RWANDA RESILIENCE AND INCLUSIVE TRANSFORMATION PORTFOLIO DOCUMENT

Portfolio Number:

Start Date: 01 July 2026 **End Date:** 31 December 2029 **LPAC Meeting date:** 25 February 2026



Docusign Envelope ID: 7C72ABC6-5B8F-4ECF-9985-4A6384CD68BB

Summary Description

Rwanda's strong governance and clear national vision have positioned the country as a regional leader in development. Yet achieving Vision 2050, NST2, and UNSDCF ambitions requires systemic transformation that isolated projects cannot deliver. The Resilience and Inclusive Transformation Portfolio addresses interconnected vulnerabilities through three strategic shifts: from climate-vulnerable to climate-resilient through strengthened institutions, coherent policy frameworks, and scaled sustainable energy solutions; from agricultural dependence to diversified economy through enhanced digital infrastructure, strengthened technical capacities, and climate-aligned financing; and from fragmented governance to social cohesion through reshaped norms, empowered youth, women, and persons with disabilities, and integrated service delivery.

These shifts generate three mutually reinforcing system effects: an inclusive and climate-resilient country enabled by strong institutions, coherent policies, innovation, and sustainable energy markets that reduce vulnerability and drive inclusive growth; a diversified, technology-enabled economy with private sector growth, quality job creation, and climate-aligned investment mobilized through blended financing toward resilient industries; and a cohesive, inclusive society with strengthened social trust, justice, and accountable governance delivering better services while community-driven approaches expand equity and deepen cohesion.

Implemented by the Ministry of Environment (climate resilience), Ministry of Finance and Economic Planning (economic diversification), Ministry of Justice and Rwanda Governance Board (social cohesion), and coordinated through the existing mechanisms, the portfolio scales nature-based and digital solutions through national systems, supporting Rwanda's transition toward a climate-resilient, equitable, and future-ready society.

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PORTFOLIO OVERVIEW

Contributing UNSDCF/CPD or RPD or SP Outcome(s): UNSDCF/CPD Outcome 1 and 2. CPD Outputs 1.1-1.4 and 2.1-2.4 Deliver Portfolio Shifts/Output(s) 1-3.	**Total resources required:**	9,461,290 USD	
	Total resources allocated:	The total amount of money available now/guaranteed i.e. already signed an agreement and the project does not have a separate governing board.	
		UNDP TRAC:	737,290 Y1 Funded 3,520,000 Y2-Y4 Estimated
		Donors (FAO and SDG Funds)	154,000 Y1 and Y2 Funded
		Government:	
		In-Kind:	
	Unfunded:	5,050,000 USD	

Ministry of Environment
Implementing Partner for Multiyear Work Plan (MYWP) 1

signature: Digitally signed by MOE(Minister)

Hon. Bernadette Arakwiye
Minister of Environment

Date:

Ministry of Finance and Economic Planning
Implementing Partner for MYWP 2

signature:

Minister of Finance and Economic Planning - Hon. Yusuf Murangwa

Date: Signed by:

Ministry of Justice
Implementing Partner for MYWP 3

signature:

Hon. Emmanuel Ugirashebuja
Minister of Justice

Date:

Rwanda Governance Board
Implementing Partner for MYWP 4

signature: Digitally signed by PICARD UWICYEZA DORIS
Date: 2026.04.15 13:59:03 +02'00'

Dr. Doris Uwicyeza Picard
Chief Executive Officer

Date:

UNDP Rwanda

signature: DocuSigned by: Fatmata Lovetta Sesay C7110C73469643A...

UNDP Resident Representative - Dr. Fatmata Lovetta Sesay

Date: 14-Apr-2026

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1. Theory of Change

The Theory of Change is articulated through three linked elements: the Development Challenge, the Description of Change and the Portfolio Contribution, defining Rwanda's structural constraints and the pathway to transformation. It presents a coordinated shift toward climate-resilient institutions, a diversified technology-enabled economy, and cohesive inclusive governance that converts innovation into measurable impact. UNDP serves as a convenor and system integrator, aligning partnerships and finance to scale solutions that strengthen resilience, equity and sustainable growth.

Development Challenge.

Rwanda's development is constrained by structural bottlenecks that continue to limit the pace and depth of transformation. The development model remains vulnerable to climate shocks, demographic pressures and rapid technological change, often exacerbated by social and cultural norms that slow innovation and inclusivity. Rwanda's economy is heavily dependent on agriculture and rain-fed systems, and climate variability, droughts, floods and land degradation threaten productivity, energy security and rural livelihoods. The population is young (median age 22.7 years)[1]and fast growing, but the labour market is not creating sufficient formal, productive jobs: unemployment remains elevated (13.4 % overall, with youth unemployment around 15.4 %)[2] and labor underutilization at 57 %[3]. Informality is pervasive with over 84% of employment classified as informal, constraining income security and social protection coverage. The institutional fragmentation and limited coordination across sectors slow the service delivery of integrated solutions; financing constraints restrict the scaling of proven innovations. Digitalization is expanding rapidly with services reaching 8.4 million people and over 11% of government services are now fully digitised[4], yet unequal access to connectivity, digital skills and affordable services, risk widening social disparities. Social protection systems remain stretched with incomplete coverage of the urban poor and workers in the informal economy.

The private sector is hindered by high logistics costs, limited value addition, and constrained access to long-term finance, reducing competitiveness and export diversification. Over 84% of employment is informal, depressing wages and work quality, and youth NEET rates hover at 30 %[5]. These constraints blunt Rwanda's ability to convert macroeconomic stability into broad-based welfare gains. To accelerate transformation, Rwanda needs deeper institutional integration, climate-resilient infrastructure, and scalable technology-enabled livelihoods linking human capital to productive sectors. Strengthened coordination between public, private and community actors, and expanded green and blended finance, are essential to ensure equitable, low-carbon resilience.

This portfolio responds to this agenda and aligns governance reform, private sector development, green growth and social inclusion with NST2[6], vision 2050[7], GGCRS[8], the UNSDCF, the SDGs, and the agenda 2063.

1 *NISR, Rwanda Population Census, 2022.*
2 *NISR, Labour Force Survey 2024*
3 *NISR Labour Force Survey 2024*
4 *Rwanda Information Society Authority (RISA), 2024, Rwanda Governance Sciorecard 12th Edition, 2025.*
5 *SIDA, Multi-Dimensional Poverty Analysis, 2024*
6 *National Strategy For Transformation 2*
7 *Rwanda's long-term vision*
8 *Green Growth and Climate Resilience Strategy*

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Description of Change.

The portfolio advances Rwanda's transition toward a resilient, inclusive, and sustainable development pathway by catalyzing coordinated change across governance, economic, environmental, and social systems. Anchored in the Rwanda Country Programme and aligned with the UNSDCF and national transformation priorities, it adopts an integrated portfolio approach that moves beyond fragmented projects to address structural drivers of vulnerability and unlock transformation at scale. Change will be pursued through three mutually reinforcing shifts: strengthening institutional capacity and policy coherence to reduce climate vulnerability and expand green opportunities; accelerating the transition from an agriculture-dependent economy to a diversified, technology-enabled growth model supported by climate finance and digital public infrastructure; and fostering a cohesive society through accountable governance, inclusive service delivery, and the empowerment of youth, women, and persons with disabilities.

Together, these shifts generate system-level effects that reinforce one another. They support the emergence of an inclusive, climate-resilient economy driven by innovation and sustainable energy markets; a diversified and technology-enabled economy characterized by competitive private sector growth, quality job creation, and increased climate-aligned investment; and a more cohesive society in which stronger social trust, justice, and integrated governance systems improve service delivery and deepen social cohesion nationwide. By linking policy reform with practical implementation, the portfolio strengthens institutions and communities simultaneously, ensuring that innovation translates into measurable development impact.

Implementation combines rapid pilots, iterative learning, and joint sense-making with partners to keep interventions adaptive, evidence-based, and responsive to context. Anticipated risks including resource constraints, coordination challenges, climate shocks, capacity gaps, the digital divide, and reform fatigue will be addressed through adaptive portfolio management, continuous stakeholder engagement, targeted capacity development, inclusive digital solutions, and diversified resource mobilization. Success depends on sustained political commitment and national ownership, active community participation, and the availability of sustainable financing mechanisms that enable scaling of effective solutions.

The portfolio operates through strategic partnerships with Government of Rwanda (Ministry of Environment, Ministry of Finance and Economic Planning, Ministry of Local Government, Ministry of Justice, Rwanda Governance Board, Rwanda Information Society Authority), international financial institutions (Global Enviroment Facility, African Development Bank, World Bank), bilateral partners (Korea International Cooperation Agency, European Union, UK FCDO, Switzerland SDC), private sector, and civil society organizations. South-South cooperation with Kenya and South Africa on digital public goods and mobile money integration informs Rwanda's digital transformation approach. Coordination occurs through the thematic working groups of the Cooperation Partners Coordination Group (CPCG), ensuring alignment of financing, shared risk management, and collective learning.

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UNDP Portfolio contribution.

UNDP acts as a convenor, catalyst, and system integrator within Rwanda's development landscape, working across governance, economic transformation, climate resilience, and social inclusion. The portfolio functions as the main platform for delivering results under the Rwanda Country Programme Document (CPD), the UNSDCF, and UNDP's Strategic Plan, translating national priorities into coordinated, multi-sectoral action that advances progress across people, prosperity, planet, governance, and resilience.

Through the portfolio, UNDP strengthens institutional capacity and policy coherence at national and sub-national levels, expands green and digital livelihood opportunities that support inclusive job creation, and promotes governance and social transformation that enhance accountability, participation, and quality service delivery. It pilots, tests, and scales integrated solutions including climate-smart technologies, digital public infrastructure, and innovative justice and governance models ensuring that policy reform is closely linked to practical implementation and measurable development impact.

UNDP's added value lies in its ability to connect policy reform with implementation, convene diverse public, private, and community actors, and act as a system integrator and catalyst that complements sector-specific efforts. Portfolio learning will focus on how policy reforms, innovative finance, digital systems, and community-led action interact to strengthen resilience, inclusion, equity, and social trust.

UNDP convenes multi-stakeholder platforms including the Cooperation Partners Coordination Group (CPCG) and thematic working groups, manages a portfolio learning and innovation pooled fund for rapid experimentation, and mobilizes blended finance combining public and private capital. Implementation is led by Government ministries (Ministry of Environment, Ministry of Finance and Economic Planning, Ministry of Justice) and Rwanda Governance Board, with UNDP providing technical assistance, coordination, and catalytic support to ensure national ownership and sustainability.

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1. Portfolio Results Framework[9].

PORTFOLIO RESULTS FRAMEWORK

Portfolio Name: Resilience and Inclusive Transformation in Rwanda	Quantum Portfolio No.
Portfolio Intent	**Related Portfolio Contribution to CPD**
The intent of UNDP Rwanda is to leverage UNDP's unique mandate, capacities, convener role, thought leadership and evolving role as a connector and catalytic partner to strengthen the resilience of institutions, people and planet to withstand, mitigate, adapt recover from shocks and stresses. To dynamically manage a Portfolio of Resilience and Inclusive Transformation and contribute to the following system effects: An inclusive and climate resilient country enabled by strong institutions, coherent policies, fostered innovation and sustainable energy markets that mutually reinforce to reduce climate vulnerability and drive inclusive growth. A more diversified, inclusive and technology-enabled economy attained through private sector growth, quality job creation, and increased climate-aligned investment beyond primary agriculture. Enhanced digital public infrastructure and stronger technical capacities raise productivity, expand market access, service delivery and stimulate innovation among SMEs, while blended financing mobilizes capital toward resilient, high-value industries, and strengthens competitiveness.	**UNDP Strategic Plan outcomes:** Structural transformation accelerated, particularly green, inclusive, and digital transitions. No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development. **National priority or goal:** Economic transformation: Create 1.25 million productive and decent jobs, focusing on opportunities for youth, women and build climate resilient economy. Enhance service delivery and citizen participation UNSCDF outcomes involving UNDP #: By 2029, people in Rwanda, especially the most vulnerable groups have improved livelihoods and benefit from competitive, diversified, and resilient inclusive economic growth that promotes gender equality, sustainable production and consumption. By 2029, people in Rwanda benefit from transparent and accountable governance that fosters inclusive, equitable socio-economic transformation, human rights, gender equality, unity, peace and security.

