



# Joint Programme 2021 Annual Progress Report

## SDG Financing Portfolio - Component 1

### Cover page

**UNCT/MCO:** Rwanda

**Reporting Period:** 1 January - 31 December 2021

**JP title:** Enhancing Development Finance and Effectiveness in Rwanda Through Integrated and Innovative Approaches for National Priorities and the SDGs

**PUNOs:** UNDP, UNICEF

**Government partner:** Ministry of Finance and Economic Planning

**Target SDGs:** SDGs 1, 5, 8, 13, 16, 17

**Gender Marker:** 2

**Approved budget:** USD 1,000,000

**Co-funding:** USD 867,000

**Total Disbursement by 2021:** USD 1,000,000

**Total estimated expenditures:** USD NA (est. Delivery rate: NA%)

**Total estimated commitments** (including expenditures): USD 624,168 (est. Committed rate: 62.4%)

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### Executive Summary

The top achievements of the JP to date include the finalization of the INFF Diagnostic & Assessment report, the development of new tools and the capacity built to enhance the quality of participatory planning and budget in over a dozen local districts, and the launch of several new activities that promise to mobilize additional private SDG finance (e.g., a road map for green bond issuance with the national development bank, sectoral investment strategy for climate-resilient WASH infrastructure). Establishment of a dedicated SDG corner in the main government agency responsible for collating national statistics and key performance indicators for Rwanda's development outcomes was another key highlight.

# Annual Progress

## Overall JP self-assessment of 2021 progress:

Satisfactory (majority of expected results achieved; 1 to 3 months delay in implementation)

**Comments on self-assessment:** The INFF inception and diagnostic phases are largely complete, with the current and final year of implementation focused on the financing strategies and enhanced monitoring and accountability. The governance arrangements for the INFF have been finalized, and a high-level Steering Committee held, although not all of the committees related to the process have formally yet convened. Financial delivery remains largely on track.

In summary, while significant progress was made to implement the JP in 2021, the expected outcomes from some interventions were slightly delayed mainly due to the impacts of COVID-19 on the pace of government consultations and procurement processes. These are by-and-large underway in the early stages or in the final stages of contracting.

## Overall progress and key developments to date (3 key JP milestones)

? Research assessments, feasibility studies on SDG financing: In 2021, Rwanda published a database mapping its priority private SDG investment opportunities, launched at the Financing for Development Forum in New York. The GoR validated a UNDP-funded Feasibility Study on a Blended Finance Facility, and a ministerial brief was prepared. In collaboration with child focused CSOs, UNICEF conducted the analysis of the Budget Framework Paper for 2021-2023. The analysis highlighted key areas in need of further consideration by the Government in budgeting, which included early Education (pre-primary level); Health and Child Protection. In Q2 and Q3, UNICEF also conducted analysis of the approved annual budget to monitor allocations to the social sectors for children and produced budget briefs covering (i) Education, (ii) Health, (iii) Social Protection, (iv) WASH and (v) Nutrition as well as a brief on the national budget. The findings were widely disseminated among development partners, non-government organizations, Government Ministries, and the academia among others. A policy dialogue on 'Investing in Children and Youth in Rwanda' was held to discuss findings with key stakeholders. In addition, (i) the fiscal space analysis for social sectors was kick-started and is currently at the level of data collection phase, (ii) the development of Sustainable WASH Financing Strategy was commissioned is at the inception phase, (iii) UNICEF in collaboration with National Child Development Agency (NCDA), started the contracting process for an ECD investment case, the recruitment of the company to support the work is at the level of technical evaluation with the expectation finalize the process by early February 2022. These strategic documents and analytics will offer key information and recommendations for social sectors' financing framework through fiscally sustainable mechanisms. ? Capacity building on key stakeholders on SDG financing: A partnership with Rwanda Finance/Kigali International Financial Center and BRD was forged on green and social impact finance, and a road map for the country's first green bond issuance was prepared with UNDP. To strengthen the capacity of central government officials in planning and budgeting and participatory approaches in national budgeting, 150 officials were trained in nutrition budget tagging and tracking, mainstreaming nutrition across different social sectors and multidimensional poverty monitoring through data analytics. A TA to strengthen NCDA's capacity in integrated planning and budgeting in key thematic areas (Nutrition, Child protection and ECD) was contracted beginning January 2022. In collaboration with the local CSO CLADHO, more than 370 members of children committees (150 boys and 220 girls) from 11 districts were trained in participatory planning and budgeting and were supported to engage in providing the development priorities districts and national plans for the 2021-2022 fiscal year. UNICEF has continued to offer strategic support to the Government of Rwanda through MINECOFIN to design and disseminate the Citizen's Guide to the National Budget for 2021/22 and 13 district-level citizen's budget guides/briefs. This contributed to enhancing budget transparency and accountability under the public financing agenda. ? Resource mobilization and new partnerships: A partnership with Rwanda Finance/Kigali International Financial Center and Rwandan Development Bank was forged on green and social impact finance, & road map for the country's first green bond issuance was prepared. UNICEF in collaboration with the NCDA, Rwanda Mining Board, and a CSO, continued to support the establishment of Child friendly workspaces (ECD Centers) in the mining & rice sectors. 1650 families with children (0-3 years) were reached with BCC messages while 60 mining union representatives and 72 caregivers were trained on childcare & development while 200 mine workers, and rice members were introduced to child rights

