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Minutes of the Local Project Appraisal Committee (LPAC) meeting for the UNDP Rwanda- Resilience and Inclusive Transformation Portfolio.
Date: 25th February 2026 14h00-15h30
Venue: UNDP Conference room and online

Agenda

1. Welcome remarks by UNDP
2. Opening remarks by the Ministry of Finance and Economic Planning (MINECOFIN)
3. Presentation of the draft Portfolio Document
4. Review, discussion, and recommendations by LPAC members
5. Endorsement of the Portfolio
6. closing remarks

1. Welcome Remarks: UNDP Deputy Resident Representative, Nana T. Chinbuah

The Deputy Resident Representative of UNDP Rwanda welcomed all participants to the Local Project Appraisal Committee (LPAC) meeting and thanked representatives from implementing partners and responsible parties for their participation. She highlighted the importance of the meeting as a key quality-assurance milestone in reviewing the draft Resilience and Inclusive Transformation Portfolio, developed under the UNDP Country Programme Document (CPD) 2025–2029. She emphasized that the LPAC provides an opportunity for partners to carefully examine the proposed portfolio, reflect on its strategic alignment with national priorities, and provide technical guidance to strengthen the document before its finalization and formal endorsement.

She further noted that Rwanda is among the first UNDP country offices to operationalize the organization's newly adopted Portfolio Policy, which shifts programming from isolated projects toward a more integrated, systems-based approach. She expressed appreciation to government partners, particularly MINECOFIN and sector ministries, for their collaboration throughout the design process, including technical consultations and portfolio design workshops. She encouraged open dialogue, constructive feedback, and shared ownership of the portfolio, underscoring that its success will depend on strong partnerships, adaptive learning, and coordinated implementation to advance Rwanda's resilience, inclusive growth, and sustainable development.

2. Opening Remarks: Ministry of Finance and Economic Planning (MINECOFIN)

The Co-Chair, Jean Marie Sabato of the Ministry of Finance and Economic Planning (MINECOFIN), opened the session by expressing appreciation to UNDP Rwanda for its sustained partnership in supporting Rwanda's national transformation agenda. He noted that the proposed Portfolio is strongly aligned with Rwanda's key national development frameworks, including Vision 2050, NST2, climate resilience strategies, digital transformation priorities, governance reforms, and private-sector-led growth initiatives. Mr. Sabato highlighted that Rwanda's development challenges are increasingly complex,

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multidimensional, and interconnected, requiring integrated solutions rather than fragmented, sector-by-sector interventions. In this regard, he welcomed the Portfolio as a timely and strategic approach that reflects the Government's own shift from stand-alone projects toward integrated flagship programmes designed to address systemic challenges and accelerate national transformation.

He further emphasized that the LPAC meeting represents not only a compliance requirement but also an important quality assurance platform for ensuring that the Portfolio is technically sound, nationally owned, and capable of addressing Rwanda's cross-sectoral development priorities. Mr. Sabato stressed the importance of embedding integrated financing, climate finance mobilization, adaptive management, and strong accountability mechanisms within the Portfolio's design and governance framework. These elements, he noted, are essential for strengthening coordination across institutions, improving implementation effectiveness, and ensuring measurable and sustainable development outcomes. He reaffirmed MINECOFIN's support for the LPAC process as a strategic opportunity to enhance coherence across Rwanda's development architecture and ensure that UNDP's programming continues to add tangible value to the country's long-term transformation agenda.

3. Presentation of the Draft Portfolio Document

Dr. John Bosco Rukundo a National Economist in UNDP walked participants through the full draft portfolio document. The presentation covered the following sub-sections:

i. Overview

The portfolio is anchored on the UNDP Country Programme Document (CPD) 2025–2029 and is organized around three interconnected focus areas: economic transformation, climate resilience, and governance and human development. Digital transformation, innovation, and financing for development are integrated across all three areas as cross-cutting enablers.

ii. Rationale for a Portfolio Approach

Rwanda's development challenges are complex, multidimensional, and deeply interlinked, requiring an integrated rather than piecemeal response. The portfolio approach is designed to deliver improved policy coherence across sectors, better coordination among implementing partners, greater scalability of solutions, and stronger national ownership and sustainability.

iii. Seven-Stage Design Process

The portfolio was developed through a seven-stage process: (1) onboarding and narrative development; (2) Bootcamp capacity building; (3) co-design with partners; (4) incubation and dynamic management; (5) government technical validation; (6) adaptive integration and learning; and (7) finalization based on LPAC and partner input.

iv. Core Principles

The portfolio is guided by four core principles: human rights, gender equality, and social inclusion; environmental sustainability; systems-wide capacity strengthening; and national alignment and contribution to the Sustainable Development Goals (SDGs).