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9 *This section defines the portfolio's expected results and how they help achieve UNSDCF/CPD outcomes or the Regional Programme Development outcomes of the SP outputs/outcomes. In setting Results Framework indicators please note: UNDP publishes its portfolio/project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audiences clearly understand the results of the portfolio.*

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A cohesive, inclusive society emerges as social trust, justice, and accountable governance strengthen. Integrated governance improves service delivery, while community approaches expand equity, prevent conflict, and build social cohesion. Youth, women, and persons with disabilities gain voice in decision making, supported by shifts in social norms on natural resource use	CPD outputs: **Output 1.1.:** Strengthened public and private institutions to foster the creation of inclusive and productive jobs and drive green growth for a resilient economy. **Output 1.2.:** People in Rwanda, including women, youth, and people living with disabilities are equipped with employability skills and have access to green technologies and utilize sustainable productive resources, innovation, and financing to improve their livelihoods and build resilience. **Output 1.3.:** Natural resources protected and managed to enhance sustainable productivity and livelihoods (IRRF 4.1). **Output 1.4.:** Women-headed households have increased access to clean cooking energy through nature- based solutions. **Output 2.1.:** Strengthened capacities of national and sub-national institutions and systems to deliver inclusive, rights-based, gender-transformative, resilient quality services for all people. **Output 2.2.:** People live in a united, peaceful, secure, and inclusive environment with equitable access to gender-responsive and resilient quality services. **Output 2.3.:** Women's leadership and participation advanced through implementing affirmative measures, strengthening institutions and CSOs, and addressing structural barriers, to advance gender-equality, including in crisis contexts (IRRF 6.2). **Output 2.4.:** Government and non- state actors have enhanced measures for transparency, accountability, and anti-corruption measures are enhanced by government and non- state actors for improved governance.

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Portfolio Results	Are we seeing progress, where and how?	Indicator	Baseline		End Target		Means of Verification
			Value	Year	Value	Year	
System Change: An inclusive and climate resilient country enabled by strong institutions, coherent policies, fostered innovation and sustainable energy markets that mutually reinforce to reduce climate vulnerability and drive inclusive growth.	**Shift 1:** Transitioning from a climate-vulnerable nation through strengthened institutions, coherent policy frameworks, scaling local sustainable energy solutions, and green economic opportunities to foster bottom-up innovation, and build an inclusive resilient country.	1.1. Number of evidence-based technical analyses, policy tools, and reforms developed and/or adopted to promote a green, climate resilient, and inclusive economy.	3	2025	4	2029	Published on UNDP websites or other Government partners websites. Press release, Policy dialogue.
		1.2. Extent to which supported institutions have improved capacities to deliver inclusive quality services disaggregated by national and sub-national.	National: 2 Subnational: 110	2023	National: 3 Subnational: 2	2029	RGS and Sector Strategic Plan reports Frequency: Annually
		1.3 Number of women, men and persons with disabilities directly benefiting from initiatives to build resilience against disaster and climate risks.	12,916 (5,166 women and 7,750 men) 50 persons with disabilities	2025	24,000 (12,480 women, 11,520 men)	2029	MoU's, financing agreements, technical assistance, financial, recruitment of consultants (Consultants Contracts), Requests from Partners
		1.4 Number of households accessing clean, affordable, and sustainable energy	1,804	2025	10,000 (2,500 women- headed households, 7,500 men-headed households)	2029	Partners progress report; Sector strategic plan reports,

10 *A country and institution-specific rating scale will be developed with government to measure three levels of core capacities: 1= Low, 2 = Medium, 3 = High.*

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A more diversified, inclusive and technology-enabled economy attained through private sector growth, quality job creation, and increased climate-aligned investment beyond primary agriculture. Enhanced digital public infrastructure and stronger technical capacities raise productivity, expand market access, service delivery and stimulate innovation among SMEs, while blended financing mobilizes capital toward resilient, high-value industries, and strengthens competitiveness.	**Shift 2:** Shifting from an agricultural dependent to a more diversified, and technology-enabled economy, through climate financing, enhanced digital public infrastructure and strengthened technical capacities, to foster equitable opportunities, drive broad-based inclusive private sector development that enhances job creation and economic growth.	2.1. Number of knowledge products developed on diversification towards non-agricultural dependence	1	2025	4	2029	Knowedge products published
		2.2 Number of productive and decent jobs created for youth in non-agricultural sectors.	15,948 (7,655 F; 8,293 M)	2025	40,000 (Women: 18,000, Men: 22,000 and including 5,000 persons with disabilities)	2029	Tracer Study, Programme Evaluation reports
			310 (to consider disaggregation by gender)	2025	700	2029	Post Incubation report, Youth Caravan, MINECOM Reports
		2.3 Number of functional, transformative and people-centered digital solutions supported, including artificial intelligence for digitalization.	6	2025	10	2029	Sector strategic plan reports, program reports Frequency: Annually
		2.4 Value of climate finance mobilization proposals developed, and submitted, to support green investment priorities.	$19 million	2025	$45 million	2029	Submitted Proposals, climate finance pipeline tracker, review feedback Frequency: Annually

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A cohesive, inclusive society emerges as social trust, justice, and accountable governance strengthen. Integrated governance improves service delivery, while community approaches expand equity, prevent conflict, and build social cohesion. Youth, women, and persons with disabilities gain voice in decision making, supported by shifts in social norms on natural resource use	**Shift 3 (Output):** Transitioning from a historical background shaped by divisionism, fragmented governance systems, and persistent gaps in service delivery towards a future cohesive society through reshaping social norms on natural resources use, empowering youth, women, and persons with disabilities to foster social cohesion, Justice, inclusive governance, accountability, and high-quality service delivery.	3.1 Percentage of case backlog in the judiciary and number of initiatives supported to advance human rights agenda disaggregated by backlogs and initiatives.	Case backlog: 49% Human rights agenda Initiatives: 3	2025	Case backlog: 30% Human rights agenda Initiatives: 6	2029	Sector strategic plan reports Frequency: Annually
		3.2. Number of partnerships/initiatives with women-led CSOs and other bodies and networks to advance women's leadership, participation, and gender-equality	3	2025	9	2029	Partners' reports Assessments, desk review of newspapers and other media outlets
		3.3. Level of citizens engaged in community initiatives supported, disaggregated by sex, age group, persons with disabilities and geographic location.	Low	2025	High	2029	Partners' reports Sectors working groups' reports
		3.4 Percentage of non-state actors' participation in policy formulation and implementation of strategies and programmes disaggregated by group (Media, CSOs, FBOs).	General: 82.61% CSOs and FBOs: 80.83% Media: 84.40%	2025	General: 87.5% CSOs and FBOs: 87% Media: 87%	2029	RGS and sector strategic plan reports Frequency: Annually

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Portfolio Momentum11:	**Political Momentum:** Underlying political momentum towards the success of the portfolio.	4.1: Frequency and prominence of public statements, speeches, or policy positions by senior decision-makers advocating for green, inclusive, or digital economic reforms (e.g. fiscal incentives, labor reforms, green industrial policies)	Public statements and policy positions by senior decision-makers on green, inclusive, or digital economic reforms are infrequent and low-profile, typically limited to occasional speeches or interviews, with limited media coverage and policy follow-up.	2025	Public statements, speeches, and policy positions by senior decision-makers on green, inclusive, or digital economic reforms are frequent, high-profile, and widely reported, demonstrating clear advocacy and signaling political commitment.	2029	Semi-annual Portfolio Momentum Report approved by the Portfolio Board, Government websites and press releases, Official gazettes or policy publications, National and local media monitoring reports, Social media accounts of senior decision-makers and ministries, Portfolio monitoring / partner documentation.
		4.2: Extent to which12 monetary, fiscal, and sectoral policies increasingly incorporate resilience, inclusion, and green growth incentives, as evidenced by policy reforms, regulatory adjustments, or new incentive mechanisms.	2: Emerging	2025	3: Established	2029	Annual Official policy documents (Budget plans, sectoral strategies, economic plans, regulatory frameworks).

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11 IP will need to demonstrate, through the multi-year work-plan and budget, that they have sufficient resourcing and capacity to manage and capture their contributions to the Portfolio Momentum and Portfolio Learning results categories of the Portfolio Results Framework.

12 Qualitative scoring scale from 1 to 4: (1) Nascent – Limited references; no incentives embedded, (2) Emerging – Selective integration; pilot incentives in place, (3) Established – Systematic integration across key policies; incentives operational, (4) Institutionalized – Whole-of-government integration; incentives scaled and routinely applied

	Social Momentum: Underlying social momentum, towards the success of the portfolio	5.1: Growth in media, social media, and influencer engagement around priority themes (e.g. women entrepreneurs, local digital solutions, climate resilience), measured through mentions, reach, or engagement metrics.	Media and social media engagement around priority themes is low and uneven, with irregular mentions, limited organic reach, and engagement driven mainly by isolated campaigns. Influencer participation remains ad hoc, with no sustained cross-platform amplification.	2025	Media, social media, and influencer engagement around priority themes shows a sustained upward trend over time, with growing mentions, reach, and engagement across platforms. Influencer participation is regular and systematic, expanding organic reach, increasing audience interaction, and strengthening public discourse beyond campaign-driven peaks.	2029	Frequency: Annual Media monitoring tools: National newspapers, TV, radio, and online portals. Social media analytics: Facebook, Twitter/X, LinkedIn, Instagram, TikTok (reach, engagement, mentions). Influencer tracking: Verified accounts, content analytics, and follower metrics. Local government / district records: Approvals, endorsements, or monitoring notes of community-led initiatives.	
		5.2: Number and quality of sub-national or community-led initiatives demonstrating inclusive, resilient, and locally driven solutions aligned with portfolio objectives	Number TBD sub-national or community-led initiatives meet the minimum criteria for inclusion, resilience, local leadership, and alignment with portfolio objectives.	2025	10 sub-national or community-led initiatives meet the same minimum criteria, with representation across multiple districts and sectors.	2029		

	Investment Momentum: Underlying investment momentum, towards the success of the portfolio	6.1: Proportion of public and private investment interest aligned with portfolio priorities, including climate finance pipelines, blended finance instruments, or green and inclusive business models.	% TBD of total public and private investment interest is currently aligned with portfolio priorities (climate, green, inclusive, or digital sectors).	2025	≥ 30% of public and private investment interest aligns with portfolio priorities, with climate finance, blended finance, and green/ inclusive business models scaled and operational.	2029	Public investment budgets, pipeline data, and private finance reports
		6.2. Number and diversity of new private sector actors investing in green, climate-resilient, and digital services including start-ups, SMEs, and impact investors	Number TBD new private sector actors investing in green, climate-resilient, or digital services, mostly established businesses.	2025	≥35 new private sector actors, including start-ups, SMEs, and impact investors, actively investing across priority sectors with demonstrated diversity.	2029	Investor registries, deal pipelines, start-up incubator reports, or blended finance facilities.

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4. Portfolio Learning2: (New know how instrumental to the success of the portfolio.)	**In policy area**	**4.1.1: Policy Design and Integration.** New evidence and practical insights on how integrated policy packages (governance, green economy, digitalization and inclusion) interact to accelerate resilient and inclusive development outcomes at national and sub-national levels	semi-annual Portfolio Momentum Report approved by the Portfolio Board
		4.1.2: Financing and Incentives. Learning what combinations of public finance, incentives, regulatory reforms and partnerships most effectively mobilize sustainable and inclusive investments aligned with portfolio priorities.	semi-annual Portfolio Momentum Report approved by the Portfolio Board
	System transformation	**4.2.1 Pathways to System Change.** Insights on which leverage points, sequencing of interventions and partnerships generate momentum, tipping points, and sustained shifts in institutions, markets and social norms.	semi-annual Portfolio Momentum Report approved by the Portfolio Board
		4.2.2: Managing Complexity and Trade-offs Learning on how to navigate coordination challenges, power dynamics, social resistance and unintended effects while advancing equity, gender equality and resilience in complex systems.	semi-annual Portfolio Momentum Report approved by the Portfolio Board
	Portfolio adaptation	**4.3.1: Adaptive Management**. Practical lessons on how continuous sense-making, real-time data and feedback loops enable timely portfolio adjustments in response to shocks, emerging risks and opportunities.	semi-annual Portfolio Momentum Report approved by the Portfolio Board
		4.3.2 Scaling and Replication. Learning when, how and under what conditions successful pilots, partnerships and financing models can be scaled, replicated or institutionalized within national systems.	semi-annual Portfolio Momentum Report approved by the Portfolio Board

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2. Monitoring, Evaluation & Learning

MEL activities- The portfolio MEL process is structured around these key activities:

