

PROGRAMME DOCUMENT



UNITED NATIONS
RWANDA



JOINT PROGRAMME

ACHIEVING TRANSFORMATIVE
CHANGE IN RWANDA THROUGH
BUILDING SUSTAINABLE AND
LIVEABLE CITIES FOR ALL

JOINT PROGRAMME DOCUMENT ON SUSTAINABLE CITIES IN RWANDA

Programme Title: Achieving Transformative Change in Rwanda Through Building Sustainable and Liveable Cities for All

Joint Programme Outcomes: UNDAF Strategic Priority 2: Economic Transformation

By 2023, people in Rwanda enjoy an improved quality of life sustained by a modern economy that is globally competitive, knowledge based and environmentally sustainable.

This joint programme is contributing to the two UNDAF outcomes, namely:

1. UNDAF 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
2. UNDAF Outcome 2: By 2023, Rwandan institutions and communities are more equitably, productively and sustainably managing natural resources and addressing climate change and natural disasters

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| Programme Duration: 3 years Anticipated start/end dates: 2020-2023 Fund Management Option(s): Combined Administrative Agency: UN-Habitat and UNEP | Total Available Budget: USD 3,600,000 Sources of Available Funds UN-Habitat 1,305,000 UNEP 745,000 ILO 1,000,000 UN-Women 300,000 FAO 250,000 Total USD 3,600,000 |
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Names and Signatures of Participating UN organizations and National Counterparts

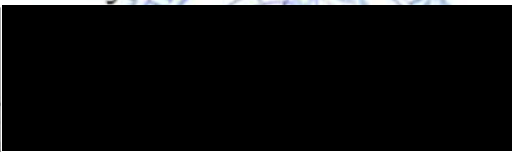

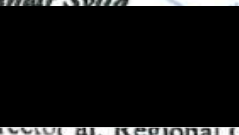
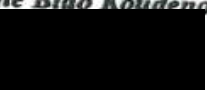
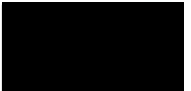

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I. ACRONYMS AND ABBREVIATIONS

| | |
|-----------|---|
| AA | Administrative Agent |
| BDF | Business Development Fund |
| BRT | Bus Rapid Transit |
| CC | Climate change |
| CoK | City of Kigali |
| CPI | City Prosperity Index |
| CPMF | City Performance Monitoring Framework |
| CWN | Career Women's Network |
| CWS | City-wide unplanned and underserved settlements upgrading strategy for Kigali, Rwanda (UN-Habitat report) |
| EDPRS | Economic Development and Poverty Reduction Strategy |
| ENR | Environment and Natural Resources |
| FAO | Food and Agriculture Organization of the United Nations |
| FONERWA | The Rwanda Green Fund |
| GBV | Gender-based violence |
| GHG | Greenhouse gas |
| GoR | Government of Rwanda |
| ILO | International Labour Organization |
| IPCC | Intergovernmental Panel on Climate Change |
| ITC | International Trade Centre |
| JP | Joint Programme |
| JPMF | Joint Programme Monitoring Framework |
| JPSC | Joint Programme on Sustainable Cities |
| LODA | Local Administrative Entities Development Agency |
| METEO | Rwanda Meteorology Agency |
| MIFOTRA | Ministry of Public Service and Labour |
| MINALOC | Ministry of Local Government |
| MINECOFIN | Ministry of Finance and Economic Planning |
| MINEMA | Ministry in charge of Emergency Management |
| MINICT | Ministry of ICT and Innovation |
| MINICOM | Ministry of Trade and Industry |
| MININFRA | Ministry of Infrastructure |
| MoA | Ministry of Agriculture and Animal Resources |
| MoE | Ministry of Environment |
| NFNV | New Faces New Voices |

| | |
|-------------|--|
| NGO | Non-Governmental Organization |
| NIRDA | National Industrial Research & Development Agency |
| NST | National Strategy for Transformation |
| OMT | Operations Management Team |
| PSF | Private Sector Federation |
| PSF - RCWE | Private Sector Federation - Rwanda Chamber of Women Entrepreneurs |
| RALGA | Rwandan Association of Local Government Authorities |
| RBM | Results Based Management |
| RDB | Rwanda Development Board |
| RCWE | Rwanda Chamber of Women Entrepreneurs |
| RECP | Resource Efficient and Cleaner Production |
| REMA | Rwanda Environment Management Authority |
| RHA | Rwanda Housing Authority |
| RLMUA | Rwanda Land Management and Use Authority |
| RP | Rwanda Polytechnic |
| RTDA | Rwanda Transport Development Agency |
| RURA | Rwanda Utilities Regulatory Authority |
| SC | Steering Committee |
| SDF | Spatial Development Framework |
| SDG | Sustainable Development Goal |
| SMEs | Small and medium-sized enterprises |
| TDM | Travel Demand Management |
| TOD | Transit-Oriented Development |
| TWG | Technical Working Group |
| UN | United Nations |
| UNCT | United Nations Country Team |
| UNDAP | United Nations Development Assistance Plan |
| UNDP | United Nations Development Programme |
| UNEP | United Nations Environment Programme |
| UNFCCC | United Nations Framework Convention on Climate Change |
| UN-Habitat | United Nations Human Settlement Programme |
| UNIDO | United Nations Industrial Development Organization |
| UNRC | United Nations Resident Coordinator |
| UN-Women | United Nations Entity for Gender Equality and the Empowerment of Women |
| Urban LEDES | Urban Low Emission Development Strategies |

II. EXECUTIVE SUMMARY

Today, the world's cities are facing many interconnected environmental, social and demographic challenges that are caused by economic growth, human development, inequalities, increasingly rapid urbanization, and climate change, among others. In 2015, the United Nations adopted the 2030 Agenda for Sustainable Development to tackle these challenges, setting 17 goals and related targets for national and local governments to achieve and report on. While some goals mainly focus on eradicating poverty or safeguarding natural resources for future generations, all goals have a direct or indirect linkage with sustainable urban development.

More than half of the world's population already lives in cities, and this number is likely to grow to 70 per cent by 2030. Thus, local governments could act as focal points for the implementation of the 2030 Agenda. Many cities around the world have already adopted mechanisms to localize SDGs and report on their progress towards the goals to stakeholders and citizens. They are increasingly taking greater leadership and mobilizing local and international stakeholders in their efforts to make cities and human settlements more inclusive, safe, resilient and sustainable.

The objective of this proposed Joint Programme on Sustainable Cities is to increase the capacity of Rwandan cities to better manage existing challenges and prevent future ones. These challenges are related to urban poverty, unemployment, poor housing and underdeveloped infrastructure, natural and human-made disasters, as well as constraints on productivity, safety and security, especially for women and girls. The Joint Programme will support Rwanda to create liveable and inclusive cities that provide security, access to jobs, decent housing and a better quality of life for all citizens. Reducing social inequality, strengthening citizen participation, and, moreover, giving people hope and better prospects are the underlying driving forces of the programme.

Strong partnership between stakeholders is at the heart of the programme. Bringing together different stakeholders will lead to a greater impact and transformation. Therefore, the urban development professionals (such as planners, built environment specialists, environmentalists, engineers, architects, and others) will have to work hand in hand with other development partners, educational institutions, public and private sectors, along with citizens and civil society to ensure inclusive, integrated and evidence-based urban development. Partnerships among members of the One UN family are also required to ensure coherent support to the Government of Rwanda to build sustainable cities. This programme will focus on the Priority Area 2 of the National Strategy for Transformation I (NST 1): *“Accelerate Sustainable Urbanization from 18.4 per cent (2016-17) to 35 per cent by 2024”*.

The supporting UN agencies to this Joint Programme include the Food and Agriculture Organization of the United Nations (FAO), the International Labour Organization (ILO), the United Nations Environment Programme (UNEP), the United Nations Human Settlements Programme (UN-Habitat) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).

The primary implementation partner on the Government of Rwanda's side is the Ministry of Infrastructure (MININFRA). However, the Joint Programme cannot be successfully carried out without the support of other ministries and affiliated agencies. These include the Ministry of Finance and Economic Planning (MINECOFIN), Ministry of Environment (MoE), Ministry of Emergency Management (MINEMA), Ministry of Trade and Industry (MINICOM), Ministry of Public Service and labour (MIFOTRA), Ministry of Agriculture and Animal Resources (MINAGRI) and Ministry of Local Government (MINALOC). Among the affiliated agencies are the cities direct beneficiaries, as well as Rwanda Housing Authority (RHA), Rwanda Development Board (RDB), Rwanda Environment Management Authority (REMA), Local Administrative Entities Development Agency (LODA), Rwanda Land Management and Use Authority (RLMUA), Rwanda Water and Forestry Authority (RWFA), Rwanda Green Fund (FONERWA), National Industrial Research and Development Agency (NIRDA) and the Private Sector Federation (PSF).

The total estimated budget for this program is 7,500,000 USD of which the funded budget is 3,600,000 USD and 3,900,000 USD to be mobilized. These respective institutions will cooperate in the

implementation of the Joint Programme, and the Joint Programme Steering Committee will ensure effective communication, overall coordination, as well as knowledge transfer.

In order to ensure efficiency and effective results, the partners will explore joint opportunities on programmes and operations as well as joint communications in close relations with the results groups, the One UN communication group and the Operation Management Team (OMT).