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v. Transformation Shifts

The portfolio is structured around three transformation shifts: Shift 1, from climate vulnerability to climate resilience; Shift 2, from agricultural dependence to a diversified, technology-enabled economy; and Shift 3, from fragmented governance to a cohesive, inclusive society.

vi. Results Framework and Indicators

The results framework includes detailed baselines and targets set for 2029, with specified means of verification. A six-month work plan covers the period July to December 2026, and budget allocations are disaggregated by implementing partner and responsible party.

vii. Governance and Implementation

Implementation will follow the National Implementation Modality (NIM). Shift leads have been assigned as follows: the Ministry of Environment (MoE) leads Shift 1; MINECOFIN leads Shift 2; and the Ministry of Justice (MINIJUST) together with the Rwanda Governance Board (RGB) leads Shift 3. The governance structure also embeds robust learning loops, including weekly check-ins, quarterly portfolio reviews, and biannual sense-making sessions.

4. LPAC Members discussion

Following the presentation, the Co-Chair opened the floor for questions, comments, and inputs. The discussion is summarized below.

Implementation Modality (Ministry of Justice – Eric Uwitonze SPIU Coordinator)

Q: Clarification was sought on whether existing focal persons would remain embedded within the portfolio governance structure.

A: The portfolio will apply the National Implementation Modality (NIM). Focal persons will continue in their roles, supporting the relevant shifts and responsible implementing institutions.

Handling of Existing and Ongoing Projects (REMA – Alex MUGABO SPIU Coordinator)

Q: Participant wondered how ongoing projects and initiatives would be integrated into the new portfolio framework.

A: Current projects will continue as planned through January–June 2026. Integration into the unified portfolio framework will occur from July 2026 onwards. Certain strategic stand-alone projects, such as those funded by GEF and others, will remain outside the portfolio but will maintain alignment with its objectives.

Budget Allocations (Rwanda Green Fund – Florian MUGABO M&E Specialist)

Q: RGF sought clarification on why their allocated activities were limited to USD 50,000.

A: The budget reflects currently available UNDP resources mobilized for the 2026 six-month work plan period (July-December 2026). Additional resource mobilization efforts are ongoing and will be reflected in subsequent work plan revisions.

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Ministry of Environment Role as Shift 1 Lead (MOE – Diane BUCYANA Programme Manager)

Q: Participants sought clarity on how MoE, as the Shift 1 lead, would coordinate the various agencies and partners within that shift.

A: MoE will lead shift-level policy coordination and strategic oversight. Responsible parties will be accountable for the implementation of specific activities. The coordination architecture and roles are fully embedded within the portfolio governance structure.

BRD Role Across Portfolio Shifts (BRD- Cyprien Ndayisaba Manager, ESG Risk)

Q: Clarification was requested on BRD's specific responsibilities across the three shifts, particularly regarding financing and private sector support.

A: BRD plays a central role under Shift 2, focused on climate finance mobilization, digital financing, and private sector engagement. Their cross-cutting contributions also support Shifts 1 and 3 where relevant.

Partner Consultations (MINECOFIN- Jean Marie Sabato Project Analyst)

Q: MINECOFIN requested clarification on the extent and coverage of earlier consultations with line ministries and other institutions.

A: The portfolio was co-created through multiple rounds of stakeholder consultations, including the Bootcamp, bilateral technical reviews, and validation workshops. It was acknowledged that some institutions may have experienced information gaps due to rotating staff representation during the process.

Endorsement

Following the discussion, the Chair called for the formal endorsement of the Draft Portfolio Document. All institutions present raised no objection and provided verbal endorsement.

The following institutions explicitly endorsed the portfolio: RSB, RGB, RGF, MINECOFIN, the Ministry of Environment, MINIJUST, BRD, REMA, the Ministry of Youth, and other partners present.

Endorsement was granted subject to the receipt and incorporation of final written inputs from partners by the end of day on Monday, 2 March 2026. As no additional inputs were received by the stated deadline, the Draft Portfolio Document is considered formally endorsed by the LPAC.

Closing Remarks

The Co-Chair (MINECOFIN) reiterated the Government of Rwanda's shared commitment to the national transformation agenda and the importance of the Resilience and Inclusive Transformation Portfolio in driving integrated, system-level change. He thanked all participants for their constructive engagement, collaborative spirit, and timely contributions throughout the co-creation process.

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Approved by

Chair	**Co-Chair**
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Nana T. Chinbuah Deputy Resident Representative, UNDP Rwanda	**Jean Marie Sabato** Project Analyst / MINECOFIN Representative
Date:	Date: