



**Strengthening the Isange One Stop Centers to prevent and respond to
Sexual and Gender Based Violence in Rwanda
October, 2018**

The Isange One Stop Centre (IOSC) Model was established in 2009 in Rwanda within the National Police Hospital to receive and assist GBV survivors by providing holistic, free of charge care, including medical, psychosocial and legal support. The Dutch Ministry of Foreign Affairs, through their Embassy in Kigali, has supported the National Scale Up of IOSCs in Rwanda from December 2013 to December 2016 (Project number: KIG 26018). During the project 23 IOSCs in different districts were developed, and once the support of the Netherlands phased out, the World Bank provided funding to develop 21 additional IOSCs. Currently, there are 44 IOSCs active in Rwanda.

In collaboration with key partners and stakeholders such as the Ministry of Justice, Ministry of Gender and family promotion, the Gender Monitoring Office, Imbutu Foundation, the Rwanda Women in Media Platform, City of Kigali, *Legal Aid Forum*, Rwanda Investigation Bureau (RIB), HAGURUKA-NGO and other community based CSOs, the One UN Joint Programme on Gender (1 July 2018 to 30 June 2023) has been developed. The Joint Programme on Gender aims to:

- Increase public awareness on women's rights and legal literacy, as well as public awareness to promote zero tolerance to GBV and ensuring that IOSC services are well known and professionally delivered;
- Build the capacity of the legal service providers including judges, Maison d'Acces a la Justice (MAJ) officers, Police officers, legal aid providers and prosecution officers for them to increase their understanding on GBV, women's rights and their legal obligations.

With the funding from the Netherlands, UN Women and UNFPA plan to address the current identified gaps:

- Limited understanding of human and women's rights as well as pertaining laws and obligations, at the community level.
- High turnover of personnel: police officers, judicial advisors and medical staff working within the centers are frequently reassigned to different positions or leaving for their own reasons.
- Lack of preventive measures: most interventions focus on response mechanisms to GBV and child abuse, nevertheless for lasting change one should work on prevention.
- Cultural norms, mindsets and attitudes towards gender based violence resulting in lack of disclosure of GBV cases at household and community level;
- Delayed medical reports for rape incidences and in some instances, lacking details of the victim, or contradictions on the events reported. Leading to evidence gaps to support judicial cases, and increased vulnerability to HIV/AIDS infection and other STDs as well as unwanted pregnancies among survivors.

UN Women and UNFPA will build on the collaborative framework provided in the UNDAF II, the "[Common Chapter](#)" of the global strategic plan, as a way to build synergies and leverage their respective comparative advantages, and both agencies positioned sexual and reproductive health and rights (SRHR) as a priority issue. Research shows that adequate SRHR interventions, especially for adolescents, and an equal relationship between partners can prevent SGBV.

Under the JP on Gender framework, **UNFPA and UN Women are requesting USD 750,447**, to jointly implement the following activities:

- Strengthen the national institutional and human capacity of legal service providers in using the newly adopted electronic case filing management system to speed up the legal assistance to vulnerable women and children
- Strengthen forensic services for evidence based legal services (DNA tests for the most vulnerable women and children) as well as capacity of service providers to harmonize forensic evidence.
- Conduct psychosocial-therapy sessions for GBV survivors, HIV+ persons, orphans and teenage mothers, in order to avoid Sexual and Gender Based Violence (SGBV).
- Provide multidisciplinary capacity training of service providers, enabling them to harmonize and provide the services holistically.
- Provide incentives for the service providers, to avoid a turnover of staff.
- Strengthen communication and (parenting) practices among young couples and to address underlying causes of domestic violence, and avoid intimate partner violence.

Budget:

UNDAP II, Outcome 5: By 2023, people in Rwanda benefit from enhanced gender equality, justice, human rights, peace and security		
Goal: All Women and girls live a life free from all forms of violence and have access to justice		USD
Outcome 3.1. Women and girls who experience violence increasingly access quality essential services	Output 3.1.1. Increased awareness among target communities on available VAW services (e.g. at the IOSC), how to timely report and how to respond to incidents of VAW and girls.	125,000
	Output 3.1.2. Strengthened capacity of relevant institutions/GBV service providers to handle/respond to VAW cases including capacity to harmonize and preserve forensic evidence	115,909
	Output 3.1.3. Victims of VAW especially teen mothers have increased access to holistic services, including livelihood opportunities	100,568
	Output 3.1.4. The capacity of the GBV Centre of excellence to train, conduct research and advocacy on GBV Prevention and response is strengthened	90,909
	Subtotal outcome 3.1	432,386
Outcome 3.2. Women and girls who experience violence increasingly access justice	Output 3.2.1. Justice sector personnel are equipped with knowledge, skills and tools to effectively handle cases of VAW/GBV	137,500
	Subtotal outcome 3.2	137,500
Project management and quality assurance	Contribution to project management costs	102,273
	Communication and knowledge generation materials	11,364
	Monitoring and Evaluation (i.e. field visits)	11,364
	Subtotal project management	125,000
Subtotal		694,886
PCR 8%		55,591
Total USD		750,477

Annex 1:

UNDAP II, Outcome 5: By 2023, people in Rwanda benefit from enhanced gender equality, justice, human rights, peace and security.	
Goal: All Women and girls live a life free from all forms of violence and have access to justice	
<p>Outcome 3.1. Women and girls who experience violence increasingly access quality essential services</p>	<p>Output 3.1.1. Increased awareness among target communities on available S/GBV services (e.g. at the IOSC), how to prevent and/or timely report and how to respond to incidents of S/GBV.</p>
	<p>Activity 1: Every other month a radio show on different GBV themes will be broadcasted via community radio in all (30) districts.</p>
	<p>Activity 2: Share IOSC information materials with local population during the national police week (May, 2019)</p>
	<p>Activity 3: Awareness raising on GBV prevention and response targeting people with disabilities and historically marginalized populations.</p>
	<p>Output 3.1.2. Strengthened capacity of relevant institutions/GBV service providers to handle/respond to S/GBV cases including capacity to harmonize and preserve forensic evidence</p>
	<p>Activity 1: Conduct a 5-day capacity training on the IOSC SOPs, data collection and mentoring skills for 88 IOSC employees.</p>
	<p>Activity 2: Conduct a 3-day capacity trainings for 50 employees of the Rwanda Investigative Bureau (RIB).</p>
	<p>Activity 3: Strengthen business continuity in IOSCs through mentorship program in response to staff turnover.</p>
	<p>Output 3.1.3. Victims of S/GBV especially teen mothers have increased access to holistic services, including livelihood opportunities</p>
	<p>Activity 1: Empower first time young mothers to access holistic GBV and health services</p>
	<p>Activity 2: Empower first time young mothers to reintegrate into schools</p>
	<p>Activity 3: Provide vocational training and start-up capital to empower first time young mothers</p>
	<p>Output 3.1.4. The capacity of the GBV Centre of excellence to train, conduct research and advocacy on GBV Prevention and response is strengthened</p>
	<p>Activity 1: Support the GBV Centre of Excellence to conduct a study on the role of social norms and other cultural beliefs on the perpetuation of GBV in Rwanda.</p>
<p>Activity 2: Support GBV Centre of Excellence on the sensitization of the security organs (police, army and Rwanda correctional services) on their role in GBV prevention and response.</p>	
<p>Activity 3: Support GBV Centre of Excellence with capturing, analyzing and disseminating data on GBV</p>	
<p>Outcome 3.2. Women and girls who experience</p>	<p>Output 3.2.1. Justice sector personnel are equipped with knowledge, skills and tools to effectively handle cases of GBV</p>
	<p>Activity 1: Conduct a 4-day capacity trainings for 100 employees in the justice sector (judges, lawyers, Maison d'Acces a la Justice (MAJ), etc.).</p>



violence increasingly access justice.	Activity 2: Support legal aid services for GBV survivors, so they can access these services for free.
	Activity 3: Create opportunities for learning and exchange of good practices with Congolese GBV One-Stop Centres

Annex 2: Work plan

Month	1	2	3	4	5	6	7	8	9
Activity 3.1.1.1: Every other month a radio show on different GBV themes will be broadcasted via community radio in all (30) districts.		X	X		X		X		X
Activity 3.1.1.2: Share IOSC information materials with local population during the national police week (May, 2019)				X	X				
Activity 3.1.1.3: Awareness raising on GBV prevention and response targeting people with disabilities and historically marginalized populations.							X		
Activity 3.1.2.1: Conduct a 5-day capacity training on the IOSC SOPs, data collection and mentoring skills for 88 IOSC employees. (3 trainings for approx. 25 participants each)	X		X		X		X		X
Activity 3.1.2.2: Conduct a 3-day capacity trainings for 50 employees of the Rwanda Investigative Bureau (RIB.) (2 trainings for approx. 25 participants each)		X		X					
Activity 3.1.2.3: Provide incentives for the service providers, to avoid a turnover of staff.	X	X	X	X	X	X	X	X	X
Activity 3.1.3.1: Empower first time young mothers to access holistic GBV and health services	X			X			X		
Activity 3.1.3.2: Empower first time young mothers to reintegrate into schools	X			X			X		
Activity 3.1.3.3: Provide vocational training and start-up capital to empower first time young mothers	X			X			X		
Activity 3.1.4.1: Support the GBV Centre of Excellence to conduct a study on the role of social norms and other cultural beliefs on the perpetuation of GBV in Rwanda.		X	X						
Activity 3.1.4.2: Support GBV Centre of Excellence on the sensitization of the security organs (police, army and Rwanda correctional services) on their role in GBV prevention and response.		X			X			X	
Activity 3.1.4.3: Support GBV Centre of Excellence with capturing, analyzing and disseminating data on GBV	X	X	X	X	X	X	X	X	X
Activity 3.2.1.1: Conduct a 4-day capacity trainings for 100 employees in the justice sector (judges, lawyers, Maison d'Acces a la Justice (MAJ), etc.) (4 trainings for approx. 25 participants each)		X		X		X		X	
Activity 3.2.1.2: Support legal aid services for GBV survivors, so they can access these services for free.	X	X	X	X	X	X	X	X	X
Activity 3.2.1.3: Exchange with Congolese GBV One-Stop Centers					X	X			

Rwanda Sustainable Development Fund

(2018-2023)

Terms of Reference

I. Introduction

1. The 2030 Agenda for Sustainable Development calls for a paradigm shift that helps put the world on a path of sustainable development by 2030. Reaching the Agenda's 17 Sustainable Development Goals (SDGs) will require collective efforts from all actors in society to help attain global prosperity and sustained peace by 2030. The goals respect planetary boundaries and ensure that all people can enjoy the benefits of sustained progress in an equitable manner while living in peaceful, just and inclusive societies. In Rwanda, the government has developed a National Transformational Strategy (NST) 2017 to 2024 as the key driver for reaching vision 2050 and the SDGs.
2. The United Nations Development Assistance Plan 2018-2023 (UNDAP II) was signed on the 31st of July 2018 by the Minister of Finance and Economic Planning (on behalf of the government) and the Resident Coordinator (on behalf of One UN). The United Nations Development Assistance Plan 2018 – 2023, anchored on the National Strategy for Transformation (NST1 2017-2024), linked to the Agenda 2030 and the African Union Agenda 2063 and the East African Community Vision 2050, outlines the areas of support to the national development agenda in Rwanda by the United Nations system. The UNDAP is also informed by and responds to global and regional normative frameworks.
3. In Rwanda, the United Nations Development Assistance Plan covering the period July 2018 to June 2023 (hereafter referred to as UNDAP II) provides the broader framework for UN support for the Government's pursuit of the NST I and SDGs. Leveraging its key roles – as a convenor of diverse stakeholders, an advisor on development, humanitarian, security and peace, a promoter of international best practice, and an advocate for leaving no one behind – the UN system in Rwanda will work to influence transformational change and partner with a range of stakeholders. By 'Delivering as One', UN agencies in Rwanda will seek to strengthen national and sub-national capacities; provide high-quality policy advice and technical assistance; support the collection and analysis of disaggregated data; and focus on overcoming bottlenecks and barriers to ensure that UN interventions reaches the poorest in Rwanda.
4. The UN System in Rwanda was one of the 8 countries that pioneered the Delivering as One approach in 2007, informed by the implementation of General Assembly resolutions on strengthening coordination and collaboration at the country level, including through pooled funding instruments.¹ This Terms of Reference (ToR) initiates a new phase of the One Fund, now re-named Rwanda Sustainable Development Fund, to support the UNDAP II. The Fund promotes coherence and integration and aligns with the Secretary-General's call to increase joint activities and results through pooled funds.

¹Rwanda became a DaO pilot in December 2007. It was in part based on the General Assembly's 'Triennial comprehensive policy review (TCPR) of operational activities for development of the United Nations system', A/RES/59/250 of 17 December 2004 and also as a follow up to the recommendations of the SG's High-Level Panel for system wide reforms and UN coherence (2006). A UN One Fund was established in 2008 to support the One UN Programme I (2008-2013).