III. SITUATION ANALYSIS

In the last four years, two major international agreements and agendas have brought the issue of urbanization into the spotlight. In 2015, the member states of the United Nations adopted the 2030 Agenda for Sustainable Development, which includes 17 ambitious Sustainable Development Goals (SDGs). For the first time, cities were recognized in a standalone goal, namely Goal 11 ‘Make cities and human settlements inclusive, safe, resilient and sustainable’, encompassing all issues around sustainable urbanization. Subsequently, the New Urban Agenda, which was adopted at the Habitat III conference in Ecuador in 2016, sets a new global standard for sustainable urban development, providing a roadmap to promote social wellbeing of urban residents, enhancing cities’ economic competitiveness, and safeguarding the environment. This agenda has also committed to promoting safe, healthy, inclusive, and secure environment in cities and human settlements for all to live, work and participate in urban life without fear of violence, eviction, exclusion and intimidation. It seeks to address urgent urban challenges through sustainable planning, finance, governance and management. Various actors including government officials, urban and regional leaders, development banks and United Nations agencies must be involved in the implementation.

Global fast facts on urbanization

- **3.5 billion people**, half of the world’s population, live in cities. By 2050, the urban population is expected to reach 6.5 billion.
- Cities occupy just **3 per cent of the earth’s land**, but account for 60-80 per cent of energy consumption and 75 per cent of carbon emissions.
- Cities also consume **75 per cent of the earth’s natural resources**, while producing **half of global waste**.
- There are **828 million people** live in slums, and the number is rising.
- In the coming decades, **95 per cent of urban expansion** will take place in the developing world.
- Over 90 per cent of jobs are found in the **informal economy** where decent work deficits are prominent.
- **1.2 billion jobs** depend on a healthy and stable environment.

In addition, many other global processes such as the UNFCCC’s Paris Agreement, the IPCC Assessment Reports, and other global and regional conventions and frameworks have also contributed to recognizing the role that cities play in making this planet sustainable and liveable.

Africa’s urbanization rate is one of the highest in the world: having grown from 15 to 40 per cent between 1960 and 2010, it is projected to reach 60 per cent by 2050. It is expected that urban populations in Africa will triple in the next 50 years, which will significantly change the region’s profile. It will challenge policymakers to transform the opportunities that arise from the rapid urbanization towards inclusive, equitable growth and development.

As is the case in many other countries across Africa, most Rwandan cities are not equipped to tackle the negative consequences and absorb the shocks of rapid urbanization, such as poverty, informal settlements, informality and other environmental and economic challenges, such as climate change, resource depletion, food insecurity, economic inequality and instability. One example of the challenges that Rwandan cities face is that many unplanned and underserviced settlements are located in environmentally sensitive areas such as steep slopes or flood-prone areas, posing great risks to the population. Rwanda’s cities must effectively address these factors that will significantly reshape towns and cities in the 21st century to become sustainable, safe, and inclusive. Rwandan cities are in urgent need of effective planning and financing strategies to tackle these challenges. Integrated, gender-sensitive and disability-sensitive urban planning offers a unique opportunity for the cities to realign

their growth trajectories onto a more sustainable, resilient, and inclusive path. With various development strategies occurring in diverse sectors, there is need for an inclusive multi-sectoral approach to achieve sustainable urban development. Rwandan cities can only achieve this by reducing current major constraints. These include limited access to financial resources, unemployment, lack of basic services and infrastructure such as insufficient health and education facilities, congestion and pollution; limited access to water and energy; unsafe mobility for all; and violence against women and girls in cities and an unplanned urban expansion.

In the area of employment, Rwanda has experienced jobless growth since 2000 and a low labour absorption capacity coupled with a growing youth bulge, which resulted in growing unemployment rates and the increase of informal employment. Most Rwandan workers are employed in the informal economy where they do not earn enough to lift themselves and their families out of poverty, despite working for long hours in difficult conditions. Youth and women are the most affected by such ‘working poverty’. On one hand, youth suffer from unemployment when they enter the labour market due to lack of required skills. Moreover, there are not enough jobs to absorb the growing numbers of youth.

Rwanda’s employment strategy in the recent years has moved labour forces from agriculture to an urban economy mostly focused on service and manufacturing industries to force agricultural sectors to adapt technologies that increase productivity and reduce agricultural land use. However, the movement of labour forces has been mostly associated with the bulge of the informal economy and absorption to the informal jobs.

While a lot of focus is on strengthening the segments of society that are most at risk of unemployment or underemployment, there should be equally much importance given to further skills development of those already in the labour force – as well as to the development of much-needed facilities and infrastructures such as workspaces, equipment and capital.

According to the findings of the mapping survey conducted in 2011 by the City of Kigali in collaboration with UN Women on sexual harassment and other forms of violence against women and girls (VAWG) in the three districts of the City of Kigali, the levels of VAWG in public spaces were significant. Nearly 1 in 5 women (17%) had experienced unwanted sexual attention and 10% had been forced to engage in indecent touching of whom half suffered rape and virtually all the rest attempted rape. 13% reported being stalked, and 12% having possession violently stolen. Furthermore, the recent data from the City of Kigali (December 2018), indicates that sexual harassment against girls under eighteen (18) years old in City of Kigali showed that in less than a year from January to November 2018 more than one thousand cases have been registered in the 3 districts of City of Kigali and distributed as follows: 393 cases in Gasabo District, 275 cases in Kicukiro District and 514 in Nyarugenge District.

As the Rwandan government is pushing for a governance model informed by green growth strategies and low-carbon development, the urban agenda will remain an important lens to address the above challenges. This Joint Programme will also support bringing together achievements, cutting edge research, pilot activities, implementable solutions and tools aimed at spurring green urbanization,

Fast facts on Rwanda’s urban development

- **38.3 per cent of Rwanda’s population live in informal settlement** of which 61.3 per cent are in urban areas and 32.8 per cent in rural areas. 77.3 per cent of Kigali’s urban inhabitants, and 78.2 per cent of Kigali’s rural and urban inhabitants live in informal settlements (EICV5).
- Rwanda has the **highest population density in Africa** with an annual urbanization rate of 4.4 per cent.
- According to UN-Habitat’s City-Wide Informal Settlements Upgrading Strategy for Kigali, **13 per cent** of informal settlements are in **high risk areas** (of which 9 per cent on **highly steep slopes** and 4 per cent in **flood-prone** areas).
- Rwanda emits only **0.65 tons CO₂ per person**, in comparison to the **global average of 4.63**. This number is expected to double by 2020.
- Rwanda prioritizes ‘**green economy**’ and ‘**inclusive low-carbon and climate resilient city**’ concepts in their national and local policies.

therefore also highlighting the unique role that Rwanda plays in shaping green urbanization on the African continent and in the developing world.

The first steps in the process must entail the following:

- a) **Better mobility and access to services:** Rapid urbanization causes challenges for safe mobility and access to essential citizen services. The costs and pollution associated with traffic congestions are very high in Rwandan cities. There is a need to preserve the current mode share for low carbon transport by improving facilities and services.
- b) **More innovative power solutions, including clean energy:** Supplying stable energy is a challenge for Rwandan cities, and many households still rely on firewood which increase the unpaid care work especially for women and girls. Promoting the use of alternative energy sources remains a priority to tackle inequality and associated health problems.
- c) **Increased access to clean water and sanitation:** The NST 1 estimates that only 85 per cent of Rwandan citizens have access to potable water, and only 84 per cent have access to sanitation facilities. The plan is to increase both figures to 100 per cent, including setting up waste management systems in all cities and towns.
- d) **Improved public health and safety:** Additional negative consequences of rapid urbanization are unhealthy lifestyles, substance abuse, congestion and inevitably rising crime and insecurity which reduces free movement of people, especially women, due to fear of being sexually harassed. Rwandan cities must keep investing in urban design that ensures safety and reduces incidences of crime, enhances the safety of open urban spaces especially for women and elderly people, increases capacity to manage, and prevents and responds to diseases and increases resilience to natural disasters.
- e) **Strengthened capacity and economic empowerment:** This century calls for new skills and capacities to enable Rwandan cities and their citizens to compete globally, as well as utilize new digital technologies which are essential for promoting smart cities. Rwanda needs to improve education and skills in infrastructure, transport, energy, ICT and harness a future labour market that will form the basis of a long-term transformation.
- f) **Reduce the impacts of climate change:** Climate change poses the greatest risk to Rwandan cities, especially in cities with high density and informality. Many urban residents are vulnerable and need to be protected from the consequences of climate change, such as floods and landslides, through improved infrastructure, access to services, technology, policies and action plans.
- g) **Create new jobs, improve the quality of existing jobs, and ensure the economic inclusion of women and youth:** Currently one of the challenges faced by the Rwandan labour market is the quality of jobs created. Factors affecting the quality of jobs include occupational status, social security, and income from employment, job tenure and training. Quality of jobs increases the productivity of the economy and helps in absorbing shocks of financial crisis. Creating high-quality jobs and including marginalized groups such as women and youth into the formal economy will boost the country's economic growth and more inclusive development.
- h) **Promoting sustainable and inclusive urban food systems that support access to safe and fresh food:** With rapid urbanization, access to safe and fresh food has become a privilege to only certain groups of citizens. Promoting sustainable and inclusive urban food systems such as urban farms, fresh food markets, sustainable food supply and waste chains becomes critical in many Rwandan cities.
- i) **A more integrated and inclusive approach to urban development that is sensitive to social factors, particularly disability, gender and age:** Enhancing participatory approaches in different governance and decision-making processes will increase the right to the cities. It will also help to ensure that the most vulnerable and previously excluded citizens, particularly women, young, people with disabilities and older populations, can build better habitats towards more inclusive, safe, and sustainable cities.

