

Final Narrative Report: Joint Programmes in the Seed Funding Tracks

INTRODUCTION

Reporting period: From the start date to the end date of the joint programme (JP).

- Please be succinct and to the point, focusing on the most important accomplishments and issues that you want to bring to the attention of the Joint SDG Fund at the global level.
- Please do not exceed the word limit for each narrative question.
- Kindly ensure that the information provided is duly reviewed and approved by the RC and all PUNOs involved in the JP.
- Please contact rena.hinoshita@un.org, maria.berenguer@un.org, vittoria.gemelli@un.org, and/or maya.marquez@un.org for questions and support.

Submission deadline from RCOs to the Joint SDG Fund: No later than 2 months from the JP end date via MS Form (<https://forms.office.com/e/zYeyMiXjAv>)

PROFILE

JOINT PROGRAMME (JP) PROFILE:	
UN Country Team	Rwanda
JP Title	Global Accelerator on Jobs and Social Protection for Just Transitions in Rwanda
Funding Round (Select the applicable funding round for the JP)	<input checked="" type="checkbox"/> Decent Jobs and Universal Social Protection <input type="checkbox"/> Digital Transformation <input type="checkbox"/> Education and Skills <input type="checkbox"/> Energy Access and Affordability <input type="checkbox"/> Food Systems Transformation <input type="checkbox"/> Integrated Policy and Capacity Building <input type="checkbox"/> SDG Localization
Cross-fertilized SDG Transitions (Select up to 2 main SDG Transitions that are reflected in the JP progress to date)	<input type="checkbox"/> Climate Change, Biodiversity Loss, Pollution <input checked="" type="checkbox"/> Decent Jobs and Universal Social Protection <input type="checkbox"/> Digital Transformation <input checked="" type="checkbox"/> Education and Skills <input type="checkbox"/> Energy Access and Affordability <input type="checkbox"/> Food Systems Transformation
Contribution to Cooperation Framework Outcomes	<p>The Joint Programme was developed to catalyze the implementation of the Global Accelerator on Jobs and Social Protection for Just Transition in Rwanda. It has contributed to the following Cooperation Framework Strategic Priority, outcome and outputs:</p> <p style="text-align: center;">STRATEGIC PRIORITY 1 ECONOMIC TRANSFORMATION</p>

Outcome 1: By 2024, people in Rwanda benefit from more inclusive, competitive, and sustainable economic growth that generates decent work and promotes quality livelihoods for all.

STRATEGIC PRIORITY 2 SOCIAL TRANSFORMATION

Outcome 4: By 2024, people in Rwanda, particularly the most vulnerable, have increased resilience to both natural and man-made shocks and live a life free from all forms of violence and discrimination.

The approved national roadmap has identified agribusiness, manufacturing, creative industry and digital economy as key acceleration points towards SDG achievement in jobs and social protection transitions. These sectors are also seen as enablers for other SDG transitions. Through inclusive stakeholder's participation involving government of Rwanda, social partners, financing institutions, civil society and development partners, the JP has contributed to the capacity building for design of integrated policy that promotes pathways towards formalization, creation of decent employment opportunities and extension of social protection coverage. The project has further strengthened country-level implementation of the Global Accelerator by equipping participants with technical knowledge, practical tools, and peer-learning opportunities through establishment of a national team that regularly interacts with a global community of practice composed of practitioners and partners engaged in advancing decent jobs and universal social protection. The JP was in full alignment with the second National Strategy for Transformation and the UNSDCF with an overarching objective of development and adoption of the National GA Roadmap identified transformative strategies to accelerate decent job creation, social protection extension, formalisation of economic units and jobs in selected sectors with a focus on young people, particularly those not in education, employment or training (NEET) and women.

In sum, the project contributed to the Cooperation Framework by mainstreaming integrated approaches to decent employment creation and social protection into national policy frameworks, improving inclusion and resilience of vulnerability, and strengthening institutional coordination and evidence-

