguard debt sustainability, increase fiscal and financial resilience to adverse shocks, as well as reforms to mitigate pandemic scarring and raise productivity growth (IMF RST & PCI, 2022). In light of limited fiscal space to confront development needs, the country has to continue exploring ways of how to meet the financing gap of its 2030 SDGs target and catalyze further financing. In addition, while the Government has costed the NST⁷, due to policy and capacity gaps, the level of resources mobilized are far short of

⁷ Total NST Financing is around USD 40 billion for 2017-2024

those required⁸ [2]. According to the IMF report on Costing of the SDGs (2019), Rwanda needs an additional 18.7 percentage points of GDP in spending to close development gaps in just four selected sectors, namely, education, infrastructure, health, and water and sanitation. A significant share is expected to come from the public sector (59%), with the remaining share mobilized from private sources; which makes this Joint Programme (JP) a timely undertaking.

Briefly explain how the JP fits into the government's priorities and national development plans.

The JP objectives are to develop a framework for financing the entire spectrum of activities articulated in the national development trajectory. These include the development of the governance structures of the INFF which are aligned to the NST1 steering committee, the diagnostic assessment which identify financing gaps for the NST 1 and the SDGs (which are integrated into the NST 1) and a financing strategy to determine ways of meeting the financing gap identified in the diagnostic assessment. The monitoring and evaluation component of the results will be integrated into the national M&E systems.

Provide a summary of the JP's intervention logic and objectives.

The structural logic of the Theory of Change (ToC) has been inspired by the four building blocks reflecting the levels of intervention of an INFF, which are at the center of the INFF JP to support the GoR to achieve its national development agenda and SDG targets. The four levels of intervention of the JP are (i) Policy/strategy for an INFF, (ii) Systems building for implementation of an INFF, (iii) Enhancing the role of the private sector in SDG aligned investments and (iv) Accountability of public institutions and citizens to monitor SDG implementation.

The Theory of Change (ToC) of the Joint Programme is summarized as follows:

If the Government's SDG financing framework and associated policies are refined to accelerate progress towards the NST1 and SDG implementation (**output 1**); and **If** institutional capacities (human, systems and tools) are strengthened to accelerate NST1/SDGs delivery (**output 2**); and **If** an enabling environment to promote innovative financing mechanisms and SDG-aligned private sector investment and operations is enhanced (**output 3**); and **If** the capacity of legislative organs and citizens to monitor SDG implementation is strengthened (**output 4**); **Then**, Rwanda will have created a comprehensive financing architecture to accelerate progress toward SDG implementation and the national development agenda (**intermediate outcome 1**) and **Then** more resources for the achievement of the national development and SDG agenda are mobilized and managed effectively (**intermediate outcome 2**), **leading to** sustainable economic and social transformation (**long-term outcome**); and **leading to** high living standards of the population ensuring that no-one is left behind (**impact**).

⁸ Tax revenues to GDP reached a peak 16.7 percent in 2015-16. Source, World Development Indicators Database.

The formulation of a joint work plan for the PUNOs in working with MINECOFIN, other government ministries and implementing partners under the JP offered additional structure on undertaking activities that would facilitate innovative financing approaches.

Joint Programme Results

The JP results are tracked under the following: an overview of strategic results achieved, outcomes and outputs, challenges and changes encountered, sustainability and local ownership, communication framework, and outreach, and the lessons learned and best practices from the INFF Joint Programme based on SDGs 1, 5, 8, 13, 16, and 17.

1. Overview of Strategic Final Results

1.2 Overall assessment

The INFF JP met its intended objectives as outlined in the inception report during its implementation period. However, some of the outputs and activities were delayed due to COVID-related travel restrictions. The INFF Diagnostic and Assessment Report, as well as follow-up consultations on the recommendations, served as the foundation for the development of the draft INFF Financing Strategy. The draft Financing Strategy was distributed for feedback to all Government stakeholders, development partners, and the UN. The Financing Strategy details the alignment with the rest of the NST 1 responding to the financing for NST 2 over the SDGs' time horizon. With the exception of the launch of the Financing Strategy, all intended outputs were produced.

Provide an overall assessment of JP implementation in terms of the achievement of its intended results, outcomes and outputs

- ☐ Above expectations (fully achieved expected JP results and made additional progress)
- ☒ In line with expectations (achieved expected JP results)
- ☐ Satisfactory (majority of expected JP results achieved, but with some limitations/adjustments)
- ☐ Not-satisfactory (majority of expected JP results not achieved due to unforeseen risks/challenges)

Briefly outline the justification for the assessment.

The governance and coordination structures were agreed upon by the UN and the GoR through high-level meetings held with the Minister of State in charge of Economic Planning. A detailed Assessment and Diagnostic Report paved the way for a deeper understanding of the financial ecosystem in Rwanda and the ultimate elaboration of the Financing Strategy. Throughout project implementation 3 annual External Development Finance Reports were produced to provide an overview of the development financing landscape. Further, a Blended Finance Facility feasibility study was completed as well as annual budget analysis of investment in priority sectors for children and a comprehensive fiscal space analysis on social sectors (including Nutrition, ECD and Climate).

1.3 Key results achieved (max 500 words)

- **Identify maximum 3 key transformative and catalytic results the JP has produced that fostered a systemic change in the country. Focus on system-wide results, not process, in advancing the 2030 Agenda.**

1. The strengthening of partnerships for engendering a more coherent and effective strategy for SDG and NST development financing and cooperation has been a key result of the JP through studies on innovative financing approaches, fiscal assessments, and the development of tools and guidelines to boost revenue generation. These results included an Agreement with GIZ to partner on several areas related to INFF implementation, including joint development of a scoping study on an integrated development financing dashboard.

- Partnership with the Private Sector Federation and emerging partnership with the Netherlands Embassy to promote new frameworks and business models for responsible business conduct with private companies and investors.
- PUNOs coordinated with other Development Partners (IMF, AFRITAC, World Bank, and other bilateral partners) to strengthen PFM systems (increasing compliance with PFM rules and procedures and ensuring public resources are used appropriately, building PFM capabilities at the sub-national level to support local investments and service delivery as well as enhancing Government capabilities to raise revenues and increase the quality of spending). PUNOs participated in dialogues between Government and Development Partners on PFM strengthening through a dedicated Technical Working Group and Coordination Forum.
- Partnership with the AfDB and Capital Markets Authority to initiate innovative development and green finance.

2. The JP also supported SDG 16 by reinforcing the governance structures (including planning and monitoring systems) to realize and monitor SDG achievements, as well as promoting more dialogue and transparency around budget allocations and strengthening institutions and systems for effective service delivery. Examples include sustainable mechanisms such as the Citizens' Guides to the national budget at national and sub-national levels and ongoing sensitization of key Parliamentary committees. The following achievements were made:

- Strengthening UN collaboration with the MINECOFIN, the Ministry of Infrastructure (MININFRA), the National Institute of Statistics (NISR), the National Child Development Agency (NCDA), and Civil Society Organizations (namely CLADHO, ADEPE) through the implementation of planned activities, advocacy forums such as policy dialogues and generation of evidence around financing frameworks.
- A more cohesive and coherent financing plan for the final stage of the NST-1 and the upcoming NST-2, and associated policies and analytical works for GoR to accelerate the progress towards SDGs implementation by 2030.
- Enhanced environment to promote innovative financing mechanisms and SDG-aligned private sector investment through the implementation of child-friendly business principles and operations in key industries.
- Increased capacity of legislative organs, local district councilors, and citizens to monitor budget priorities and SDG implementation.

3. The JP further contributed greatly to the achievement of SDG 13. It supported mainstreaming climate action and risk management in budget plans, as well as in the costing of sectoral targets such as for the WASH sector. It supported piloting innovative financing instruments and mechanisms to mobilize private climate investment such as the green bond expected to be issued by the Rwanda Development Bank. Moreover, the JP worked with the Ministry of Environment to improve resource tracking for climate finance and integrate public and non-public resource mobilization tracking and management systems more cohesively.

1.3. Results achieved on Integrated National Financing Framework/SDG financing building blocks

- **Please report on the results of the JP according to the INFF building blocks and implementation stages in the table below.**

Table 1: Implementation Stages

Implementation stages	Planned (0%)	Emerging (1-49% progress)	Advancing (50-99% progress)	Complete (100% progress)	Previously completed	Not applicable
1. Inception phase	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Assessment & diagnostics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Financing strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Monitoring & review	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Governance & coordination	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- **Provide a brief description of the progresses made or results achieved in the Inception Phase. Has an INFF Roadmap been developed and/or adopted by the government? What are the roadmap's key recommendations and timeline?**

At the inception phase, knowledge gaps around development finance trends and SDG financing gaps were plugged through the drafting of an INFF diagnostic and assessment report, a series of External Development Finance Report, a mapping of private SDG impact investment opportunities, and an analysis of the Medium-Term Expenditure Framework (MTEF) with respect to spending on social protection and the social sectors. Models for innovative development financing were advanced through the validation by the Government of a Blended Finance Facility and the initial road map for issuance of the country's first green bond. Accountability and greater civic engagement on SDG planning and finance was also advanced through consultations and initial hearings with Parliamentary committees relevant to climate change and child and youth-friendly budgeting oversight. A baseline survey on the status of child participation in planning and budgeting decision-making was conducted and participatory budgeting sessions were held in 11 districts for the FY 21/22 budget cycle involving child forum committees and CSOs. The INFF Financing Strategy and Roadmap has been developed and is under review by the GoR.

The estimated demand for financing covers implementation of the last two years of NST-1 and five years of NST-2, that is, 2023-2029, and achievement of SDGs by 2030. The INFF Assessment and Diagnosis report estimated an increase in the aggregate financing landscape from 56% of GDP baseline to 80% of GDP by 2030. The IMF estimated additional spending of 21.3% of GDP including COVID-19 scoring, to achieve the SDGs by 2030. For investment, the NST-1 estimated total investment increased from 22.7% in 2017 to 31.1% of GDP in 2024. Going forward, financing estimates will need to be supported with deliberate costs to determine spending estimates across sectors – through IMF top-down costing approaches and the institutionalization of Fiscal Space Analysis (FSA) studies. Additionally, institutions with a mandate to attract, absorb and account for climate finance into a green economy will need to be strengthened.

- **Provide a brief description of the progress made or results achieved under Assessment & Diagnostics. Indicate what diagnostic tools/methodologies have been used (Development Finance Assessment, Public Expenditure Review, Fiscal Space Analysis, Feasibility Study, etc.) and explain how the evidence generated has contributed to the development of the financing strategy and/or changes in policy processes towards financing the SDGs. Was a national plan/SDG/sector costing or budgeting carried out?**

The INFF DA Report—an intermediate deliverable toward the Financing Strategy and INFF Implementation Roadmap—was drafted and the GoR published its FY 2019/20, 2020/2021 and 2021/2022 External Development Finance Reports with UNDP’s support. These provided an overview of the development financing landscape and trends, a snapshot of financing needs and gaps, and opportunities to leverage resources for realizing national and sub national development priorities under the national development plan in the medium-term. Rwanda published a database mapping private SDG investment opportunities, which was launched at the Financing for Development Forum in New York. The GoR also validated a UNDP-funded Feasibility Study on a Blended Finance Facility, and a ministerial brief was prepared following a consultative workshop and technical mission.

The Fiscal Space Analysis (FSA) for Social Sectors completed in 2022 estimated the funding gap to achieving SDGs by 2030 and proposed a menu of options for MINECOFIN and line Ministry to consider for creating more fiscal space (including through efficiency gains and public-private partnerships). A Sustainable WASH Financing Strategy was developed in 2021-2022 and an investment case for ECD was initiated under the JP.

The findings of the FSA and WASH financing strategy fed into the INFF Financing strategy. In addition to that, the Blended Finance Facility Report and the elaboration of a viable multi-stakeholder road map for issuing the country’s first non-sovereign green bond contributed at identifying innovative and sustainable ways to meet investment needs and national targets in a way that mobilizes new resources and leverage public budgets more effectively given current fiscal constraints. The Financing Strategy highlights the climate-sensitive and strategic policy actions to be taken by the Government and other sector stakeholders including the private sector and development partners.

- **Provide a brief description of the progress or intermediate results achieved/expected under the Financing Strategy. Indicate if the Financing Strategy is already being implemented by the government and which national plan/policy was designed to support. Summarize what are the main objectives of the financing strategy to foster SDG acceleration (i.e., mobilize public revenue, unlock private capital, align public budget with the SDGs, design new financial solutions, strengthen coordination on SDG Financing, etc...). Provide description of the financial reform(s) prioritized by the financing strategy (i.e., Results-Based Budgeting, Tax revenue, public funds, MTEF, Digital Finance, Financial Inclusion, Capital market, etc.). Provide a description of how the government is and will continue to use the Financing Strategy into the future highlighting any changes in planning and financing policy cycles that will be sustained into the future. Note any targets (including quantitative targets) either set within the financing strategy or to which the financing strategy responds.**

At the time of writing this Report, the draft Integrated National Financing Strategy (INFS) is still under review and has not yet been endorsed by the GoR. The INFS developed through the JP spells out the need to ensure adequate financial resources for investments in sustainable development through (a) strengthening domestic resource mobilization by improving tax collection and the efficiency of public spending and by strengthening systems to harness domestic savings for investment; (b) the full implementation by developed countries of ODA commitments in line with the agreed formula and timetable; and (c) the mobilization of additional financial resources from multiple sources. The Strategy provides a basis for the GoR to activate policies and instruments “to mobilize, invest and influence public and private financing from both domestic and international sources”⁹. Under the Financing Strategy, it was intended to integrate three sets of policies, between the NST-1 priorities and financing policies including funding the investments, public and private policies, and collaboration across Government and partners. When the JP was launched, there was no single document that spelled out the Financing Strategy of GoR but this was reflected in a myriad of documents including sources related to the NST-1, budgeting, revenue collection, public debt, public entities, and development cooperation policy documents. The INFS provides a holistic and internally consistent framework that draws on and integrates the key policies in all areas while indicating financing and policy gaps.