IV. LESSONS LEARNED AND STRATEGIES FOR THE PROPOSED JOINT PROGRAMME

1. Background

The Joint Programme (JP) will support activities that are aimed at improving living conditions in urban areas in Rwanda, particularly focusing on sustainable economic development, ecological protection, gender equality and institutional capacity building. The proposed Joint Programme on Sustainable Cities is aligned with the second United Nations Development Assistance Plan II (UNDAP II), specifically the Strategic Priority 2 on Economic Transformation: **“By 2023, people in Rwanda enjoy an improved quality of life sustained by a modern economy that is globally competitive, knowledge based and environmentally sustainable”**.

Furthermore, the Joint Programme is designed in a way that it touches on most SDGs. This is to ensure that Rwandan cities benefit from the goals and targets that have been laid out by the international community, and to set a standard worth achieving. Some goals are key to achieving this Joint Programme, including goals 1 (**poverty**), 3 (**health**), 5 (**gender equality**), 6 (**water and sanitation**), 7 (**energy**), 8 (**work and economic growth**), 9 (**industry, innovation and infrastructure**), 10 (**inequality**), 11 (**cities**), 12 (**consumption and production**), and 13 (**climate**). The programme will ensure that SDG targets are measured and reported on, showcasing the progress that the programme will make on localizing the SDG agenda.

2. Lessons Learned

For a long time, the dynamic of Rwanda’s urban development has been to focus on individual sectors – meaning that areas of architecture, urban design and planning, engineering, transportation, power generation, commercial and retail development, water and sanitation, health, environment, community services and more have been dealt with in isolation. The links between them were only occasionally examined, for instance when there was a legal framework that ensured a cross-cutting and integrated approach. Therefore, Rwanda’s cities are the result of fragmented decision-making and solutions by competing urban priorities.

Since the Second Economic Development and Poverty Reduction Strategy (EDPRS II), urbanization has been recognised as one of the key drivers of Rwandan economic growth. Achieving sustainable urbanization will require a comprehensive and in-depth understanding of the urban complexities through a well-coordinated multi-sectoral perspective that involves various stakeholders in an efficient and functional way.

The previous modality of *“delivering as one”* adopted by the UN system supports this framework. The Independent Evaluation of Delivering as One shows that the UN is much more effective in supporting countries to tackle cross-cutting challenges, such as climate change, social protection, and gender equality and women’s empowerment, when UN Country Teams provide integrated policy support. The coherent intervention mechanism not only helps to leverage financing options but also ensures faster and more effective development operations.

3. Strategies for the proposed Joint Programme

This Joint Programme intends to bring urbanization to the forefront of the country’s development agenda, with the participation of UN and government entities. Increasing urban growth and development in Rwanda poses both challenges and opportunities, including the following: (a) affordable, adequate and accessible housing for all, in a rapidly urbanizing country; (b) solid and sustainable infrastructure and basic services; (c) strategic approaches in addressing unplanned and underserviced settlements; (d) a strong and inclusive economic base through the creation of jobs in line with the country’s ambition towards green growth, low-carbon development, and becoming a middle-income country.

In the past, different agencies have tackled various aspects of Rwanda’s (urban) development individually. The aim of the Joint Programme, therefore, is to integrate the diverse issues and lessons

learned from individual projects and programmes into one programme that will tackle multi-sectoral urban challenges on a much larger scale than before.

The United Nations family intends to jointly contribute to the implementation of the following activities along five key areas which have been carefully chosen, given each agency's expertise and capacity and the government's priorities. All cities in Rwanda are meant to benefit from this joint programme.

- a) **Driving technology and green growth innovations at city scale** (UN-Habitat, UNEP, UN-Women)
 - Promoting sustainable urban mobility (e.g. public transport, two-wheelers, electric mobility and accessible solutions), energy and resource-efficient systems
 - Promoting smart city approaches and creating innovations by learning (in the areas of water, sanitation and energy): implementing demonstration pilots, fostering innovation through replication, adopting new technologies, scaling up based on lessons learned
- b) **Establishing climate resilience in urban planning and management** (UN-Habitat, UNEP, UN-Women, UNDP)
 - Integrating disaster risk reduction, climate risk reduction and environmental sustainability strategies in urban planning and management
 - Capacity building for evidence-based urban planning and decision making that responds to the impacts of climate change
 - Improving institutional frameworks on urban climate resilience at national level; providing systemic and inclusive approaches on urban environmental planning and development; harmonizing multi-sectoral policies
 - Fostering the greening of the cities and creation of urban green spaces
 - Strengthening connectivity between urban centres and their surrounding areas toward improving and increasing social justice, environmental sustainability, and health and socio-cultural aspects of the food chain in both urban and rural areas.
- c) **Promoting urban inclusiveness** (UNIDO, UN-Women, ILO, UN-Habitat)
 - Shared prosperity and fair distribution of benefits and costs of urban development
 - Promoting gender, disability and age-sensitive urban planning and development and ensuring safe and accessible urban spaces for all
 - Increasing access and rights to the city and its services for all people, with particular attention given to marginalized groups such as the disabled, the old, young, and women
- d) **Increasing involvement and partnership with diverse actors and developing urban governance** (ILO, UN-Women, UN-Habitat, UNEP)
 - Exploring innovative finance mechanisms for cities in collaboration with the private sector, the national government and other possible partners and donors
 - Co-production of knowledge that reflects various perspectives from communities, research institutions, civil society, NGOs, the private sector and local governments
 - Integrated and inclusive approaches to urban planning, management, and governance
 - Ensuring community participation for increasing awareness and ownership
 - Enhancing capacity of communities and civil society to secure social inclusion and inclusive urban design, planning and management
- e) **Increasing access to productive and decent jobs in urban areas** (ILO, UN-Habitat, UN-Women)
 - Decent and sustainable jobs promoted

- Skills development, career support and vocational trainings
- Fostering green value chains and supporting micro, small and medium-sized enterprises (MSMEs) that work on green economy topics, with particular attention given to women and girls, the disabled, and youth

The JP is building upon existing similar initiatives in the country. The proposed activities will have to consider all related projects being undertaken by different implementing partners to complement each other. The development of the detailed project proposal of each activity of this proposal will have to assess the alignment with the existing similar initiatives.

4. Sustainability of Results

The priority of this Joint Programme is to embed a participatory and inclusive approach: working directly with affected neighbourhoods and communities is at the heart of the Programme, and all UN entities have vast experience in designing participatory Programmes. Furthermore, the Programme will demonstrate its positive results on the communities' increased capacity through trainings and raised awareness.

The Programme will achieve resilience and sustainability of the results through enabling the communities to manage and sustain their urban livelihoods and economic activities beyond the Programme by enhancing their capacities and assets. Next, the Programme will create a strong network and governance with communities and institutions, such as local institutions, civil societies, private sectors and government institutions that will actively contribute to the achievement of the Programme.

The network and governance will lead all stages of the project process, with roles and responsibilities clearly defined. This open network and participatory governance model that involves as many stakeholders as possible in discussions and decision-making throughout the process will ensure the sustainability of proposed activities in the joint programme.

While community participation is paramount to the sustainability of interventions, the integration and alignment of the activities of the Programme to the government's national and local strategies, and the active involvement of the government is also critical to ensure continuity of projected achievements. This programme being in line with the vision of the Government of Rwanda to develop tools and activities that will make Rwanda's cities more sustainable, in terms of resource efficiency, environmental consciousness, individual and institutional consumption and production behaviour, and a long-term transition to greener, more resilient cities, will ensure sustainability of their activities

V. RESULTS FRAMEWORK

The Joint Programme on Sustainable Cities will support activities that are aimed at improving the living conditions in urban areas in Rwanda. It will contribute to the achievement of the outcomes and outputs of the UNDAF II under its Strategic Priority 2 of Economic Transformation, namely *“By 2023, people in Rwanda enjoy an improved quality of life sustained by a modern economy that is globally competitive, knowledge based and environmentally sustainable”*.

- **UNDAF II 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.
 - **Output 1.1:** Increased technical capacity, skills and knowledge for sustainable industrialization and trade competitiveness
 - **Output 1.2:** Decent employment promoted, through fostering of skills development, economic empowerment and promotion of entrepreneurship and financial inclusion for all, especially women and youth
 - **Output 1.3:** National and local institutions are equipped with the technical capacity to implement knowledge based, inclusive and sustainable urbanization policies and plans.

- **UNDAF II Outcome 2:** By 2023, Rwandan institutions and communities are more equitably, productively and sustainably managing natural resources and addressing climate change and natural disasters.
 - **Output 2.1:** Improved policy environment, technical capacity, skills and knowledge to address climate change through sustainable use of natural resources, improved energy efficiency and controlled use of F-gases

Table 1: Results Framework

One UN Rwanda Joint Programme on Sustainable Cities: Achieving transformative change in Rwanda through building sustainable and liveable cities for all
RESULTS AND RESOURCES FRAMEWORK (2020 - 2023)

National Priority: NST 1 Economic Transformation

Priority Area 1: Create 1,500,000 (over 214,000 annually) decent and productive jobs for economic development.