5. The UNDAP II is being implemented in a collaborative manner under the co-leadership of the Government of Rwanda through the Ministry of Finance and Economic Planning and the UN Resident Coordinator.
6. The UNDAP has six outcomes, 2 per pillar. There are aligned with the three pillars of the NST1 (i): economic transformation; (ii) social transformation and (iii) transformational governance). It also is grounded on a gender strategy and a Human Rights strategy. The UNDAP is also supported by a strong Business Operations Strategy (BOS 2).
7. To ensure effective implementation of the UNDAP, Results Groups have been established: (i) Economic Transformation; (ii) Social Transformation and; (iii) Transformational Governance. After further consultation with stakeholders, the Social Transformation Results Group was split into two sub-groups i.e. a) Human Capital & Demographic Dividends; b) Resilience, to ensure coherence, organization and management of activities.
8. The Rwanda Sustainable Development Fund (SDF) 2018 to 2023, referred to, throughout the document, as the SDF, is a common fund mechanism to mobilize and allocate additional resources at the country level in a simplified, coherent manner consistent with the overall purpose to fund activities under the UNDAP II. It also promotes and provides a conduit for innovative financing, drawing on the proactive activities in Rwanda along these lines. This arrangement in Rwanda is subscribed to by all members of the UN Country team (hereafter referred to as the Participating UN Organisations). Other UN Organisations may wish to join this funding arrangement in the future.

II. Purpose of the Rwanda Sustainable Development Fund

9. Based on an investment plan (to be finalized and based on UNDAP II) and its related implementing tools (Strategic and programmatic documents of the agencies, funds and programmes (AFPs); Joint workplans and joint programmes, and the call of the Resolution A/RES/72/279 on repositioning the UN development system for more pooled funds, the Rwanda Sustainable Development Fund (Rwanda SDF 2018-2023), is one of the proposed vehicles for new resources pooled by donors to support the unfunded portions of the UNDAP II. Under the strategic direction and the oversight of the One UN Steering Committee (ONE UNSC) and the leadership of the Resident Coordinator and UNCT, the SDF has the following objectives:
 - to facilitate the realization of the UNDAP II outcomes by strengthening the planning and coordination process and channelling consistent and predictable joint funds towards the highest priority needs.
 - to support investment in SDGs acceleration and transformative change with joint resource mobilization, allocation and disbursement of donor resources to the UNDAP II under the direction of the UN Resident Coordinator.
 - to improve coherence, cohesiveness, synergies and impact for the benefits of the populations of Rwanda leaving no one behind
 - to reduce fragmentation and transaction costs, address unproductive competition, facilitate scale and partnerships and provide incentives for pursuing system-wide priorities, strategic

- positioning and coherence to efficiently achieve national SDG commitments.
- to complement the parallel resource base (core and non-core funds of individual agencies)
- to promote and provide a conduit for innovative financing, drawing on the proactive activities in Rwanda along these lines.

III. Description of the SDF 2018 to 2023

10. The SDF 2018 to 2023 is anchored in theory of change that supports the UNDAP II which is elaborated and summarized in this section. The UNDAP II focuses on supporting Rwanda strong potential for inclusive socio-economic development while addressing gaps, surmounting challenges and fostering greater social justice. By 2023, it envisions that the country will be firmly on the path towards achieving the SDGs. UNDAP's six key outcomes reflect a range of priority development and humanitarian areas aligned to the National Transformation Strategy 1 (NST 1) with strategic potential areas in which the UN can work with government of Rwanda alongside other jointly identified key partners, in support of sustainable development.
11. Planned results are national and sub national in scope at the outcome level, in order to capture prominent trends and priority areas across the country. At the output level, the UNDAP II will respond to specific national priorities, which will be articulated in separate Joint Work Plans and Joint Programmes. These will be complemented by individual UN agency programming, aligned with the UNDAP II. Essentially, the UNDAP II's outcomes and their expected results serve as a framework for taking stock of the progress, and the effectiveness of collaborative work carried out by the UN and the Government of Rwanda.
12. The UNDAP II encompasses six outcome areas around which the UN system will develop its Joint Work Plans and Joint Programmes for the 2018-2023 period. Each outcome reflects priorities jointly identified by the UN and the Government of Rwanda based on areas in which the UN has a strong comparative advantage. These are areas in which it can leverage its expertise, resources and global experience in support of national and sub national stakeholders. Each outcome is closely aligned with the NST1, Rwanda's Vision 2050 and the SDGs, placing emphasis on improving the lives of the poorest and those most in need.
13. The six key outcomes of UNDAP II reflect a range of priority development areas with strategic potential. These are areas in which the UN can work with national and district governments, alongside other key local and jointly identified partners, in support of sustainable development in Rwanda. The six outcomes of UNDAP II are as follows:
 - a) **Outcome 1:** By 2023 people in Rwanda benefit from more inclusive, competitive and sustainable economic growth that generates decent work and promotes quality livelihoods for all.
 - b) **Outcome 2:** By 2023 Rwandan institutions and communities are more equitably, productively and sustainably managing natural resources and addressing climate change and natural disasters.