Description of the financial reform(s) prioritized by the financing strategy and financing Strategy into the future

1. Policy and Planning Tools

- Inform budget decisions through review of MTR of NST-1, Human Capital Sectors Public Expenditure Review, and climate budgeting and social sector fiscal space analysis
- Support a comprehensive climate finance tracking system and implementation of NDC financing strategy through modeling support and climate integration into PFM.
- TA to National Child Development Agency for ECD and nutrition thematic budgeting, including improved costing and support for integrated planning.

⁹ Development Assessment Guidebook, Version 3.0;

- d. Further piloting and implementation of green growth scorecards at the district level.
- e. Develop a sustainable WASH Financing Strategy

2. Private Sector Engagement

- a. KIFC Sustainable Finance roadmap elaborated.
- b. Guidelines for responsible business conduct and investment developed after workshops and surveys of Rwandan businesses.
- c. Design and implement additional 'shared value' business models - showcasing women, child-friendly, and climate-sensitive operations in the rice and mining sector.

3. Accountability

- a. Develop a stronger partnership with Parliament on SDG monitoring and oversight including conducting briefings with the Planning and Budget Committee on next year's budget.
- b. Finalize learnings of the Nutrition Governance Initiative and roll out capacity building on performance-based budgeting.
- c. Train more children and youth for meaningful participation, advocacy, and citizen-centered budgets.
- d. Build NISR capacities for SDG monitoring.

The Financing Strategy is in an early stage of development, as this will be most closely linked to the second period of implementation of the current medium-term development plan that recently underwent a mid-term review. Nevertheless, in the interim models for innovative development financing were advanced through the validation by the Government of a Blended Finance Facility and the elaboration of a viable multi-stakeholder road map for issuing the country's first non-sovereign green bond. Moreover, the WASH Financing Strategy under development will aim to identify innovative and sustainable ways to meet the investment needs to meet national targets in a way that mobilizes new resources and leverages public budgets more effectively given current fiscal constraints. The strategy will also highlight the climate-sensitive and strategic policy actions to be taken by the Government of Rwanda and other sector stakeholders including the private sector, development partners, and users of WASH services.

- **Provide a brief description of the progress or intermediate results achieved under Monitoring and Review. Explain which tools and processes have been brought together or established to monitor the implementation of the INFF and/or track the financial flows towards the SDGs. Describe how the activities supported under the JP will help the government monitor financing and its impact differently in the future.**

The existing monitoring systems with regard to the financing of the fiscal budget, in particular the MTEF, and NST-1 were reviewed and consolidated, in line with IATF guidelines, and will allow stakeholders of the INFF to regularly review how financing needs, trends, risks, and emerging constraints can be better managed in an evolving financial landscape. The system will include methodologies to monitor the

performance of public and private financing policies¹⁰. The monitoring systems will serve as a veritable tool to engender stronger accountability around financing policies and closer and more effective scrutiny by the Authorities in charge of INFF governance and coordination. The robustness of the monitoring system will rest on the availability of reliable and timely data derived from and feeding into, management structures within the Government and engagement with non-state stakeholders. There will be three key elements in INFF monitoring: a) tracking financing flows, b) policy implementation, c) and sustainable development progress. Monitoring is an indispensable tool for the effective management of an INFF.

Provide a brief description on the progress or intermediate the results achieved under Governance and Coordination.

The INFF JP has adopted existing national governance structures for the NST 1 which includes selected members of Cabinet and is chaired by the Minister of Finance. This National Steering Committee meets regularly to track the implementation of the NST 1 which also integrates the SDGs. High level meetings between the UNRC, UNDP RR, the technical focal points of the PUNOs and the Minister of State Planning have been convened to chart and validate the governance structures of the INFF. Priorities for the INFF JP are discussed and agreed upon during these meetings.

Explain what the main functions of the INFF oversight body are and who are the members.

- To oversee the integration of the framework into the existing NST-1.
- To ensure efficient implementation of the framework.
- To ensure that there is effective communication and coordination among the partners.
- To ensure that the framework achieves its goal of speeding up the SDGs.
- The members are: GoR, MINECOFIN, UNDP, UNICEF, and RCO.

Indicate as well where the INFF Oversight Committee housed and if it has been embedded into an existing governance structure.

The INFF Oversight Committee is housed at MINECOFIN to oversee the INFF design, delivery and coordination and reports to the NST National Steering Committee.

Indicate if a secretariat function is established for the INFF Oversight Committee and where it is housed, if applicable.

The secretariat function for the INFF Oversight Committee exists and is housed at MINECOFIN.

Has there been any changes in processes related to SDGs financing dialogue and coordination (e.g., creation of an SDG financing dialogue platform)?

Yes, for example through the implementation of the Fiscal Space Analysis and other diagnostic works undertaken at sector level to strengthen the evidence base on financing gaps. And through the national

¹⁰Development Finance Assessment Guidebook, Version 3.0

dialogue with key Rwandan stakeholders including Rwanda Finance Ltd to accelerate the role of digital finance in achieving the SDGs.

Indicate how these elements of governance and coordination will continue to be used in the future.

The GoR and UN put in place the INFF governance and coordination arrangements: the INFF institutional structure is at two levels: (i) The NST1 National Steering Committee (NSC) which is the high level committee Responsible for delivering NST, with Financing & INFF as a standing agenda item for committee meetings. The NSC convenes on bi-annual basis informed by progress against Annual Work Plan (AWP). The Committee is Chaired by the Minister for MINECOFIN (ii) INFF Technical Committee, and Co-chaired by UN-Resident Coordinator, with UNDP and UNICEF Representatives present (or represented). The high level meetings have taken place to validate this JP and the INFF roadmap. A Steering Committee meeting was held in July 2021, whereby MINECOFIN and line ministries agreed on priorities for FY 2021/22 requiring further analytical work and system strengthening, which is the senior level committee and oversees INFF design, delivery and coordination and reports to the NST National Steering Committee. Technical coordination meetings between the RCO and PUNOs, and between the Technical Coordination team and MINECOFIN were organized to assess progress and fine tune implementation. As the two Committees are Chaired by the Government and hinge on the national development policy, there will be sustainability and continuance.

1.4. Contribution to SDG acceleration

- Please list the priority SDGs indicators the JP has contributed to or will contribute in the near term as a result of the SDG Financing Strategy and activities carried out under the JP. Include baseline, targets, actual results achieved/to be achieved in the near term, and reasons for deviation from initial targets, if any (maximum 5 SDG indicators).

Table 2:SDGs indicators the JP

SDGs indicators	Baseline	Expected target	Actual results achieved/to be achieved in the near future	Reasons for deviation from targets, if any
1.b.1. Proportion of government recurrent and capital spending to sectors that disproportionately benefit women, the poor and vulnerable groups.	In Fiscal Year 2019/2020, the Government allocated FRW91,075,669,292 in the national budget to priority sectors for women, poor people and other vulnerable people. ¹¹	1.b. Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions.	<p>The Government has achieved outstanding progress overall regarding advancing gender equality, particularly in planning and budgeting (i.e., it has fully institutionalized Gender Responsive Budgeting). However, these systems and tools can be strengthened.</p> <p>The context analysis shows that institutional capacities around gender mainstreaming in public financial management are uneven across different levels of government, and that accountability mechanisms can be reinforced to ensure that institutions use public resources in a manner that benefits both men and women and boys and girls on</p>	

¹¹For graphics on current data and trends on tier I and partly tier II indicators, the National Institute of Statistics of Rwanda (NISR) has launched an online SDGs portal containing latest data available on Rwanda SDG indicators: <https://sustainabledevelopment-rwanda.github.io/sdg-indicators/>

SDGs indicators	Baseline	Expected target	Actual results achieved/to be achieved in the near future	Reasons for deviation from targets, if any
			an equal basis. Systemic and institutional capacity gaps exist across the financing spectrum to achieve SDG 5, particularly in the role of and contribution of private actors. The Joint Program has been designed to bridge reported gaps, through its interventions to increase voice, decision-making and participation by accountability actors over SDG financing and constructively engaging private sector to highlight new opportunities to promote gender-sensitive business operations and CSR.	
5.c.1 Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment	Annually, MINECOFIN produces a Gender Budget Statement, capturing the budget allocations to gender equality	5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels	About one-third of all proposed output indicators illustrate how gender equality will be tracked toward the attainment of expected results. This will enable the UN and GoR to more effectively measure changes in gender equality and the empowerment of women in line with overall national SDG targets including SDG 5. Existing institutions and national champions for data to address the SDGs such as NISR will be also	

SDGs indicators	Baseline	Expected target	Actual results achieved/to be achieved in the near future	Reasons for deviation from targets, if any
			directly engaged in the INFF process and the JP activities in particular related to strengthening monitoring and accountability.	
13.2.1. Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production.	<p>Green Growth and Climate Resilience Strategy (2011)-under revision;</p> <p>Rwanda NDC implementation Plan adopted in 2015 and being updated;</p> <p>Periodic Climate Change and Environment Public Expenditure Reviews</p> <p>Environmental Impact Assessments conducted for project feasibility studies.</p>	13.2. Integrate climate change measures into national policies, strategies and planning	<p>Two instruments to increase climate finance resources and integrate climate change into policies and strategies have been put in place, including the Rwanda Sustainable Finance Roadmap and the Rwanda Green Investment Facility “Ireme”</p> <p>Rwanda NDC has been revised and is being implemented with a threshold of 38% CO2 emissions by 2030.</p> <p>Climate Budget Tagging has been instituted in MINECOFIN to ensure a shift to a circular economy</p> <p>Climate Change, environment and NRM are being integrated into national and local level strategies, budgeting planning and financing. Capacities for institutions reporting on NDCs have been enhanced through operationalizing the Environment</p>	13.2.1. Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production.

SDGs indicators	Baseline	Expected target	Actual results achieved/to be achieved in the near future	Reasons for deviation from targets, if any
			and Natural Resources Management.	
16.7.2 Proportion of the population who believe decision-making is inclusive and responsive, by sex, age, disability and population group.	86% in 2021 Citizen Satisfaction with Access to Justice	16.7. Ensure responsive, inclusive, participatory and representative decision-making at all levels	92% in 2022.	
17.1.1 Total government revenue as a proportion of GDP, by source. 17.1.2 Proportion of the domestic budget funded by domestic taxes.	25% of GDP (2018) of which 17% was tax revenue, 7% non-tax revenues and - 4.9% of GDP as deficit financing	17.1. Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection	24.6%, of which 16.3% tax revenue and 4.9% grants and deficit financing -5.5% in 2021.	

1.5. Contribution to SDG financing flows

- **Provide a brief description of how the SDG Financing Strategy and enabling environment results will unleash public and private financial flows for the SDGs. What are the early indications of mobilization of additional financial resources towards the SDGs?**

The INFF Diagnostic and Assessment Report (DAR) provides the baseline policy and metrics for the country's financing landscape, and built on findings to set out the recommendations on financing which informed the stakeholders' dialogues and consultations forging the consensus on financing solutions that constitute this Financing Strategy. Prioritization of policies was a critical outcome of the dialogues based on Feasibility, Significance and Complexity, recorded in the Road Map /Action Plan with institutional responsibilities.

It allows for the implementation of the Financing Strategy through four main objectives namely; accelerated private finance initiative (APFI) to increase private investment for infrastructure development and meeting the SDGs; increased domestic resource mobilization (DRM); enhanced official development assistance (ODA) and leveraged in support of the APFI; and introduction of innovative financing to expand the instruments for transmitting financing. UNDP supported MINECOFIN on the development of the external development finance report (EDF) 2019/20, 2020/21 and 2021/22 to inform the INFF DAR. The Blended Finance (BF) report commissioned by UNDP was produced and provided to MINECOFIN. What remains is to agree on suitable modality for the BF Facility; this will be catalytic in informing Development Partners, the private sector and CSOs on financing options going forward.

The Budget Briefs on social sector budget trends published annually by UNICEF and the FSA (October 2022) are key knowledge products that provide a detailed analysis of social sector allocations. Budget briefs for FY 2022/23 shows that most priority sectors for children recorded a budget increase in 2022/23 when compared to the revised budget of FY2021/22. This is a commendable effort made by the Government amid a constrained fiscal space. Of equal importance is that the briefs highlight areas that require more prioritization in the FY2023/24 budgeting cycle and beyond; informing key stakeholders on the sectors needing additional financial resources for the realization of the SDGs.

The Community Health Investment Case was completed, whilst the mid-term review of the Social Protection Sector Strategic Plan, ECD Investment Case and Costing of School drop-out and repetitions were initiated under the INFF umbrella and are ongoing. Capacity building was provided to enhance nutrition mainstreaming in central level and local government level plans and budgets and implement a new budget tracking and tagging reform for nutrition. All these are important components for facilitating and translating implementation of the innovative approaches to financing the SDGs.

Provide a brief description of the JP's results achieved to mobilize financial resources to achieve the Nationally Determined Contributions (NDC) targets through the development and implementation of the Financing Strategy.

Rwanda submitted its updated Nationally Determined Contributions (NDC) to the UNFCCC in May 2020 – the first African country to update its Paris Agreement commitment. The NDC Implementation Framework, (2020/21 - 2024/25, revised greenhouse emissions by 38% (16% & 22% for domestic & external support respectively) by 2030, representing the equivalent of an estimated mitigation of 4.6 million. The aim is to enhance resilience to the impacts of climate change through adaptation measures in priority sectors: water, agriculture, land, forestry, human settlement, transport, health, and mining. The NDC estimates the financing needs to be USD 11 billion, with 40% unconditional and 60% conditional contributions from domestic and external sources respectively. Blended financing is a primary vehicle through which the NDC plan projects are to be implemented.