Priority Area 2: Accelerate Sustainable Urbanization from 18.4 per cent (2016/17) to 35 per cent by 2024;

Priority Area 4: Promote industrialization and attain a structural shift in the export base to high-value goods and services with the aim of growing exports by 17 per cent annually;

Priority Area 7: Sustainable Management of Natural Resources and Environment to Transition Rwanda towards a Carbon Neutral Economy

UNDAP Outcome 1: By 2023, people in Rwanda benefit from more inclusive, competitive and sustainable economic growth that generates decent work and promotes quality livelihoods for all.

UNDAP Outcome indicator 1.5: percentage of population living in urban areas.

Baseline: 18.4%

Target: 35%

UNDAP Outcome 2: By 2023, Rwandan institutions and communities are more equitably, productively and sustainably managing natural resources and addressing climate change and natural disasters

UNDAP Outcome indicator 2.1: % of public expenditure in environment, natural resources, biodiversity, climate change, as part of total public expenditure.

Baseline: 2.5%

Target: 5%

UNDAP Outcome indicator 2.2: National institutional structure for disaster and emergency preparedness and response fully functional in accordance to international standards (the Sendai Framework)

Baseline: Partially functional

Target: Fully functional

| JP outputs | Indicative activities | Output indicators, baselines and targets | UN Agencies | Implementing Partner | Indicative resources (in USD) | | | |
|--|--|---|-------------|----------------------|-------------------------------|--------|--------|---------|
| | | | | | Y1 | Y2 | Y3 | Total |
| Output 1.1: Increased technical capacity, skills and knowledge for sustainable industrialization and trade competitiveness | Engage in partnerships to establish niche markets relevant to Rwandan tailor-made products | Indicator 1.1.1: Number of women and Youth with skills developed on quality assurance and standards in target areas. Baseline: 0 Target: 1500 Indicator 1.1.2: Number. of MSMEs, equipped with new business and e-commerce skills development programs Baseline: 0 Target: 200 Indicator 1.1.3: Number of MSMEs supported to meet the minimum standards and certification. Baseline: 0 Target: 15 | ILO | PSF, NIRDA | 80,000 | 30,000 | 50,000 | 160,000 |

| Output 1.2: Decent employment promoted, through fostering of skills development, economic empowerment and promotion of entrepreneurship and financial inclusion for all, especially women and youth | Provide career development support and coaching/advisory services for women to strengthen their competitiveness in the job market | Indicator 1.2.1: No. of target population with entrepreneurship and improved business management skills. Baseline: 450 Target: 950 | UN-Women | Akilah Institute, Career Women's Network (CWN), CoK | 100,000 | 100,000 | 100,000 | 300,000 |
|---|--|---|----------|---|---------|---------|---------|---------|
| | Provide entrepreneurship, vocational and business skills for women and youth focusing on city beautification and green growth | Indicator 1.2.2: Number of informal economy workers with improved incomes and decent employment in selected sectors Baseline: 450 Target: 3500 | UN-Women | CoK and secondary cities | 100,000 | 100,000 | 100,000 | 300,000 |
| | Provide technical assistance to support women entrepreneurs to expand and apply their business development and business management skills | Indicator 1.2.3: Number of women entrepreneurs with improved business development and management skills Baseline: 450 Target: 950 | UN-Women | PSF - Rwanda Chamber of Women Entrepreneurs (PSF - RCWE), New Faces New Voices (NFNV) | 100,000 | 100,000 | 60,000 | 260,000 |
| | Train and coach women in Kimisagara mini market, Nyarugenge and Gasabo districts in entrepreneurship, financial literacy including toolkits for saving operations, | Indicator 1.2.4: Number of trained Women in entrepreneurship, financial literacy Baseline: 450 Target: 950 | UN-Women | CoK, NFNV | 120,000 | 120,000 | 70,000 | 310,000 |

| | | | | | | | |
|--|--|-----|------------------------------|---------|--------|--------|---------|
| cooperative management and coordination | <p>Indicator 1.2.5: Number of toolkits for saving operations, cooperative management and coordination distributed</p> <p>Baseline: 0 Target: 500</p> | | | | | | |
| Engage in partnerships to extend advanced design and tailoring technical skills and managerial skills for garments units | <p>Indicator 1.2.6: Number of informal economy women and youth skills in high value-added tailoring /design improved for better earnings</p> <p>Baseline: 264/508 tailors interviewed (52.0%) have only basic skills 233/508 tailors interviewed (45.9%) have the medium skills 11/508 tailors interviewed (2.2%) have advanced skills</p> <p>Target: 1500 informal tailors and designers</p> | ILO | RDB, Rwanda Polytechnic (RP) | 120,000 | 40,000 | 60,000 | 220,000 |
| Engage in partnerships to upgrade cooperative enterprises of garments and tailoring | <p>Indicator 1.2.7: Number of informal associations and cooperatives upgraded</p> | ILO | BDF | 110,000 | 50,000 | 60,000 | 220,000 |

| | | | | | | | |
|---|--|-----|-----------|---------|--------|--------|---------|
| | <p>to better serve women and men in Garment/Tailoring</p> <p>Baseline: 3/508 (0.6%) respondents are working in association</p> <p>Target: 500 cooperatives</p> | | | | | | |
| Establish a coordination forum for institutions supporting the garments sector | <p>Indicator 1.2.8: Increased number of firms that utilize social dialogue mechanisms at workplace</p> <p>Baseline: 0 Target: Coordination forum</p> | ILO | PSF | 110,000 | 40,000 | 50,000 | 200,000 |
| Improve access to financial products for tailors and tailor cooperatives/associations | <p>Indicator 1.2.9: 1,000 MSEs reporting more than 5% increase in annual income measured from baseline</p> <p><u>Baseline:</u> 60/508 (1.2%) respondents have a monthly income exceeding 250,000 RWF</p> <p>315/508 (62.2%) respondents earn between RWF 10,000</p> | ILO | PSF, BDF, | 100,000 | 60,000 | 60,000 | 220,000 |

| | | | | | | | |
|--|--|-----|-----------------|--------|--------|--------|---------|
| | <p>and RWF 50,000 per month</p> <p>186/508 (36.7%) respondents earn between RWF 50,000 and RWF 250,000 monthly</p> <p><u>Target: 1000 MSMEs</u></p> | | | | | | |
| <p>Modify relevant construction government bodies' guidelines and actions to provide contractual coverage for contractors to invest in decent employment</p> | <p>Indicator 1.2.10: Increased number of workers exposed to better occupational safety health through improved utility of PPEs and/or preventative site safety culture</p> <p><u>Baseline:</u> 448/559 (87.3 %) of workers don't have first aid box in their working sites</p> <p>504/559 (90.3%) of workers are not instructed on the proper use of the First Aid Box.</p> <p>548/559 (98.1 %) of workers don't have ears protectors</p> | ILO | MIFOTRA, RHA | 60,000 | 60,000 | 60,000 | 180,000 |

| | | | | | | | |
|---|---|-----|-----------------|---------|--------|--------|---------|
| | <p>502/559 (89.8 %) of workers don't have welding glasses</p> <p>402/559 (71.9 %) of workers don't have gloves</p> <p>261/559 (46.7 %) of workers don't have helmet</p> <p><u>Target:</u> 1500 women and youth informal workers</p> | | | | | | |
| Enhance awareness of labour law risks, obligations and opportunities among building construction stakeholders | <p>Indicator 1.2.11: 1,500 women and youth informally participating in the intervention models in Construction have reported increased access to rights at work</p> <p><u>Baseline:</u> 40/559 (7.2 %) of workers have an employment contract</p> <p>Target: 1500 women and youth informal workers</p> | ILO | MIFOTRA, RHA | 130,000 | 60,000 | 60,000 | 250,000 |

| Output 1.3: National and local institutions are equipped with the technical capacity to implement knowledge-based, inclusive and sustainable urbanization policies and plans. | Technical support to the elaboration and operationalization of the Rwanda Centre of Excellence for Green Urbanisation | Indicator 1.3.1: Rwanda’s centre of excellence for Green and Smart Urbanization operational <u>Baseline: No</u> <u>Target: Yes</u> | UN-Habitat | MINICT, Smart Africa Secretariat | | 100,000 | 100,000 | 200,000 |
|--|--|---|------------|----------------------------------|--|---------|---------|---------|
| | Feasibility study for establishing and implementing an Electronic Local Authority Management System in the Office of the Mayor of Kigali | Indicator 1.3.2: Feasibility study report for establishing and implementing an Electronic Local Authority Management System in the City of Kigali developed and approved by the City of Kigali <u>Baseline: No</u> <u>Target: Yes</u> | UN-Habitat | MINICT, CoK, MININFRA, RHA | | 100,000 | 100,000 | 200,000 |