- c) **Outcome 3:** By 2023, people in Rwanda, particularly the most vulnerable, enjoy increased and equitable access to quality education, health, nutrition and water, sanitation and hygiene (WASH) services.
- d) **Outcome 4:** By 2023, people in Rwanda, particularly the most vulnerable, have increased resilience to both natural and man-made shocks for a life free from all forms of violence and discrimination.
- e) **Outcome 5:** By 2023, people in Rwanda benefit from enhanced gender equality, justice, human rights, peace and security.
- f) **Outcome 6:** By 2023, people in Rwanda participate more actively in democratic and development processes and benefit from transparent and accountable public and private sector institutions that develop evidence-based policies and deliver quality services.

14. Alongside these six key outcome areas, a number of cross-cutting issues underpin the UNDAP II. These include the United Nations' key normative programming principles (Leave No One Behind; Human Rights, Gender Equality & Women's Empowerment; Sustainability & Resilience; and Accountability), alongside key issues of relevance for Rwanda – such as gender, human rights, youth/adolescents, population trends, migrations, and data.

Administration of the SDF 2018 to 2023

- 15. The SDF 2018 to 2023 shall be administered by UNDP through its Multi- Partner Trust Fund Office, as Administrative Agent, on behalf of the Participating UN Organisations and the Resident Coordinator as agreed with the Government. UNDP will administer the fund in accordance with its Regulations and Rules, and a Memorandum of Understanding signed by the Participating Organizations and the MPTF Office.
- 16. The One UN Steering Committee (UNSC) may also deem it useful to establish additional windows in Rwanda SDF 2018 to 2023. These windows will retain the objective of strengthening the planning and coordination process and channelling consistent and predictable funds towards the highest priority needs. Each window will have its Terms of Reference approved by the UNSC prior to establishment.

Contributions to the SDF 2018 to 2023

- 17. Contributions to the Rwanda SDF 2018 to 2023 may be accepted from governments of Member States of the United Nations or from intergovernmental or non-governmental organisations, or from private sources. Acceptance of funds from the private sector will be guided by criteria stipulated in the UN system wide guidelines on cooperation between the UN and Business Community (see the UN Secretary General's guidelines: <http://www.un.org/partners/business/otherpages/guide.htm>)
- 18. In support of the overarching aim of the SDF 2018 to 2023 and to ensure maximum flexibility and alignment to national priorities, a guiding principle for resource mobilization would be that the donors would be encouraged to contribute with multi-year unearmarked resources. However, if this is not possible, earmarking will be allowed at the UNDAP II outcome level.

19. Contributions to the SDF 2018 to 2023 may be accepted in fully convertible currency. Such contributions shall be deposited in the bank accounts designated by UNDP. The value of a contribution payment, if made in currencies other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment.

Utilization of the Rwanda SDF 2018 to 2023

20. The Rwanda SDF 2018 to 2023 will be utilized to fund joint initiatives, including new initiatives responding to emerging needs, under the UNDAP II. All Participating UN Organizations that have signed the MoU are eligible to receive funds under the Rwanda SDF 2018-2023.
21. The UNDAP II is the programmatic document that will serve as the key document to guide fund priorities and allocations under the Rwanda SDF 2018-2023. Criteria for fund allocation will be developed and agreed to by Participating UN Organizations.
22. Implementing Partners such as NGOs involved in the UNDAP II will have access to Rwanda SDF 2018 to 2023 through the Participating UN Organizations. The Participating UN Organisations will utilise their standard NGO cooperation modalities for this purpose and charge the corresponding direct and indirect costs to the Rwanda SDF 2018 to 2023 on the basis of its financial regulations and rules.
23. In conformity with the UN Development Group (UNDG) Guidance Note on Establishing, Managing and Closing Multi-Donor Trust Funds, indirect costs of the Participating Organizations will be 7% of programme costs. The Administrative Agent's administrative fee will be 1% of contributions. The fee will be deducted from the contributions to the SDF at the time they are deposited.

IV. Governance Arrangements

24. The Rwanda SDF 2018-2023 will operate under the overall guidance of the One UN Steering Committee which leads the UNDAP II implementation. Operational decisions on the Rwanda SDF 2018-2023 have been delegated to the UNCT, under the leadership of the Resident Coordinator².