	based policymaking. Costing of the National GA Roadmap’s priorities identifies required domestic and international sources of funding that will propel whole of government implementation and result in medium- and long-term returns on investment.
Actual Start Date (i.e. fund transfer date)	21/02/2025
Duration	12 months
Actual End Date (i.e. operational closure date)	21/02/2026
Total Approved Funding from the Joint SDG Fund	USD 200,000
Planned Financial Closure Date	27/05/2026
Fund Management Modality: Administrative Agent (Pass-through Only)	Mult-Partner Trust Fund Office (MPTFO) - Mari Matsumoto, Portfolio Manager, mari.matsumoto@undp.org - Sara Ansari, Finance Manager, sara.ansari@undp.org
JP TEAM:	
Resident Coordinator (a.i)	Name: Fatmata Lovetta Sesay Email: fatmata.sesay@undp.org
JP’s RCO focal point	Name: Jaime Garron Bozo Title: Economist Email: jaime.garron@un.org
Lead PUNO focal point	Name: Caroline Khamati Mugalla Title/Organisation: Country Director, ILO Country Office for United Republic of Tanzania, Burundi, Kenya, Rwanda and Uganda Email: mugalla@ilo.org
Other PUNOs focal points	Name: Tikikel Tadele Alemu Title/Organisation: UN Women Country Representative OIC, UN Women Rwanda Country Office Email : Tikikel.Tadele-Alemu@unwomen.org
JP’s designated communications focal point	Name: UWITONZE Innocent Title/Organisation: National Programme Coordinator, International Labour Organisation (ILO) Email: uwitonzei@ilo.org

OVERVIEW

1. Overall self-assessment of the JP achievements.

The primary objective of the Joint SDG Fund's seed funding track is to provide countries with support and resources to incubate and pilot transformative solutions and approaches (including actions to develop and implement national roadmaps or priorities) that can subsequently lead to accelerating progress across [key SDG Transitions](#) at scale. Towards this objective, please evaluate the performance of the JP.

1.a. Rate the overall performance of the JP: Did the JP deliver its key results as planned in the ProDoc?

Unsatisfactory, Marginal Achievement: Less than 50% of expected results delivered.

Satisfactory Achievement: 50-75% of expected results delivered.

Very Good, Solid Achievement: 100% of expected results delivered; implementation completed on schedule.

Exceptional, Outstanding Achievement: 100% of expected results delivered ahead of schedule, with additional results or improvements delivered.

1.b. Incubation and validation of solutions/approaches/roadmaps: How much results did the JP reach in incubating innovative approaches/national roadmaps and/or piloting transformative solutions during the 12 months?

Limited Results: None of planned incubation activities/roadmaps or pilot solutions were rolled out.

Moderate Results: Planned incubation activities/roadmaps or pilots began but remain at the early stages or within the limited scope at the time of the JP closure.

Good Results: Planned incubation activities/roadmaps and pilot solutions are fully operational and validated.

Excellent Results: All planned incubation activities/roadmaps and pilot solutions are completed and validated ahead of schedule, showing promising potential or early sign of scale-up.

Not Applicable: The JP did not plan to incubate ideas, roadmaps or conduct pilots during this phase.

1.c. Sustainability and scalability potential: To what extent did the JP achieve in establishing pathways for future viability and scale-up of the innovations/solutions beyond the 12-month implementation?

Marginal Achievement: Concrete sustainability or scale-up plan was developed but not operationalized; only preliminary discussion with potential partners/funders took place.

Moderate Achievement: Sustainability and scale-up strategies were rolled out; potential scale-up pathways identified; active engagement with potential partners/funders underway.

Solid Achievement: Comprehensive sustainability and scale-up strategies achieved a broad uptake; viable pathways for expansion secured; engagement with potential partners/funders deepened and showing promising outcomes.

Exceptional Achievement: Robust sustainability and scale-up plans were implemented ahead of schedule; multiple viable scale-up pathways activated; strong commitments from partners/funders obtained; additional opportunities for expansion identified beyond initial plans.

Not Applicable: The JP has not yet reached the stage of planning for sustainability and scalability.

RESULTS OF THE JP

A. Results-Based Narrative

2. Overall results of the JP

The Joint Programme (JP) successfully supported the Government of Rwanda in developing its roadmap under the Global Accelerator on Jobs and Social Protection with technical contributions from UN agencies. The roadmap, together with its detailed implementation plan, outlines the strategies to operationalize Rwanda's commitment to adopt and implement integrated employment and social protection policies. In this regard, it marks a clear paradigm shift by institutionalizing cross-sectoral collaboration between the employment and private sector development sector and the social protection sector—two areas that were previously siloed within national and development cooperation coordination frameworks. This approach leverages synergies, creates new opportunities for enhanced collaboration, and creates the basis for integrated service delivery.