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|--|--|-------------------|-----------------------------------|----------------|----------------|----------------|----------------|
| <p>Promoting participatory and inclusive Land Readjustment approach for Upgrading unplanned and underserviced settlement in Kigali, Rwanda</p> | <p>Indicator 1.3.3: No. of Government staff with capacity to apply the Land Readjustment approach</p> <p><u>Baseline: 0</u> <u>Target: 40</u></p> <p>No. of Land Readjustment site piloted</p> <p><u>Baseline: 0</u> <u>Target: 1</u></p> | <p>UN-Habitat</p> | <p>MININFRA, RHA, ENABEL, CoK</p> | <p>150,000</p> | <p>200,000</p> | | <p>350,000</p> |
| <p>Technical Support to the adoption and application of the Spatial Development Framework (SDF) tool by through Decision Room</p> | <p>Indicator 1.3.4: SDF applied and decision room operational</p> <p><u>Baseline: SDF developed, and decision room installed</u></p> <p><u>Target: SDF approved and applied</u></p> | <p>UN-Habitat</p> | <p>MININFRA, RLMUA</p> | | <p>150,000</p> | <p>100,000</p> | <p>250,000</p> |
| <p>Elaboration of the City Prosperity Index (CPI) and City Performance Monitoring Framework (CPMF) as decision-making support tools</p> | <p>Indicator 1.3.5: CPI system for Kigali and 6 secondary cities developed and approved</p> <p><u>Baseline: No</u></p> <p><u>Target: CPI system for Kigali and 6 secondary</u></p> | <p>UN-Habitat</p> | <p>MININFRA, RLMUA, RHA</p> | | <p>150,000</p> | <p>193,000</p> | <p>343,000</p> |

| | | | | | | | |
|---|--|-----------------|-------------------------|---------|---------|--------|---------|
| | cities developed and approved | | | | | | |
| Enhancing National Statistical Offices' Capacity to Collect Land Tenure Security Data and Report on SDG Indicator 1.4.2 | <p>Indicator 1.3.6: No. of official staff with capacity to collect land tenure security data, analyze and report on SDG indicator 1.4.2</p> <p><u>Baseline: 0</u> <u>Target: 10</u></p> | UN-Habitat, FAO | RLMUA, NISR, MINAGRI | 50,000 | | | 50,000 |
| Provide technical and financial support to the CoK and selected secondary cities to conduct safety audits for gender and disability responsive and inclusive urban planning | <p>Indicator 1.3.7: No. of safety audits conducted</p> <p><u>Baseline: 1</u> <u>Target: 3</u></p> | UN-Women | CoK, selected districts | 60,000 | 60,000 | | 120,000 |
| Enhance capacity of local security staff and city communities in prevention and response to sexual harassment and GBV in urban public spaces | <p>Indicator 1.3.8: No. of local security staff and communities (disaggregated by sex) with skills and knowledge in prevention and response to sexual harassment and GBV in urban public spaces</p> <p><u>Baseline: 100</u> <u>Target: 300 security staff in all the sectors of</u></p> | UN-Women | CoK, selected districts | 100,000 | 100,000 | 80,000 | 280,000 |

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|--|--|---|------------|---|---------|---------|--|---------|
| | | the COK (taking into consideration gender) | | | | | | |
| | | | | | | | | |
| Output 2.1: Improved policy environment, technical capacity, skills and knowledge to address climate change through sustainable use of natural resources, improved energy efficiency and controlled use of F-gases | Enhance vertical and horizontal integration of climate action in support of national and local strategies and policies | Indicator 2.1.1: National governments include urban climate action and emission reductions in National reporting and communication (in support of NDCs) <u>Baseline: No</u> <u>Target: Yes</u> | UN-Habitat | MoE, REMA, MININFRA, MINALOC, CoK, Muhanga, Rubavu, RALGA | 130000 | | | 130,000 |
| | Support local governments in developing Urban Low Emission Development Strategies | Indicator 2.1.2: No. of cities in Rwanda that have developed and approved their Urban Low Emission Development Strategies (Urban LEDS). <u>Baseline: 0</u> <u>Target: 3</u> | UN-Habitat | City of Kigali, Rubavu, Muhanga, RALGA | 150,000 | 130,000 | | 280,000 |
| | Promote international, regional and national state and city cooperation on urban climate action | Indicator 2.1.3: Number of staffs per city participating in other events (National, regional, international) for cities and city partners, to promote Urban LEDs, in particular at UNFCCC and Global Covenant of | UN-Habitat | MoE, REMA, MININFRA, City of Kigali, RURA, RTDA, RALGA | 101,000 | 106,000 | | 207,000 |

| | | | | | | | | |
|--|---|---|------------|---|--------|---------|--------|---------|
| | | <p>Mayors for climate and energy events</p> <p><u>Baseline: 0</u> <u>Target: 2 staffs per City</u></p> | | | | | | |
| | Support in the implementation of public transport, walking, cycling, or other shift strategies, streets | <p>Indicator 2.1.4: Number of sustainable transport projects (i.e., BRT or NMT) in Kigali meeting best practice standards initiated</p> <p><u>Baseline: 0</u> <u>Target: 1 project</u></p> | UN-Habitat | MoE, REMA, MININFRA, City of Kigali, RURA, RTDA | 40,000 | 40,000 | 40,000 | 120,000 |
| | Support implementation of one zoning or land use reform to support transit-oriented development, and/or one travel demand management strategy | <p>Indicator 2.1.5: Number of policies and standards for sustainable transport (i.e., street design or TOD) and/or tracking of transport-related SDGs adopted at the local and national level in Rwanda</p> <p><u>Baseline: 0</u> <u>Target: 2 consisting of:</u> 1 local standard + 1 national policy</p> | UN-Habitat | MoE, REMA, MININFRA, City of Kigali, RURA, RTDA | 50,000 | 80,000 | 90,000 | 220,000 |
| | Support to develop city region food system for Kigali City and Secondary cities | <p>Indicator 2.1.6: city region food system developed</p> <p><u>Baseline: 0</u> <u>Target: 1</u></p> | FAO | MoA, MoE, RAB, REMA, RWFA, City of Kigali | 50,000 | 150,000 | 50,000 | 250,000 |

| | | | | | | | | |
|---|--|--|------|-----------------------------------|---------|---------|---------|---------|
| | | <p>Indicator 2.1.7: Mechanism of water use efficiency, water accounting and water auditing developed</p> <p><u>Baseline: 0</u> <u>Target: 1</u></p> | FAO | MoE, RWFA, RHA and City of Kigali | 115,000 | 250,000 | 250,000 | 615,000 |
| Support the Ministry of Environment to develop the National Cooling Strategy, Minimum Energy Performance Standards and Product Labels | | <p>Indicator 2.1.8: The National Cooling Strategy adopted by the government</p> <p><u>Baseline: 0</u> <u>Target: 1</u></p> | UNEP | REMA | 150,000 | 70,000 | | 220,000 |
| Awareness raising for efficient and climate-friendly refrigeration and air conditioning | | <p>Indicator 2.1.9: National Campaign using a variety of formats to raise awareness is launched</p> <p><u>Baseline: 0</u> <u>Target: 1</u></p> | UNEP | REMA | | 30,000 | 20,000 | 50,000 |
| Development of financing mechanisms that reduce the upfront cost barrier to the adoption of clean and efficient cooling products | | <p>Indicator 2.1.10: No of mechanisms developed to support the adoption of clean cooling technologies</p> <p><u>Baseline: 0</u> <u>Target: 2</u></p> | UNEP | MoE | 50,000 | 100,000 | 100,000 | 250,000 |

| | | | | | | | |
|--|--|-------------|------------------------------------|---------------|----------------|----------------|----------------|
| <p>Support to RSB to put in place labelling and a product registration system, and to implement Minimum Energy Performance Standards</p> | <p>Indicator 2.1.11: The product registration and labelling system are in place for air conditioners and refrigerators</p> <p><u>Baseline:</u> 0 <u>Target:</u> 2</p> | <p>UNEP</p> | <p>RSB</p> | | <p>50,000</p> | <p>75,000</p> | <p>125,000</p> |
| <p>Support MoE, REMA and MININFRA (including city authorities) develop concrete air quality monitoring systems and strategies with sectoral and/or fiscal priority interventions to address rapid motorizing and polluting vehicles that heavily rely on fossil fuels.</p> | <p>Indicator 2.1.12: Adequate monitoring systems and workable strategies are in place.</p> <p><u>Baseline:</u> 0 <u>Target:</u> 2</p> | <p>UNEP</p> | <p>MoE, REMA, MININFRA, Cities</p> | <p>80,000</p> | <p>150,000</p> | <p>120,000</p> | <p>350,000</p> |
| <p>Create national and urban networks and programs to raise awareness of and priority for Air Quality management and strengthen capacity of existing networks to reduce air pollution due to urban transport.</p> | <p>Indicator 2.1.13: Functional sensitization networks are in place to handle air pollution from rapid motorizing and polluting vehicles</p> <p><u>Baseline:</u>0 <u>Target:</u>2</p> | <p>UNEP</p> | <p>MoE</p> | <p>70,000</p> | <p>100,000</p> | <p>100,000</p> | <p>270,000</p> |

| UN-Habitat | Programme Cost | | | | 671,000 | 1,056,000 | 623,000 | 2,350,000 |
|--------------|------------------------------|--|--|--|------------------|------------------|----------------|------------------|
| | Indirect Support Cost | | | | 46,970 | 73,920 | 43,610 | 164,500 |
| UNEP | Programme Cost | | | | 350,000 | 500,000 | 415,000 | 1,265,000 |
| | Indirect Support Cost | | | | 24,500 | 35,000 | 29,050 | 88,550 |
| ILO | Programme Cost | | | | 710,000 | 340,000 | 400,000 | 1,450,000 |
| | Indirect Support Cost | | | | 49,700 | 23,800 | 28,000 | 101,500 |
| UN-Women | Programme Cost | | | | 580,000 | 580,000 | 410,000 | 1,570,000 |
| | Indirect Support Cost | | | | 40,600 | 40,600 | 28,700 | 109,900 |
| FAO | Programme Cost | | | | 165,000 | 400,000 | 300,000 | 865,000 |
| | Indirect Support Cost | | | | 11,550 | 28,000 | 21,000 | 60,550 |
| Total | Programme Cost | | | | 2,476,000 | 2,876,000 | 2,148,000 | 7,500,000 |
| | Indirect Support Cost | | | | 173,320 | 201,320 | 150,360 | 525,000 |

VI. MANAGEMENT AND COORDINATION ARRANGEMENTS

The Joint Programme management will build upon the management of existing partnerships of participating UN agencies within the One UN family in Rwanda, government institutions as implementing partners, as well as those of the relevant development partners.