1.6. Results achieved on contributing to UN Development System reform at the

- **A key purpose of the Joint SDG Fund is to enable the UNDS/CTs to provide system-wide support to the SDGs at the country level and catalyze UN coherence. Hence, please provide concrete cases of how the JP has made the change and led to strengthening the UN system by working together in partnership with the government and other stakeholders with the Resident Coordinators in the lead, fostering policy coherence and reducing duplication of efforts. How was UN coherence promoted in the design, implementation, and monitoring of the JP?**

The RC led the UNCT in appraising the draft INFS; the UNCT has since agreed that the INFF will be mainstreamed and integrated into the UN Rwanda development work as well as constituting the financing chapter of the NST 2. The INFF technical committee provided oversight and interface for and on behalf of the UNCT on the JPs' design, implementation, and monitoring of the JP.

- **Explain how the Joint Programme has been more efficient and reduced transaction costs in comparison to what could have been done through a single agency's intervention. To what degree did the JP reduce duplication of efforts by PUNOs?**

The implementation of joint interventions by PUNOs has significantly reduced costs, as efforts have been carried out to leverage the existing capacity and programming of PUNOs which reduced transaction costs and increased efficiency. For example, parallel to this project, UNDP and UNICEF supported various divisions of the MINECOFIN with technical assistance and institutional capacity-building interventions. This JP also built upon current private-sector partnerships to scale up investment in SDGs that is being championed respectively by the PUNOs.

The PUNOs within the programme actively supported the Government to mobilize additional domestic resources. This has been done through supporting high-impact tax reforms, sharing lessons learned from other countries as well as capacity strengthening of key institutions. Further efficiency gains on resource use has been realized through this programme by intensifying advocacy efforts through the generation of evidence such as the Fiscal Space Analysis and budget briefs produced by UNICEF that flag trends in budget allocations and spending. Within the programme, the PUNOs explored options to leverage additional funding from multilateral funds. Specifically, the climate-related multilateral fund (such as Green Climate Fund and Adaptation Fund, GEF, Adaptation funds, etc.) which have been

particularly relevant. The JP was built on the work of existing innovative initiatives supported by UNDP to the Ministry for Environment.

JP's innovations led to more efficiency. Within the programme, tools and guidelines have been developed and will continue to be used as well as scaled up after the lifetime of the programme. Finally, the programme was cost-effective as the PUNOs have streamlined activities, such as joint engagement of the private sector. The PUNOs have leveraged these strong partnerships in-country and have invited the above-mentioned partners during the inception event of the programme and explored their possible involvement in the implementation of the JP. The UN has also set up an SDG Fund locally to mobilize resources for the implementation of the UNDAF in support of the NST and discussions are ongoing with donors. The Netherlands and Sweden have already contributed to the Fund, managed by the Multi-Partner Trust Fund (MPTF).

Describe how and to which extent the program has contributed to the strategic UN planning frameworks (e.g., UNDAF/UNSDCF) and other strategic documents.

The JP has examined and provided an analysis of the country's financial landscape through the DAR and the draft INFS. The findings have been used and policy recommendations provided in the UN Rwanda Common Country Analysis and the country's Cooperation Framework (CF). Going forward, once approved the draft INFS will form an important component for informing the financing options of the SDGs as well the overall national development plan.

1.7. Results achieved on cross-cutting issues

- **Provide a brief description on the results achieved in promoting cross-cutting UN issues with a special focus on gender equality, women's empowerment, human rights, decent work, inclusion and leaving no one behind through the SDG Financing Strategy in partnership with the stakeholders.**

The PUNOs have adhered to the gender marker plan to ensure that the beneficiaries of all training and capacity building activities have been afforded equal or greater opportunity for women's voices and participation. For example, the training on "green bonds" was extremely well attended by female officials.

UNICEF has collected data disaggregated by gender to be able monitor the performance of the programme in an inclusive manner. This approach has been applied in capacity building interventions around planning and budgeting and child participation mechanisms.

A total of 4,588 children and adolescents were trained and engaged in local level planning and budgets, 62 district planners and budget officials were trained and contributed to the development district level budget briefs as an instrument to support feedback sessions. Besides, 9,840 community members were reached out through sensitization and raising awareness on demand for social services. The guide to the national budget was developed and distributed to all sectors and selected secondary schools.

While developing analytical works, a gender lens was also applied by exploring the areas of where male and female could benefit from policy interventions equitably. UNICEF has also ensured that the Citizens'

guide to the National Budget reflects investments in gender- responsive interventions. Finally, UNDP staff under the JP strongly supported the development of a flagship SDG-5 aligned investment as a blended finance pilot which was also supported by the Joint SDG Fund as included in the active pipeline of “SDG Invest” window.

During the implementation period, the JP in partnership with other stakeholders developed a number of documents and policy briefs that fall in line with cross-cutting UN issues with a special focus on human rights, decent work, inclusion and leaving no one behind such as:

1. Policy and Planning Tools

- a. Inform budget decisions through review of MTR of NST-1, Human Capital Sectors Public Expenditure Review, and climate budgeting and social sector fiscal space analysis
- b. Support a more comprehensive climate finance tracking system and implementation of NDC financing strategy through modeling support and climate integration into PFM.
- c. TA to National Child Development Agency for ECD and nutrition thematic budgeting, including improved costing and support for integrated planning.
- d. Further piloting and implementation of green growth scorecard at district level.
- e. Develop sustainable WASH Financing Strategy

2. Private Sector Engagement

- a. KIFC Sustainable Finance roadmap elaborated.
- b. Guidelines for responsible business conduct and investment will be developed after workshops and a survey of Rwandan businesses commencing in Q1 2022. These will focus strongly on cross-cutting issues such as human rights, disability inclusion, climate change, gender equality, and decent wages/work.
- c. Design and implement additional ‘shared value’ business models - showcasing women, child-friendly, and climate-sensitive operations in the rice and mining sectors.

- **Provide the estimated % of overall disbursed funds that were spent on gender equality or women's empowerment.**

Under the JP, the disbursement meant for gender equality or women’s empowerment activities was 10% of the total disbursements.

1.8. Results achieved on COVID-19 recovery

Provide a brief description of how the JP helped the government and partners to strengthen ways to finance the recovery from the pandemic.

The GoR developed an Economic Recovery Plan (May 2020-December 2021) that aimed to mitigate the socio-economic impact of COVID-19, including a large multi-pronged policy package and fiscal stimulus program. Under this JP, new monitoring systems, data collection, and SDG review processes were enhanced. Under the intermediate outcome 2 of this JP, over USD 100 million was mobilized to support

the NST 1 and COVID-19 Economic Recovery Plan. Specifically, new financing strategies to leverage public funding have been developed and tested in social and green sectors.

This contributed to sustainability and local ownership of the INFF JP and the refining of medium-term cost scenarios of NST1 and SDG targets, taking into account COVID-19 risks/impacts, with a focus on integrated, multi-sectoral thematic areas such as ECD, nutrition, climate, and disaster risk. Within the context of the pandemic and a shrinking fiscal space this has only buttressed the JP's rationale. Mobilizing more resources, bringing more coherence to different financing approaches, and making efficient public spending choices remains a high GoR priority that the JP will address through the Financing strategy and multi-stakeholder dialogues.

Models for innovative development financing were advanced through the validation by the Government of a Blended Finance Facility and the elaboration of a viable multi-stakeholder road map for issuing the country's first non-sovereign green bond. Moreover, the WASH Financing Strategy under development will aim to identify innovative and sustainable ways to meet the investment needs to meet national targets in a way that mobilizes new resources and leverages public budgets more effectively given current fiscal constraints. The strategy will also highlight the climate-sensitive and strategic policy actions to be taken by the GoR, the private sector, development partners, and other stakeholders.

1.9. Strategic Partnerships

- **Provide a brief description of how the JP created/strengthened new/existing/non-traditional partnerships with diverse stakeholders to drive transformative change on SDG Financing, especially with the private sector and development partners (i.e., World Bank, IMF, European Union). Refer only to the most strategic partnerships and/or to the alignment with the broader UNCTs partnership approach that leveraged UN capacity, resources, and assets to lift and scale up the SDG Financing efforts in the country**

A partnership was forged with Rwanda Finance Limited/Kigali International Financial Center and the Rwandan Development Bank (BRD) to promote green and social impact finance, and a Roadmap for the country's first green bond issuance was prepared with UNDP TA. An assessment revealed insights on the opportunities and constraints in issuing bonds, indicating further support needed for pipeline development.

The PUNOs supported donor coordination in relation to COVID-19 economic recovery efforts and developed a tracking tool to plug financing gaps.

UNICEF supported the introduction of the Private Sector Engagement shared value approach for access to ECD services in the Mining sector and Rice Cooperatives in 2021-2022. UNICEF in collaboration with ADEPE (local CSO) supported four Child-friendly workspaces (ECD Centers) in the mining and rice sectors and trained 60 parents in rice cooperatives. In addition, UNICEF launched a CEO Forum to promote Child-Friendly Business Principles in 2022.

1.10. Additional financing mobilized

- Fill out the table below and provide a brief description of the JP secured additional financing towards the SDG Financing Strategy in terms of co-funding or co-financing from the government, IFIs, PUNOs, and other public and private sector partners. Please reference any examples where the JP activities have catalyzed changes by development partners or other actors who have committed resources to support the strategy, or taken action to align their own strategy or programming with the strategy, even if this hasn't resulted in direct support for the activities of the JP itself.

Table 3: Additional Financing

Source of funding	Yes	No	Type of co-funding/co-financing	Name of organization	Amount (USD)	Comments
Donors/IFIs	Yes		Grants channeled to UNICEF	US Embassy in Rwanda	US\$250,000	To support the Ministry of Finance and Economic Planning and other public agencies to enhance budget transparency.
				Global Partnership for Education	More than US\$ 9.4 million	To support Education Sector Financing in Rwanda under the Global Partnership for Education in FY 2021/22.
				ELMA Philanthropies	US\$ 500,000	To support increased financing and multisector programming for ECD.
Private sector	Yes		Co-funding	co-funding	US\$5.5 million	Over US\$5.5 million in private co-funding was committed in principle, and the project is expected to mobilize at least four dollars for each dollar of public investment contributed by the Fund.
PUNOs	Yes		Joint SDG Fund Mobilized	Co-funding (UNDP and UNICEF)	USD 1,867,000	To support and accelerate the GoRs efforts to enhance and implement an INFF by strengthening development finance and effectiveness through integrated and innovative approaches to support the implementation of National Priorities and the SDGs

2. Results by JP Outcome and Output

2.1. Results achieved by Fund's global results

- Complete Annex 1.1 and describe results under each Outcome and Output of the Fund. Describe if final targets were achieved or explain any variance against the planned results. Include a brief description of unintended effects, positive or negative under each outcome. Describe the monitoring and data collection methodology used to identify results.

Outcome 1: Rwanda will have created a stronger financing architecture to accelerate progress toward SDG implementation and the national development agenda

Outcome Indicator 1.1: Extent to which INFF is operationalized in Rwanda

- The GoR committed to develop INFF and a concept note is available.
- The INFF Financing strategy and Roadmap was developed.
- The INFF Diagnostic and Assessment report was developed and approved.

Output 1.1: GoR-SDG Financing framework and associated policies are refined to accelerate progress towards the NST1 and SDG implementation

Output Indicator 1.1.1: Number of policies and frameworks developed and revised

- In 2020/2021, the Government developed and approved one policy and framework against the set target.
- In 2021/2022, the Government developed and approved Early Child Development and Water, Sanitation and Hygiene policies (Rwanda National Strategy for Transformation (NST1) (GoR, 2017), Rwanda Vision 2050 (MININFRA, 2021c), and Water and Sanitation Sector Strategic Plan 2018-2024 (GoR, 2017)) and framework against the set targets.

Output Indicator 1.1.2: Number of gender sensitive assessments and reviews nationally validated from which recommendations are included in the resource mobilization strategy and other national planning frameworks

- At baseline, no gender sensitive assessments and reviews were nationally validated, and no recommendations were included in the resource mobilization strategy and other national planning frameworks.
- In 2020/2021, one gender sensitive assessment and review was nationally validated, and the recommendation was included in the resource mobilization strategy and other national planning frameworks against the set target.
- In 2021/2022, two gender sensitive assessments and reviews were nationally validated, and the recommendations were included in the resource mobilization strategy and other national planning frameworks against the set targets.
- The above outputs were verified through IMF Country Reviews and assessment reports overseen by UNDP and UNICEF.

Output indicator 1.1.3: Number of budget analysis or costing analyses conducted on cross-cutting thematic areas such as ECD, Nutrition, Climate change

- At baseline, annual budget analysis of social sectors in Rwanda were being conducted but no costing analyses were conducted on cross-cutting thematic areas such as ECD, Nutrition, Climate change.
- In 2020/2021, annual budget analysis was conducted on social sectors and a first dedicated budget brief on nutrition was published against the set target.
- In 2021/2022, annual budget analysis was conducted on social sectors and a second dedicated budget brief on nutrition was published against the set target
- The analyses were produced by UNICEF and published on the UNICEF Rwanda website.

Output 1.2: National planning, budgeting and financing processes are more aligned and institutional capacity is strengthened to accelerate NST1/SDGs delivery

Output Indicator 1.2.1: Number of government staff using innovative approaches to implement NST1 and SDGs (disaggregated by sex)

- At baseline, there were no available figures showing government staff using innovative approaches to implement NST1 and SDGs (disaggregated by sex).
- In 2020/2021, 30 government staff used innovative approaches to implement NST1 and SDGs (disaggregated by sex) against the set target.
- In 2022/2022, 40 government staff used innovative approaches to implement NST1 and SDGs (disaggregated by sex) against the set target.
- The outputs were verified through a Training Assessment report with UNDP and UNICEF as responsible partners.

Outcome 2: Resources for the achievement of the national development and SDG agenda are mobilized and managed effectively

Outcome Indicator 2.1: Annual increase of the national budget (%)

- At baseline, there was a 7% Annual increase in the national budget.
- In 2020/2021, there was 10% Annual increase in the national budget against the set target.
- In 2022/2022, there was 11% Annual increase in the national budget against the set target.
- The outputs were verified through State Finance law with UNDP and UNICEF as responsible partners.

Output 2.1: Enabling environment to promote innovative financing mechanisms and SDG-aligned private sector investments and operations is enhanced

Output Indicator 2.1.1: Number of blended finance mechanisms established

- At baseline, there was no blended finance mechanism.
- In 2020/2021, no blended finance mechanism was established.

- In 2021/2022, a blended finance Report was commissioned by UNDP and produced. The Report was approved by MINECOFIN. One of the Report's recommendations was the establishment of the Blended Finance Facility.
- These outputs were verified through Government of Rwanda budget briefs and medium expenditure frameworks with UNDP and UNICEF as responsible partners.

Output Indicator 2.1.2: A framework to engage private sector on integrated SDG based business models

- At baseline, a framework to engage the private sector on integrated SDG based business models was not applicable.
- In 2020/2021, there was no framework to engage the private sector on integrated SDG based business models.
- In 2021/2022, a framework to engage the private sector on integrated SDG based business models was developed against the set target.
- The outputs were verified through the Annual report of UN and PSF annual report with UNDP and UNICEF as responsible partners.

Output 2.2: The capacity of legislative organs and citizens to monitor SDG implementation is strengthened

Output Indicator 2.2.1: Number of accountability actors empowered to monitor SDG implementation (Parliament, District council, citizens)

- In 2020/2021, 60 Parliamentarians, 20 District council members, and 50 youth committee members were empowered to monitor SDG implementation against the set target.
- In 2021/2022, 30 District council members, and 50 youth committee members were empowered to monitor SDG implementation against the set target.
- These outputs were verified through One UN Report with UNDP and UNICEF as responsible partners.

Output Indicator 2.2.2: Number of participatory and gender-sensitive budgeting tools adopted and enhanced

- At baseline, a participatory and gender-sensitive budgeting tool was adopted, and enhanced two enhancements of the existing Tool from 2020 to 2022).
- In 2020/2021, a participatory and gender-sensitive budgeting tool was adopted to enhance the existing tool against the set target.
- In 2021/2022, an additional participatory and gender-sensitive budgeting tool was adopted to enhance the existing tool against the set target.

2.2. Results achieved by Joint Programme Outcome

- **Complete Annex 1.3 and describe results under each Outcome. Describe if final targets were achieved or explain any variance against the planned results. Include a brief description of**

unintended effects, positive or negative under each outcome. Describe the monitoring and data collection methodology used to identify results.

Rwanda has set up a comprehensive financing architecture to implement the national development agenda towards achieving the SDGs (**intermediate outcome 1**), and then resources for the achievement of the national development and SDG agenda have been mobilized and managed effectively (**intermediate outcome 2**). Under the **intermediate outcome 1** of this JP, PUNOs in collaboration with GoR stakeholders have contributed to establishing comprehensive financing architecture for achieving National Development Agenda through strengthened diagnostic capacities, stronger institutional and Human resource capacities as well as broader private sector engagement. Furthermore, new monitoring systems, data collection, and SDG review processes were enhanced. Under the **intermediate outcome 2** of this JP, over a hundred million US Dollars were mobilized to support the NST 1 and COVID-19 for Economic recovery plan. Specifically, new financing strategies to leverage public funding have been developed and tested in social and green sectors.

Table 4: Results under each Outcome

Effects	How achieved/Planned Results
Strengthened capacity of government (central and local level) to promote participatory planning and budgeting; Tools to disseminate information and promote engagement of citizens including children and young people in participatory planning and budgeting. Rwanda's International positioning in Open Budget is increased for more fiscal and budget transparency and accountability.	<ul style="list-style-type: none"> Fostering accountability in public finance through budget efficiency and increased budget transparency. This project set the stage which the JP relies on while promoting integration among core functions of the Ministry of finance and economic planning (Planning, budgeting, resource mobilization and engaging citizens).
Scale up of comprehensive nutrition interventions; Poorest households benefit from expanded public works & skills building; ECD service for young children & families scale up; Improved water supply & sanitation services; Household have increased access to food; Improved quality & access to ante-natal and post-natal care.	<ul style="list-style-type: none"> It is an integrated project covering nutrition, ECD, social protection, WASH and education It is gender & child sensitive It is contributing to systems building It is catalytic and innovative in nature
Businesses sensitized on child rights business principles and importance of child nutrition and ECD and investing in child-friendly workspaces.	<ul style="list-style-type: none"> Leveraging private sector investment to support the SDG agenda through a shared value approach. Increased Private sector investment and support to the multi-sectoral Nutrition programmes by creating linkages between businesses and projects/ECD centers.
The JP aims to support NST implementation, including through an eased fiscal policy stance and additional domestic resource mobilization, while also maintaining external and debt sustainability.	Seek to strengthen the landscape to accelerate the implementation of national programmes agenda and ensure macroeconomic stability by bolstering domestic revenues over the medium term; and improving public financial management, notably fiscal risk management and transparency.

To improve climate adaptation and low carbon development by providing finance to the Rwanda Fund for Climate Change and Environment.	<ul style="list-style-type: none"> Fosters climate sensitive investments and promotes sustainability and climate resilience
To improve Local Government Public Financial Management, audit and domestic revenue generation in Rwanda.	<ul style="list-style-type: none"> This initiative supports the government of Rwanda in increasing the revenue base through various frameworks. It is therefore believed that, the SDG Financing JP contributes to the areas that are partly catered for especially in building stronger public financial management which will promote inclusive growth through economy, efficiency and effectiveness of the use of public resources.
To improve budget reliability and control of funds for service delivery, enhance budget transparency and increase professionalization of the public finance officials	<ul style="list-style-type: none"> The project is initiating performance-based budgeting in Rwanda. The proposed intervention will scale the performance-based budgeting across all government agencies and decentralized entities with the aim of ensuring that the financing is result driven. Proposed interventions will extend support to build capacity of government officials and extend integration of core functions from budgeting, planning resource mobilization and efficiency in public finance.
The national investment policy is implemented, and transparency of investment decisions and efficiency of public investments have improved. EPRN organized annual conferences.	<ul style="list-style-type: none"> Incorporation of income distribution, employment and gender in macroeconomic projections Capacity development in investment appraisal
The capacities of relevant actors for participatory local processes have been strengthened.	<ul style="list-style-type: none"> The project aims to increase the capacity of Districts in the management of fiscal space and fostering the transparency and accountability of government funds.

Joint SDG Fund Global Outcome 2: Additional financing leveraged to accelerate SDG achievement
2.1: US\$ & Ratio of financing for integrated multi-sectoral solutions leveraged disaggregated in terms of public and private sector funds

- UNICEF has continued to mobilize more funding to support the SDG financing agenda including on budget transparency, Education and ECD financing.
- A grant of US\$250,000 was mobilized from the US Embassy in Rwanda to support the Ministry of Finance and Economic Planning and other public agencies involved in the budgeting process.

- In collaboration with the Ministry of Education, UNICEF has leveraged more than US\$ 9.4 million to support Education Sector Financing in Rwanda under the Global Partnership for Education in the fiscal year 2021/22.
- A grant of US\$ 500,000 was mobilized from ELMA Philanthropies to support efforts to scale up investment for ECD in Rwanda.

Joint SDG Fund Global Output 4: Integrated financing strategies for accelerating SDG progress implemented

4.1: #of integrated financing strategies/instruments that were tested

- The Development of the INFF financing strategy was expected to pick up on the final recommendations of a mid-term review of the national development plan and support resource mobilization to plug gaps for areas that are lagging behind.
- Strengthened engagement with Parliament on SDG Financing monitoring, Budget Analysis, and Budget Oversight.
- In partnership with the Government, two financing strategies (Blended Finance Facility and Green Bond) are being developed and tested and are set to be operational after 2022.

4.2: #of integrated financing strategies that have been implemented with partners in the lead

- At the sectoral level, a Sustainable WASH Financing strategy is under development and will contribute to mobilizing more resources for WASH through multiple sources, namely government, consumers, and donors.
- Analytical works have been finalized (Fiscal space analysis, Sustainable WASH Financing Strategy).
- The contract for the development of a Sustainable WASH Financing Strategy was – signed with the International Water Resource Center (IRC) and the assignment is at the inception phase.

4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate SDG progress

- The ECD investment case which is near completion will pave the way for stronger engagement by the Government, CSOs, private sector actors and households to increase financing for ECD in a holistic manner.
- A technical assessment was conducted in 2021, and training was delivered to 60 parents working in rice cooperatives and 200 children have been identified to benefit from the ECD centers.
- Roundtable Discussion on Responsible Business Conduct and Investment on the basis of a comprehensive survey undertaken with the private sector and establishing a CEO Forum for promoting children.

2.3. Results achieved by Joint Programme Output

- **Complete Annex 1.3 and describe overall results under each Output. Describe if final targets were achieved or explain any variance against the planned results. Include a brief description of unintended effects, positive or negative under each outcome. Describe the monitoring and data collection methodology used to identify results.**

Output 1.1: GoR SDG Financing Strategy and associated policies refined to accelerate the progress towards the NST1 and SDG implementation: The INFF Diagnostic and Assessment Report was completed and validated by concerned stakeholders. A TA to support NCDA in integrated planning and budgeting for nutrition and ECD interventions was recruited and took up his duties in January 2022; The contract for the development of a Sustainable WASH Financing Strategy was – signed with International Water Resource center (IRC) and the assignment is at inception phase; The contract to conduct a Fiscal Space Analysis for social sectors was signed with Oxford Policy Management in collaboration with and the final report is expected to be available in May 2022. The budget briefs for social sectors were developed and disseminated on the basis of the official documents approved for the fiscal year 2021/22.

Output 1.2: National planning, budgeting and financing processes are more aligned and institutional capacity (human, systems and tools) strengthened to accelerate NST1/SDG delivery: Climate budgeting guidelines and tools have been developed and piloted with selected ministries. In collaboration with the Rwanda Management Institute, a Learning Assessment was conducted to identify the persisting capacity gaps in nutrition governance following RBM and PFM training undertaken in 2020 with staff from 17 districts. The findings provided insights on effective approaches to strengthen the capacity of central and local government officials in planning and budgeting. As a result, more than 150 government officials were provided with further training in nutrition budget tagging, tracking, and mainstreaming nutrition interventions in sectoral plans. Capacity building was also provided to support multidimensional child poverty monitoring through data analytics and SDG Monitoring. This was done in collaboration with the National Institute of Statistics of Rwanda.

Output 2.1: Enabling environment to promote innovative financing mechanisms and SDG-aligned private sector investment and operations is enhanced integrated planning and budgeting. UNDP and Rwanda Finance initiated a study on ways to improve the enabling environment for green finance and the Rwanda Development Bank was provided advisory support to test innovative green financing mechanisms. UNICEF in collaboration with ADEPE (local CSO), NCDA and the Rwanda Mining Board (RMB) supported the establishment of 4 child friendly workplace (ECD Centers) in the Mining and Rice sectors. A technical assessment was conducted in 2021, and training was delivered to 60 parents working in rice cooperatives and 200 children have been identified to benefit from the ECD centers. Two child friendly centers were established in 2021 and two more centers will be established in 2022 by the companies.

Output 1.1: GoR SDG Financing Strategy and associated policies refined to accelerate the progress towards the NST1 and SDG implementation

- The Fiscal Space Analysis for Social Sectors (Education, Health including Nutrition, WASH, and Social Protection including ECD) was completed in 2022.
- A Sustainable WASH Financing Strategy was developed in 2021-2022.
- A consultancy to develop an investment case for ECD is ongoing in partnership with NCDA (expected end date is May 2023).

Output 1.2: National planning, budgeting and financing processes are more aligned and institutional capacity (human, systems and tools) strengthened to accelerate

- In collaboration with the Rwanda Management Institute and NCDA, a learning assessment was carried out in May 2021 to identify existing capacity gaps in nutrition governance. Training workshops were organized in collaboration with RMI, NCDA and MINECOFIN in November 2021 at central and local government level to support the planning process for FY 2022/23.
- UNICEF and NCDA recruited a consultant who provided technical assistance to strengthen integrated planning and budgeting for Nutrition, ECD and Child Protection interventions in 2022. The consultancy was renewed early 2023 with resources mobilized from ELMA Philanthropies.

Output 2.1: Enabling environment to promote innovative financing mechanisms and SDG-aligned private sector investment and operations is enhanced

- Partnership agreement in place between UNICEF, NCDA, Rwanda Extractive Industry Workers Union (REWU) and Rwanda Mines Petroleum and Gas Board (RMB). Two mining companies have set up child-friendly workspaces, 2 more mining companies & 1 rice cooperative committed to invest in ECD in 2022. A total of 1,650 families with children aged 0-3 were reached with SBCC messages on responsive care-giving, 60 mining union representatives and 72 caregivers were trained on childcare and development. 200 mine workers, and rice cooperative members were oriented on child rights and business principles (CRBP), childcare and stunting reduction.

Output 2.2: The capacity of legislative organs and citizens to monitor SDG implementation is strengthened

- UNICEF facilitated a high level workshop to brief Parliamentarians (both chambers) on budget analysis tools for nutrition in December 2020. New areas of collaboration are being explored with the Rwanda Women Parliamentarians Forum to scale up interventions to enhance oversight and advocacy.
- Between July and December 2021, children and adolescents, district councils and planning and budgeting directors in 11 districts (5 sectors per district) were engaged in participatory planning and budgeting with the support of CLADHO. Capacity-building sessions were also held to roll out the child participation training manual, and child representatives were supported to develop action plans which will increase the function of children's forums committees at grassroots levels.
- A capacity building roadmap for SDG monitoring was presented by NISR with a focus on improving medium-term data collection and analysis across the national statistical system. An SDG Information Corner was established at the NISR Center of Excellence, with increased computing and data handling capacity of more than 10 technical staff.

3. Challenges and Changes

3.1. Challenges faced by JP

- Explain challenges such as delays in implementation, and their nature such as management arrangements, COVID-19 impact etc. What actions were taken to mitigate these challenges? How did such challenges and actions impact the overall achievements of results?

The main challenge in the JP INFF implementation was lack of understanding of the concept by the stakeholders because of limited information, especially on new financing innovations (e.g. green finance, climate change financing, carbon bonds, diaspora bonds etc) and how they work. Most stakeholders had limited technical know-how to implement the JP INFF at the inception stage. The concept still remains very technical to some degree to be easily integrated into the existing financing frameworks of the different stakeholders. However, workshops have been conducted to raise awareness and knowledge sharing with relevant stakeholders and MINECOFIN and the PUNOs continue to create more awareness about the framework among stakeholders.

The JP INFF was also affected by the implementation of successive Covid-19 lockdowns and social distancing. This made it difficult for partners and stakeholders to convene physical planning meetings in 2020 and 2021. Virtual meetings were adopted to conduct planning meetings and consultations on diagnostic works implemented during this period.

The planned time frame for the JP INFF implementation was not sufficient taking into consideration the broad and ambitious nature of the framework. For example, the diversity in cross-cutting mechanisms among different stakeholders resulted in a lag in easy translation of the INFF since the budgeting processes were made more inclusive and participatory involving the parliament, civil society, and citizens. There was extension of the implementation time frame for the JP INFF by the PUNOs and MINECOFIN to attract more participation by stakeholders in Rwanda.

The JP INFF also faced the challenge of integrating all stakeholders i.e. public and private entities into its creation and implementation. The PUNOs and MINECOFIN put in additional efforts to mobilize all key stakeholders to participate in the planning activities from the inception to implementation phases of the program.

Staff mobility, especially at UNDP as the main coordinating agency delayed the JP INFF implementation process. New staff was recruited to continue with activities under the program.

The JP INFF implementation was also delayed by the sourcing of international and local consultants to design the proposed financing framework.

Overall, the adoption of different mitigating strategies indicated above made the implementation of JP INFF successful with all output and outcomes fully achieved.

3.2. Changes made to JP (if applicable)

- In case the JP requested changes over time, explain how these modifications were appropriate to the new context/conditions.

The implementation of JP INFF resulted in the modification of the financing landscape which integrates both internal and external financing sources for GoR to achieve its Vision 2050 and the SDGs. The INFF has been integrated with the NST-1 to ensure resource mobilization to achieve short-term and long-term development.

In addition, the PUNOs and government ministries have also implemented development activities supported under the JP INFF.

As the JP INFF was implemented under the Covid-19 pandemic, a special financing tranche has been created to be integrated into INFF under the disaster and damage fund to cater for emergencies like earthquakes, landslides, and floods due to climate changes.

At the implementation stage of the JP INFF, capacity building in planning and budgeting was conducted among key partner staff. This has improved the technical capacities of different stakeholders to easily absorb the new INFF framework to ensure effective budget monitoring and accountability.

4. Sustainability and Country Ownership

4.1. Sustainability and country ownership

- **Describe to what extent are the results from the financial reforms completed/ongoing/initiated likely to continue. Explain how the sustainability and scalability of the results will be ensured after the close of the JP. Describe the planned next steps of the UN system in implementing the SDG financing strategy in the country along with expected needs and bottlenecks. Describe the level of ownership and buy-in of key counterparts and stakeholders in terms of continuing and championing the SDG financing strategy in the country. Explain what tools/processes have been put in place to ensure the SDG financing strategy and its implementation will be sustainable over time. Explain to what extent was the financing strategy embedded/anchored into existing national plans, policies, processes, and governance arrangements.**

The existence of a strong governance structure, championed by the GoR leadership of the INFF process, and strong laws on corruption in the country will ensure the sustainability of the INFF. The existing coordination structure has promoted routine meetings and effective communication among the JP INFF implementing partners and stakeholders, as well as continued partnership to support the sustainability of the INFF. In particular, the integration of the JP INFF into the local financing framework of the GoR has offered support for the design and implementation of the proposed financing framework. The existing policies such as performance-based budgeting, climate change financing, public-private partnership financing, and green financing framework that are already in existence under NST-1 have made it localized. In addition, the JP INFF resource mobilization and allocation processes have been embedded into the NST-1 financing structure with MINECOFIN at the forefront for future financial planning to achieve the GoR Vision 2050 and the SDGs.

The INFF JP program has also attracted great support from the GoR and the private sector. This has built strong ownership of the initiative through monitoring of the governance structures to ensure

accountability for continuity. Integrating the private sector into the INFF is a clear indication of their role in revenue contribution to sustain and promote local ownership of the INFF. Particularly, the private sector will pay taxes to contribute to the development and achievements of the different sectors in Rwanda directly linked to the SDGs. On its part, the UNCT has also agreed to adopt a whole UN approach to mainstreaming the INFF in its development work and for the INFS to include a chapter on the financing of the country's NST2.

- **Describe to what extent the JP capacitated targeted beneficiaries and building capacity at the national level. Indicate whether the authorities/institutions have received the appropriate technical capacity to carry on the reforms included in the SDG financing strategy. If available, please provide the number of local stakeholders that benefitted from capacity-building interventions.**

Following the high-level workshop UNICEF facilitated with Parliament on nutrition budget analysis tools in 2020, new areas of collaboration have been identified with the Rwanda Women Parliamentarians Forum to scale up interventions to enhance oversight and advocacy.

Support to CSOs, citizens (child representatives), and Parliament to strengthen their respective roles in the planning and budgeting process and capacity building of staff of key partners will strengthen the advocacy for resources to be allocated to priority sectors with more transparency and accountability.

There has been ongoing technical collaboration with the World Bank & IMF, specifically on the (i) WB Public Expenditure Review (PER) in Health, Education, and Social Protection and (ii) in support of the broader INFF process in Rwanda through technical advice and strategic consultations with the IMF, particularly in relation to input on the Medium-Term Revenue Strategy.

Additionally, regular technical coordination with GIZ at the country and global level with potential cooperation on Green Economy Modeling, Integration of Climate Change into Public Investment Guidelines, and enhancing tax policy capacity, and supporting the implementation of the MTRS have been implemented.

- **Describe if the Government and/or key counterparts still need UN support in the implementation of the SDG financing strategy at the closure of the JP.**

As the financial landscape is evolving and challenging vis a vis meeting the SDG financing gap developing innovative approaches to financing development needs is now more critical than ever. The INFF is a relatively new architecture and the GoR still requires technical support and capacity building in this area. The UN has championed this particular area of innovative financing, has the required expertise to explore and facilitate resource mobilization efforts as well as using its convening power to bring into policy dialogue the GoR and relevant Partners.

5. Communications

5.1 Communication products

- **The Fund requires all JPs to submit and implement a communication strategy and allocate at least 5% of the overall JP budget for communications and visibility activities. Provide a brief description of the implementation of JP's communications strategy/plan and budget, and complete Annex 3.**

The JP INFF budget for communication was used to ensure that effective communication channels and networks were formed to link the different partners.

The group email system and social media platforms were created to support instant communication and information sharing among the partners during the JP INFF implementation.

The PUNOs, government ministries, local governments, and other implementing partners held routine meetings to share work plans and information under the JP INFF.

The GoR and Members of Parliament have also used local structures like *“Umuganda”* to communicate to the citizens at lower village structures, especially about resource mobilization and utilization under the JP INFF.

The information on the budgeting process under the JP INFF was also disseminated to local governments and other government structures through booklets and publications on budgeting guidelines and preparation.

In addition, workshops and seminars were conducted to reach a wider audience with the message about JP INFF financing innovation. A Regional training workshop: “Integrated national financing frameworks in Africa” was organized from 24 August 2021 - 26 August 2021. This virtual workshop was conducted by UNECA, UNDP, UNDESA, and UNITAR. It was a knowledge exchange and learning workshop for African countries to learn approaches for developing SDG-aligned financing strategies and share experiences related to strengthening INFFs. Rwanda UNCT and MINECOFIN staff participated in the training.

5.2 Events

- *Indicate if the JP has organized any of the events below in person or virtually and provide brief description with highlights.*

Table 5: Type of events

Type of event	Yes	No	Number of events	Brief description and any highlights
JP launch event (mandatory)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	9	<p>Key events in the budget calendar :</p> <p>Issuing of planning and budgeting guidelines; training of MDAs (Ministry Departments and Agencies), Districts and other Subsidiary Entities (SEs) on planning and budget requirements, including training on IFMIS planning module and data entry in IFMIS in October 2019.</p> <p>Inter-sectoral consultations, including districts and the private sector; joint planning sessions between central and local governments; and submissions of planning documentations to the Ministry of Finance and Economic Planning (MINECOFIN) in November – December 2019.</p> <p>Planning consultations (ministers present sector plans); Public investment committees; dissemination of the second Planning and Budget Call Circular (BCC); and Budget revision of the previous fiscal year in January 2020.</p> <p>Preparation of budget proposals, including earmarked transfers to districts; and budget submissions in Smart IFMIS and organization of budget consultations in February 2020.</p> <p>Conducted Forward-Looking Joint Sector Reviews (FLJSR); submission of Budget Framework Paper (BFP) to the Parliament and parliamentary budget hearings; and Preparation of Imihigo (Performance Contracts) in April - May 2020.</p> <p>Approval of finance law by Parliament; and Finalization of Performance contracts in June 2020.</p> <p>Partners' Events refer to key advocacy outreach events with high level JP partners Organized in 2020.</p> <p>Advocacy by PUNOs continued in Parliament for greater prioritization of SDGs in the budget and stronger oversight, particularly in the areas of climate change, education, and other issues</p>

Type of event	Yes	No	Number of events	Brief description and any highlights
				<p>affecting future generations. Rwanda also took part in two peer learning events on INFF implementation with other country offices in 2022.</p> <p>2022 Semi-Annual Progress Update: SDG Financing – Enabling Environment in 2022 has been done.</p>
Annual donors' event* (mandatory)	<input type="checkbox"/>	<input checked="" type="checkbox"/>		The launch of the INFF process took place in September 2020 and was officiated by the Prime Minister. However, subsequent annual donor events did not take place as planned due to movement restrictions imposed by COVID-19 pandemic as well as delays in JP implementation.
Partners' event** *(optional)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	2	<p>The United Nations Department of Economic Affairs (DESA), the Economic Commission for Africa (ECA), UNDP, and the United Nations Institute for Training and Research (UNITAR) organized a regional training workshop on the INFF in August 2021. The event facilitated creating a knowledge-sharing and learning space for African countries on their experiences of integrated national financing frameworks and best practices in that area.</p> <p>The aim of this three-half-days event was to create a knowledge-sharing and learning space for African countries to share experiences on the development and implementation of INFFs and best practices in that area with a view to facilitating the achievement of the Sustainable Development Goals and the Agenda 2063 of the African Union.</p> <p>The event included sessions on the integrated planning and reporting toolkit (IPRT) and INFF building blocks, including country cases and practical experiences. The IPRT session provided insights on aligning the 2030 Agenda and Agenda 2063 and integrating them into national development plans for the African countries, while the INFF building blocks sessions discussed methodology, country cases, and group activity for each building block.</p>

*the Fund donor countries are Denmark, European Union, Germany, Ireland, Luxembourg, Monaco, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland. Please note that this event can be held together with a launch event or partners' event.

** Key advocacy outreach events with high level JP partners.

6. Lessons and Best Practices

6.1. Key lessons learned, best practices, and recommendations on SDG financing

- **Report key lessons learned and best practices of the JP that would facilitate future programme design and implementation, both programmatic and operational, in terms of promoting SDG financing strategies. Provide any recommendations to guide and improve future interventions on SDG financing, including recommendations from stakeholders engaged during the final report preparation. How should the nature and modalities of support differ in a follow up phase? Where should the support be prioritized? What should have been different, and should be avoided in an event of a next phase of the JP?**

A key lesson learned from the JP INFF is the need to pilot future technical financing framework before full-rollout. This can give it extra mileage during project implementation and uptake by different stakeholders.

Additionally, the involvement of key financial sector players like development banks and microfinance institutions can help to limit duplication of activities by future similar financing initiatives. The initiative would rather benefit from strong synergy created to accelerate goal achievement than exclude financial sector players.

The JP INFF implementation indicated that creating new financing initiatives go beyond specific sector priorities. The integration of private sector and civil society actors in the public financial management system to monitor and ensure transparency and accountability can promote its successful implementation and sustainability.

The JP INFF implementation further showed that the UN can take up initiatives in the absence of prior knowledge of implementers and beneficiaries. Such initiatives should be inclusive at all stages from design, inception, implementation, and closure by leaving no one behind.

The JP INFF has revealed that terminologies under new financing initiatives should be simplified for better understanding and comprehension by stakeholders. The coordinating agencies and government line ministries should create structures to ensure that new projects are inclusive, and the public educated to ensure successful roll-out and implementation.

The implementation of JP INFF has offered a great opportunity for growing Public Private Partnerships (PPP). The private sector should be integrated into the INFF framework to emphasize their role in the country's development agenda.

Furthermore, the JP INFF has also opened up opportunities for other external financing sources to support the SDGs. For example, the U.S Government has funded activities through UNICEF to promote further budget transparency efforts.