**Changes made to JP:** Small changes were made to the expected results framework and timeline for the activities to accommodate a five-month no-cost extension to the programme. No material changes are envisioned regarding the budget or general approach/theory of change.

**Main Challenges:** Our main counterpart, MINECOFIN, has been leading efforts to put in place short-term economic stimulus and response measures to COVID-19 impacts. As such, its priority focus has been to some degree detracted from more systemic issues in the medium-term around development finance. Rwanda’s financing landscape has seen a rapid increase in external public debt and a more constrained fiscal space, placing high pressure on realizing the 2030 Agenda with government resources. COVID-19 containment measures have continued to have a negative impact on the pace of implementation including ability to finalize analytical work; travel restrictions have hindered international consultants from supporting some activities and building more ownership among local stakeholders. We will continue to monitor the evolution of the situation and adjust our plans accordingly.

## Updates on SDG financing framework

Inception phase	Assessment Diagnostics	Financing Strategy	Monitoring Review	Governance Coordination
Previously Completed	Advancing (50-99%)	Emerging (1-49%)	Advancing (50-99%)	Advancing (50-99%)

## Descriptions on progress by INFF building blocks

**Inception Phase:** The inception phase solidified the governance structure and built a strong foundation for stakeholder engagement and partnership of the INFF process, particularly with development partners and various governmental and non-governmental entities. In the inception and diagnostic phase of work, steps were taken to outline an INFF Roadmap. The inception phase has been a very robust opportunity to strengthen the Government’s buy in and ownership of INFF process in Rwanda which further promoted a high degree of coordination with a number of stakeholders. This has been achieved, despite the apparent challenges linked to COVID-19 and movement restrictions. The forward-looking work plan will rely more heavily on virtual consultations and increase the focus on communications outputs and stakeholder engagement including hosting more ‘thematic’ roundtables on key topics identified in the Diagnostic & Assessment Report in order to finalize an INFF Road Map or Action Agenda with strong level of buy-in for all actors.

**Assessment & Diagnostics:** The diagnostic work, including an INFF Diagnostic and Assessment report, provided a strong building block for developing a more detailed, practical INFF Action Plan and Financing Strategy informed by an analysis of all financing flows (not just external) as well as an evaluation of key policy and systems gaps around SDG financing. Reform priorities were highlighted and discussed with high-level decision-makers in a Steering Committee to guide thinking on the future Financing Strategy.