The supporting UN agencies to this Joint Programme include the Food and Agriculture Organization of the United Nations (FAO), the International Labour Organization (ILO), the United Nations Environment Programme (UNEP), the United Nations Human Settlements Programme (UN-Habitat) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).

The primary implementation partner on the Government of Rwanda's side is the Ministry of Infrastructure (MININFRA). However, the Joint Programme cannot be successfully carried out without the support of other ministries and affiliated agencies. These include the Ministry of Finance and Economic Planning (MINECOFIN), Ministry of Environment (MoE), Ministry of Emergency Management (MINEMA), Ministry of Trade and Industry (MINICOM), Ministry of Public Service and Labour (MIFOTRA), Ministry of Agriculture and Animal Resources (MINAGRI) and Ministry of Local Government (MINALOC). Among the affiliated agencies are the cities direct beneficiaries, as well as Rwanda Housing Authority (RHA), Rwanda Development Board (RDB), Rwanda Environment Management Authority (REMA), Local Administrative Entities Development Agency (LODA), Rwanda Land Management and Use Authority (RLMUA), Rwanda Water and Forestry Authority (RWFA), Rwanda Green Fund (FONERWA), National Industrial Research and Development Agency (NIRDA) and the Private Sector Federation (PSF).

These respective sectoral institutions will be strong cooperation partners in the implementation of the Joint Programme.

A Steering Committee (SC) composed of senior managers from UN participating agencies and the main development partners, including relevant government ministries and host cities, will be set up to provide oversight and quality assurance for the implementation of the Joint Programme. The SC will ensure effective communication, knowledge transfer and overall coordination of the programme, and is to meet at least two (2) times a year.

UN-Habitat and UNEP will be the co-lead agency in charge of coordinating and implementing the JP, having started with the elaboration process undertaken in collaboration with participating institutions. On the national side, MININFRA will be the lead implementing institution.

A technical working group (TWG) also composed of development partners and UN participating agencies will monitor the programme activities based on the agreed work plan. It will oversee the reporting to the SC on a quarterly basis.

VII. ROLE OF THE UN RESIDENT COORDINATOR'S OFFICE

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

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

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

VIII. FUND MANAGEMENT ARRANGEMENTS

A mixed fund management modality will be applied under this Joint Programme, with the UN Parallel Fund Management modality to be employed for its implementation. In this modality, each participating UN organization works closely with the relevant implementing partner on fund management and in the implementation of activities within a common work plan.

This UN parallel fund will complement the pass-through fund which will be mobilized under the Rwanda Sustainable Development Fund (SDF), to support the implementation of this JP. As articulated in the UNDAP II, the fund will be led by the United Nations Development Programme (UNDP), as the Administrative Agent (AA) of the SDF.

The AA will be accountable for effective and impartial fiduciary management and financial reporting. The AA will be responsible for financial/administrative management which includes: (1) receiving donor contributions, (2) disbursing funds to participating UN organizations based on SC instructions, and (3) consolidating periodic financial reports and final financial report. The AA may be involved in day-to-day administration, including:

- Making disbursements to participating UN organizations from the JP account based on instructions from the SC, in line with the budget set forth in the JP document;
- Establishing a separate ledger account under its financial regulations and rules for the receipt and administration of the funds received from the donor(s) pursuant to the Administrative Arrangement.

The participating UN organizations will:

- Assume full programmatic and financial responsibility and accountability for the funds disbursed by the AA as detailed in the Management Arrangements and Coordination section;
- Establish a separate ledger account for the receipt and administration of funds disbursed to it by the AA.

Each UN organization is entitled to deduct their indirect costs from contributions received according to their own regulations and rules, taking into account the size and complexity of the programme. Each UN organization will deduct seven (7) per cent of the total allocation received, towards overhead costs. The operational departments in each organization will support the financial management of the programme through preparation of internal financial reports, including periodic financial reports.

Transfer of cash to national Implementing Partners

Fund transfers to implementing partners will be based on a cash advance modality ahead of the implementation of the activities, prior to the IPs incurring any related obligations and expenses; upon request of cash advances and report on their use by the IP and as per the agreed JP annual workplan. The implementing partner may request the disbursement of funds from the Managing Agent if 80 per cent of previously disbursed funds have been utilized and accounted for through narrative and financial reports submitted to and approved by the Managing Agent. It will also take into consideration the capacity of implementing partners and can be adjusted over the course of the programme in accordance with applicable policies, processes and procedures of the participating UN organizations.

IX. MONITORING, EVALUATION AND REPORTING

Monitoring: The monitoring, evaluation and reporting of the JP will be done through UNINFO and overarched by UNDAP implementation arrangements including the results groups and results framework.

Under the guidance of the Joint Programme's Steering Committee (SC), the TWG, composed of development partners and UN participating agencies, will monitor the programme's activities based on the agreed work plan. The role of this TWG will be to oversee the execution of programme activities by ensuring compliance with the directions provided in this document and the expectations of the objectives. It will meet systematically every three

(3) months and may call upon any person whose competence it deems necessary to carry out its mission. The TWG will oversee the reporting to the SC on a quarterly basis.

The data on indicators and related baselines are aligned to those provided in national planning tools and in the UNDAP II and will be disaggregated by age and gender where appropriate. Detailed monitoring frameworks linked to annual work plans will be developed annually in line with existing UN standards on close monitoring of programme delivery. This M&E plan will help to ensure accountability, transparency, and will also monitor progress and achievements against outcomes and related outputs.

Annual/regular reviews: The JP review should be conducted annually under the coordination of the SC and based on recommendations from the M&E annual reports. The annual review will serve as an opportunity to improve the Joint Programme documents and shall include the following:

- Revision of any annex(es) to the programme description;
- Revisions that do not imply a significant change in the immediate objectives, effects, activities or costs of the programme, but that are instead related to already agreed input and/or budget amount adjustments resulting from budgetary implications of business reorganization;
- Annual mandatory revision to recompose the implementation of already approved inputs, to increase expertise, to reflect additional costs resulting from inflation, taking into account the flexibility of expenditure of UN agencies.

Table 2: Joint Programme Monitoring Framework (JPMF)

| Expected Results (Outcomes & outputs) | Indicators (with baselines & indicative timeframe) | Means of verification | Collection methods (with indicative time frame & frequency) | Responsibilities | Risks & assumptions |
|--|--|---|--|----------------------|--|
| From Results Framework (Table 1) | From Results Framework (Table 1) Baselines are a measure of the indicator at the start of the Joint Programme | From identified data and information sources | How is it to be obtained | Responsible agencies | Summary of assumptions and risks for each result |
| <p>UNDAP Outcome 1: By 2023, people in Rwanda benefit from more inclusive, competitive and sustainable economic growth that generates decent work and promotes quality livelihoods for all.</p> | <p>Indicator 1.1: % of population living in urban areas <u>Baseline: 18.4%</u> <u>Target: 35%</u></p> <p>Indicator 1.2: Number of new decent jobs created <u>Baseline: 50</u> <u>Target: 500</u></p> | <p>Labour Force Survey, NISR</p> <p>EICV</p> | | | |
| <p>Output 1.1: Increased technical capacity, skills and knowledge for sustainable industrialization and trade competitiveness</p> | <p>Indicator 1.1.1: Number of women and Youth with skills developed on quality assurance and standards in target areas. <u>Baseline: 0</u> <u>Target: 1500</u></p> <p>Indicator 1.1.2: Number. of MSMEs, equipped with new business and e-commerce skills development programs <u>Baseline: 0</u> <u>Target: 200</u></p> | <p>Agency-specific progress reports</p> <p>Feedback forms and surveys of SMEs by ITC administered by a local partner</p> <p>Number of SME's certified</p> | <p>Review/Evaluation of Agencies Quarterly and Annually report</p> | <p>ILO</p> | <p>Assumptions:</p> <ul style="list-style-type: none"> Continued development partner support and government commitment <p>Risks:</p> <ul style="list-style-type: none"> Activities and processes related to industrialization may hinder sustainable use of natural resources and thus the transition towards a carbon neutral economy |

| | | | | | |
|--|--|--|--|----------------------|--|
| | | | | | <ul style="list-style-type: none"> • Inadequacy of resources |
| <p>Output 1.2: Decent employment created, through fostering of skills development, economic empowerment and promotion of entrepreneurship and financial inclusion for all, especially women and youth</p> | <p>Indicator 1.2.1: No. of target population with entrepreneurship and improved business management skills.</p> <p><u>Baseline: 450</u> <u>Target: 950</u></p> <p>Indicator 1.2.2: Number of informal economy workers with improved incomes and decent employment in selected sectors</p> <p><u>Baseline: 450</u> <u>Target: 3500</u></p> <p>Indicator 1.2.3: Number of women entrepreneurs with improved business development and management skills</p> <p><u>Baseline: 450</u> <u>Target: 950</u></p> <p>Indicator 1.2.4: Number of trained Women in entrepreneurship, financial literacy</p> <p><u>Baseline: 450</u> <u>Target: 950</u></p> | <p>A cumulative number from each agency programme document</p> <p>NISR Labour Force Survey</p> | <p>Review/Evaluation of Agencies Quarterly and Annually report</p> | <p>UN-Women, ILO</p> | <p>Assumptions:</p> <ul style="list-style-type: none"> • Continued development partner support and government commitment <p>Risks:</p> <ul style="list-style-type: none"> • Lack of business incubators may put newly founded start-ups at risk of stagnation thus limiting their capacity to create new jobs • Increased population pressures in urban areas |