25. The Rwanda One UN Steering Committee

26. UNDAP II is under the leadership of the One UN Steering Committee (UNSC), which is chaired by the Minister of Finance and Economic Planning (representing the Government of Rwanda) and the Resident Coordinator. The UNSC provides the overall strategic direction to the implementation of the UNDAP II in Rwanda.
27. The UNSC provides national level oversight for the UN's work under the framework of UNDAP II. Members of the One UN Steering Committee are Ministry of Finance and Economic Planning (MINECOFIN) (Chair); United Nations Resident Coordinator (Co-Chair); 4 Permanent Secretaries (Ministry of Foreign Affairs and International Cooperation (MINAFFET), Ministry of Local Government

² Minutes of the UNSC Meeting of 31st July 2018

(MINALOC), Ministry of Health (MOH), Ministry of Environment (MINERENA); 7 representatives of the UN (including 1 representative of UN Non Resident Agencies (NRAs); 4 Development Partners (DPs) (European Union (EU), 2 other bilaterals (including Swedish International Development Agency (SIDA) and the World Bank); 2 representatives of the Civil society organizations (CSOs) (national and international). The UNSC will meet at least twice a year.

28. The UNSC will support joint resource mobilisation for the UNDAP II. The UNSC Terms of Reference are attached as Annex 1. Regarding specifically the SDF, the SC has the following key tasks and responsibilities:

- To discuss the MDTF requirements and priorities concerning, inter alia:
 - Programme/project management, including consistent and common approaches to programme/project costing, cost recovery, implementation modalities, results-based reporting and impact assessment,
 - Information management including appropriate MDTF and MDTF donor visibility;
- To define Terms of Reference and composition for the thematic clusters/sectoral groups or other similar review bodies.
- To ensure appropriate consultative processes take place with key stakeholders at the country level so as to avoid duplication or overlap between the MDTF and other funding mechanisms;
- To review and approve the periodic progress reports (programmatic and financial) consolidated by the Administrative Agent based on the progress reports submitted by the Participating Agencies³. To ensure consistency in reporting between clusters; Consolidated annual reports should include a section on the activity of the Steering Committee.
- To review findings of the summary audit reports consolidated by the internal audit service of the Administrative Agent. To highlight lessons learnt and periodically discuss follow up by Participating Agencies on recommended actions that have MDTF-wide impact;
- To agree on the scope and frequency of the independent “lessons-learned and review” of the MDTF commissioned by the SC, in consultation with the HQ Fiduciary Management Oversight Group.
- To review the draft/final reports on lessons learnt, ensure the implementation of recommendations and identify critical issues

29. The UNSC has delegated the responsibility of allocating funds from the SDF to the Resident Coordinator (RC) and the UN Country Team (UNCT). Please refer to the Minutes of the UNSC Meeting of 31st July 2018. Consequently, under the delegation of authority from the One Steering Committee, the RC and UNCT will perform with the following specific functions as hereunder and report back to the ONE UN SC:

- To review and approve their Terms of Reference and Rules of Procedures (vis-à-vis the fund), based on the generic SC TOR, and update and/or modify them, as necessary, in case of compelling requirements. In case of departures from the generic TOR, the TOR of

³ The standard reporting period is as per the SAAs and MoUs.

the SC should be referred for endorsement to the HQs Fiduciary Management Oversight Group;

- For funds earmarked by donors to thematic clusters/sectoral groups⁴ or Agencies and prioritized/allocated within thematic clusters, to review and ensure the alignment of the allocations with the strategic development framework of the country and approved national priorities. The minimum threshold for fund transfers is US\$100,000 per agency per project, in line with UNDG guidance;
- For unearmarked funds, based on the investment plan (1) to review and approve the criteria for the allocation of available MDTF resources⁵; (2) to allocate available resources to thematic clusters, making sure that the allocations are aligned with the strategic development framework of the country and approved national priorities. The clusters will be responsible for the prioritization within the cluster allocation;
- To review and approve proposals from Agencies submitted (by thematic clusters/sectoral groups or otherwise) for funding; ensure their conformity with the requirements of the MDTF agreements (Memorandum of Understanding, Letter of Agreement).
- To ensure the quality of proposals to receive funding from the MDTF.
- If required, bring to the HQs Fiduciary Management Oversight Group, issues identified in the review the draft/final reports on lessons learnt, ensure the implementation of recommendations and identify critical issues for consideration.

The Resident Coordinator

30. The Resident Coordinator is responsible for the strategic leadership and coordination of the SDF 2018 to 2023 in consultation with the Participating UN Organisations. The Resident Coordinator will be responsible for:

- Strategic leadership of the SDF 2018 to 2023 based on the UNDAF II (2018-2023), the investment plan and the orientation given by the One UN Steering Committee.
- Facilitating agencies in mobilizing resources for the SDF 2018 to 2023 in collaboration with Participating UN Organisations.
- Leading the UNCT on consensus-based decision-making on fund allocations for the SDF 2018 to 2023 in line with UNDAF II priorities and the Rwanda SDF 2018-2023 criteria.
- Subject to fund availability, instructing the MPTFO to transfer the approved fund allocations to Participating UN Organisations.
- Signing the Standard Administrative Agreement with donors and the Memorandum of Understanding with Participating UN Organisations as a witness.

The UN Country Team

31. The UN Country Team through the UNDAF II Results Groups (RGs) will be responsible for ensuring that the fund facilitates joint programming, reporting and synergies as well as serves as a key resource mobilisation tool for jointly funded efforts elaborated in the UNDAF II and investment plan.

⁴ The establishment of formal thematic clusters/sectoral groups may not be applicable to all MDTFs.

⁵ The RC Office will prepare the criteria for discussion by the SC.

In this prioritisation process, the Resident Coordinator and the UNCT can seek inputs from the MINECOFIN.

32. The One UN Steering Committee has decided to have a Government-UN Joint resource mobilisation. The UNDAP II has highlighted our financing strategy. In that context and based on the UNDAP and Joint Programmes, the UN Country Team, under the Guidance of the Resident Coordinator will design and implement a joint resource mobilisation and partnership strategy for UNDAP II, with the support from the One UN Steering Committee.
33. Decisions of the UNCT are made by consensus. If no consensus is reached, the Resident Coordinator can make ultimate decisions on fund allocation (with documented process and rationale for these decisions). Programme implementation will be the responsibility of the Participating UN Organisations.

V. The Administrative Agent

34. MPTFO's responsibilities as Administrative Agent will include the following:

- Signing the Standard Administrative Agreement with Donors, and the Memorandum of Understanding with Participating UN Organisations.
- Receipt, administration and management of contributions from Donors.
- Disbursement of such funds to the Participating UN Organisations in accordance with instructions from the RC as Co-Chair of the UNSC.
- Disbursement of funds to the Secretariat for direct costs based on the decision of the RC/UNCT. On an annual basis, the Administrative Agent will notify the Steering Committee of the amounts used for such purposes.
- Provide consolidated financial reports, in accordance with the MOU, on the Rwanda SDF 2018 to 2023 Fund Account to the Resident Coordinator based on reports of the Participating UN Organisations⁶.
- Provide the consolidated narrative and financial report to each donor that has contributed to the Fund/Programme account.
- Provide final reporting, including notification that the Fund/Programme has been operationally completed.

Support services provided by the Resident Coordinator's Office as Secretariat of the One Fund

35. The Office of the Resident Coordinator is responsible for support to the strategic leadership role of the Resident Coordinator for the Rwanda SDF 2018 to 2023. It will provide support in all the designated tasks for the Resident Coordinator as listed in paragraph 30 above.
- Drawing on the review report provided by each of the Results Groups and investment plan; the Office of the Resident Coordinator shall make recommendations to the UNCT, on initial prioritisation and continued funding, based on the financial status of the SDF 2018 to 2023.
 - The Office of the Resident Coordinator will provide strategic focus including analysis of progress and lessons to be learned for future programme implementation.
 - It will share the finalised annual consolidated report on the SDF 2018 to 2023 to the UNSC. It will ensure the monitoring of the operational risks and Fund performance; Facilitate collaboration and communication between Participating UN Organizations to ensure programmes are implemented effectively and liaise with the Administrative Agent on fund administration issues, including issues related to project/ fund extensions and project/fund closure.

V. Activities of Participating UN Organizations

36. The implementation of the Programme activities will be the responsibility of the Participating UN Organizations and will be carried out by each Participating UN Organization in accordance with applicable regulations, rules, directives and procedures. The UNDAP II will serve as the reference document for proposed strategic programmatic work.
37. The Participating UN Organizations will carry out the activities for which they are responsible, in line with the budget contained in the approved SDF 2018 to 2023 /UNDAP II as amended from time to time in accordance with the regulations, rules, directives and procedures applicable to it. Accordingly, personnel will be engaged and administered, equipment, supplies and services purchased, and contracts entered into in accordance with the provisions of such regulations, rules, directives and procedures.
38. In the event where a Participating UN Organization is unable to deliver as committed, any resources allocated should be reallocated to other agreed priorities, as approved by the RC/UNCT on delegated responsibility from the UNSC.
39. The participants to the SDF recognise that it is important to take all necessary precautions to avoid corrupt, fraudulent, collusive or coercive practices.