- The roadmap development process has strengthened cross-sectoral collaboration. It included a series of co-creation workshops bringing together government institutions, social partners, civil society, and UN agencies, enabling participants to share their expertise and explore its relevance for other sectors. The process was further supported by initiatives to address critical knowledge gaps (see below).
- To operationalize this transformative shift, the roadmap identifies priority sectors—including agribusiness development, manufacturing, and the creative and digital economy—within which targeted initiatives will drive the integrated approach. For example, it links improved access to finance for agribusinesses with systematic social security registration; scales up integrated crafts production centres as platforms for promoting social protection; and incorporates training on labour rights and social protection benefits into entrepreneurship programmes in the cultural industries.
- As such the JP directly contributes to the outcomes and outputs of the UNSDCF on strengthening public and private systems for decent job creation (1.1) and strengthened systems to provide social services (2.1) within the broader framework of SDGs targets 1.3 (social protection systems), 2.3 (agricultural productivity), 5.4 (unpaid care and domestic work), 8.3 (formalization), and target 8.5 (decent employment).
- This transformative approach to policy and implementation has been enabled through the JP's strategic and foundational interventions whose results will continue to inform the ongoing refinement of the Global Accelerator implementation plan, with a particular focus on strengthening its potential to drive gender-transformative change. These include:
 - A study on decent work and social protection in agriculture has further specified priority interventions for the agri-development sector using a gender sensitive lens, helping to close a critical knowledge gap. The current agricultural sector strategy lacks targeted measures to address decent

work deficits, while existing social protection systems respond only partially to the needs and priorities of the sector.

- The development of a comprehensive action plan on formalization, going beyond its initial objective of strengthening capacities and knowledge in this area which demonstrated the Government of Rwanda's strong political commitment to the Global Accelerator agenda. Formalization is a key lever of the roadmap, and for promoting decent job creation and extending social protection.
- Support to 62 NEET young women through integrated skills training, entrepreneurship support, and start-up toolkits enabled pathways to self-employment and decent work. Lessons and tools developed inform the roadmap implementation plan and formalization action plan and are ready for scale-up through their integration in national employment promotion systems.
- Strengthened the knowledge and skills of 10 key stakeholders (4 government, 2 social partners, 2 civil society and 2 UN Staffs: UN Women and ILO) in a global training held in Turin on 9-13 February 2026, enabling exchange on international best practices and creating an opportunity for Rwanda's future engagement in the Global Accelerator community of practice. The JP intentionally diversified the beneficiaries of the learning opportunity to foster multi-stakeholder ownership, cross-sector learning, and more effective national-level implementation.

3. Constraints, adjustments and lessons

- The JP was implemented in close collaboration with project stakeholders, particularly line ministries and sector ministries. The roadmap was developed through co-creation workshops where participants jointly identified priorities, outputs, and key interventions. This approach mitigated risks identified in the prodoc, strengthened capacities, fostered cross-sectoral collaboration, and accelerated progress. While only technical endorsement was initially envisaged, the process resulted in a political endorsement of the roadmap within the JP implementation period and supported the development of a formalization action plan beyond the original scope.
- The lead ministry requested replacing the initially planned NEET study with quick-win activities. Given the short JP duration and time required for consultations, this left insufficient time for full implementation. Given that a no-cost extension was not possible, UN Women mobilized other resources to honor existing commitments with partners, preserving credibility. This underscores the need for greater flexibility in JPs particularly to accommodate strategic, catalytic, and high-impact activities that require government direction, ownership, and active involvement in implementation such as through contingency timelines and cost-extension provisions, to adapt to evolving political dynamics.

- Through its participatory approach, the JP catalysed political momentum for integrated policies, reflected in the roadmap and its implementation plan. Political endorsement demonstrates strong national ownership. Sustained funding will be critical to maintain this momentum and implement identified catalytic interventions.
- The initiative also demonstrated the roadmap's value as a platform for strengthened UN collaboration on job creation, with active engagement from agencies such as IOM, UNICEF, UNHCR and WFP. Leadership by the UNRCO was instrumental to the JP's success.
- Integrating gender-transformative interventions proved more challenging than anticipated. However, quick-win activities and the study on decent work in agriculture have identified concrete entry points to be advanced during implementation.