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| | <p>Indicator 1.2.5: Number of toolkits for saving operations, cooperative management and coordination distributed</p> <p><u>Baseline: 0</u> <u>Target: 500</u></p> <p>Indicator 1.2.6: Number of informal economy women and youth skills in high value-added tailoring /design improved for better earnings</p> <p><u>Baseline: 0</u> <u>Target: 1500 informal tailors and designers</u></p> <p>Indicator 1.2.7: Number of informal associations and cooperatives upgraded to better serve women and men in Garment/Tailoring</p> <p><u>Baseline: 0</u> <u>Target: 500</u></p> <p>Indicator 1.2.8: Increased number of firms that utilize social dialogue mechanisms at work place</p> <p><u>Baseline: 0</u> <u>Target: 500</u></p> <p>Indicator 1.2.9: Number of MSEs reporting more than 5% increase in annual income measured from baseline</p> | | | | |
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| | <p><u>Baseline: 0</u> <u>Target: 1000</u></p> <p>Indicator 1.2.10:No. of workers exposed to better occupational safety health through improved utility of PPEs and/or preventative site safety culture</p> <p><u>Baseline: 0</u> <u>Target: 1500 women and youth informal workers</u></p> <p>Indicator 1.2.11: Number of women and youth informally participating in the intervention models in Construction that have reported increased access to rights at work</p> <p><u>Baseline: 0</u> <u>Target: 1500 women and youth informal workers</u></p> | | | | |
| <p>Output 1.3: National and local institutions are equipped with the technical capacity to implement knowledge-based, inclusive and sustainable urbanization policies and plans.</p> | <p>Indicator 1.3.1: Rwanda’s centre of excellence for Green Urbanization operational</p> <p><u>Baseline: No</u> <u>Target: Yes</u></p> <p>Indicator 1.3.2: Feasibility study report for establishing and implementing an Electronic Local Authority Management System in the City of Kigali developed and approved by the City of Kigali</p> <p><u>Baseline: No</u></p> | <p>Smart Africa /MINICT Report, UN-Habitat Programme document, CWS</p> <p>Project document for SDF; MININFRA</p> | <p>Review/Evaluation of Agencies Quarterly and Annually report</p> | <p>UN-Habitat, UN-Women</p> | <p>Assumptions:</p> <ul style="list-style-type: none"> Continued development partner support and government commitment <p>Risks:</p> <ul style="list-style-type: none"> Limited capacity to deliver inclusive urban services especially for the most vulnerable |

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| | <p><u>Target: Yes</u></p> <p>Indicator 1.3.3: No. of Government staff with capacity to apply the Land Readjustment approach</p> <p><u>Baseline: 0</u> <u>Target: 40</u></p> <p>Indicator 1.3.4: Spatial Development Framework applied and decision room operational</p> <p><u>Baseline: Spatial Development Framework developed, and decision room installed</u></p> <p><u>Target: Spatial Development Framework approved and applied</u></p> <p>Indicator 1.3.5: CPMF system for Kigali and 6 secondary cities developed and approved</p> <p><u>Baseline: No</u> <u>Target: CPMF system for Kigali and 6 secondary cities developed and approved</u></p> <p>Indicator 1.3.6:No. of official staff with capacity to collect land tenure security data, analyze and report on SDG indicator 1.4.2</p> <p><u>Baseline: 0</u> <u>Target: 10</u></p> <p>Indicator 1.3.7: No. of safety audits conducted</p> | <p>Agency-specific progress reports</p> <p>Agency-specific progress reports</p> <p>Agency-specific progress reports</p> | | | <ul style="list-style-type: none"> • High staff turnover of national institutions |
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| | <p><u>Baseline: 1</u> <u>Target: 3</u></p> <p>Indicator 1.3.8: No. of local security staff and communities (disaggregated by sex) with skills and knowledge in prevention and response to sexual harassment and GBV in urban public spaces</p> <p><u>Baseline: 100</u> <u>Target: 300 security staff in all the sectors of the COK (taking into consideration gender)</u></p> | <p>Agency-specific progress reports</p> <p>Agency-specific progress reports</p> | | | |
| <p>UNDAP Outcome 2: By 2023, Rwandan institutions and communities are more equitably, productively and sustainably managing natural resources and addressing climate change and natural disasters</p> | <p>Indicator 2.1: National institutional structure for disaster and emergency preparedness and response fully functional in accordance to international standards (Sendai Framework)</p> <p><u>Baseline:</u> Partially functional <u>Target:</u> Fully functional</p> <p>Indicator 2.2: % of public expenditure in environment, natural resources, biodiversity, climate change, as part of total public expenditure</p> <p><u>Baseline:</u> 5% <u>Target:</u> 10%</p> | <p>MINEMA Report on the Sendai Framework/Agency reports REMA / MINECOFIN budget analysis</p> | | | |

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| | <p>sustainable transport (i.e., street design or TOD) and/or tracking of transport-related SDGs adopted at the local and national level in Rwanda</p> <p><u>Baseline: 0</u> <u>Target: 2 consisting of: 1 local standard + 1 national policy</u></p> <p>Indicator 2.1.6: city region food system developed</p> <p><u>Baseline: 0</u> <u>Target: 1</u></p> <p>Indicator 2.1.7: Mechanism of water use efficiency, water accounting and water auditing developed</p> <p><u>Baseline: 0</u> <u>Target: 1</u></p> <p>Indicator 2.1.8: The National Cooling Strategy adopted by the government</p> <p><u>Baseline: 0</u> <u>Target: 1</u></p> <p>Indicator 2.1.9: National Campaign using a variety of formats to raise awareness is launched</p> <p><u>Baseline: 0</u> <u>Target: 1</u></p> <p>Indicator 2.1.10: No. of mechanisms developed to support</p> | <p>Agency-specific progress reports</p> <p>Agency-specific progress reports</p> <p>Agency-specific progress reports</p> <p>Agency-specific progress reports</p> <p>Agency-specific progress reports</p> <p>Agency-specific progress reports</p> | | | |
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Evaluation: Evaluations will take place and will be prepared by the TWG and presented to the SC. The TWG will take stock of and report on the activities of the JP. Field visits will be carried out to capture the most significant change stories as well as the knowledge, attitudes and practices survey. Furthermore, it will identify challenges and risks of the programme's implementation. Quarterly reports will be produced, outlining summaries of field visits, meetings and concerns of implementing partners. These will be shared with relevant stakeholders, who are welcome to provide their feedback and suggestions for improvement.

The quarterly evaluation report shall inform the annual review of the Joint Programme work plan, considering identified or suggested mitigation measures to overcome challenges and risks which may have arisen during the previous programme period.

Reporting: UN-Habitat will collaborate with MININFRA as the coordinating implementing partner in the consolidation of the Joint Programme reports.

Annual report: An annual report will describe, according to the agreed format, the progress of the implementation of the activities during the year, the difficulties encountered and recommendations to solve them.

Final report: A draft final report will be consolidated from all annual reports in an agreed format no later than three (3) months after the end of the program, by the TWG. It will be submitted to the SC for approval, before dissemination. It will present the description of the program, the inputs and results acquired, an analysis of the problems encountered, and the solutions that made it possible to overcome them. The final report will be accompanied by a financial and accounting report of all expenditures made under the programme. The annual and final reports will also feed into the UNDP II annual and final reporting.

Intermediate reports: In addition to the above-referenced reports and if necessary, the parties to the programme reserve the right to request, at any time, other reports on the state of progress of the programme or on a specific problem related to project activities.

X. LEGAL CONTEXT OR BASIS OF RELATIONSHIP

The Government of Rwanda and the United Nations system have concluded a partnership agreement for the implementation of UNDP II under the One UN umbrella. Through this partnership, the government and the UN system propose to have a common vision of development objectives and aspirations for the Rwandan people, as expressed in the Vision 2020 and Vision 2050 documents and in the NST 1.