Budget briefs for fiscal year 2021/22 were developed using nationally disseminated budget data from the State Finance laws and the briefs are aligned to the methodology developed by UNICEF to conduct sector wide budget briefs. The budget briefs cover the following sectors (i) Education, (ii) Health, (iii) Social Protection, (iv) WASH and (v) Nutrition as well as the (vi) National Budget. The findings were widely disseminated among development partners, non-government organizations, Government Ministries, and members of the academia among others. The findings from the budget briefs and fiscal space analysis will also inform the development of Sustainable WASH Financing Strategy with the Ministry of Infrastructure as well as an ECD investment case is under finalization with NCDA.

**Financing Strategy:** 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 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 investment needs to meet national targets in a way that mobilize new resources and leverage 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 private sector, development partners and users of WASH services.

**Monitoring & Review:** To strengthen transparency, accountability, and citizen engagement, several public dialogues were convened around the last fiscal year's budget framework paper. Advocacy 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 affecting future generations. UNICEF co-hosted an advocacy event in Parliament during the budget hearing process where children representatives voiced their priorities. The PUNOs will reboole efforts in 2022 to enhance the sustainability of these processes. Dissemination through various dialogues and public communication channels of the social sector budget briefs and External Development Finance Report served to increase broader monitoring of SDG finance. In addition, a Citizen's Guide to the National Budget for the fiscal year 2021/22 as well as 13 district-level citizens budget guides/briefs was prepared with UNICEF support.

**Governance & Coordination:** The composition of the INFF Steering Committee is as follows: Core Members: - RCO - UNDP - UNICEF - MINECOFIN However, "Secondary Stakeholder Circle" can be invited based on specific issues that will be discussed in each Steering Committee Meeting . These are: - Social Cluster Ministries and Agencies(MINEDUC, MoH, NCD,..) - MINALOC - RDB - MINICOM - MININFRA - PSF - Parliament - CSOs involved in the implementation The main functions of the INFF oversight body (Steering Committee) are: - Decision making under the management of the project through dialogue and consensus - Monitor progress of the joint programme against annual work plan The GoR and UN finalized the INFF governance and co-ordination arrangements, and high-level meetings between the UN RC, UNDP RR, and Minister of State for Economic Planning were held to validate this and the INFF roadmap. The EU agreed to fund a full-time Technical Advisor embedded into GoR to support with INFF coordination and oversight. A high-level Steering Committee Meeting chaired by a Minister of Finance and including all cluster head Minister took note of the progress of the INFF process and agreed on the key priority activities for 2022. Regular technical coordination meetings between the RCO and PUNOs, and between the Technical Coordination team and MINECOFIN have been organized, to assess progress and fine tune implementation. Wherever possible, existing mechanisms and bodies have been used for INFF oversight and accountability, in order to create sustainability and stronger institutional memory over SDG financing strategies.

## Priority Cross-cutting Issues

### How did the JP adapt to the COVID-19 context

Though the COVID-19 had a negative impact on the implementation of the Joint Programme, PUNOs have successfully convened meetings virtually. PUNOs will mitigate the risk by increasing implementation partnerships with other ministries and CSO partners. Moreover, the shrinking fiscal space has only buttressed the JP's rationale. Mobilizing more resources, bringing more coherency to different financing approaches, making efficient public spending choices remains a high Government priority that the INFF JP will address. Financing strategy and multi-stakeholder dialogues, developing innovative SDG financing solutions, including blended and green/climate finance and shared value approaches to private investment, will also deliver positive outcomes to access new resources for priority investments for a green and resilient recovery to meet SDG financing gaps. In addition to this, A paper entitled "SDG Financing Options in Rwanda: A Post-Pandemic Assessment" was released. This paper uses a novel macroeconomic framework to identify policy and financing options to help Rwanda achieve its sustainable development goals (SDGs). Under current policies, Rwanda would meet its SDGs right after 2050. Active policies that combine fiscal reforms and higher private sector participation could fulfill more than one third of Rwanda's post-pandemic SDG financing gap, enabling the country to meet its SDG targets by 2040. For Rwanda to meet its SDGs by 2030, active policies would need to be complemented with about 13¾ percentage points of GDP in additional resources annually until then

## **How did the JP apply the Gender Marker**

The PUNOs have stuck to the gender marker plan to ensure that the beneficiaries of all training and capacity building activities have 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. In addition, the activities under the JP on shared-value creation business models in the private sector and the forthcoming elaboration of a localized framework for responsible business conduct and investment will include a strong component on promoting gender equality. 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 other participatory mechanisms among others. 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.