4. Scale up and pathways for transformative systems change (Select all that apply)

Please select all relevant pathways that the JP applied with the aim of scaling up systematic transformation:

Capacity-building & local ownership: Strengthening capacity of individuals, local institutions and communities to independently implement and sustain activities; or transferring ownership and management to local organizations for sustained impact.

Cross-sectoral collaboration & partnerships: Partnering with diverse stakeholder groups to address interconnected issues and amplify impact; engaging with private and public sector to replicate successful programme components; or institutionalize participatory governance mechanisms to ensure inclusivity and intensify effectiveness.

Policy integration & mainstreaming: Incorporating successful programme elements into national or local policies and regulations to ensure wider adoption and impact; or integrating programme components into existing systems and structures for wider reach, efficiency and sustainability.

Resource mobilization & financial sustainability: Developing innovative financing mechanisms and attracting new donors/investors to ensure financial sustainability and expansion; or influencing existing financing mechanisms or diversifying resource streams to support long-term programme viability and growth.

People-centred technology adoption & innovation: Leveraging technology and solutions to increase reach, efficiency, impact of activities; or using technology and innovation to enhance cross-sectoral collaboration and scale-up of impact.

Others. Please specify: _____

5. Measures taken with a focus on sustainability

- The roadmap, developed with JP support, is closely aligned with national policy frameworks and identifies key acceleration points to advance Government priorities under the second National Strategy for Transformation (2024–2029), particularly in decent job creation and social development. It also addresses a critical gap in inter-sectoral collaboration.
- The selected priority sectors including modernized agriculture, manufacturing, and the creative and digital economies, reflect national priorities and high job creation potential, especially for youth. They are also aligned with the strategic focus of major IFIs, including the World Bank and AfDB.
- Its inclusive and participatory development process has ensured strong political buy-in and national ownership. The JP through the GA roadmap created an inclusive consultation and coordination structure that managed to bring together several sectors and overcomes the traditional siloed approach. This leverages synergies and new opportunities that will positively impact sustainability of the intervention.
- The roadmap outlines clear financing pathways and a defined division of labour, informed by consultations, the agriculture study, and lessons from quick-win activities targeting young women. The implementation plan includes measures to create an enabling environment and leverage private sector and development partner contributions, including IFIs.
- A key strength of the JP is the integration of formalization across sectors. Measures such as extending social security to the self-employed have significant leveraging potential, including generating several million USD annually once implemented.

B. Indicator-Based Performance Update

6. The JP results framework (Upload Excel)



Final R - SFT
Rwanda.xlsx

7. Key documents produced by the JP (Upload max. 10 files if available)

Approved National Roadmap for Global Accelerators on Jobs and Social Protection for Just Transition.



Rwanda's National
Roadmap under glob:

Draft detailed Implementation plan for the roadmap



Rwanda- GA
Roadmap detailed imj

National Action plan for formalisation



GA ACTION PLAN
ON FORMALIZATION

Study on decent work and social protection as drivers of gender transformative change in the agricultural sector in Rwanda.



Decent Work in
Agriculture - Study Re

Capacity Building Workshop Report on Entrepreneurship and Financial Skills (Pre-Equipment Readiness and Orientation)



Capacity Building
Workshop Report.pdf

8. Number of people directly benefited by the JP

Direct beneficiaries are individuals, groups or organizations who actively participate in JP activities and directly benefit from its interventions, such as civil servants attending workshops, small business owners receiving training, or households accessing services provided by the JP. It is important to disaggregate the primary beneficiaries by sex and age as per table below when possible.

Type of engagement	Total Number of People	Number of Women and Girls*	Number of Children (ages of 0-14) *	Number of Youth (ages 15 –24) *
Training/workshops for targeted groups	62	62	0	62
Awareness raising campaign for broad audience	40	16	0	40
Dialogues/consultations with relevant stakeholders	31	8	0	31
Coordination meetings with key partners	7	5		7
Access to expanded services				
Others (Please specify): Participation in a target training programme on integrated policies at the International Training Centre of the ILO --				

** Note that it is allowed to have overlaps in the reporting of women/girls and children/youth columns.*

9. Contributions to marginalized and vulnerable groups

- Youth (especially unemployed and NEETs): The JP supported 62 young women in Rubavu District through integrated skills training and entrepreneurship support enhancing employability and enabling transitions into self-employment. Lessons from this intervention are informing roadmap implementation, particularly to strengthen women’s labour force participation and promoting scaling up of the experience from the JP.
- Women: The study on decent work and social protection in agriculture placed a strong emphasis on gender, identifying recommendations to improve working conditions, increase women’s incomes, and leverage market-oriented agriculture to shift gender norms. It confirms the high political priority of gender

equality in the sector and proposes targeted measures, such as exploring maternity protection in agriculture. Follow-up technical support is already being provided through additional leveraged funding.

- Informal workers: Formalization is a central focus of the JP and is recognized as a key measure for promoting decent job creation and strengthening the integration of employment creation and social protection within the roadmap. These measures are further elaborated in the dedicated action plan on formalization. Together, both documents provide comprehensive policy guidance that goes beyond productive employment and social security coverage by also addressing critical dimensions such as occupational health and safety and labour rights. The proposed measures have significant potential for impact once implemented. For example, the extension of social security to the self-employed is expected to improve protection for well over 100,000 people (a conservative estimate based on applying current coverage rates of employees to the self-employed population).

10. Financial resources mobilized/leveraged

Source of Funding/Financing	Type of Source (e.g. PUNO, PPP, DFI, donor, etc.)	Expected amount planned in the ProDoc	Actual amount mobilized as initially planned in the ProDoc	Additional amount newly mobilized beyond the ProDoc expectation
ILO Global Flagship Programme on Building Social Protection Floors for All	ILO (multi-donor programme)	\$200,000	\$	\$60,000
Feasibility study on maternity leave benefits in Rwanda	ILO (GoR)	\$	\$ 100,000	\$ 100,000
ILO technical assistance as part of the GA TSF	ILO (regular budget)	\$	\$45,000	\$45,000
UN Women Technical Assistance as part of the GA roadmap development at National and Regional	UN Women (Core & Non-Core Budget)	\$ 40,000	\$40,000	\$40,000
Leveraging to the existing data on	UN Women (Non-Core	\$20,000	\$20,000	\$20,000

Quantitative Analysis of Youth Not in Employment, Education or Training (NEET) (15 – 24 years old)	and Core Budget)			
Mapping Care Initiatives in Rwanda	UN Women (Non-Core Budget)	\$25,000	\$25,000	\$25,000
Care costing tool and engendering fiscal space in Rwanda	UN Women (Non-Core Budget)	\$50,000	\$50,000	\$50,000

11. Cross-cutting issues and principles of leaving no one behind (LNOB)

Question	Yes	No	Comment
The JP has adequately implemented environmental and social standards/safeguards to avoid and address adverse impacts on people and the planet.	Yes		<ol style="list-style-type: none"> 1. The National Roadmap for the Global Accelerator on Jobs and Social Protection for Just Transitions mainstreamed climate resilience and environmental sustainability as cross-cutting principles across all priority sub-sectors agribusiness, manufacturing, creative industries, and the digital economy ensuring job creation strategies align with green and just transition objectives. 2. The roadmap explicitly promotes green investment initiatives, climate-smart agricultural practices, and technology adoption in agribusiness, integrating environmental safeguards into the design of decent work and social protection strategies to prevent adverse impacts on vulnerable rural communities and ecosystems.
The JP has developed or operationalized a strategy to address human rights issues, undertaking and drawing upon relevant human rights analysis.	Yes		<ol style="list-style-type: none"> 1. The National Roadmap for the Global Accelerator is grounded in a rights-based approach to work, explicitly guided by international labour standards and the promotion of social dialogue and worker participation ensuring employment and social protection interventions uphold the human rights of all workers, including informal, seasonal, and platform workers.