The division of labour outlines the roles and responsibilities among the parties, enabling the Joint Programme to collectively deliver integrated and impactful contributions towards sustainable urban development at national and community levels. Implementation of the activities is expected to apply division of labour commitments to ensure effective utilization of each agency's expertise as per the agreed work plan and timeframe. The JP is in line with the UN's vision for a repositioned UN development system and the 2030 Agenda, leveraging comparative advantage to bring added value, capacity and skillsets required to address Rwanda's urban development needs. This Joint Programme complements available resources from each party.

The three-year (3) cooperation agreement period runs from 2020 to 2023, under the programme period of UNDP II and NST 1.

XI. WORK PLANS AND BUDGETS

Work Plan for Rwanda Joint Programme on Sustainable Cities: Achieving transformative change in Rwanda through building sustainable and liveable cities for all

Period (2020-2021)

| JP 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. | | | | | | | | | |
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| UN organization – specific annual targets | UN organization | Activities | TIME FRAME | | | | Implementing Partner | PLANNED BUDGET | |
| | | | Q1 | Q2 | Q3 | Q4 | | Source of Funds | Amount (in USD) |
| Output 1.1: Increased technical capacity, skills and knowledge for sustainable industrialization and trade competitiveness | | | | | | | | | |
| 20 production units established and assisted | ILO | 1.1.1: Engage in a partnership to establish niche markets relevant to Rwanda tailor made products | | | | | PSF, NIRDA | SIDA | 80,000 |
| Output 1.2: Decent employment created, through fostering of skills development, economic empowerment and promotion of entrepreneurship and financial inclusion for all, especially women and youth | | | | | | | | | |
| 100 women supported | UN-Women | 1.2.1: Provide career development support and coaching/advisory services for women to strengthen their competitiveness in the job market | | | | | Akilah Institute, Career Women's Network (CWN) | UN-Women | 100,000 |

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| 120 women and youth supported | UN-Women | 1.2.2: Provide entrepreneurship, vocational and business skills for women and youth focusing on city beautification and green growth | | | | | CoK and secondary cities | UN-Women | 100,000 |
| 60 women supported | UN-Women | 1.2.3: Provide technical assistance to support women entrepreneurs to expand and apply their business development and business management skills | | | | | PSF, RCWE, New Faces New Voices (NFNV) | UN-Women | 100,000 |
| 250 women trained and coached | UN-Women | 1.2.4, 5: Train and coach women in Kimisagara mini market, Nyarugenge and Gasabo districts in entrepreneurship, financial literacy including toolkits for saving operations, cooperative management and coordination | | | | | CoK, NFNV | UN-Women | 120,000 |
| 350 designers and tailors trained | ILO | 1.2.6: Engage in partnerships to extend advanced design and tailoring technical skills and managerial skills for garments units | | | | | RDB, Rwanda Polytechnic (RP) | SIDA | 120,000 |
| 100 cooperatives | ILO | 1.2.7: Engage in partnerships to upgrade cooperative enterprises of garments and tailoring | | | | | BDF | SIDA | 110,000 |

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| 1 Coordination forum established | ILO | 1.2.8: Establish a coordination forum for institutions supporting the garments sector | | | | | NIRDA, PSF | SIDA | 110,000 |
| <u>1000 MSMEs</u> reporting more than 5% increase in annual income measured from baseline | ILO | 1.2.9: Improve access to financial products for tailors and tailor cooperatives/associations | | | | | PSF, BDF, NIRDA | SIDA | 100,000 |
| Rwanda building code revised | ILO | 1.2.10: Modify relevant construction government bodies' guidelines and actions to provide contractual coverage for contractors to invest in decent employment | | | | | MIFOTRA, RHA | SIDA | 60,000 |
| 1 awareness campaign organized | ILO | 1.2.11: Enhance awareness of labour law risks, obligations and opportunities among building construction stakeholders | | | | | MIFOTRA, RHA | SIDA | 130,000 |

Output 1.3: National and local institutions are equipped with the technical capacity to implement knowledge-based, inclusive and sustainable urbanization policies and plans.

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| Inception report approved and 6 sites for a rapid feasibility study to pilot the Land readjustment selected. | UN-Habitat | 1.3.3: Promoting participatory and inclusive Land Readjustment approach for Upgrading unplanned and underserviced settlement in Kigali, Rwanda | | | | | CoK, MININFRA, RHA | UN-Habitat, ENABEL through RHA | 150,000 |
| 10 official staff trained to collect land tenure security data, analyze and report on SDG indicator | UN-Habitat & FAO | 1.3.6: Enhancing National Statistical Offices' Capacity to Collect Land Tenure Security Data and Report on SDG Indicator 1.4.2 | | | | | RLUMA, NISR, MINAGRI | UN-Habitat | 50,000 |
| 2 safety audits conducted | UN-Women | 1.3.7: Provide technical and financial support to the CoK and selected secondary Cities to conduct women safety audits for gender responsive and inclusive urban planning | | | | | CoK, Selected Districts | | 60,000 |
| 200 security staff in all the sectors of the COK (taking into consideration gender) | UN-Women | 1.3.8: Enhance capacity of local security staff and city communities in prevention and response to sexual harassment and GBV in urban public spaces | | | | | CoK, Selected Districts | UN-Women | 100,000 |

OUTCOME 2. By 2023, Rwandan institutions and communities are more equitably, productively and sustainably managing natural resources and addressing climate change and natural disasters.

Output 2.1: Improved policy environment, technical capacity, skills and knowledge to address climate change through sustainable use of natural resources, improved energy efficiency and controlled use of F-gases

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| At least one documented pilot project on vertical integration per country | UN-Habitat | 2.1.1: Enhance vertical and horizontal integration of climate action in support of National and Local Strategies and Policies | | | | | MoE, REMA, MININFRA, MINALOC, CoK, Muhanga, Rubavu, RALGA | European Commission | 130,000 |
| District-specific low emissions development strategies and action plans (in line with National Strategies) approved | UN-Habitat | 2.1.2: Support Local Governments in developing and approving Urban Low Emission Development Strategies | | | | | | European Commission | 150,000 |
| At least 3 model cities staff participate in national/regional or international event to promote Urban LEDS | UN-Habitat | 2.1.3: Promote International, Regional and National State and City Cooperation on Urban Climate Action | | | | | | European Commission | 101,000 |

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| At least 5 placemaking events or car free days facilitated At least 3 demonstration projects selected for concept note development to test and scale up sustainable mobility | UN-Habitat | 2.1.4: Support in the implementation of public transport, walking, cycling, or other shift strategies, streets | | | | | MoE, REMA, MININFRA, City of Kigali, RURA, RTDA | International Climate Initiative of the German Environment Ministry | 40,000 |
| 10 Government staff with capacity to enhance adoption of norms, national guidelines, technical specifications to promote sustainable urban mobility | UN-Habitat | 2.1.5: Support implementation of one zoning or land use reform to support transit-oriented development (TOD), and/or one travel demand management (TDM) strategy | | | | | | International Climate Initiative of the German Environment Ministry | 50,000 |
| city region food system developed | FAO | 2.1.6 Support to develop city region food system for Kigali City and Secondary cities | | | | | MoA, MoE, RAB, REMA, MoA, MoE, RAB, | FAO | 50,000 |

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| | | | | | | REMA, RWFA, City of Kigali | | |
| One Mechanism of water use efficiency, water accounting and water auditing developed | | | | | | MoE, RWFA, RHA and City of Kigali | FAO | 115,000 |
| The National Cooling Strategy adopted by the government | UNEP | 2.1.8: Support the Ministry of Environment to develop the National Cooling Strategy, Minimum Energy Performance Standards and Product Labels | | | | REMA | | 150,000 |
| Feasibility study available | UNEP | 2.1.10 Development of financing mechanisms that reduce the upfront cost barrier to the adoption of clean and efficient cooling products | | | | MoE | | 50,000 |

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| Feasibility study available | UNEP | 2.1.12: Support MoE, REMA and MININFRA (including city authorities) develop concrete air quality monitoring systems and strategies with sectoral and/or fiscal priority interventions to address rapid motorizing and polluting vehicles that heavily rely on fossil fuels. | | | | MoE, REMA, MININFRA, Cities | | 80,000 |
| Feasibility study available | UNEP | 2.1.13: Create national and urban networks and programs to raise awareness of and priority for Air Quality management and strengthen capacity of existing networks to reduce air pollution due to urban transport. | | | | MoE | | 70,000 |
| Total planned budget Year 1 (2020-2021) | | | | | | | | 2,476,000 |
| | UN-Habitat | | | | | | | 671,000 |
| | FAO | | | | | | | 165,000 |
| | UNEP | | | | | | | 350,000 |
| | UN-Women | | | | | | | 580,000 |
| | ILO | | | | | | | 710,000 |

Summary Joint Programme Budget

| <i>PUNO</i> | <i>Available Budget</i> | <i>To be Mobilized</i> |
|---------------------|--------------------------------|-------------------------------|
| <i>UN-Habitat</i> | USD 1,305,000 | <i>USD 1,045,000</i> |
| <i>FAO</i> | USD 250,000 | <i>USD 615,000</i> |
| <i>UNEP</i> | USD 745,000 | <i>USD 520,000</i> |
| <i>UN-Women</i> | USD 300,000 | <i>USD 1,270,000</i> |
| <i>ILO</i> | USD 1,000,000 | <i>USD 450,000</i> |
| <i>TOTAL</i> | <i>USD 3,600,000</i> | <i>USD 3,900,000</i> |