VI. Monitoring and Evaluation

40. Monitoring and Evaluation (M&E) of the projects/programmes shall be undertaken by the RCO and Results Groups (RGs) to monitor and evaluate the SDF 2018 to 2023/UNDAP II implementation.
41. Monitoring of the Fund will be undertaken in accordance with the ToR. The Donor, the Administrative Agent and the Participating UN Organizations will hold consultations at least annually during the One SC meeting, as appropriate, to review the status of the Fund. In addition, the Donor,

the Administrative Agent and the Participating UN Organizations will discuss any substantive revisions to the Fund, and promptly inform each other about any significant circumstances and major risks, which interfere or threaten to interfere with the successful achievement of the outcomes outlined in the ToR, financed in full or in part through the Contribution.

VII. Audit

42. The AA and Participating UN Organizations will be audited in accordance with their own Financial Regulations and Rules and, in accordance with the Framework for Joint Internal Audits of UN Joint Activities which has been agreed to by the Internal Audit Services of Participating UN Organizations and endorsed by the UNDG in 2014.

VIII. Reporting

43. Each Participating UN Organisation shall provide the Administrative Agent with the following statements and reports prepared in accordance with the MoU:
- a) Annual financial statements and reports as of 31 December with respect to the funds disbursed to the Participating UN Organisation from the Rwanda SDF 2018 to 2023 Account, to be provided no later than four months (30 April) after the end of the calendar year.
 - b) Certified final financial statements and final financial reports after the completion of the activities in the approved Programmatic documents (UNDAP II, Joint Work Plans (JWPs) and Joint Programme documents) and including the final year of the activities in the approved Programmatic document, to be provided no later than six months (30 June) of the year following the financial closing of the Programme.
44. The Participating UN Organizations will provide the RCO with the following for consolidation.
- c) If there are specific project reports, these will be uploaded to the GATEWAY by the RCO as Secretariat of the fund. The SDF 2018 to 2023 /UNDAP II annual progress reports which will include a section on the progress of the SDF III will serve as the narrative part of the SDF 2018 to 2023 report for both unearmarked and earmarked contributions, to be provided no later than 31 March of each year to the Administrative Agent.
 - d) Annual narrative progress reports, to be provided no later than 31 March three months (after the end of the fiscal year).
 - e) Final narrative reports, after the completion of the outputs in the approved Programmatic document and including the final year of the activities in the One Programme document, to be provided no later than four months 31 July of the year following the financial closing of the Fund. The final report will give a summary of results and achievements against the outcomes of the One Programme and its components.

45. Consolidated SDF 2018 to 2023 reporting and documentation, including agreements, will be posted on the UN Rwanda web site <http://www.rw.one.un.org/> Multi-Partner Trust Fund webpage (<http://mptf.undp.org/factsheet/fund/RW100>)

IX. Joint Communication

46. All stakeholders should take appropriate measures to promote the Fund and support partnership and communication. Information shared with the press regarding fund beneficiaries, official notices, reports and publications shall acknowledge the role of the Fund role, the Government of Rwanda, the participating donors and UN agencies. More specifically, the Administrative Agent shall ensure that the role of the contributors and relevant stakeholders is fully acknowledged in all external communications related to the Fund.

X. Other Matters

47. The SDF 2018 to 2023 will be established upon signing of the Memorandum of Understanding by the Participating UN Organisations and the Administrative Agent. The SDF 2018 to 2023 will terminate upon completion of all Projects/Programmes funded through the SDF 2018 to 2023 and after satisfaction of all commitments and liabilities. Notwithstanding the completion of the initiatives financed from the Rwanda SDF 2018 to 2023, any unutilized balances will continue to be held in the SDF 2018 to 2023 Fund Account until all commitments and liabilities incurred in implementation of the Projects/Programmes have been satisfied and project activities have been brought to an orderly conclusion. Any balance remaining in the SDF 2018 to 2023 Account or in the individual Participating UN Organizations' accounts shall be used as decided by the UNSC in consultation with the UNCT and contributing donors.