<p>The JP has developed or operationalized a strategy to address structural inequalities facing women and girls.</p>	<p>Yes</p>	<ol style="list-style-type: none"> 1. The JP reached 62 young women and girls classified as NEETs in Rubavu District through targeted quick win interventions, equipping them with market-relevant vocational skills, entrepreneurship training, and start-up toolkits across five trades tailoring, welding, coffee making, transport, and hairdressing directly addressing structural barriers including gender inequality, limited mobility, and restricted access to finance, and creating viable pathways to self-employment and decent work. 2. The National Roadmap for the Global Accelerator mainstreamed gender equality and women's economic empowerment as a cross-cutting strategic priority, promoting gender-responsive approaches to ensure women and girls including those in the informal economy and agricultural sector have equitable access to decent work, social protection, digital empowerment, and economic opportunities.
<p>The JP has demonstrated positive results / effects for youth in accordance with the principles in Youth 2030.</p>	<p>Yes</p>	<ol style="list-style-type: none"> 1. The JP reached 62 young women and girls (NEETs) in Rubavu District through targeted quick win interventions, equipping them with vocational skills, entrepreneurship training, and start-up toolkits across five trades, creating viable pathways to self-employment, decent work, and regular income advancing SDG Targets 8.5 and 8.6. 2. Through a learning-by-doing approach, the JP tested integrated service delivery models to address youth economic exclusion, generating actionable evidence to inform bankable, scalable solutions and contributing to Rwanda's national agenda for reducing the proportion of NEETs.
<p>The JP has developed or operationalized a strategy to address structural inequalities facing marginalized and vulnerable persons in any other LNOB groups.</p>	<p>Yes</p>	<ol style="list-style-type: none"> 1. Through the National action plan for Graduation and the Decent Work in Agriculture study, the JP advanced policy frameworks and institutional mechanisms to expand social protection coverage and improve working conditions for marginalized agricultural workers, and informal economy

Please specify which groups: _____			workers ensuring the most vulnerable are not left behind.
------------------------------------	--	--	---

C. Strategic Communications and Partnership Update

12. Strategic communications

List of links to written articles of human-interest stories:

- [Stakeholders, DPs, ILO, and MIFOTRA Convene to Align Policies with Job Creation](#)
- [Ministry of Public Service and Labour | Rwanda on X: "A 2-day workshop for the Global Accelerator initiative kicked off today in Nyamata, Bugesera, jointly organized by International Labour Organization @ilo & MIFOTRA bringing together different stakeholders & DPs with aim to ensure integrated policies & strategies for job creation. <https://t.co/3C6XuWvL7l>" / X](#)
- [RTV - Rwanda Broadcasting Agency | All the news and the stories happening \(Global Accelerator was mentioned in national news: from 15th to 18 minute\)](#)
- [Rwanda identifies key actions to support the transition to formality with social protection as key pathway | UN Global Accelerator](#)
- <https://x.com/unwomenrwanda/status/2028417900449587571?s=20c>
- <https://x.com/RubavuDistrict/status/2027128366940213277?s=20>
- [LIVE: AMAKURU ARAMBUYE | Tariki 26 GASHYANTARE 2026 \(from 30th minute to 33rd, it indicates about the project delivery for employment of young women\)](#)
- <https://x.com/RubavuDistrict/status/2027128605323518099?s=20>

Article of a human-interest story: Clémence's journey: Bridging business and social protection in Rwanda

When Clémence speaks about jobs and social protection, she does so from a place where policy meets reality. As a representative of Rwanda's Private Sector Federation (PSF), she has long understood the challenges businesses face in creating jobs. But through her involvement in Rwanda's Global Accelerator roadmap, her perspective began to shift.

"Before, I saw employment and social protection as two separate areas," she reflects. "Now I see how deeply connected they are, and how important it is for employers to be part of that conversation."

Clémence played an active role in the development of Rwanda's Global Accelerator Roadmap under the UN Joint Programme, contributing the voice of employers in a process that brought together government, social partners, and development actors. This inclusive approach strengthened collaboration and helped shape a roadmap that integrates job creation with expanded social protection.



Her experience took a new turn in February 2026, when she joined other practitioners from around the world at the International Training Centre of the ILO in Turin. The training brought together representatives from governments, workers' and employers' organizations, and development partners to deepen their understanding of integrated approaches.

For Clémence, the training was transformative.

Through sessions on integrated policies, financing, and multi-stakeholder collaboration, she gained practical tools and a clearer understanding of how employment policies and social protection systems can reinforce each other. "I learned that investing in social protection is not a cost for businesses, it's part of building a more productive, stable workforce," she explains.

Equally important was the opportunity to learn from others. Participants shared experiences from different countries, discussing common challenges and solutions in areas such as formalization, skills development, and inclusive labour markets. "What stayed with me most was the exchange with other countries," Clémence says. "You realize that while contexts differ, many of the challenges are the same and so are the opportunities."

The training also fostered a sense of belonging to something larger. As part of the Global Accelerator community of practice, Clémence now sees herself as part of a global network working toward the same goal: advancing decent jobs and universal social protection.

"For employers, this is critical," she emphasizes. "We are not just beneficiaries of these policies—we are key actors in making them work." Back in Rwanda, Clémence is committed to bringing these insights into her work with the PSF, advocating for stronger engagement of the private sector in implementing the roadmap.

Her journey reflects a broader shift: from seeing employment and social protection as separate agendas to understanding them as two sides of the same coin and recognizing the essential role that employers play in building systems that leave no one behind.

13. Strategic partnerships (Select all that apply)

What type of partnerships established during the JP made important contribution to the JP objectives?

National Government Institutions (Please specify): Ministry of Public Service and Labour (MINFOTRA), Ministry of Finance and Economic Planning (MINECOFIN), Ministry of Local Government (MINALOC), Ministry of Agriculture (MINAGRI), Ministry of Youth and Arts (MoYA), Ministry of Gender and family Promotion (MIGEPROF) Ministry of Trade and Industry (MINICOM), Ministry of Education (MINEDUC), Local Entity Development Agency (LODA), Rwanda Social Security Board(RSSB), Rwanda Development Board (RDB), Rwanda Cooperatives Agency (RCA), Rwanda TVET Board (RTB)

Sub-national Government Institutions (Please specify): **Rubavu District**

International Financial Institutions & Development Finance Institutions (Please specify): African Development Bank (AfDB)

- Private Sector Companies or Industry Associations (Please specify): **Private Sector Federation (PSF)**
- Civil Society Organizations, Philanthropic Organizations and Foundation (Please specify): **Rwanda Civil Society Platform (RCSP), PROFEMME TWESE HAMWE**
- Academic/Research Institutions (Please specify): _____
- Bilateral Development Partners (Please specify): _____
- Labour Unions or Organizations (Please specify): **Centrale des Syndicats des Travailleurs du Rwanda (CESTRAR), Congrès du Travail et de la Fraternité des Travailleurs (COTRAF, Conseil National des Organisations Syndicale Libre (COSYLI)**
- Others (Please specify): **_PUNOs_____**

ANNEX: SDG Localization Marker Survey

ONLY for the JPs with SDG Localization's Marker 3 to respond.

- 1) Please report on the SDG Localization monitoring indicators below. If an indicator is not applicable to your joint programme kindly state NA and briefly justify in the “Means of Verification” column.

Indicator	Baseline (year)	Target (year)	Evidence or means of verification
Number and type of local and regional governments and relevant local development stakeholders actively engaged in the programme design.	# (type)	# (type)	
Number and type of local and regional governments and relevant local development stakeholders with clear roles and responsibilities within the programme.	# (type)	# (type)	
Number and type of persons or representative organizations involved in activities developed with the primary aim of enhancing local populations' ownership and inclusion in sustainable development processes at the subnational level, led by local development stakeholders.	# (% women, indigenous people, youth, persons with disabilities) (type of org)	# (% women, indigenous people, youth, persons with disabilities) (type of org)	
Number and type of specific events, publications, or training materials aimed primarily at building capacity for local sustainable development/SDG localization in local development stakeholders.	# (type)	# (type)	
Number and type/description of	# (type / description)	# (type / description)	

specific coherent policies, regulations, and/or tools developed to enhance SDG localization (Disaggregated on policies, regulations, or tools focused on cross-sectoral or cross-level policy coherence).			
Number and type/description of mechanisms or activities developed to improve the transparent and accountable financing of SDG localization.	# (type / description)	# (type / description)	
Number and type of relevant initiatives/processes that the projects contribute to reach large scale, transformative impact.	# (% women, indigenous people, youth, persons with disabilities) (type of org)	# (% women indigenous people, youth, persons with disabilities) (type of org)	
Percentage of programmatic expenditures allocated explicitly to activities that directly impact local sustainable development processes and systems (e.g. food systems value chains, local health or education systems, energy and water management, local economic development, local climate action, multilevel governance) embedded in local SDG-related priorities which are expressed in local strategies.	%	%	
Number and type of local financial tools/instruments developed or strengthened to support SDG implementation at local level.	# 1	# 1	The Approved National Roadmap for Global Accelerators on Jobs and Social Protection for Just Transition
Total amount (in USD) of additional public and private sector resources mobilized for local SDG	\$	\$	

implementation at the local level.			
Percentage of results contributing to SDG localization that have met their preplanned target/milestones.	%	%	
Number of local and regional governments and/or local service providers integrating aspects of policy coherence for sustainable development into their monitoring and reporting processes.	# (type of actor)	# (type of actor)	

2) What action areas has your JP prioritized since launch to advance the SDGs at the local level? (Select all that apply)

- Empowering local authorities and communities (e.g. capacity building, leadership development, technical support)
- Facilitating multi-stakeholder engagement (e.g. participatory planning processes, community consultations)
- Strengthening multi-level governance (e.g. vertical coordination, central-local policy alignment)
- Localizing SDG financing (e.g. municipal finance mechanisms, local resource mobilization, local SDG budgeting)
- Enhancing local data systems (e.g. disaggregated data collection, community-based monitoring)
- Expanding social service access (e.g. last-mile delivery, integrated service provision)
- Others (please specify): _____

3) To what extent has funding from the joint programme budget be directly channelled or mobilized to local-level actors (e.g. local governments, local community organizations, local service providers) to support SDG Localization efforts in the reporting period?

- 0% i.e. no resource has been directed to local-level actors.
- 1-24% of total programme funding directed to local-level actors.
- 25-49% of total programme funding directed to local-level actors.
- 50-74% of total programme funding directed to local-level actors.
- 75-100% of total programme funding directed to local-level actors.

4) Please describe how the territorial or localization approach is applied in your joint programme. Include the following key aspects into your response.

- Alignment between joint programme and local development plans and integration of results in local processes, frameworks and SDG monitoring system.
- Role of subnational-level (local and regional) governments and other key local institutions/stakeholders in the implementation of the joint programme.
- Description on how capacities and innovation of local stakeholders for integrating SDG and multi-actor collaboration are identified and reinforced.

Alignment with Local Development Plans and SDG Monitoring

The Joint Programme (JP) adopted a deliberate localization approach, ensuring its interventions were anchored in Rwanda's national and subnational development priorities. Programme activities were designed in close alignment with the country's Vision 2050, the National Strategy for Transformation (NST2), and sector-specific policies including the National Social Protection Policy and the Labour Market Policy. At the local level, the JP aligned its implementation with District Development Plans, ensuring that results particularly in Rubavu District were integrated into existing local planning and accountability frameworks.

The development of the National Roadmap for the Global Accelerator on Jobs and Social Protection for Just Transitions and the National Roadmap for Graduation further strengthened this alignment by translating global SDG commitments particularly Targets 1.3, 8.5, 8.6, 5.4, 5.5 and 10.4 into nationally and locally owned policy instruments, enabling subnational SDG monitoring and reporting to be grounded in tangible programme outcomes.

Role of Subnational Governments and Local Institutions

Subnational governments and local institutions played an active and integral role in JP implementation. District authorities in Rubavu were engaged as key implementing partners, facilitating the identification and mobilization of NEET young women and girls, coordinating the delivery of quick win interventions, and supporting community-level outreach. Local government structures provided the institutional platform through which skills training, entrepreneurship support, and start-up toolkit distribution were organized and monitored. Beyond Rubavu, the participatory development of the National Roadmap for Graduation engaged local authorities across districts in validating findings and co-designing graduation pathways for vulnerable households, reinforcing the role of local governments as co-owners of the programme's results. Workers' organizations, local civil society actors, private sector enterprises, and financial institutions were equally engaged as stakeholders, contributing to a multi-actor ecosystem that extended programme reach and strengthened local accountability.

Identifying and Reinforcing Local Capacities and Innovation

The JP invested systematically in identifying and reinforcing the capacities of local stakeholders to integrate SDGs into local governance and foster multi-actor collaboration. Through targeted training, improved data systems, and community-level capacity building, local government officials and frontline workers enhanced their ability to deliver data-driven, integrated social protection and employment services. The learning-by-doing approach applied in Rubavu District served as a localized innovation model testing gender-responsive, integrated service delivery at the district level and generating evidence that can be replicated and scaled in other districts. The JP also strengthened local capacities in coordination and partnership facilitation, supporting the establishment of multi-stakeholder platforms that brought together government, UN agencies, private sector actors, and development partners around shared local development priorities. In the agricultural sector, the Decent Work in Agriculture study built the analytical capacity of local and national institutions to monitor labor conditions and social protection gaps, informing evidence-based policymaking at both levels.

Collectively, these efforts demonstrate the JP's commitment to ensuring that localization was a delivery mechanism and a deliberate strategy for building the local ownership, institutional resilience, and multi-actor collaboration necessary for sustained SDG progress.