*Estimated % of overall disbursed funds spend on gender: 20%*

## **Alignment with cross-cutting UN issues (e.g. human rights, decent work, inclusion, LNOB)**

During the reporting 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 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.

## **How did the JP work to build ownership and buy-in of key stakeholders**

The Joint Programme on SDG financing has strengthened the collaboration framework among key social sectors Ministries, the Ministry of Finance and Economic Planning (MINECOFIN) and PUNOs (UNICEF & UNDP) through evidence generation around financing and capacity building on planning and budgeting. Staff capacity building in the relevant departments of MINECOFIN (e.g., External Finance, Budget, and Planning) as well as national statistics agency will support championing of the agenda by key mid-level technical staff as agents of change.

The programme has further contributed to strengthen UN-Government collaboration in the area of the financing architecture and budget transparency and paves the way for future engagement. JP Financing has contributed to stronger partnership and collaboration between government (Local and Central) in the areas of citizens engagement in planning and budget prioritization. The role of CSOs in budgeting process has significantly improved and private sector engagement for SDG financing has been enhanced through the establishment of partnerships with new industries (mining, rice sector).

## Annual Reporting on Results

### Results achieved in promoting the priority thematic SDG agendas

The largest contribution of the JP has been made to SDG 17, since the core emphasis of the programme is engendering a more coherent and effective strategy for SDG development financing and cooperation that necessarily entails strengthening partnerships. The various feasibility studies on innovative financing approaches, the development financing and fiscal assessments, as well as the guidelines, tools, and other participatory budget processes to enhance existing PFM in Rwanda that the JP has facilitated to date and into 2022 will thus contribute materially to SDG17 targets. Specifically, these will bolster revenue generation and overall levels of resources mobilized and made available for financing priority national SDG investments.

Secondarily SDG 16 will be supported through reinforcing the governance structures (including planning and monitoring systems) to realize and monitor SDG achievement, 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' Budget Briefs and Guides at national and sub-national level and ongoing sensitization of key Parliamentary committees.

The third most important SDG to which the JP has contributed toward has been SDG13. The JP has 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 has supported piloting innovative financing instruments and mechanisms to mobilize private climate investment such as the green bond expected to be issued by the development bank. Moreover, it is working 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.

### JP contributions to the Joint SDG Fund's global results (especially around Outcome 2 & Output 4)

Outcome 2 refers to 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. 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, that 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.

Regarding output 4 of the SDG Fund ('Integrated financing strategies for accelerating SDG progress implemented'):

- In partnership with Government two financing strategies (Blended Finance Facility and Green Bond) are being developed and tested and will be operational in 2022.
- At 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.
- The ECD investment case which is in the pipeline will pave the way for stronger engagement by the Government, private sector actors and households to increase financing for ECD in a holistic manner.

## **Progress against JP-specific outcomes**

Then, Rwanda will have 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 will 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 Dollar were mobilized to support the NST 1 and COVID 19 Economic recovery plan. Specifically, new financing strategies to leverage public funding are being developed and tested in social and green sectors.

## **Progress against JP-specific outputs**

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 trainings 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.

## **JP contributions to strengthening UN coherence, partnerships and reducing duplications of efforts**

Concrete cases on how the Joint programme has led to strengthening the UN system better working together in terms of policy coherence, partnerships and reducing duplications of efforts: 1. RCO continued to provide general

coordination during the implementation as well as strategic guidance to PUNOs. 2. PUNOs capitalized on areas of common interest and worked together in order to increase synergies.

## Strategic Partnerships, Documents and Communications

### How did the JP facilitate collaboration with diverse stakeholders in the SDG financing space

- Collaboration was initiated with the World Bank Country Office to collaborate on Public Financial Management (PFM) work through Human Capital Sectors Public Expenditure Review (PER).
- 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
- Continued partnership with Private Sector Federation and emerging partnership with Netherlands Embassy to promote new frameworks and business models for responsible business conduct with private companies and investors.
- PUNOs organized coordination engagements with Development Partners (IMF, AFRITAC, World Bank, and other Bilateral Development Partners) to discuss with Rwanda on various PFM issues.
- UNDP took part in ongoing dialogues between Government and development Partners on PFM strengthening through a dedicated Sector Working Group.
- Information sharing meeting with Country Director of African Development Bank and Capital Markets Team to discuss areas of partnership on innovative development and green finance
- The JP contributed to strengthening the collaboration with the Ministry of Finance and Economic Planning (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 Joint implementation of planned activities, advocacy forums such as policy dialogue and generation of evidence around financing framework.

### Did the JP secured additional financing (co-funding/co-financing) from the following stakeholders:

Government	Donors & IFIs	Private Sector	PUNOs	Other Partners
Yes	Yes	Yes	Yes	Yes

**Comments on additional financing secured:** - Collaboration was initiated with the World Bank Country Office to collaborate on Public Financial Management (PFM) work through Human Capital Sectors Public Expenditure Review (PER). - 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 - Continued partnership with Private Sector Federation and emerging partnership with Netherlands Embassy to promote new frameworks and business models for responsible business conduct with private companies and investors. - PUNOs organized coordination engagements with Development Partners (IMF, AFRITAC, World Bank, and other Bilateral Development Partners) to discuss with Rwanda on various PFM issues. - UNDP took part in ongoing dialogues between Government and development Partners on PFM strengthening through a dedicated Sector Working Group. - Information sharing meeting with Country Director of African Development Bank and Capital Markets Team to discuss areas of partnership on innovative development and green finance - The JP contributed to strengthening the collaboration with the Ministry of Finance and Economic Planning (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 Joint implementation of planned activities, advocacy forums such as policy dialogue and generation of evidence around financing framework.

## JP organized events in 2021

JP Launch Event	Annual Donor Event	Partners Event
Organized in 2020	No	Yes in 2021

Number of strategic documents produced by the JP: 19

Number of strategic documents contributed by the JP: 7

Number of communication materials produced: 5

## 2022 Plans & Way Forward

### JP priority activities & expected results for 2022

JP's priority activities and expected outputs and outcomes in the annual work plan for 2022 ; • 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 • Effective integration into practice of the key learnings and headline policy recommendations for all the INFF building blocks. Budget/Fiscal Space Analyses conducted under the INFF JP as well as the key recommendations of the INFF Diagnostic & Assessment Report will be done during this annual cycle mid-year to be effectively translated into actual PFM and budget guidelines that GOR would use to implement the new policy measures for the upcoming new fiscal year.

• Coordination of several initiatives to promote synergy among DPs and complementarity with other partners such as IMF, World Bank, GIZ, and the Netherlands. Examples include a Public Expenditure Review led by the World Bank, and a Feasibility Study for a Financing Flows Dashboard (led by GIZ). • Roundtable Discussion on Responsible Business Conduct and Investment on basis of comprehensive survey undertaken with private sector and establishing a CEO Forum for promoting children's rights. • Finalization of analytical works (Fiscal space analysis, Sustainable WASH Financing Strategy and ECD investment cases) • Budget framework paper for 2022/2023 and advocacy initiatives.

### 3 major transformative results that will be achieved by the end of the JP

• A more cohesive and coherent financing plan to meet the second period of the current national development plan (NST-1), and associated policies and analytical works for the Government of Rwanda to accelerate the progress towards SDGs implementation by 2030 in priority, cross-cutting areas. • Enhanced environment to promote innovative financing mechanisms and SDG-aligned private sector investment and operations • Increased capacity of legislative organs, local district Councilors, and citizens to monitor SDG implementation

### Estimated rate of completion for each result as of 31 Dec 2021

Result.1	Result.2	Result.3
Emerging (1-49%)	Advancing (50-99%)	Advancing (50-99%)