The JP INFF has clearly demonstrated the role of strong governance in financial resource mobilization. The strong governance structures, which promotes transparency and accountability among

government ministries in Rwanda, has attracted willingness from the private sector, local NGOs, and CBOs among others to participate in financial resource mobilization to achieve the SDGs. The governance structure should ensure that there is timely access to knowledge, stakeholder collaborations, and effective coordination to maximize synergies around the design, execution, and monitoring of the entire INFF process including the consensus on trade-offs. This will ensure that the mobilized financial resources will be channeled to the most productive and priority sectors to achieve the GoR Vision 2050 and SDGs.

In future, the UN and MINECOFIN should invest more efforts to unpack new financing initiatives for better understanding and implementation. Particularly, the GoR and its key line Ministries should ensure that new initiatives like the JP INFF is part of the integral financing landscape for the country. Similarly, information about such initiatives should be disseminated to different stakeholders through posters, booklets, briefs, community dialogue, radio announcements, and publications for wide publicity.

6.2. Key lessons learned and best practices, and recommendations on Joint Programming

- **Report any lessons learned and best practices of the JP faced in relations to implementation and UN coherence/efficiency. Provide any recommendations to guide and improve future interventions on Joint Programming, including recommendations from stakeholders engaged during the final report preparation. What should have been different, and should be avoided or improved in future Joint Programmes supported by the Fund?**

The JP INFF implementation has demonstrated the great need for technical assistance to design and modify existing financing mechanisms of any country. The UN as the initiator of this new financing framework should endeavor to have a team of technical expertise in designing and training implementers of future financing programs.

The JP INFF has shown that budget provision to cater for emergencies such as pandemic outbreaks ought to be included into the framework. Buffer funds for emergency response should be included in the financing framework to avoid budget cuts from key priority sectors.

The JP INFF implementation has shown the need by the government to explore additional financing options to be integrated into the identified current financing strategies. For example, the revolving pension sector should be included into the INFF. More so, semi-formal and informal financial sectors like the microfinance and cooperative societies, which have extra funds can also be integrated into the INFF structure to provide access to local sources of financing to accelerate growth to achieve the national plan and SDGs.

The results from JP INFF implementation suggest that continuous engagement, monitoring, and evaluation is critical for the success of the framework. Continuous monitoring and evaluation should be conducted on a routine basis across the different sectors to ensure that the goal of the framework is achieved. The governance and accountability structures at the central government, local government, and district levels should be supported through training in budget monitoring mechanisms to ensure effective accountability to achieve the SDGs. Effective INFF governance through responsible institutions and policies will be critical for a coherent and successful INFF process.

The implementation of JP INFF suggests that this kind of financing initiative should be country specific due to institutional diversity and set-up in each country. This means that the assumption that “one-size fits all” is not true. The GoR should consolidate SDGs financing into its NST-1 budgeting process to strengthen linkages between the long-term vision, the medium-term national plan and the national budget, including the SDG budgeting to increase the role of non-state actors in the budgeting process. Participatory budgeting should be encouraged across all sectors from ministries, central government, local government, and district level to promote efficient resource allocation.

The GoR should revisit its policy towards tax exemptions and holidays offered to particular sectors. There should be a balance between the contribution of these sectors and its contribution to economic development such as provision of employment opportunities that directly contribute to the GDP. Particularly, the fiscal tax reforms should provide tax relief to indigenous MSMEs sector like those dealing in “Made in Rwanda products” to achieve locally-led firm growth in Rwanda.

More so, in order to optimize the INFF M&E, the GoR should also employ the integrated financing dashboard to consolidate and monitor data from existing data tracking systems on all key financial flows (public, private, international and domestic), from mobilization, allocation, to disbursement and spending for improved transparency, synergy and optimal decision-making coordination around financing policies and measures. A robust and holistic monitoring framework will be critical for the Rwanda INFF. The use of an Integrated Planning and Reporting Toolkit (IPRT) will allow assessment across development agendas and by sector aligning at the level of goals, targets and indicators.

Annex 1: Consolidated results framework

1. JP contribution to global programmatic results (full programme duration)

1. JP contribution to global programmatic results (full programme duration)

- Provide data for the Joint SDG Fund global results (as per targets defined in the JP document).

Joint SDG Fund Outcome 2: Additional financing leveraged to accelerate SDG achievement

Table 6: Joint SDG Fund Outcome 2

Indicators	Targets	
	2020	2021
2.1: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scope ^[1]	N/A	N/A
2.2: Ratio of financing for integrated multi-sectoral solutions leveraged in terms of scale ^[2]	N/A	N/A

Joint SDG Fund Output 4: Integrated financing strategies for accelerating SDG progress implemented

Table 7: Joint SDG Fund Output 4:

Indicators	Targets	
	2020	2021
4.1: # of integrated financing strategies that were tested (disaggregated by % successful / unsuccessful)	0	1
4.2: # of integrated financing strategies that have been implemented with partners in lead ^[3]	0	1
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate progress on SDGs made operational	1	1

Joint SDG Fund Global Outcome 2: Additional financing leveraged to accelerate SDG achievement (Complete table below)

Table 8: Joint SDG Fund Global Outcome 2_

Indicators	Baseline 2019	Target (end of JP)	Result (end of JP)	Notes
2.1: US\$ & Ratio of financing for integrated multi-sectoral solutions leveraged disaggregated in terms of public and private sector funds	additional financing leveraged to accelerate SDG achievement	UNICEF has continued to mobilize more funding to support the SDG financing agenda including public budget transparency and the education sector.	A grant of US\$250,000 was mobilized from the US Embassy in Rwanda to support the Ministry of Finance and Economic Planning and other public agencies involved in the budgeting process. In collaboration with the Ministry of Education, UNICEF has pledged to unlock more than US\$ 9.4 million to support Education Sector Financing in Rwanda under the Global Partnership for Education in the fiscal year 2021/22.	The UNDP key staff under the INFF JP also contributed to the design of a project under Window 2 of the Joint SDG Fund, which will be a flagship SDG investment project for Rwanda. Already over \$5.5 million in private co-funding was committed in principle, and the project is expected to mobilize at least four dollars for each dollar of public investment contributed by the Fund. UNDP key staff also supported broader external finance resource mobilization in development and negotiation of various financing instruments through MINECOFIN.

Joint SDG Fund Global Output 4: Integrated financing strategies for accelerating SDG progress implemented (Complete table below and provide details as requested)

Table 9: Joint SDG Fund Global Output 4_

Indicators	Updates	Final updates	Results (end of JP)	Notes
4.1: #of integrated financing strategies/instruments that were tested	Integrated financing strategies for accelerating SDG progress implemented	Development of the INFF financing strategy to pick up on the final recommendations of a mid-term review of the national development plan and support resource mobilization to plug gaps for areas that are lagging behind	Strengthened engagement with Parliament on SDG Financing monitoring, Budget Analysis and Budget Oversight	In partnership with the Government two financing strategies (Blended Finance Facility and Green Bond) are being developed and tested and will be operational in 2022.
4.2: #of integrated financing strategies that have been implemented with partners in lead	Integrated financing strategies for accelerating SDG progress implemented	At sectoral level, a Sustainable WASH Financing strategy was developed and will contribute to mobilizing more resources for WASH through multiple sources, namely government, consumers, and donors.	Fiscal Space Analysis and Sustainable WASH Financing strategy were finalized in 2022.	
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate SDG progress	Integrated financing strategies for accelerating SDG progress implemented	The ECD investment case which is near completion will pave the way for stronger engagement by the Government, donors, and private sector actors to increase financing for ECD in a holistic manner.	Training was delivered to 60 parents working in rice cooperatives and 200 children have been identified to benefit from the ECD centers. A CEO Forum on child-friendly business principles was launched in 2022.	Roundtable Discussion on Responsible Business Conduct and Investment on the basis of a comprehensive survey undertaken with the private sector and establishing a CEO Forum for promoting children's.

2. Selected global operational effectiveness indicators (full programme duration)

- Provide data for aggregation at the global level of the Joint SDG Fund.

2.1. Did your Joint Programme contribute to the improvement of the overall UNCT coherence?

☐ Yes, considerably contributed

☒ Yes, contributed

☐ No

Explain briefly: The JP contributed to the improvement of the overall UNCT coherence by actively involving government stakeholders from the planning stage through regular meetings, as well as by ensuring the ownership of the lead ministry on coordination around social protection.

2.2. Did your Joint Programme contribute to avoiding duplication of efforts for the participating UN agencies in interaction with national/regional and local authorities and/or public entities?

☒ Yes,

☐ No

☐ N/A (if there are no other joint programmes in the country)

Explain briefly: The JP stands out as exemplary in its strong structure, clear goals, and effective commitment to reaching its goals and collaborating with development partners in the social protection framework. This provides a conducive country context for the UN agencies to work in and a conducive environment where government support and ownership of jointly developed programmes can reap lasting impact.

3. Results as per JP Results Framework

- Present JP results in the following template

Table 10: Results as per JP Results Framework

Result / Indicators	Baseline	Original Target (as per ProDoc)	Revised Target (if applicable)	Result (End of JP)	Reasons for variance from original target (if any)
Outcome 1 Rwanda will have created a stronger financing architecture to accelerate progress toward SDG implementation and the national development agenda					
Outcome Indicator 1.1: Extent to which INFF is operationalized in Rwanda	The government committed to developing INFF and a concept note is available.	INFF Road map developed and approved.	Target: INFF developed and approved	By 2023 people in Rwanda benefit from more inclusive competitive and sustainable economic growth that generates decent work and promotes quality livelihoods for all.	
Outcome2: Resources for the achievement of the national development and SDG agenda are mobilized and managed effectively					
Outcome Indicator 2.1: Annual increase of the national budget (%)	7	10	11	Strengthened domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection.	
Output 2.1 Enabling environment to promote innovative financing mechanisms and SDG-aligned private sector investments and operations is enhanced.					
Output Indicator 2.1.1 Number of blended finance mechanisms established	0	0	1	the Government's SDG financing framework and associated policies are	

Result / Indicators	Baseline	Original Target (as per ProDoc)	Revised Target (if applicable)	Result (End of JP)	Reasons for variance from original target (if any)
				refined to accelerate progress towards the NST1 and SDG implementation; and institutional capacities (human, systems and tools) are strengthened to accelerate NST1/SDGs delivery.	
Output Indicator 2.1.2 A framework to engage private sector on integrated SDG based business models.	NA	0	1	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.	
Output 2.2The capacity of legislative organs and citizens to monitor SDG implementation is strengthened					
Output Indicator 2.2.1: Number of accountability actors empowered to monitor SDG implementation (Parliament, District council, citizens)	NA	60 Parliamentarians, 20 District council members, 50 youth committee members	30 District council members, 50 youth committee members	Government institutions and civil society organizations at the national and subnational level have increased technical and financial capacity to generate,	

Result / Indicators	Baseline	Original Target (as per ProDoc)	Revised Target (if applicable)	Result (End of JP)	Reasons for variance from original target (if any)
				disseminate and use quality disaggregated data aligned to the SDGs to inform policies and programmes in development and humanitarian settings.	
Output Indicator 2.2.2: Number of participatory and gender sensitive budgeting tools adopted and enhanced.	1	1 (enhancement of existing Tool)	1 (enhancement of existing Tool)	2023, people in Rwanda benefit from enhanced gender equality, justice, human rights, peace and security.	

Annex 2: List of strategic documents

- Complete the tables by focusing on documents that are of strategic importance for the JP results and for the priorities of the Joint SDG Fund in this portfolio and **attach a copy of all strategic documents to your submission.**

1. Strategic documents that were produced by the JP

Table 11: Strategic documents

Title of the document	Date (month; year) when finalized	Document type (policy/strategy, assessment, guidance, training material, methodology etc.)	Brief description of the document and the role of the JP in finalizing it
Government of Rwanda. INFF Diagnostic and Assessment Report (draft)	December 2021	Assessment	<p>The purpose of this report is to establish an Integrated National Financing Framework (INFF) that brings together Government, the private sector, and other stakeholders to operationalize a more integrated approach to better mobilize and align the financing of Rwanda's development priorities.</p> <p>This Diagnostic and Assessment (A&D) Report sets the analytical baseline for this and constitutes the main product of the first building block of the INFF process. The report offers initial recommendations on a package of reforms including strategies, policies, a novel monitoring platform and governance framework as well as the opportunities to harness a more integrated and effective approach to financing the SDGs.</p> <p>It serves as the background to a refined financing strategy that will, among others, inform a transformational development finance policy and an INFF Roadmap that the Government of Rwanda and its partners can pursue in a coordinated way to meet the NST-1 and the SDGs. By comparison and design, the A&D emphasizes empirics and data analysis and relatively light on policies, while the financial strategy is the obverse.</p>

Title of the document	Date (month; year) when finalized	Document type (policy/strategy, assessment, guidance, training material, methodology etc.)	Brief description of the document and the role of the JP in finalizing it
Government of Rwanda. External Development Finance Report for FY 19/20	2021	Assessment	External Development Finance Report (EDRF) is an annual Government publication that analyzes trends in external development finance flows and also assesses the performance of bilateral and multilateral development partners in delivering Official Development Assistance (ODA) to the public sector using the DPAF.
Government of Rwanda FY 21-23 Budget Framework Paper Analysis	2021	Policy/strategy	Strategic documents the JP produced to guide the implementation of INFF JP to different stakeholders.
Fiscal Space Analysis for Social Sectors in Rwanda .	October 2022	Policy/strategy	<p>To reach national and international social sector goals Rwanda needs to invest more in social sectors. Climate Change; Early Childhood Development (ECD); Education; Health; Nutrition; Social Protection; and Water, Sanitation, and Hygiene (WASH) have been identified as seven social sectors that require Fiscal Space Analysis (FSA). Over the past four years (2017/18 to 2020/21) spending within the seven sectors has risen nominally, and as a share of GDP, but relative to non-social sectors it has declined as a share of General Government Expenditure (GGE). The same trends hold for child- focused social sectors, although the GGE share has remained stable. However, the impact of the COVID-19 pandemic, and the war in Ukraine, has put the National Strategy for Transformation (NST-1) social transformation agenda off track.</p> <p>Now is the time to reassess and reprioritise these sectors to ensure that NST-1 targets can be met in the medium term, and SDGs in the longer term. The FSA aims to identify financing gaps and options for the seven sectors. This analysis uses a Financial Programming Framework (FPF) to model the impact of the COVID-19 crisis and the Economic Recovery Plan (ERP) on available government expenditures for social sectors up to</p>

Title of the document	Date (month; year) when finalized	Document type (policy/strategy, assessment, guidance, training material, methodology etc.)	Brief description of the document and the role of the JP in finalizing it
			<p>2030. Country-specific data and projections from the government and IMF are used. The FSA considers the available government expenditures against the costs of achieving country goals (NST-1) and international goals (SDGs).</p> <p>Various financing options are then considered in an attempt to close the financing gap. One limitation in this work is the lack of a true country-specific costing for each social sector. The report first discusses the FSA for the seven social sectors in their entirety, it then goes on to isolate expenditures, costs, and a gap for children only. This is done by isolating certain budget lines or making assumptions based on what proportion of spending would accrue to children in each sector.</p>
Sustainable WASH Financing Strategy (2022).	June 2022	Policy/strategic	<p>As Water, Sanitation & Hygiene (WASH) are a priority in Rwanda's strategic plans and vision, the Government has set and reinforced the target of universal access to WASH services in all planning documents.</p> <p>The sustainable water, sanitation and hygiene (WASH) finance strategy aims to support the Government of Rwanda (GoR) and all the stakeholders working in the WASH sector to set out approaches on how the WASH sector will finance its overall programming and operations to meet the sector's objectives in the short- and medium-term.</p> <p>Specifically, options are set out to meet the financial gaps of reaching:</p> <ul style="list-style-type: none"> • The National Strategy for Transformation (NST1) 2017-2024; • Sustainable Development Goal6 (SDG6) 2030;and

Title of the document	Date (month; year) when finalized	Document type (policy/strategy, assessment, guidance, training material, methodology etc.)	Brief description of the document and the role of the JP in finalizing it
			<ul style="list-style-type: none"> The Rwanda Vision 2050 targets. <p>The strategy also highlights financial targets and the climate sensitive and strategic policy actions to be taken by the Government and other sector stakeholders including private sector, development partners, consumers, etc., to increase resources allocated to the WASH sector and maximize the efficiency and the effective use of public and private investments.</p>
UNICEF budget briefs	2020/21, 2021/22 and 2022/23.	Guidance	Budget briefs analyze the size and composition of budget allocations to sectors that matter most for children (e.g. education, health, social protection, water and sanitation) in the current fiscal year as well as offer insights into the efficiency, equity and adequacy of past spending.
2021 Semi-annual Progress Update SDG Financing Portfolio	June 30, 2021	Assessment	The focus was to be succinct and to the point, emphasizing only the most important accomplishments and issues that bring to the attention of the Fund at the global level.
2021 Annual Progress Report - C1 SDG Financing Strategies	January 1- December 31 ,2021	Assessment	The focus was to be succinct and to the point, emphasizing only the most important accomplishments and issues that bring to the attention of the Fund at the global level.
2022 Semi-Annual Progress Update: SDG Financing – Enabling Environment	1 January - 31 December 2021	Assessment	The focus was to be succinct and to the point, emphasizing only the most important accomplishments and issues that bring to the attention of the Fund at the global level.
Enhancing development finance and effectiveness in Rwanda through integrated and innovative approaches for National Priorities and the SDGs	July-December 2020	Policy/strategy	GIGA Initiative of connecting schools with the internet and accessing other digital infrastructure SDGs mapping in the health sector, unlocking blended financing for priority social sectors, and Promoting Climate financing for social sectors.

2. Strategic documents to which the JP directly contributed to

Table 12: Strategic documents_

Title of the document	Date (month; year) when finalized	Document type (policy/strategy, assessment, guidance, training material, methodology etc.)	Brief description of the document and the role of the JP in finalizing it
INFF Stock-take for G20 Development Finance Working Group (Rwanda interview/case study)	2021	Policy/strategy	<p>In 2021, the G20 endorsed the Framework for Voluntary Support to Integrated National Financing Frameworks (INFFs). One year later, G20 members are playing a leading role in supporting INFF development in Rwanda.</p> <p>This report takes stock of INFF progress since the G20 endorsement. It draws on data from the 2022 State of INFFs survey and includes information from UNDP-supported SDG Investor Map, country case studies and consultations with the G20 Development Working Group.</p>
ONE-UN Rwanda Common Country Analysis	2021	Policy/strategy	<p>The CCA is the UN's independent, collective, integrated, forward-looking, and evidence-based country analysis. The descent of the COVID-19, health and socio-economic crisis has jeopardized and reversed development gains including people's wellbeing. Countries, societies and individuals are struggling to find the right balance between preventive health measures and socio-economic consequences, in particular, for vulnerable people and informal sector workers.</p> <p>It is worth mentioning that Rwanda has been cited worldwide as a good example in the fight against this pandemic. Before the COVID-19 pandemic, Rwanda was heading towards the vision 2050 goals of becoming an Upper Middle Income country by 2035, and a High-Income Country by 2050.</p>
Summary of 2021 Development Partners Retreat and Action Recommendations	2021	Policy/strategy	<p>Rwanda Development Partners Retreat (DPR) is an annual two-day retreat bringing together senior-level stakeholders to review and discuss Rwanda's development trajectory and progress in implementing the National Strategy for Transformation (NST). It is the highest level of dialogue in the development coordination architecture between the government and development partners, including bilateral and</p>

Title of the document	Date (month; year) when finalized	Document type (policy/strategy, assessment, guidance, training material, methodology etc.)	Brief description of the document and the role of the JP in finalizing it
			<p>multilateral donors, development finance institutions, philanthropic organizations, as well as private and civil society. The retreat deliberations focused on these three questions: (1) What are the key impacts of the pandemic on the economy, the environment, and Rwandan society, and what have been the key achievements and challenges to implementing the National COVID-19 Economic Recovery Plan? (2)What are the key strategies and recommendations for reinvigorating and pivoting the economy to regain momentum toward the transformative agenda established by Vision 2050 and the National Strategy for Transformation (NST1); (3)How can strong partnerships be consolidated and coherent implementation of key policies and strategies for effective development cooperation between GoR and its Development Partners be more accountable? The DPR took place in the wake of far-ranging impacts from the COVID-19 pandemic on Rwandan society and the economy, and at a critical inflection point between Vision 2020 and Vision 2050 serving as Rwanda’s guiding development vision and at a mid-term of the first period of the NST (2017-2024).</p>
<p><i>COVID-19 Investor Assessment for Ghana, Kenya, Nigeria, Rwanda and Uganda</i> (UNDP & PwC, 2021)</p>	<p>2021</p>	<p>Policy/strategy</p>	<p>The Report provides a summary of the work conducted by an international PwC team of experts in close cooperation with UNDP country offices in Ghana, Kenya, Nigeria, Rwanda and Uganda. The report findings are based on 75 surveys taken by stakeholders from both the private and public sectors, further complemented with 27 in-depth, semi-structured interviews with private investors and desk research. PwC accepts no responsibility or liability (including for negligence) to anyone other than UNDP in connection with this document. It is not possible to assess with any certainty the implications of COVID-19, both generally in terms of how long the current crisis may last and more specifically in terms of its impact on the economies of the countries covered by the Report. This document contains information obtained or derived from a variety of sources. Neither UNDP nor PwC</p>

Title of the document	Date (month; year) when finalized	Document type (policy/strategy, assessment, guidance, training material, methodology etc.)	Brief description of the document and the role of the JP in finalizing it
			has sought to establish the reliability of those sources or verified the information so provided.
Rwanda Financing for Transformation an INFF Assessment and Diagnostic Report	August 19, 2021	Policy/strategy	The main content of this report includes a review of the national policy and institutional arrangements in place for sustainable development financing; an overview of the development financing landscape; an evaluation of medium-term financing needs to achieve the NST-1 and domesticated SDG targets; and an assessment of key financial and non-financial risks and binding constraints, particularly in relation to COVID-19's impacts on the socio-economic context and financing national development the SDGs. It proffers initial recommendations for strengthening policies, strategies, governance and oversight structures, institutional capacities and systems.
Fiscal Space Analysis for Social Sectors in Rwanda	October 2022	Assessment	This analysis uses a Financial Programming Framework (FPF) to model the impact of the COVID-19 crisis and the Economic Recovery Plan (ERP) on available government expenditures for social sectors up to 2030. Country-specific data and projections from the government and IMF are used. The FSA considers the available government expenditures against the costs of achieving country goals (NST-1) and international goals (SDGs). Various financing options are then considered in an attempt to close the financing gap. One limitation in this work is the lack of a true country-specific costing for each social sector. The report first discusses the FSA for the seven social sectors in their entirety, it then goes on to isolate expenditures, costs, and a gap for children only. This is done by isolating certain budget lines or making assumptions based on what proportion of spending would accrue to children in each sector.

Annex 3. Communications materials

1. Human interest story

- **Attach at least 1 human interest story that summarizes the background, results achieved, impact made, and beneficiaries reached by the joint programme in line with the objective of the portfolio to support increased SDG financing flows and policy reforms.**

Early Childhood Development Centers (ECD) around mining areas are helping to keep children safe, learning, and healthy while their mothers are engaged in their daily work. When Umuhoza Marie Claire, 25, was offered a job as a mining worker at Gifurwe mine in Burera District, Northern Province, she felt a sense of joy.

After some days, Umuhoza could notice changes in her daughter's health and behavior which started worrying her. I also started noticing her changing behavior and emerging health issues," says Umuhoza, adding, "thinking about her situation was always bothering me while at work and this was the cause of my constant frustration.

Using the UN Joint Sustainable Development Goals Fund (SDGs Fund), the United Nations International Children's Fund (UNICEF) in Rwanda has been partnering with mining companies to establish Early Childhood Development (ECD) Centers (ECD) around mining areas to support mothers' parents working in mining like Umuhoza.

The idea to start the ECD centers in the mining industry was inspired by the successful implementation of the same concept in the tea industry, which has provided relief to parents working in the tea plantations and at the same time access to quality learning, protection, and improved nutrition for their children.

UNICEF engaged the two mining companies with its partners and found that each of them already had space where mothers would leave their children and breastfeed them but lacked the required standards to operate as ECD facilities.

Following discussions, each company committed to building a fully-fledged ECD center while UNICEF and its partners committed to training caregivers, providing some indoor play materials and mobilizing the mining workers and surrounding communities.

The New Bugarama Mining company ECD Center enrolls 850 children aged 0 to 3 years. At Gifurwe ECD Center, the caretakers who were chosen by the workers have been trained to teach and provide care to the children. Umuhoza's daughter joined the Gifurwe ECD Center in

April 2022. The center maintains a menu of different food varieties which changes daily to maintain the children's balanced diet to improve their nutrition and growth.

2. Communication products

- Fill out the table below and **attach/provide links to articles, news/media items, videos, blogs or other major communication materials developed by the joint program.**

Table 13: Communication products

Title of the document	Date when finalized (MM/YY)	Brief description and hyperlink (if it exists)
Video for Joint SDG FUND https://rwanda.un.org/en/114116-un-rwanda-joint-sdg-fund https://twitter.com/JointSDGFund/status/1366826789000146955	March 2021	The Sustainable Development Goals are a global call to action to end poverty, protect the earth's environment and climate, and ensure that people everywhere can enjoy peace and prosperity. These are the goals the UN is working on in Rwanda.
Brochure "Integrated National Financial Framework (INFF): All you need to know"	March 2021	Brochure produced by UNDP Communications Unit to explain in simple terms what the INFF is all about to the average citizen including an overview of the work accomplished to date in Rwanda.
Rwanda country write up in INFF.org website	2020	<p>The INFF is supporting the Government of Rwanda to ensure fiscal sustainability, promote stronger policy coherence for sustainable development, and provide the necessary tools to reach national priorities and achieve the SDGs. The INFF helps to engage the private sector in driving Rwanda's economic development by supporting the development of tools and guidelines to align private sector investments to national priorities and the SDGs.</p> <p>In addition, the INFF aims to support Rwanda in mobilizing a significant number of resources by piloting innovative financing instruments, such as a blended finance facility, social bonds, and a green bank. As a result, the INFF will contribute to the promotion of effective public, public-private, and civil society partnerships.</p>

Title of the document	Date when finalized (MM/YY)	Brief description and hyperlink (if it exists)
<ul style="list-style-type: none"> Social media posts https://twitter.com/JointSDGFund/status/1365311249802739712 https://twitter.com/JointSDGFund/status/1365302911190904834 https://twitter.com/HodesGlenn/status/1365333707595407364 https://twitter.com/JointSDGFund/status/1365310130766704642 https://twitter.com/HodesGlenn/status/1382320122468179973 https://twitter.com/HodesGlenn/status/1379454815672143874 https://twitter.com/UNDP_Rwanda/status/1357345869800984587 https://twitter.com/GomeraM/status/1359842859478876162	April 14, 2021	Rwanda proudly among pioneering countries contributing to ‘SDG Investor Platform’ launched at Fin4Dev Forum by UNDP and GISD Alliance. The living portal will support its INFF to unlock private capital for the SDGs.
External Media Coverage	June 1. 2021	CNBC Africa; TV Panel Discussion with Hortense Mudenge of Rwanda Finance Ltd. on “Alternative financing options for Africa Economies”. Remarks touched upon a sustainable finance road map for KIFC, supported by the UN JP.
Outreach events	June 2. 2021	WEBINAR on ‘A new hub for sustainability - the Kigali International Financial Centre hosted by Foreign Economic Relations Board of Turkey and Kigali International Financial Center. The discussions focused on a sustainable finance road map for KIFC supported by UN JP.
Supporting Sustainable Disaster Risk Reduction, Climate Change Adaptation, and Mitigation in Maldives	December 30, 2022	https://jointsdgfund.org/article/supporting-sustainable-disaster-risk-reduction-climate-change-adaptation-and-mitigation .

Annex 4: Stakeholder feedback

Table 14:Stakeholder feedback

If applicable, include a list of all stakeholders interviewed during the final report preparation and summarize their feedback.

No	Name of entity	Name of Representative	Title	Contact information	Role in the programme	Summary of feedback
1	UNDP	Alexis Ndayisaba	National Program Coordinator	alexis.ndayisaba@undp.org	<ul style="list-style-type: none"> - Provision of top quality policy advisory services to the government and Country Office management on socio-economic transformation. - Ensuring effective management of the country office programme within the thematic/sectoral areas assigned focusing on quality control from formulation to implementation of the country programme. - Creating strategic partnerships and support in the resource mobilization for the country's socio-economic transformation. - Contributing effectively to the 	The implementation of INFF JP also suggests that DFA should be country specific due to the institutional diversity and set-up. This means that the assumption that all sizes fit is not true. Therefore, DFA design should be country specific. The GoR should consolidate the integration of SDGs in the budgeting process and strengthen linkages between the long-term vision, the medium-term national plan and the national budget, including SDG budgeting – and incorporate a “DFA Dashboard” in the mid-term review of NST-1 while increasing the role of non-state actors in the budgeting process. Participatory budgeting should be encouraged across all sectors from ministries, central government, local government, and district level to promote efficient resource allocation

No	Name of entity	Name of Representative	Title	Contact information	Role in the programme	Summary of feedback
					Delivery as One (DaO) Initiative and providing substantive inputs to the UN Economic Transformation Results Groups 1.	
2	UNICEF	Charlotte Taylor	Chief of Social Policy	chtaylor@unicef.org	As Chief of Social Policy, Charlotte facilitated the identification of diagnostic works to be undertaken under the JP at MINECOFIN and line Ministry level. She oversaw the implementation of key capacity building interventions involving public institutions and citizen engagement / child participation. She liaised with the Private Sector Engagement team in UNICEF to lead on interventions to strengthen investment for SDGs in key industries and in the private sector overall.	Follow-up discussions are needed with MINECOFIN and line Ministries to unpack the findings and recommendations of the Fiscal Space Analysis. Notably, efficiency analysis can be done in specific sectors. Sustainability of child participation interventions need to be discussed with MINECOFIN and NCDA and advocacy is needed for more resources to be mobilized for the child forum committees at district level.
3	UNICEF	Emmanuel Munyemana	Social Policy and Economics Specialist	emunyemana@unicef.org	1. Analyze and monitor information on state budgeting and spending	The UNDP and MINECOFIN need to invest more efforts to unpack the INFF financing initiative for better

No	Name of entity	Name of Representative	Title	Contact information	Role in the programme	Summary of feedback
					<p>patterns for social programmes and decentralization</p> <p>status of social services to support advocacy for greater public resources and budget allocation for social development, the prioritization of resource allocation for children, and universal coverage of essential services for children,</p> <p>2. Provide technical economic expertise in budget monitoring and analysis, public expenditure tracking, costing of policy options, and participation in national public expenditure reviews.</p> <p>3. Support in particular initiatives to enhance capacity of social ministries to participate in budgetary processes as well as to strengthen decentralized</p>	<p>understanding by other stakeholders directly affected by it. Particularly, the National Planning committee should ensure that the INFF is part of the integral financing landscape for the GoR. All stakeholders need to be made aware of this initiative by producing information materials such as booklets, briefs, and publications to publicize the INFF.</p>

No	Name of entity	Name of Representative	Title	Contact information	Role in the programme	Summary of feedback
					planning and monitoring of district resource allocations for child poverty and disparity reduction. 4. Ensure that the social economic analysis enhances policy dialogue, planning, supervision, technical advice, management, training, research and support	
4	UNDP	Osten Chulu	Senior Economist	osten.chulu@undp.org	1. Provide high quality policy advisory support to the Government 2. Guide the finalization and implementation of UNDP programming. 3. Provide ongoing advisory support to the UNDP programme on initiatives that respond to the demands for socioeconomic justice and transition.	The UNDP and MINECOFIN need to invest more efforts to unpack the INFF financing initiative for better understanding by other stakeholders directly affected by it. Particularly, the National Planning committee should ensure that the INFF is part of the integral financing landscape for the GoR. All stakeholders need to be made aware of this initiative by producing information materials such as booklets, briefs, and publications to publicize the INFF.
5	UNDP/MINECOFIN	Fred Sabiti	National Technical Advisor	fred.sabiti@undp.org	-Carry out trainings to the Central and local Government employees in	The GoR should continue strengthening the governance structure to ensure effective accountability to achieve the

No	Name of entity	Name of Representative	Title	Contact information	Role in the programme	Summary of feedback
					<p>planning and budgeting.</p> <ul style="list-style-type: none"> - Supporting beneficiary institutions to implement project work plans. - Monitor and evaluate the implementation of activities in beneficiary institutions every quarter and provide a progress status report to the director indicating successes achieved and likely challenges faced during implementation with recommendations to meet these challenges. - Prepare briefing documents, develop and update information materials to ensure that all stakeholders have a common understanding of the program. 	<p>SDGs. Governance and accountability structures at the central government, local government, and district levels should be supported through training in budget monitoring mechanisms. There should be a follow-up on the INFF JP program in Rwanda to evaluate its impact on achieving the SDGs. Thus, continuous monitoring and evaluation should be conducted on a routine basis across the different sectors. Effective INFF governance through responsible institutions and policies will be critical for a coherent and successful INFF process, governance should ensure there is timely access to knowledge and stakeholder collaborations and effective coordination to maximize synergies around the design, execution, and monitoring of the entire INFF process including the consensus on trade-offs.</p>

No	Name of entity	Name of Representative	Title	Contact information	Role in the programme	Summary of feedback
6	UNRCO	Angela Zeleza	Development Coordination Officer, Economist	angela.zeleza@un.org	<p>1.Provides policy advice on innovative economic and SDG policies to RCs and UNCTs, as well as to government and relevant partners.</p> <p>2.Coordinates the development by the UNCT of a new generation of SDG programmes with a strong investment orientation and focus on acceleration towards achieving the SDGs.</p>	<p>There is need for more capacity building for relevant stakeholders on the INFF process and its subsequent implementation.</p> <p>The Government championing and ownership of the INFF process remains critical for sustainability and accountability.</p> <p>Different stakeholders and actors should be challenged to put funds into the INFF.</p>

ANNEX 5: Final Evaluation Instrument

Project: Joint SDGs Fund

The UNDP Rwanda has hired as consultants to conduct an evaluation of the Joint Programme to draft the evidence-based final narrative report. Kindly provide concise and complete information about the JP as a stakeholder.

A. KII/FGDs guide:

Section 1: Bio data

Name of IP: _____

Location: _____

Province: _____

District: _____

Designation: _____

Gender: _____

Education level: _____

INFF JP Project start date as stakeholder: _____

INFF JP Project completion rating: i) 1-49% ii) 50-99% iii) 100%

Section 2: Achievements by INFF JP

- Describes the results that have been achieved in the inception phase of INFF JP
- Briefly state results achieved under financing strategy among stakeholders
- Briefly describe governance and coordination activities that have been achieved by stakeholders under INFF JP
- Briefly state results achieved under the assessment and diagnostics of INFF JP
- Describe the results achieved under monitoring and review of INFF JP
- Briefly state achievements of specific INFF JP output in accelerating SDGs
- Briefly list thematic SDGs that have been achieved by INFF JP has
- Briefly highlight some humanitarian success story of the main results and highlight of your JP.

Section 3: Progress by INFF JP

- What progress has been made in thematic SDG priorities under INFF JP?
- What activities remain in progress under INFF JP?
- How has progress been made specifically in child health, WASH, human rights, governance, and nutrition?
- Briefly highlight transformative progress that have been registered by INFF JP
- Briefly describe the status and progress of your JP's INFF, SDG financing strategy or enabling framework based on the implementation stages of planned, advancing, and completed activities
- Briefly describe the progress of priority activities and expected outputs and outcomes of JP
- What progress have been made under the inception phase, assessment and diagnostics, monitoring& review, financing strategy, and governance and coordination of JP?

Section 4: Partnerships established by J

- Are you aware of any partnership established under INFF JP? Briefly describe this kind of partnership?
- Describe the public private partnership created by INFF JP
- How has INFF JP resulted into creation of new partners?
- What has been the benefits derived from partnership established by INFF JP?
- Briefly describe with concrete cases on how your JP has led to strengthening the UN system better working together in terms of policy coherence, partnerships and reducing duplications of efforts
- Do you think the partnerships created by INFF JP will remain active and sustainable? If so how
- Briefly describe how your JP facilitated collaboration with diverse stakeholders in the SDG financing space?
- Briefly describe the main highlights on the partnership and with which stakeholders. Refer to the most strategic partnerships or in alignment with

broader UNCTs partnership approach.

Section 5: Systems changed by JP

- a) Briefly explain the partnerships that changed under INFF JP
- b) Describe the financing strategies that have been changed by INFF JP
- c) Briefly describe governance and coordination activities have been changed INFF JP
- d) Briefly describe key system changes under thematic SDG priorities by the INFF JP?
- e) Briefly explain changes related to gender by JP
- f) Briefly state changes made to human rights by JP
- g) Explain with examples system changes made among stakeholders by JP?
- h) Briefly describe how synergies among different stakeholders have been changed by JP
- i) Briefly describe how your JP was working towards building ownership and buy-in of key counterparts and stakeholders to continue and champion the work of joint programme stakeholders.
- j) Briefly explain the changes made including JP approach, strategy, Theory of Change, expected results, Work plan, budget etc.
- k) Explain how JP team has ensured that the programme remains strategic and catalytic in the new context.
- l) What are the most significant links between the INFF and the government's socio-economic recovery agenda?

Section 6: Financial resources mobilized aligned with SDGs by JP

- a) Briefly describe the financing structures that have been realized by JP
- b) Explain the diagnostic tools/methodology that have been used to conduct development finance assessment, public expenditure review, fiscal space analysis, feasibility study by JP
- c) Briefly describe the financial reform(s) prioritized by the financing strategy e.g. Results-Based Budgeting, tax revenue, public funds, digital finance, financial inclusion, capital markets etc.
- d) What objectives have been achieved to foster SDG acceleration by JP e.g. mobilize public revenue, unlock private capital, align public budget with the SDGs, design new financial solutions, strengthen coordination on SDG Financing?
- e) Describe the financing strategies that have been used to ensure financing processes are more aligned to institutional capacity strengthened to accelerate SDG delivery by JP
- f) Briefly explain the enabling environment to promote innovative financing mechanisms and SDG-aligned private sector investment and operations by JP
- g) Briefly describe if and how your JP secured additional financing in terms of co-funding or co-financing from the government, IFIs, PUNO and other public and private sector partners
- h) Briefly describe how JP has contributed to fund mobilization to leverage and accelerate SDGs
- i) Explain the integrated financing strategies that have been implemented by JP to accelerate SDGs
- j) Briefly explain financing policies which have been refined by JP to accelerate SDGs
- k) Briefly explain financing strategy being implemented by JP which is supporting national policy
- l) How have the evidence generated contributed to the development of the financing strategy by JP?
- m) Has the JP promoted financial flow to the different sector? If yes, how and what has been the level of the financial flow?

Section 7: Capacities built by JP

- a) Briefly explain how capacities of stakeholders have built in thematic SDG priorities by JP
- b) Have the capacities of stakeholders been strengthened under INFF JP? If yes how?
- c) Briefly explain the how the level of output has impacted on accelerating SDGs by JP
- d) Briefly describe the results from capacity building of stakeholders by JP
- e) What knowledge exchange and learning workshops have been conducted in thematic SDG priorities by JP?
- f) Briefly describe how strategic documents produced by JP have been useful? Please list these key documents.

Section 8: Cross-cutting issues addressed by JP

- a) What have been the main gender issues and how have they been addressed by JP?
- b) Briefly state how has gender inclusiveness been promoted by JP?
- c) Briefly explain how JP has aligned national recovery response to Covid-19 and other key strategic shifts in the country
- d) Briefly explain how you applied gender maker under INFF JP?
- e) Briefly explain how gender mainstreaming has been applied and implemented by JP
- f) Briefly describe how gender empowerment has been implemented by JP
- g) What human rights have been implemented by JP?
- h) Briefly describe how human rights have been implemented by JP
- i) Briefly describe how decent work has been implemented by
- j) How have you implemented the inclusiveness to ensure “no one is left behind” in your JP?

Section 9: Challenges faced by JP

- a) Briefly explain the challenges faced by JP Implementation?
- b) How and from where have these challenges originated?
- c) How have these challenges been handled to ensure the sustainability of JP?
- d) What are the impacts of the challenges on JP implementation?
- e) Briefly explain the impact of the challenges on JP results?
- f) What are the most significant challenges in operationalizing the INFF for the country office?
- g) What are the most significant links between the INFF and the government's socio-economic recovery agenda?
- h) What are the most significant (planned) outcomes of the INFF initiative in your institution? Please add a short summary with links where appropriate

Section 10: Lessons learned and best practices from JP

- a) Briefly describe what you have learned from the INFF JP?

- b) Do you think you can replicate INFF JP to another future programme? If so, briefly explain why?
- c) Briefly provide both positive and negative feedback on JP
- d) Briefly explain the success stories and failure by JP
- e) What lessons can be learned about the INFF JP Development and execution processes?