Activity	Purpose & Summary	Expected Outcomes
Sensemaking workshop (1-3 days)	- Ensure the portfolio implementation is making progress towards its stated purpose. - A structured strategic portfolio review in the context of other development interventions, as well as current country and regional or global development. The workshop builds pathways for reporting to track progress and support learning and recommendations.	- Track CPD/RPD/SP results progress - Track and update the Theory of Change - Track possible portfolio impact and UNDP's contribution to it - Monitor & Manage Risks - Update Risk Register - Review & Course Correction - Update and populate Results Framework
Portfolio review (2 - 4 hours)	- Ensure day-to-day activities are helping support broader objectives. - A multidisciplinary, semi-structured portfolio review that provides an opportunity for a comprehensive discussion and evaluation of the work in progress.	- Track portfolio progress - Monitor & Manage Risk - Review & Course Correction - Enhance coordination across workstreams and partners
Team check-in (1-2 hours)	- Ensure day-to-day operations are running smoothly. - Informal daily meetings to ensure the team is doing well and that there is clarity on what is happening next.	- Monitor & Manage Risk - Review & Course Correction
Communications	- Embed communications as a strategic enabler of portfolio learning, accountability and adaptive management, not only visibility. - Generate qualitative evidence that complements MEL data by documenting behavior change, institutional progress and community impact. - Strengthen stakeholder trust and portfolio momentum through clear, consistent narratives that connect results to national priorities. - Support sense-making and decision-making by translating complex portfolio insights into accessible knowledge for partners. - Facilitate partnerships and resource mobilization through targeted storytelling and evidence-based messaging.	- Portfolio reviews and adaptation decisions are informed by integrated qualitative communication evidence. - Behavioral and institutional changes are systematically captured and used to reinforce portfolio momentum. - High-quality communication products (stories, visuals, digital media) support learning, engagement and visibility. - Stakeholders clearly understand and recognize portfolio results through coherent, human-centered storytelling. - Consistent portfolio messaging strengthens engagement with government, financing partners, private sector and communities
Adaptation	- This activity is performed after all the above portfolio activities. - To ensure that learning translates into necessary portfolio changes, and that those changes happen transparently and in line with prevailing rules and regulations.	- Course correction - Document key adaptation changes and their motivation

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MEL frequencies - The portfolio MEL key activities operate at these frequencies:

Activity	Frequency	Who
Sensemaking workshop	Every 6 months (Low frequency)	- Portfolio Shared Results Committee - Portfolio Management team
Portfolio review	Quarterly (Medium frequency)	- Portfolio Shared Results Committee - Portfolio Management Team
Team check-ins	Every week (High frequency)	- Portfolio Assurance - Portfolio Management Team
Communications	Every week (High frequency)	- Portfolio Management Team - Portfolio Shared Results Committee
Adaptation	in conjunction with all MEL activities	- Portfolio Board - Portfolio Shared Results Committee - Portfolio Management Team

Evaluation Plan[13]

Evaluation Title	Partners (if joint)	Related Portfolio Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Portfolio Evaluation	None	Shift 1 Shift 2 Shift 3	CPD Outcome 1 CPD Outcome 2	June 2028	MINECOFIN, MOYA, MINICOM & MoE (Shift 2, with MINICT / MININFRA/ MOYA) MINIJUST (Shift 3, with MINUBUMWE/ MINALOC/RGB / RNP / RSB/PSF NCHR/CSOs)	50,000 (TRAC)

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3. Partnership & Stakeholder

Partnerships

The portfolio convenes Government of Rwanda, UN agencies, international financial institutions (World Bank, AfDB), development partners (EU, KOICA, UK), climate funds (GEF), private sector, and civil society to deliver the three shifts. **Shift 1** (Climate-vulnerable to resilient) builds World Bank's climate adaptation investments and GCF readiness support, with UNDP focusing on subnational institutional capacity and community-led sustainable energy pilots. **Shift 2** (Agricultural to diversified economy) leverages KOICA's green growth expertise and AfDB's private sector financing, while UNDP strengthens digital public infrastructure and MSMEs' climate finance access. **Shift 3** (Fragmented to cohesive governance) complements EU and UK's accountability programs through UNDP's work on inclusive service delivery norms and youth/women's civic participation.

The portfolio co-designs pilots with organizations of persons with disabilities, youth networks, and private sector actors, coordinating through the Cooperation Partners Coordination Group (CPCG) and thematic working groups. A learning and innovation pooled fund enable joint risk management and evidence generation, moving from parallel projects toward coordinated financing that accelerates the three system effects: future-ready institutions, green growth models, and cultural transformation.

Co-creation

The portfolio systematically embeds co-creation as a core operating principle, jointly framing challenges, designing pilots and continuously adapting solutions with government, civil society, the private sector, UN agencies and development partners, while deliberately including youth innovators, organizations of persons with disabilities and community actors to ground solutions in local realities. Through design labs, learning clinics and CPCG coordination platforms, partners are engaged from problem definition through implementation and review, building shared ownership, aligning investments and strengthening collective accountability for results. Dedicated pooled financing supports joint experimentation, scaling and evidence generation, while clear inclusion standards ensure the meaningful participation of women, youth and persons with disabilities, embedding resilience and equity into both process and outcomes. In this way, co-creation functions as a practical engine for adaptive learning and system change, linking collaborative design with portfolio management to accelerate inclusive and sustainable impact.

Stakeholder Engagement

Development Partners • UN Agencies, World Bank, IMF, European Union • SDC, AfDB, Sida, KOICA, JICA FCDO, Giz/KFW • Mastercard	Engagement with development partners will be operationalized through a structured portfolio of partnership architecture focused on coordination, financing alignment, and shared results. Partners will be convened quarterly through joint planning platforms to harmonize support with national priorities and reduce fragmentation. The approach will promote pooled and blended financing, common analytical work, and co-investment in digital, climate, and livelihoods systems. Regular policy dialogue and joint reviews will ensure complementarity with IFIs, bilateral agencies, and UN entities, strengthening collective impact, knowledge exchange, and sustainability of reforms

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Specific Government and Public Institutions: Ministry of Finance and Economic Planning; Rwanda Standards Board; Gender Monitoring Office; Rwanda Information Society Authority; Ministry of ICT; Ministry of Environment, Ministry of Local Government; Ministry of Justice; Ministry of Trade and Industry; National Institute of statistics of Rwanda; Rwanda Governance Board;	Engagement with these institutions will be operationalized through a cluster-based coordination model to strengthen policy coherence, regulatory strengthening, and data-driven implementation. The Ministry of Finance and Economic Planning and Rwanda Revenue Authority will anchor fiscal, budgeting, and financing reforms, while the National Institute of Statistics of Rwanda will support integrated data systems and evidence for planning. Collaboration with the Ministry of ICT and Rwanda Information Society Authority will expand digital public infrastructure and interoperability. The Ministry of Environment and Rwanda Standards Board will guide climate services, green standards, and compliance. The Ministry of Local Government, Rwanda Governance Board, and Parliament will support localization, oversight, and citizen accountability. The Ministry of Justice and Gender Monitoring Office will advance inclusive legal frameworks and gender equality, while the Ministry of Trade and Industry will drive private sector competitiveness and innovation
Academia, Think Tanks and Knowledge Partners (Universities, Research centers: University of Rwanda, Carnegie Melony, Mount Kigali, University of Global Health, Africa School of Governance, African Leadership University, Institute of Legal Practice and Development, Institute of Policy Analysis and Research (IPAR), Economic Policy Research Network(EPRN)	Engagement with Academia, Think Tanks, and Knowledge Partners including the University of Rwanda, research centers, and policy institutes will be strategically embedded as a core pillar of the portfolio's evidence and innovation ecosystem. This collaboration will be operationalized through formal partnerships to co-produce policy research, conduct rigorous impact evaluations, and generate strategic foresight on climate resilience, digital transformation, and inclusive growth. Beyond analysis, these partners will co-design and deliver future-ready curricula and skills programs, host innovation labs and applied internships, and serve as critical hubs for translating research into scalable solutions. This systematic engagement ensures that the portfolio is continuously informed by cutting-edge knowledge, fosters local innovation capacity, and strengthens the pipeline from evidence to policy reform and effective implementation.
Civil Society Organizations: Rwanda Civil Society Platform; HAGURUKA, Rwanda Men's Resource Center, PROFEMME TWESEHAMWE, Nationa Union of Disability Organizatcions of Rwanda, Rwanda Journalists Association, Rwanda Female Journalists Association, World Resources Institute (WRI), Legal Aid Forum, International Union for Consevation of Nature	Engagement with civil society organizations will promote inclusion, accountability, and community ownership. CSOs will support outreach to women, youth, persons with disabilities, and informal workers; deliver behavior-change and resilience actions; and facilitate citizen feedback on public services. Partnerships will strengthen advocacy, social dialogue, and watchdog functions, while small grants and capacity support will enable locally led solutions and trust between communities and institutions.

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Other Potentially Affected Groups	
Youth	Youth engagement will be operationalized through a skills-to-income pathway combining meaningful participation, employability, and youth-led innovation. This approach will support demand-driven skilling in digital, green, and creative sectors; expand access to entrepreneurship finance and incubation; and promote internships, apprenticeships, and gig-economy opportunities. Youth organizations will be engaged in co-design, community outreach, and social accountability, while digital platforms will amplify voice and access to services. Partnerships with schools, TVETs, and the private sector will link training to market needs, ensuring young women and marginalized youth are prioritized as agents of economic transformation.
Persons with disabilities	Engagement will promote full inclusion of persons with disabilities as rights-holders, contributors, and decision-makers across the portfolio cycle. The approach will support accessible services and infrastructure, disability-responsive digital platforms, and targeted skills and entrepreneurship programs linked to decent work. Organizations of persons with disabilities will be involved in co-design, monitoring, and social accountability to remove barriers in education, health, and economic participation. Partnerships with government, employers, and CSOs will advance reasonable accommodation, assistive technologies, and stigma reduction, ensuring equitable access to opportunities and protection.
Female Headed Households	The approach will expand skills, and market linkages for women-led enterprises; strengthen access to affordable finance, and promote land, asset, and digital inclusion. Community structures and women's organizations will be engaged for outreach, prevention of gender-based violence, and social norm change, ensuring these households build income security, resilience, and voice in local decision-making.

Engaging social and environmental concerns

The portfolio applies UNDP's Social and Environmental Screening Procedure (SESP) to ensure communities, women, youth, and persons with disabilities can raise concerns through accessible grievance mechanisms: designated focal points, digital platforms, and community forums communicated in local languages. All grievances are registered, reviewed per SESP timelines, and addressed through adaptive management. Systemic risks escalate via portfolio reviews. Relevant safeguards (ESMF, SEP) manage risks throughout implementation, with regular reporting integrated into monitoring for accountability and learning.All grievances will be systematically registered, screened, and reviewed in accordance with SESP requirements, with clearly defined timelines for response and feedback to complainants. Issues requiring corrective action will be addressed through adaptive portfolio management, while systemic or high-risk issues will be escalated through portfolio reviews and management oversight mechanisms.

Relevant environmental and social safeguard instruments including the Strategic Environmental Assessment (SEA), Environmental and Social Management Framework (ESMF), and Stakeholder Engagement Plan (SEP) will be applied as appropriate to ensure meaningful and inclusive participation and provide a practical operational framework for managing risks throughout implementation. Regular reporting on grievances, responses, and lessons learned will be integrated into portfolio monitoring to strengthen accountability, transparency, and continuous learning.

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5. Resources

Resources Required to Achieve the Expected Results				
Overall budget	**# Implementing Partner 1: MoE**	**Implementing Partner 2: MINECOFIN**	**Implementing Partner 3: MINIJUST**	**Implementing Partner 4: RGB**
841,290 USD Available for six Months: July-December 2026)	*216,290 USD*	405,000USD	120,000 USD	100,000USD
8,620,000 USD 2027-2029	*5,760,000 USD*	1,670,000 USD	590,000 USD	600,000 USD

Tangible resources

The portfolio requires technical expertise in climate finance, digital transformation, and governance; field staff for subnational engagement; and partnerships management capacity. Infrastructure includes digital service delivery platforms, renewable energy demonstration equipment, and co-creation lab spaces. Procurement covers policy consultancies, institutional capacity building, grants for CSOs and youth innovation, and coordination platform operations. Resources are budget-costed and mapped to institutional strengthening (Shift 1), green/digital economy enablers (Shift 2), and inclusive governance (Shift 3).

Intangible resources

Success requires coherent policy frameworks, institutional coordination connecting national-local systems, and technical expertise in governance and green transition. UNDP's convening power aligns partners around shared results. Social capital and community trust enable behavior change and ownership. Gender-responsive and disability-inclusive approaches address barriers. Innovation methods and knowledge networks support experimentation and learning. Data governance, M&E systems, and adaptive management guide decisions. UNDP's credibility mobilizes blended finance and sustains reforms.

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6. Implementing Partner(s) Role(s) & Multiyear Work Plan

The Implementing Partner(s) (IP) will work closely with the Portfolio Management Team. A separate, MYWP and budget must be prepared for each Implementing Partner. Implementing Partner(s) for achieving portfolio outputs.

Implementing Partner(s)	Portfolio Outputs	Other responsibilities
Ministry of Environment (Shift 1)	Transitioning from a climate-vulnerable nation through strengthened institutions, coherent policy frameworks, scaling local sustainable energy solutions, and green economic opportunities to foster bottom-up innovation, and build an inclusive resilient country.	Providing guidance and contributing to portfolio momentum and learning results
Ministry of Finance and Economic Planning (Shift 2)	Shifting from an agricultural dependent to a more diversified, and technology-enabled economy, through climate financing, enhanced digital public infrastructure and strengthened technical capacities, to foster equitable opportunities, drive broad-based inclusive private sector development that enhances job creation and economic growth.	Guidance – Contributing to portfolio momentum and learning results
Ministry of Justice & Rwanda Governance Board (Shift 3)	Transitioning from a historical background shaped by divisionism, fragmented governance systems, and persistent gaps in service delivery towards a future cohesive society through reshaping social norms on natural resources use, empowering youth, women, and persons with disabilities to foster social cohesion, Justice, inclusive governance, accountability, and high-quality service delivery.	Providing guidance and contributing to portfolio momentum and learning results

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7. Governance & Management

This section refers to the Governance and Management of all portfolio assets including tangible and intangible resources, learning, opportunities, and risks. There is one Portfolio Board, one Portfolio Management Team, Portfolio Assurance, and one Portfolio Shared Results Committee (PSRC).

There is one Portfolio Board. It_provides high-level oversight of portfolio, risk management, and portfolio assurance. It approves the inclusion of new implementing partners at the time of portfolio approval as well as during the implementation, for contributing to portfolio results. The portfolio board enjoys the authority to fold in ongoing projects with their respective implementing partners under the portfolio in consultation with concerned stakeholders.

The portfolio board approves the multiyear partner work plan containing milestones. Portfolio milestones are approved yearly by the board, for each subsequent 12-month period of work.

The board assesses any major risks to the portfolio and related decisions/agreements on any management of actions and adjustments. Also, the Portfolio Board assesses the results achieved at the portfolio level and contribution to country programme outcomes and the portfolio objective.

The Portfolio Board also reviews how integration and intersectionality are pursued in achieving greater impact on the portfolio's objectives and the CPD outcomes.

In addition, the Portfolio Board identifies new partnerships for the portfolio based on the identified new policy spaces resulting from the portfolio implementation and to ensure sustainability, identify new resource mobilization opportunities.

The Portfolio Board makes decision on suspension of and extension of the portfolio (not the individual multiyear work plans under the portfolio delegated to the Implementing Partners) subject to partner commitment and funding.

The Portfolio Board is required to meet at least once a year.

There are three categories of Portfolio Board members are the following:

a) Executive(s): This is an individual(s) who represents ownership of the portfolio and chairs (or co-chairs) by the Portfolio Board. The Executive usually is the most senior national counterpart (typically from a higher-level institution appointed as the Portfolio Coordinator) and co-chaired with UNDP.

The Executive is: Minister of Finance and Economic Planning or delegate (Chair)

UNDP Resident Representative (Co-Chair)

b) Beneficiary Representative(s): This is an individual(s) representing the interests of those groups of stakeholders who will ultimately benefit from the portfolio. Their primary function within the Portfolio Board is to ensure the realization of portfolio results from the perspective of portfolio beneficiaries. Often representatives from civil society, industry associations, community groups or other government entities benefiting from the portfolio can fulfill this role. If the portfolio has a specific geographic focus, often representatives from the government's entities in the targeted area/region will play this role. There can be multiple beneficiary representatives on the Portfolio Board.

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The Beneficiary Representative(s) is:

- Rwanda Civil society Platforme(RCSP)
- Gender Monitoring Office (GMO)
- Local Admistrative entities Development Agency (LODA)
- Rwanda Development Board (RDB)
- Private Sector Federation (PSF)
- Higher Education Council

c) Development Partner(s): Individuals representing the interests of the parties concerned that provide funding, strategic guidance, technical expertise and/or implementing partners to the portfolio. There can be multiple development partners representatives in a Portfolio Board. Note that responsible parties cannot play this role.

The Development Partner(s) representative(s) is:

- Designated representatives of World Bank;
- European Union Delegation;
- African Development Bank (AfDB),
- Mastercard,
- GIZ.,
- KOICA,
- Sida,
- SDC,
- I&M Bank,
- Equity Bank,
- BRD.

The Portfolio Board must meet at the minimum once a year, but it is recommended that it meets more frequently. It is recommended that the timing of board meetings be agreed upon in advance and corresponds to key portfolio reporting.

Portfolio Assurance

The Portfolio Assurance role supports the Portfolio Board by carrying out objective and independent oversight and monitoring functions, ensuring appropriate portfolio results milestones are completed as per the multiyear work plan and risks are monitored and mitigated. The members of the portfolio assurance team should not be involved in the implementation of the portfolio multiyear work plan.

The Portfolio Assurance representative(s) is:

- Head of UNDP Programme Units:
- Transformational Governance; (TGU);
- Susatinable Energy, Environment and Climate Change (SEEDCC);
- Policy, Strategy and Economic Analysis (POLSE);
- Structural Transformation and Inclusive Growth Unit (STRING); and
- The Programme Management Support Unit (PMSU); and Cross Cutting focal persons in Units

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Portfolio Management Team (PMT)

The Portfolio Management Team role provides administration, management, implementation and technical support to the Portfolio Manager, as required. The Portfolio Manager is responsible for ensuring the different multiyear work plans under the portfolio deliver results as per their targets. In doing so, the Portfolio Manager will liaise with the different implementing partners for each multiyear work plan. The Portfolio Manager will also support in trouble shooting and addressing the bottlenecks encountered in implementing the multiyear work plan. The Portfolio Manager will proactively identify intersections between the different multiyear work plans to promote synergies and delivery of portfolio level results. The portfolio Manager will also update the portfolio risk register ensuring necessary risk from the different multiyear work plans are reflected in the portfolio risk register and associated treatment measures are in place.

The Portfolio Manager is responsible for organizing a Portfolio Multiyear Work Plan Committee (PWPC) composed of UNDP and the implementing partners.

Portfolio Shared Results Committee (PSRC)

The PSRC will be organized at least four times a year in order to review portfolio performance, including progress reports, evaluations, portfolio risk register, quality assessments, and the combined delivery report. The PSRC is responsible for taking corrective actions, including approving adjustments above provided tolerance levels, including substantive revisions (major/minor amendments) to the Multiyear work plans, budget revisions, requests for suspension or extension and other major changes to the multiyear work plans (subject to additional funding partner/donor requirements).For more details about roles and responsibilities, refer to:

Portfolio Board Terms of Reference and TORs of key management positions

I. Background

All UNDP portfolios must be governed by a multi-stakeholder board or committee established to review performance based on established monitoring and evaluation metrics and high-level implementation issues to ensure quality delivery of results. For the purpose of this ToR and to ensure standardization, henceforth, as regards portfolio documentation, such a body shall be referred to as: Portfolio Board (hereinafter referred to as "the Board").[14] The Board is the most senior, dedicated oversight body for a UNDP Portfolio, which is defined in the PPM as an instrument where UNDP "Delivers outputs where UNDP has accountability for design, oversight and quality assurance of the entire portfolio."

II. Duties and Responsibilities

The two prominent (mandatory) roles of the Board are as follows:

1) **High-level oversight of the portfolio** (as explained in the Provide Oversight section of the PPM). This is the primary function of the Board. The Board reviews evidence of portfolio performance based on monitoring, evaluation, and reporting, including progress reports, monitoring missions' reports, evaluations, risk register, quality assessments, and the combined delivery report. The Board is the main body responsible for taking corrective actions as needed to ensure the portfolio achieves the desired results. And its function includes oversight of annual (and as-needed) assessments of any major risks to the programme, portfolio, and related decisions/agreements on any management actions or remedial measures to address them effectively.

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14 *Please insert the appropriate entity name in the relevant sections in the document. Where this ToR refers to "Board" it is intended to apply to both these entities and should be changed accordingly to match the entity chosen for the specific portfolio.*

The Board also carries the role of quality assurance of the portfolio taking decisions informed by, among other inputs, the portfolio quality assessment. In this role the Board is supported by the quality assurer, whose function is to assess the quality of the portfolio against the corporate standard criteria. This function is performed by a UNDP programme or monitoring and evaluation officer to maintain independence from the portfolio manager regardless of the portfolio's implementation modality.

The Board reviews updates to the portfolio risk register.

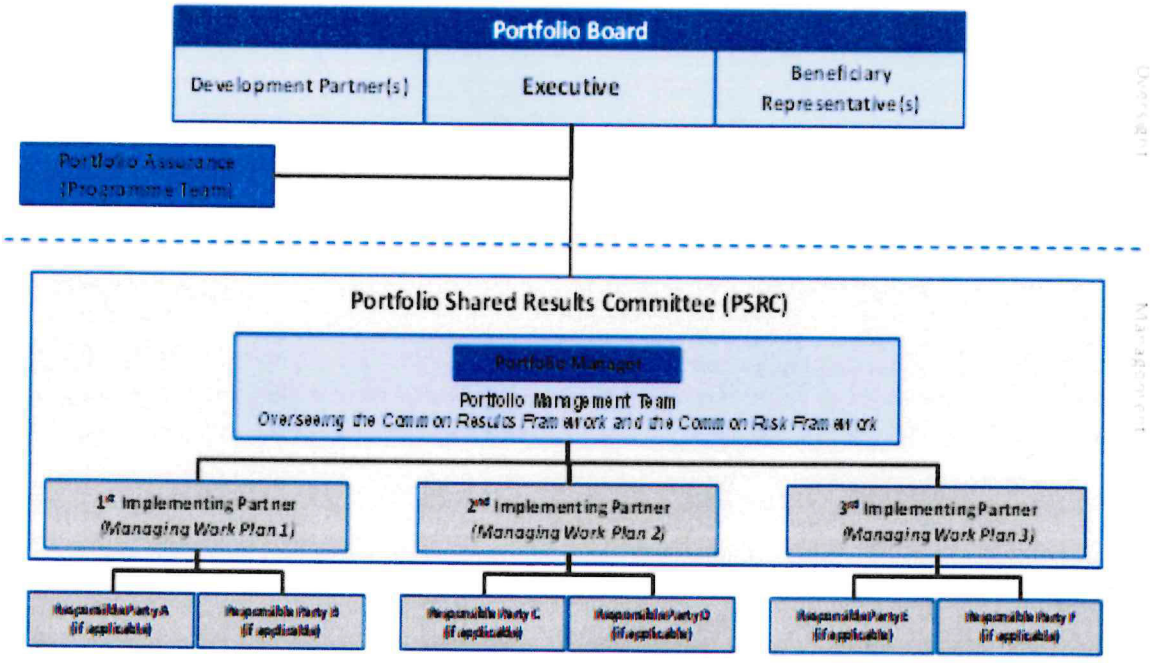
2) **Approval of key portfolio execution decisions** (as explained in the Manage Change section of the PPM). The Board has an equally important, secondary role in approving certain adjustments above provided tolerance levels, including substantive programmatic revisions (major/minor amendments), budget revisions, requests for suspension or extension and other major changes (subject to additional funding partner/donor requirements).

The Board is responsible for making management decisions by consensus when required, including the approval of portfolio plans and revisions, and the portfolio manager's tolerances. The Board approves annual work plans and reviews updates to the risk register.

Within the overall governance and management arrangements of the portfolio, the role of the Board as regards these two key functions *('High-level oversight of the portfolio' and 'Approval of key portfolio execution decisions')* is distinct from the roles of entities involved in the implementation of the portfolio, namely the implementing partner (IP), responsibilities parties (if applicable), service providers and portfolio staff.

The diagram below outlines the main entities involved (and their respective responsibilities) in the 'oversight/approval of key execution decisions' layer and the 'implementation' layer of the portfolio structure.

[Diagram 1 – Standard Figure of Portfolio Organization Structure vis-à-vis oversight & approval and implementation roles]



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Optional text in UNDP Support Services to NIM and DIM modalities: In cases where UNDP or a national government entity are concurrently playing roles and represented in both layers of the portfolio organization structure, the entity must seek to separate its portfolio oversight and implementation duties and describe in the relevant portfolio document a: 1) satisfactory internal institutional arrangement for the separation of oversight and implementation functions in different departments of said entity and; 2) clear lines of responsibility, reporting and accountability within the entity between their oversight and implementation functions.

In order to ensure UNDP's ultimate accountability, the Board decisions should be made in accordance with the Quality Standards for Programming that shall ensure management for development results, best value money, fairness, integrity, transparency and effective national and international competition. An effective Board needs credible data, evidence, quality assurance and reporting to aid decision making (see next section on supporting functions to the Board). The Board also needs to be accountable to protect against conflicts of interest and fraud.

Specific responsibilities of the Board include the following [this must be included in all ToRs – do not modify]:

- Provide overall guidance and direction to the portfolio, ensuring it remains within the specified constraints.
- Agree or decide on a portfolio suspension or cancellation, if required; (note that for GEF and GCF portfolios it is UNDP that decides to suspend or cancel, and portfolio and the Board is informed/ consulted only).
- Provide high-level direction and recommendations to the portfolio management unit to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Approve the inclusion of new implementing partners during portfolio approval and throughout implementation.
- Assess and approve annually the multi-year work plans.
- Approve Portfolio milestones yearly for each subsequent 12-month period of work.
- Oversee and manage high level risks, decisions, and agreements related to the portfolio.
- Address any high-level portfolio issues as raised by the portfolio results shared committee, the portfolio manager and portfolio quality assurance.
- Reviews portfolio progress based on monitoring, evaluation and learning, including tracking progress report, quality assurance checks, risk register, audit reports and the combined delivery report.
- Review results achieved and contribution to CPD Outcomes and the portfolio objective.
- Review how integration and intersectionality are pursued in achieving greater impact to the portfolio's objectives and the CPD outcomes.
- Define the tolerance level[15] in compliance with UNDP rules and regulations and the donor's requirement.
- Consider any deviation from the plan (in terms of time and cost) that would require a breach of the agreed tolerance level and it is in the best interest of all stakeholders.

15 *Tolerance is the permissible deviation from a plan (in terms of time and cost) without bringing the deviation to the attention of the next higher authority (Manage Change in the PPM)*

- Identify new partnerships and resource mobilization opportunities.
- Make decisions on the suspension and extension of the entire portfolio based on partner commitment and funding.
- Review and repurpose resources, as required.
- Receive and address grievance, including overseeing whatever specific compliance and stakeholder response (or grievance) mechanisms have been put in place so that individuals and communities potentially affected by the portfolio have access to effective mechanisms and procedures for raising concerns about the social and environmental performance of the portfolio[16].
- Engage in the low value grant selection process where there is no Grant Selection Committee, as guided by the Low Value Grants – UNDP Operational Guide.
- Provide guidance on emerging and/or pressing portfolio risks and agree on possible mitigation and management actions to address specific risks (including ensuring compliance with UNDP's Social and Environmental Standards, Fraud/corruption, Sexual Exploitation and Abuse and Sexual Harassment, Anti-Money Laundering and Countering the Financing of Terrorism).
- Convene at least once a year.

Additional responsibilities of the Board can include, but are not limited to, the following [please include in the ToR as applicable]:

- Review and approve Portfolio semi-annual Learnings Reports.
- Review and approve Portfolio semi-annual Momentum Reports.
- Ensure coordination between the various donors and government-funded portfolios, projects and programmes.
- Report to relevant inter-ministerial bodies or higher-level oversight bodies.
- Ensure coordination with multiple government agencies and their participation.
- Appraise the annual implementation report, including the quality assessment rating report.
- Ensure commitment of human resources to support implementation and arbitrating issues.
- Act as an informal consultation mechanism for stakeholders.
- Approve the Inception Report, Mid-term Review and Terminal Evaluation reports and corresponding management responses.
- Review the final report package to discuss lessons learned and opportunities.
- Provide guidance or reporting protocols to technical committees or sub-bodies reporting to the Board (if applicable).

16 *The responsibilities of the board in this regard should follow UNDP's Social and Environmental Standards (SES) as codified in the PPM. It should be noted that while a Board can play a role in addressing or assisting with the compliance and stakeholder response (or grievance) mechanisms put in in place for a given portfolio (as part of their quality assurance and oversight function), this will be in addition to and does not substitute for UNDP's core responsibility to ensure compliance with the SES throughout the portfolio management cycle as part of UNDP's Programming Quality Assurance system.*

III. Composition of the Board

As noted in the diagram 1, every Board has three categories of formal members (e.g. voting members). The role of every formal Board member must correspond to one of these three roles and be identified accordingly in the portfolio documentation.

2) **Executive(s):** This is an individual(s) who represents ownership of the portfolio and chairs (or co-chairs) the Board. The Executive usually is the most senior national counterpart for nationally implemented portfolios and it must be a senior UNDP representative for portfolios that are direct implementation (DIM).

In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the Board. If the executive co-chairs the Board with a representative of another entityit typically does so with a development partner representative and/or a representative of UNDP

The Executive is: *Add title (name is optional)*

2) **Beneficiary Representative(s):** This is an individual(s) representing the interests of those groups of stakeholders who will ultimately benefit from the portfolio. Their primary function within the Board is to ensure the realization of portfolio results from the perspective of portfolio beneficiaries. Often representatives from civil society, industry associations, community groups or other government entities benefiting from the portfolio can fulfil this role. If the portfolio has a specific geographic focus, often representatives from the government entities in the targeted area/region will play this role. There can be multiple beneficiary representatives in a Board. The Beneficiary Representative(s) is: *Add titles (names are optional)*

2) **Development Partner(s):** Individuals representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the portfolio[17]. There can be multiple development partners representatives in a Board. The Development Partner(s) representative(s) is: *Add titles here (names are optional)* (note: in NIM and NGO-implementation portfolio, this is typically the UNDP Resident Representative or Deputy Resident Representative. Other funding partners can also jointly hold this role. As noted below, responsible parties cannot play this role)]

A **UNDP representative must always be represented in the Board** in either the Executive or Development Partner role. [In NIM and NGO-implementation portfolios, UNDP will typically occupy the role of development partner in the Board. In DIM portfolios, a UNDP representative will always play the role of Executive. The level of representation by UNDP on the Board is determined on a case-by-case basis but typically, for national portfolio, the board member is either the Resident Representative or the Deputy Resident Representative.

Representatives from responsible parties to the portfolio cannot sit on the Board as a formal voting member; they can (if requested) attend board meetings as observers. Since the chief responsibility of the Board is to provide high-level oversight of portfolio implementation, to avoid any conflicts of interest, it is not appropriate for representatives of third party entities engaged by the portfolio to provide services – whether responsible parties or contractors/service providers – to concurrently sit on the Board. The same principle applies to the portfolio manager who in attending and presenting at board meetings, does so in a non-voting capacity.

In cases where the inputs and guidance of responsible parties or other entities formally engaged in providing goods or services to the portfolio are needed by the Board on a recurring basis, it is recommended to establish appropriate advisory or technical committees or working groups composed of those entities that can formally report to the Board, while ensuring the impartiality and integrity of board decisions happening independent of those bodies (see Section V of the ToR).

17 *With the exception of responsible parties or any firms/entities engaged by the portfolio to provide technical expertise with portfolio funds.*

IV. Standard Board Protocols

The Board must meet one time annually at a minimum. It is recommended that the timing of board meetings be agreed upon in advance and corresponds to key portfolio reporting or work planning milestones. This Board will meet once annually according to this provisional schedule (insert scheduled meeting times if known).

Minutes and records: All Boards must have rules for quorum and documentation/minuting of board decisions. All board decisions and minutes should be kept by the portfolio management unit and UNDP. Guidelines on decisions taken in between board meetings or virtually should be clearly elaborated in the Terms of Reference (ToR) of the Board. [if applicable such as under a crisis setting or pandemic, insert guidance on this issue here].

Unless otherwise specified, Board decisions are made by unanimous consensus. If a consensus cannot be reached within the Board, the final decision shall rest with the UNDP representative on the Board or a UNDP staff member with delegated authority as the programme manager.[18]

Compensation: Board members cannot receive remuneration from portfolio funds for their participation in the Board. However, it is allowable for board members to be reimbursed from portfolio funds for certain reasonable, qualified expeses related to travel or lodging to attend board meetings. Such protocols are outlined in this ToR and the benefits are applicable to all eligible board members. [if applicable, insert guidance on this issue here].

Conflict of Interest: It is required that as per internationally recognized professional standards and principles of sound governance, conflicts of interest affecting board members in performing their duties must be formally disclosed if not avoidable. Where a board member has a specific personal conflict of interest with a given matter before the board, he/she must recuse oneself from their participation in a decision. No board member can vote or deliberate on a question in which he/she has a direct personal or pecuniary interest not common to other members of the board.

All board members should be presented with a ToR for the Board, which will include the responsibilities already outlined and indicate agreed board practices and logistics.

Note: Designated Board members must sign or otherwise indicate written acceptance of the final ToR (via formal signature of the ToR, an exchange of letters or e-mail acknowledgment) for the Portfolio Board as a precondition for serving on the Portfolio Board. Please see Annex A for possible options to codify this acceptance (which preferably would be done at the appraise and approve stage but which could also be done early in implementation). The formal written acceptance of the ToR by all board members will be documented and kept by UNDP.

V. Standard Outputs of Board Meetings

In its oversight function, the Board will (at a minimum) review and assess the following portfolio-related evidence at each meeting:

- Assessment of portfolio progress to date against portfolio output indicators (as documented in the portfolio document results framework)
- Approval/review of annual work plans

18 *UNDP has this special right since the ultimate legal and fiduciary accountability for a UNDP portfolio, irrespective of modality, rests with UNDP and UNDP must (in line with its obligations to donors and to the Executive Board) be able to ensure that no action is taken by any body in a UNDP portfolio that contravenes UNDP rules and regulations.*

- Assessment of the relevant Monitoring, Evaluation and Learning mechanisms[19]
- Review and assessment of the portfolio Risk Register (with updating/amendments as needed)
- Assessment of portfolio spending, based on a review of the combined delivery report
- Review of required resources versus available funding (if applicabel) and steps taken to reduce funding gap identified at the portfolio design stage

This will be in addition to the review and approval of any required portfolio execution decisions.

The output of every Board should be a written record (minutes) that captures the agenda and issues discussed and the agreed upon action items and decisions (if applicable). Each report should clearly document the members attending the meeting (as well as all participants in the meeting) and the modality used to agree on a certain action or decision (whether formal voting or no-objection or other mechanism). All records of board meetings should be documented and kept by UNDP in their quality assurance function (see next section).

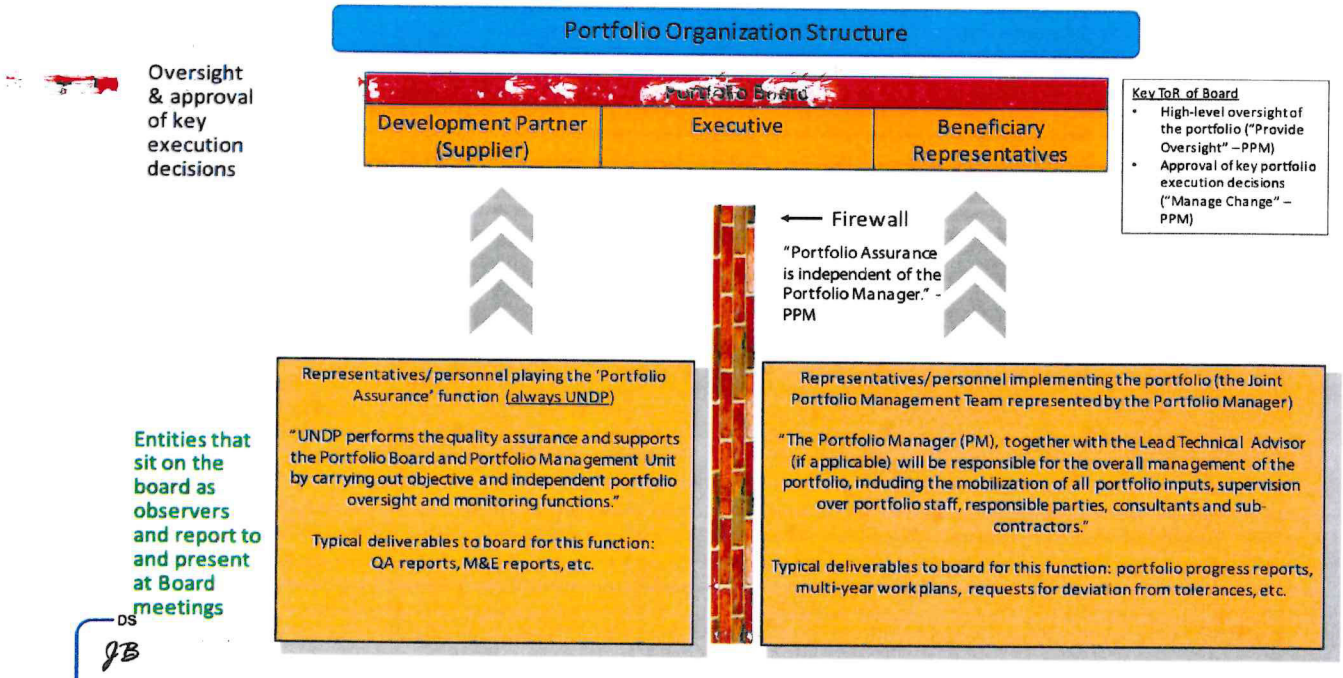
Governance in Crises Contexts: In Level 2 and Level 3 Crises, the Portfolio Board's functions can be temporarily assumed by the Crises Board for timely decision-making and adjustments to address immediate contextual needs. The transition should be seamless to ensure continuity of portfolio oversight.

VI. Support Functions to the Board

There are two main entities/functions outside the Board structure whose role is to report to the Board and support board members in effectively fulfilling their roles: portfolio assurance and portfolio management.

The diagram below explains the primary role of these two entities in the context of their support to Board operations. A description of these two entities follows.

Diagram 3 – Standard Figure of portfolio Organization Structure – Board Support Entities



19 *Including audit reports and spot checks.*

Portfolio Assurance: Portfolio assurance is the responsibility of each Board member; however, UNDP has a distinct assurance role for all UNDP portfolios in carrying out objective and independent portfolio oversight and monitoring functions. UNDP performs quality assurance and supports the Board (and the -Portfolio Management Team) by carrying out objective and independent portfolio oversight and monitoring functions, including applying UNDP's social and environmental management system to ensure the SES are applied through the portfolio cycle. The Board cannot delegate any of its quality assurance responsibilities to the portfolio manager. portfolio assurance is totally independent of portfolio implementation. [In the case where UNDP is also supporting portfolio implementation, protocols should be put in place ensuring proper segregation between UNDP's role in the Board and in the function of portfolio assurance, and any concurrent role in implementation].

A designated representative of UNDP playing the portfolio assurance role is expected to attend all Board meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's portfolio assurance role across the portfolio may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meetings and provide board members with the required documentation required to perform their duties.

The UNDP representative playing the main portfolio assurance function is: *(Add name and title here. For NIM portfolios, this is typically CO Programme manager/officer or monitoring & evaluation officer)*

Portfolio Management Team:

The Portfolio Management Team is tasked with the day-to-day planning, coordination, and administration of the portfolio and its resources.

Portfolio Manager:

- Responsible for overall portfolio management.
- Presents key results to the Portfolio Board.
- Organizes Portfolio Steering and Review Committee (PSRC) meetings.
- Updates the portfolio risk register and ensures implementation of risk treatment measures.

Portfolio Team Members:

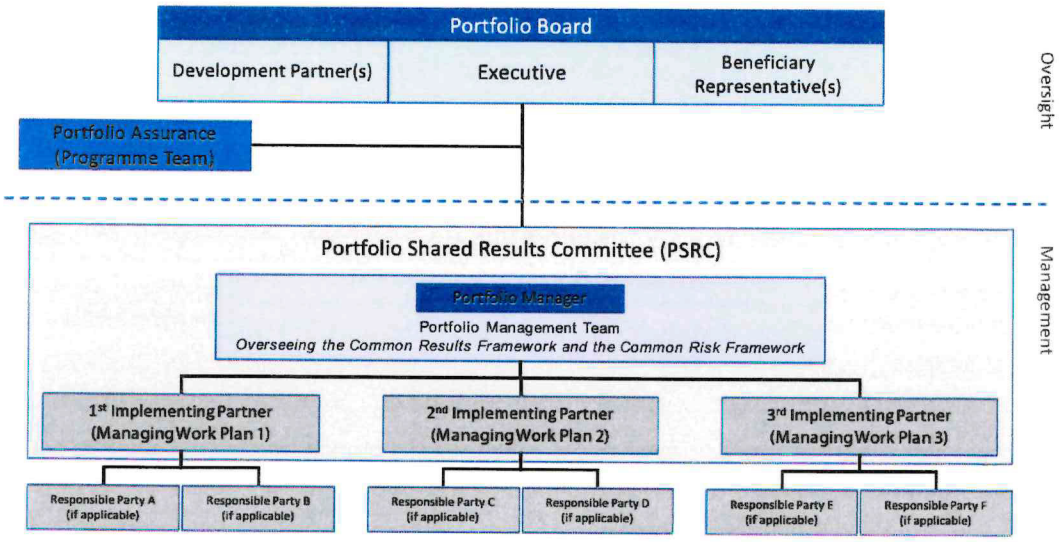
- Actively collaborate to ensure operational success.
- Appointed/sourced from CO staff or recruited based on resource availability.
- Emphasize leveraging cross-CO capacity to avoid becoming extensions of single projects.
- Team members should be distinct from those responsible for portfolio quality assurance, aligning with the UNDP Internal Control Framework.

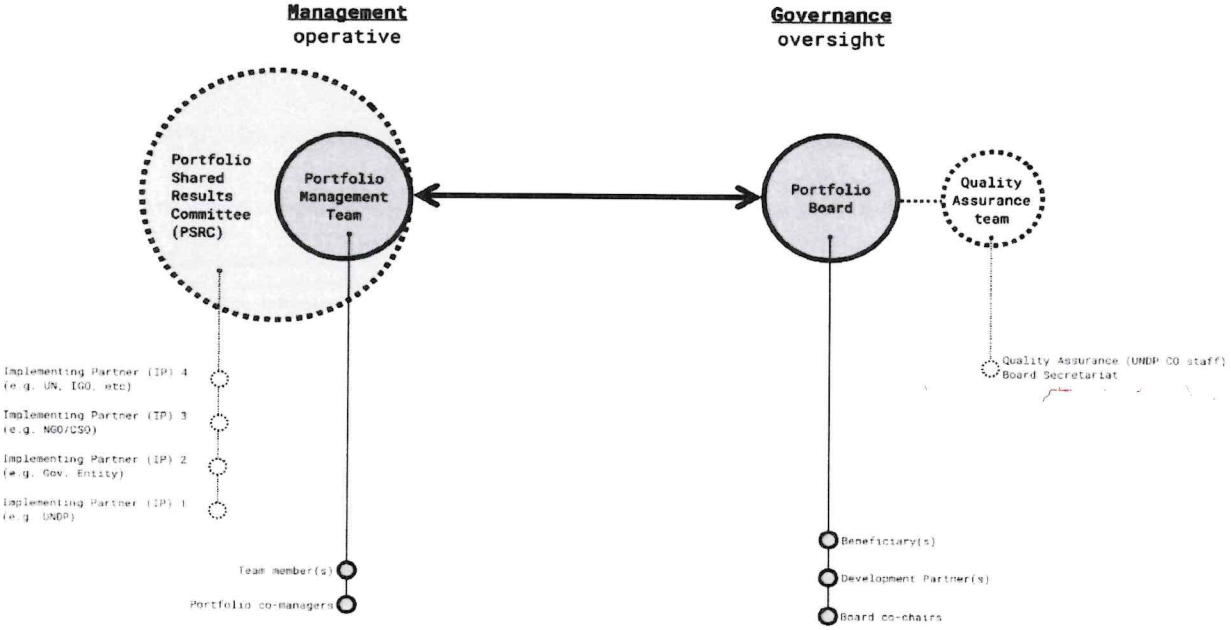
Portfolio Support, this function is often covered by the Portfolio Management Team: The Portfolio Manager (PM) is the senior most representative of the Portfolio Management Team and is responsible for the overall management of the portfolio on behalf of the Portfolio Coordinator and the Implementing Partner(s), including the mobilization of all portfolio inputs, supervision over portfolio staff, responsible parties, consultants, and sub-contractors. The Portfolio Manager typically presents key deliverables and documents to the Board for review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk register.

The Portfolio Manager is expected to attend all board meetings and present the required progress reports and other documentation needed to support board processes as a non-voting representative.

DS
JB

Governance diagram





While there is a clear hierarchy between the Portfolio Board and the Portfolio Shared Results Committee as per their respective mandates, the visual conveys a way of working that is premised on a continuous dialogue, in line with the dynamic management of a portfolio.

DS
JB

8. LEGAL CONTEXT

This portfolio document shall be the instrument referred to as "Project Document" in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). Consequently, all references in the SBAA to "Project Document "shall be deemed to refer to this "Portfolio Document". All references in the SBAA to "Executing Agency" shall be deemed to refer to the "Implementing Partner".

Section 6 (**Implementing Partner(s) Role(s) & Multiyear Work Plan) above and Annex 7 (Implementing Partners)** identify the implementing partners for each of the workplans in this Portfolio (each, an "Implementing Partner")[20]. The Implementing Partner will implement the programme activities in the multiyear work plan applicable to such Implementing Partner in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

9. RISK MANAGEMENT21

Where used in this section, the term "Implementing Partner" refers to the relevant Implementing Partner of each workplan. The Implementing Partner of each Multiyear work plan will be bound by the provisions in this section applicable to the implementation modality selected the relevant multiyear work plan.

1. The following provisions will apply when implementation is done by a Government Entity (NIM)

    i. Consistent with the Article III of the SBAA [or the Supplemental Provisions], the responsibility for the safety and security of the relevant Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall: put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the portfolio is being carried;

    ii. assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Portfolio Document.

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Portfolio Document are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Portfolio Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via https://www.un.org/securitycouncil/content/un-sc-consolidated-list.

20 *Additional implementing partners may be included in the portfolio during its implementation.*
21 *[NOTE: Each workplan will indicate the implementation modality.]*

4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in the implementation of this Portfolio, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Portfolio Document.

   (a) In the implementation of the activities under this Portfolio Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

   (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Portfolio Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

5. a) In the performance of the activities under this Portfolio Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

   i. Prevent its employees, agents or any other persons engaged to perform any services under this Portfolio Document, from engaging in SH or SEA;

   ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;

   iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;

   iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

   v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Portfolio Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the

investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Portfolio.

6. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

7. The Implementing Partner shall: (a) conduct portfolio and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the portfolio/programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other portfolio stakeholders are informed of and have access to the Accountability Mechanism.

8. All signatories to the Portfolio Document shall cooperate in good faith with any exercise to evaluate any programme or portfolio -related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to Portfolio sites, relevant personnel, information, and documentation.

9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the portfolio or using UNDP funds.

10. In the implementation of the activities under this Portfolio Document, UNDP places reasonable reliance upon the Implementing Partner for it to apply its laws, regulations and processes, and applicable international laws regarding anti money laundering and countering the financing of terrorism, to ensure consistency with the principles of then in force the UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy.

11. The Implementing Partner will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

12. The requirements of the following documents, then in force at the time of signature of the Portfolio Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Portfolio Document and are available online at www.undp.org.

13. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP Portfolios and programmes in accordance with UNDP's regulations,

rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

14. The signatories to this Portfolio Document will promptly inform one another in case of any incidence of inappropriate use of funds, credible allegations of fraud or corruption or other financial irregularities with due confidentiality.

    Where the Implementing Partner becomes aware that a UNDP Portfolio or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

    UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud, corruption or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of the Portfolio Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Portfolio Document.

    Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Portfolio Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of the Portfolio Document.

    Note: The term "Portfolio Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Portfolio Document, including those with responsible parties, subcontractors, and sub-recipients.

15. Each contract issued by the Implementing Partner in connection with this Portfolio Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

16. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the Portfolio, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

17. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management" are included, mutatis mutandis, in all sub-contracts or sub-agreements entered into further to this Portfolio Document.

b. The following provisions will apply when implementation is done by UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the Portfolio funds are used to provide support to individuals or entities associated with terrorism , that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Portfolio Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via https://www.un.org/securitycouncil/content/un-sc-consolidated-list. This provision must be included in all sub-contracts or sub-agreements entered into under this Portfolio Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct Portfolio and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the Portfolio or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other Portfolio stakeholders are informed of and have access to the Accountability Mechanism.

5. In the implementation of the activities under this Portfolio Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.

6. All signatories to the Portfolio Document shall cooperate in good faith with any exercise to evaluate any programme or Portfolio-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to Portfolio sites, relevant personnel, information, and documentation.

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:

    a. Consistent with the Article III of the SBAA [or the Supplemental Provisions to the Portfolio Document], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

        i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the Portfolio is being carried;

        ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

    b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Portfolio Document.

c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Portfolio implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Portfolio Document.

(i) In the implementation of the activities under this Portfolio Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

(ii) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Portfolio Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

d. In the performance of the activities under this Portfolio Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:

(i) Prevent its employees, agents or any other persons engaged to perform any services under this Portfolio Document, from engaging in SH or SEA;

(ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;

(iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;

(iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

(v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Portfolio Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Portfolio.

f. Each responsible party, subcontractor and sub-recipient will ensure that any Portfolio activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.

g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the Portfolio or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

h. The requirements of the following documents, then in force at the time of signature of the Portfolio Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Portfolio Document and are available online at www.undp.org.

i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and Portfolios. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.

   Where it becomes aware that a UNDP Portfolio or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

k. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this Portfolio Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Portfolio Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Portfolio Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Portfolio Document.

Note: The term "Portfolio Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Portfolio Document, including those with responsible parties, subcontractors and sub-recipients.

l. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Portfolio Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the Portfolio or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management" are adequately reflected, mutatis mutandis, in all its sub-contracts or sub-agreements entered into further to this Portfolio Document.

Special Clauses. In case of government cost-sharing through the Portfolio, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.

2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the Portfolio may be reduced, suspended or terminated by UNDP.

3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of Portfolio delivery.

4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.

5. All financial accounts and statements shall be expressed in United States dollars.

6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.

7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 6 above is not forthcoming from the Government or other sources, the assistance to be provided to the Portfolio under this Agreement may be reduced, suspended or terminated by UNDP.

8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- Cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices

- Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP."

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Click Here  **ANNEXES**

Annex 1 Portfolio Quality Assurance Report (per the Quality Assurance (Projects) procedure)

Annex 2 Social and Environmental Screening Procedure (SESP) in Quantum+ (per the UNDP Online Social and Environmental Screening Procedure)

Annex 3 Portfolio Risk Register

Annex 4 Capacity Assessment. Results of capacity assessments of Implementing Partner(s) (including Partner Capacity Assessment Tool (PCAT) and HACT Micro Assessment)

Annex 5 Portfolio Board Terms of Reference and TORs of key management positions

Annex 6 On-Granting Provisions Applicable to the Implementing Partner(s)16

Annex 7 Implementing Partner(s) detailed Multiyear Work Plan

Annex 8 Portfolio Theory of Change

Scan for more information

https://www.undp.org/rwanda/publications/undp-rwanda-country-programme-document-2025-2029

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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

DocuSigned by:
Nana Tciba Chinbuah
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Nana T. Chinbuah
Deputy Resident Representative, UNDP Rwanda

Date:

Co-Chair

Signed by:
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Jean Marie Sabato
Project Analyst / MINECOFIN Representative

Date:

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Rwanda – Resilience and Inclusive Transformation Portfolio

LOCAL PROJECT APPRAISAL COMMITTEE (LPAC) MEETING

PARTICIPANTS LIST

Date: 25th February 2026 | **Time:** 14h00 – 15h30 | **Venue:** UNDP Conference Room and Online

No	First Name	Last Name	Gender	Title	Institution / Organisation	Signature
1	Nicolas	Schmids	Male	Programme Analyst	UNDP	DocuSigned by: Nicolas Schmids F756F80B09424A7...
2	MITARI	Ivan	Male	Civil Engineering Projects Specialist	MINECOFIN	
3	Jean Marie	Sabato	Male	Project Analyst	MINECOFIN	Signed by: 9B528744DB6B465...
4	Cecile	Mupfasoni	Female	Programme Associate	UNDP	
5	Ange	Irutingabo	Female	Programme Manager Climate Change	UNDP	Signed by: Ange Irutingabo [illegible]3514A3...
6	Joel	Rukundo	Male	Program Design Specialist	Rwanda Green Fund	Joel Rukundo 9305D373E5EA4BC...
7	Macumu	Murinda Emmanuel	Male	National Program Coordinator	UNDP	DocuSigned by: Emmanuel Macumu Murinda D20875D713F349C...
8	Nana Teiba	Chinbuah	Female	DRR	UNDP	DocuSigned by: Nana Teiba Chinbuah 4FC901A3F08E449...
9	Grace	Vanderpuye	Female	Program Analyst	UNDP	DocuSigned by: Grace Vanderpuye 57DDA718CB684B3...
10	Clement	Kirenga	Male	National Food	UNDP	
11	Joseph	Balironda	Male	Head PMSU	UNDP	
12	Johnson Bosco	Rukundo	Male	Economist	UNDP	
13	Claudine	Uwineza	Female	Programme Finance Associate	UNDP	

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No.	First Name	Last Name	Gender	Title	Institution / Organisation	Signature
14	Diane	Ineza	Female	Project Communications & External Relations	UNDP	DocuSigned by: Diane Ineza D43138B0DB784C2...
15	Ishimwe	Shema Christian	Male	Monitoring Officer	MINECOFIN	Signed by: Ishimwe Shema Christian B93981C968D1478...
16	Musabyeyezu	Eugénie	Female	Programme Associate	UNDP	
17	Hakizimana	Gilbert	Male	Programme Coordinator of Aguka Ideas	UNDP	DocuSigned by: Gilbert Hakizimana D2729688BB50C43B...
18	Eric	Uwitonze	Male	SPIU Coordinator	Ministry of Justice	Signed by: Eric Uwitonze EAA0269BFC1E431...
19	Jean Bosco	Rushingabigwi	Male	Head of Department, Media Sector Coordination & Monitoring	RGB	Signed by: JBosco Rushingabigwi 4711EA84B09A417...
20	Diane	BUCYANA	Female	Program Manager	Ministry of Environment	Signed by: 673A422CBC32457...
21	Fred	SABITI	Male	Technical Advisor	Ministry of Finance and Economic Planning/UNDP	DocuSigned by: Fred SABITI 46AE7EEE936F49F...
22	Cyprien	NDAYISABA	Male	Manager, ESG Risk	BRD	Signed by: Cyprien Ndayisaba E71ECBDDE5614DA...
23	Mireille	Uwera	Female	Programme Analyst/Environment	UNDP	DocuSigned by: Mireille Uwera E7E8F9BCEA7344D...
24	Diane	KALIKESHA	Female	Programme Associate/Quality Assurance and Risk	UNDP	
25	Gilbert	URAMUTSA	Male	SPIU Coordinator	MOYA	Signed by: 1A2AAB2D96F540F...
26	Alex	Mugabo	Male	SPIU Coordinator	REMA	Signed by: Alex Mugabo 7BEF6C6114E34D6...
27	Emmanuel	Gatera	Male	Acting Division Manager of National Standards Division	RSB	Signed by: Emmanuel Gatera FB6BACBC6D65499...
28	Florian	MUGABO	Male	M&E Specialist	RGF	Signed by: Florian Mugabo 89B07A3AA2EB40E...
29	Alain	Doricyusa	Male	Programme Specialist	UNDP	

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No	First Name	Last Name	Gender	Title	Institution / Organisation	Signature
30	Yvette	Munyana	Female	Executive Assistant to DRR	UNDP	
31	Alain	Ngendahimana	Male	Planning Analyst	MINECOFIN	
32	Irene	Iradukunda	Female	Biodiversity Finance Analyst	UNDP	DocuSigned by: Irene Iradukunda 9A30B52737BD452...
33	Rene	Ndayambaje	Male	IT Associate	UNDP	
34	Evard	Havugimana	Male	Research Associate	UNDP	Signed by: Evard Havugimana 1F6C12E0A5BF41E...
35	Deogratias	Nshimiyimana	Male	Operations Associate	UNDP	

Summary: Total Participants: 35 Male: 23 Female: 12

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PORTFOLIO ANNUAL WORK PLAN (MYWP) 1 - Ministry of Environment (MoE)

Portfolio Name :	**Resilience and Inclusive Transformation in Rwanda**	Quantum Portfolio No. :
Implementing Partner (1) :	Ministry of Environment	Quantum MYWP No. :
Implementation Modality :	**National Implementation Modality (NIM)**	
Risk Management (Refund Clause) :	**Option 1 of the Refund Clause in the Risk Management Section will apply.**	
Portfolio Results :	**An inclusive and climate resilient country enabled by strong institutions, coherent policies, fostered innovation and sustainable energy markets that mutually reinforce to reduce climate vulnerability and drive inclusive growth.**	

Portfolio Outputs *(shift statement, including contribution to Portfolio Momentum & Portfolio Learning)*	**Planned Interventions**	**Planned 2026 Budget (USD) July - December**	**Responsible Party**	**Total Budget**		
				Funding Source	Resources allocation to	Budget Description
Output 1: *Transitioning from a climate vulnerable nation through strengthened institutions, coherent policy frameworks, scaling local sustainable energy solutions, and green economic opportunities to foster bottom-up innovation, and build inclusive resilient country.*	Support the government of Rwanda in the preparation and participation of the Conference of Parties to the United Nations Framework Convention on Climate Change (UNFCCC).	50,000	RGF-MoE	UNDP/TRAC	RGF	Workshops, consultants
	Support 4 Low-Performing Districts in Performance Contracts to improve delivery service (training, coaching, peer-learning).	50,000	MINALOC/ RALGA	UNDP TRAC	RALGA	Consultants, Workshops, trainings
Contribution to Portfolio Momentum (from results framework as relevant to output statement)	Conduct comprehensive cost-benefit analysis of methane mitigation using modern anaerobic digestion (biogas), building on existing studies. Develop a concept note for a funding proposal for upscaling anaerobic digestion of livestock manure in Rwanda.	66,290	MININFRA, REMA	FAO & UNDP/ TRAC	UNDP	Consultants, workshops, field assessment
Contribution to Portfolio Learnings (from results framework as relevant to output statement)	Catalyse private sector–led food systems transformation through strengthening the technical and business capacities of selected SMEs and supporting the development of 15 bankable, investment-ready proposals that scale up nature-positive and climate-resilient solutions.	50,000	MINAGRI -MoE	SDG Fund	UNDP	Consultants, workshops, training,
Gender Marker: GEN 2						
TOTAL Output 1		216,290				

DocuSigned by:
Joseph Balironda

This MYWP is an integral part of the Portfolio Document and is subject to all the provisions in the Portfolio Document, including the Legal Context and the Risk Management Sections. The implementation modality selected in the MYWP will determine which specific legal provisions in the Risk Management Section will apply to each Implementing Partner. The option selected here will also determine the option in the Legal Context section that will apply to the Implementing Partner. The MYWP contributes to the portfolio results. Risks emerging from the implementation of the MYWP will be reflected in the portfolio risk register.

Agreed by:

UNDP		Ministry of Environment
Signed by: DocuSigned by: Fatmata Lovetta Sesay C7110C73469643A... KIGALI RWANDA		Digitally signed by MoE(PS)
Dr. Fatmata Lovetta Sesay UNDP Resident Representative		Mr Fidele Bingwa Permanent Secretary

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PORTFOLIO MULTIYEAR WORK PLAN (MYWP) 2 - Ministry of Finance and Economic Planning (MINECOFIN)

Portfolio Name : Resilience and Inclusive Transformation in Rwanda	Quantum Portfolio No. :
Implementing Partner (2) : Ministry of Finance and Economic Planning (MINECOFIN)	Quantum MYWP No. :
Implementation Modality : National Implementation Modality (NIM)	
Risk Management (Refund Clause) : Option 1 of the Refund Clause in the Risk Management Section will apply.	
Portfolio Results : **A more diversified, inclusive and technology-enabled economy attained through private sector growth, quality job creation, and increased climate-aligned investment beyond primary agriculture. Enhanced digital public infrastructure and stronger technical capacities raise productivity, expand market access, service delivery and stimulate innovation among SMEs, while blended financing mobilizes capital toward resilient, high-value industries, and strengthens competitiveness.**	

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Portfolio Outputs *(shift statement, including contribution to Portfolio Momentum & Portfolio Learning)*	**Planned Interventions**	Planned 2026 Budget (USD) July - December	Responsible Party	Total Budget		
				Funding Source	Resources allocation to	Budget Description
Output 2: *Shifting from an agricultural dependent to a more diversified, and technology-enabled economy, through climate financing, enhanced digital public infrastructure and strengthened technical capacities, to foster equitable opportunities, drive broad-based inclusive private sector development that enhances job creation and economic growth.* Gender Marker: GEN 2	2.1 Support the climate finance resource mobilization for green investments	50,000	MOE	UNDP TRAC	UNDP	Consultants, conferences related to resources mobilisation
	2.2. Provide technical and financial support to the YouthConnekt Africa Summit as a youth continental Platform for entrepreneurship, Private Sector–Led Economic Diversification and digital transformation	110,000	MOYA	UNDP TRAC	UNDP	UNDP will support Procurement of event management or communication firm
	2.3 Provide technical and financial support to Hanga Hub pitch fest competition as a platform for digital innovation and entrepreneurship	100,000	MINICT	UNDP TRAC	MINICT	Logistics/Awards
	2.4 Provide technical assistance for policy review, design, and dialogue on the implementation of the SDGs	5,000	MINECOFIN	UNDP TRAC	MINECOFIN	
	2.5. Provide technical capacity building support towards skill development	50,000	MINECOFIN	UNDP TRAC	MINECOFIN	
	2.6. Provide technical support to MINECOFIN on investment projects and analysis	20,000	MINECOFIN	UNDP TRAC	MINECOFIN	
	2.7 Capacity building training of technical staff and users on digital public infrastructure and Ai adoption.	20,000	MINICT / RISA	UNDP TRAC And Other resources	MINICT / RISA	Service contracts, equipment and workshops
	2.8. Provide e-parliament capacity building and infrastructure/ equipment to enable transparent, efficient, and citizen-responsive legislative processes.	50,000	PARLIAMENT	UNDP TRAC And Other resources	UNDP Direct implementation	Service contracts, equipment and workshops
TOTAL Output 1		405,000				

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Agreed by:

UNDP		Ministry of Finance and Economic Planning (MINECOFIN)
DocuSigned by: Fatmata Lovetta Sesay C7110C73469643A...	Signed by:	
Dr. Fatmata Lovetta Sesay UNDP Resident Representative		Hon. Yusuf Murangwa Hon. Minister of Finance and Economic Planning

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PORTFOLIO ANNUAL WORK PLAN (MYWP) 3 - Ministry of Justice

Portfolio Name : **Resilience and Inclusive Transformation in Rwanda**		Quantum Portfolio No. :
Implementing Partner (3) : **Ministry of Justice (MINIJUST)**		Quantum MYWP No. :
Implementation Modality : National Implementation Modality (NIM)		
Risk Management (Refund Clause): Option 1 of the Refund Clause in the Risk Management Section will apply.		
Portfolio Results : **A more cohesive and inclusive society is achieved as social trust, justice, and accountable governance is strengthened. Improved, integrated governance systems deliver better services, while community-driven approaches expand equity, prevent conflict, and deepen social cohesion nationwide. Empowering youth, women, and persons with disabilities alongside shifting social norms on natural resource use, enhances participation in decision making**		

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Portfolio Outputs *(shift statement, including contribution to Portfolio Momentum & Portfolio Learning)*	**Planned Interventions**	**Planned Y1 Budget (USD)**	**Responsible Party**	**Total Budget**		
				Funding Source	Resources allocation to	Budget Description
Output 3: Transitioning from a historical background shaped by divisionism, fragmented governance systems, and persistent gaps in service delivery towards a future cohesive society through reshaping social norms on natural resources use, empowering youth, women, and persons with disabilities to foster social cohesion, Justice, inclusive governance, accountability, and high-quality service delivery. Contribution to Portfolio Momentum (from results framework as relevant to output statement) Contribution to Portfolio Learnings (from results framework as relevant to output statement) Gender Marker: GEN 2	3.1. Provide comprehensive technical, institutional, infrastructural, and capacity-building support to strengthen the establishment and effective functioning of Alternative Dispute Resolution (ADR) mechanisms at national and local levels / Rehabilitating and equipping ADR Center in Eastern Province	120,000	MINIJUST	UNDP and other source of funding	UNDP for Direct Implementation	Service Contract, Equipment/ Furniture
	Sub-total Output 3	120,000				710,000
	TOTAL					

This MYWP is an integral part of the Portfolio Document and is subject to all the provisions in the Portfolio Document, including the Legal Context and the Risk Management Sections. The implementation modality selected in the MYWP will determine which specific legal provisions in the Risk Management Section will apply to each Implementing Partner. The option selected here will also determine the option in the Legal Context section that will apply to the Implementing Partner. The MYWP contributes to the portfolio results. Risks emerging from the implementation of the MYWP will be reflected in the portfolio risk register.

Agreed by:

Signed by:

UNDP		Ministry of Justice
DocuSigned by: Fatmata Lovetta Sesay C7110C73469643A...		MINIJUST(Permanent Secretary) 2026.04.16 09:19:39 +02'00'
Dr. Fatmata Lovetta Sesay UNDP Resident Representative		Mr. Theophile Mbonera Permanent Secretary

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PORTFOLIO ANNUAL WORK PLAN (MYWP) 3 - Rwanda Governance Board (RGB)

Portfolio Name :	Resilience and Inclusive Transformation in Rwanda	Quantum Portfolio No. :	
Implementing Partner (3) :	Rwanda Governance Board (RGB)	Quantum MYWP No. :	
Implementation Modality :	**National Implementation Modality (NIM)**		
Risk Management (Refund Clause) :	**Option 1 of the Refund Clause in the Risk Management Section will apply.**		
Portfolio Results :	**A more cohesive and inclusive society is achieved as social trust, justice, and accountable governance is strengthened. Improved, integrated governance systems deliver better services, while community-driven approaches expand equity, prevent conflict, and deepen social cohesion nationwide. Empowering youth, women, and persons with disabilities alongside shifting social norms on natural resource use, enhances participation in decision making**		

Portfolio Outputs *(shift statement, including contribution to Portfolio Momentum & Portfolio Learning)*	**Planned Interventions**	**Planned Y1 Budget (USD)**	**Responsible Party**	**Total Budget**		
				Funding Source	**Resources allocation to**	**Budget Description**
Output 3: Transitioning from a historical background shaped by divisionism, fragmented governance systems, and persistent gaps in service delivery towards a future cohesive society through reshaping social norms on natural resources use, empowering youth, women, and persons with disabilities to foster social cohesion, Justice, inclusive governance, accountability, and high-quality service delivery. Contribution to Portfolio Momentum (from results framework as relevant to output statement) Contribution to Portfolio Learnings (from results framework as relevant to output statement) Gender Marker: GEN 2	3.1. **Support data generation (RGS, CRC, Service delivery assessments) to promote transparency and accountability.**	50,000	RGB	UNDP and Other Resources	RGB	Workshops, transport, Travel, Service contracts
	3.2. Support the adoption and harmonization of RS 560 by (1) organizing a high-level partner workshop, (2) conducting nationwide trainings and awareness campaigns on the standard and certification scheme, and (3) carrying out gender audits to ensure inclusive implementation.	50,000	RSB	UNDP and other sources of funds	RSB	Consultants for technical support, venue for workshops, DSA, travel
	Sub-total Output 1	100,000				
	TOTAL					

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This MYWP is an integral part of the Portfolio Document and is subject to all the provisions in the Portfolio Document, including the Legal Context and the Risk Management Sections. The implementation modality selected in the MYWP will determine which specific legal provisions in the Risk Management Section will apply to each Implementing Partner. The option selected here will also determine the option in the Legal Context section that will apply to the Implementing Partner. The MYWP contributes to the portfolio results. Risks emerging from the implementation of the MYWP will be reflected in the portfolio risk register.

Agreed by:

Signed by: UNDP DocuSigned by: Fatmata Lovetta Sesay C7110C73469643A...		Rwanda Governance Board (RGB) Digitally signed by RGB(Secretary General)
Dr. Fatmata Lovetta Sesay UNDP Resident Representative		Dr. Edward Kalisa Permanent Secretary

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Certificate Of Completion

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Joseph Balironda joseph.balironda@undp.org Head MSU/Interim Head of Programme IPSA Security Level: Email, Account Authentication (None), Login with SSO	DocuSigned by: Joseph Balironda 179D3E60E7D3442... Signature Adoption: Pre-selected Style Using IP Address: 41.216.111.130	Sent: 14 April 2026 | 04:28 Viewed: 14 April 2026 | 04:28 Signed: 14 April 2026 | 04:30
Electronic Record and Signature Disclosure: Not Offered via Docusign		
Nana Teiba Chinbuah nana.chinbuah@undp.org Deputy Resident Representative UNDP Rwanda Security Level: Email, Account Authentication (None)	DS NTC Signature Adoption: Pre-selected Style Using IP Address: 41.216.111.130	Sent: 14 April 2026 | 04:30 Viewed: 14 April 2026 | 04:51 Signed: 14 April 2026 | 06:14
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Fatmata Lovetta Sesay fatmata.sesay@undp.org Resident Representative UNDP Headquarters Security Level: Email, Account Authentication (None)	DocuSigned by: Fatmata Lovetta Sesay C7110C734696434... Signature Adoption: Pre-selected Style Using IP Address: 41.216.111.130	Sent: 14 April 2026 | 06:14 Viewed: 14 April 2026 | 06:21 Signed: 14 April 2026 | 06:23
Electronic Record and Signature Disclosure: Not Offered via Docusign		
Alice Kayibanda alice.kayibanda@undp.org Stamp UNDP Security Level: Email, Account Authentication (None), Login with SSO	Signed Using IP Address: 41.216.121.30	Sent: 14 April 2026 | 06:23 Viewed: 14 April 2026 | 06:51 Signed: 14 April 2026 | 06:52
Electronic Record and Signature Disclosure: Not Offered via Docusign		

In Person Signer Events	Signature	Timestamp
Editor Delivery Events	**Status**	**Timestamp**
Agent Delivery Events	**Status**	**Timestamp**
Intermediary Delivery Events	**Status**	**Timestamp**
Certified Delivery Events	**Status**	**Timestamp**
Carbon Copy Events	**Status**	**Timestamp**
Witness Events	**Signature**	**Timestamp**
Notary Events	**Signature**	**Timestamp**
Envelope Summary Events	**Status**	**Timestamps**
Envelope Sent	Hashed/Encrypted	14 April 2026 I 04:28
Certified Delivered	Security Checked	14 April 2026 I 06:51
Signing Complete	Security Checked	14 April 2026 I 06:52
Completed	Security Checked	14 April 2026 I 06:52
Payment Events	**Status**	**Timestamps**

Portfolio Name and Programme Framework	Resilience and Inclusive Transformation in Rwanda - UNDP Country Programme Document 2025–2029
Purpose of the brief	Request the Honorable Minister to countersign the United Nations Development Programme (UNDP) Portfolio for the period 2026–2029.
Key purposes of the Portfolio	Rwanda's Vision 2050 and NST2 require systemic transformation. The portfolio addresses climate vulnerability, economic dependence on agriculture, and fragmented governance by advancing resilience, diversification, and social cohesion. Three system-level effects are targeted - An inclusive and climate-resilient country with strong institutions, coherent policies, innovation, and sustainable energy markets - A diversified, technology-enabled economy with private sector growth, quality job creation, and climate-aligned investment - A cohesive, inclusive society with stronger social trust, justice, and accountable governance, delivering better services.
THREE TRANSFORMATION SHIFTS	**Climate resilience** Ministry of Environment (MoE) Year 1 Budget: USD 216,290 Activities (Year 1 · JULY – DECEMBER 2026) - Support preparation and participation in UNFCCC COP (USD 50,000), Responsible party: Rwanda green Fund- and MoE - Training & coaching for 4 low-performing districts on service delivery (USD 50,000). Responsible party: MINALOC/ RALGA - Cost-benefit analysis of biogas / anaerobic digestion of livestock manure; develop funding proposal for upscaling (USD 66,290 — FAO & TRAC) Responsible party: MININFRA, REMA Technical & business capacity support for SMEs; develop 15 bankable, investment-ready proposals for nature-positive solutions (USD 50,000 — SDG Fund). Responsible party: MINAGRI - MoE **Economic diversification** Year 1 Budget: USD 405,000 Activities (Year 1 · JULY – DECEMBER 2026) - Climate finance resource mobilisation for green investments (USD 50,000) Responsible party: **MoE** - YouthConnekt Africa Summit — continental platform for entrepreneurship & digital transformation (USD 110,000). Responsible party: **MoYA** - Hanga Hub pitch fest competition for digital innovation (USD 100,000). Responsible party: **MINICT** - Technical support for policy review and dialogue (USD 5,000) Responsible party: MINECOFIN – **National Programs and Projects Oversight Department – Launch of VOLUNTARY NATIONAL REVIEW REPORT** - Capacity building for skill development (USD 50,000). Responsible party: MINECOFIN - SPIU - **This activity was requested by the Honourable Minister to support interns. The funds are transferred directly to the National Treasury account. Last year, the budget allocation was USD 100,000.**

	- Investment project analysis for MINECOFIN (USD 20,000). Responsible party: MINECOFIN- Development Finance Department, this activity was proposed by the head of the Development Finance Department in **a meeting with UNDP to support MINECOFIN on investment projects and analysis.** - AI & digital public infrastructure training for technical staff (USD 20,000). Responsible party: MINICT / RISA - e-Parliament infrastructure & capacity building (USD 50,000). Responsible party: PARLIAMENT **Governance and social inclusion** Ministry of Justice (MINIJUST) & Rwanda Governance Board (RGB) Year 1 Budget: USD 120,000 + USD 100,000 Activities (Year 1 · JULY – DECEMBER 2026) - Establish & equip Alternative Dispute Resolution (ADR) centres in Eastern Province (USD 120,000 — MINIJUST) - Rwanda Governance Scorecard data generation to promote transparency and accountability (USD 50,000 — RGB) - Adoption of RS 560 gender-responsive standard: high-level workshop, nationwide trainings, gender audits (USD 50,000 — RGB/RSB)
Project Financing Instrument (source of funding)	- UNDP TRAC: USD 737,290 (Y1 funded), USD 3,520,000 (Y2–Y4 estimated) - Donors (FAO, SDG Funds) - USD154,000 (Y1–Y2 funded) - Unfunded gap: USD 5,050,000
Start Date and End date	1 July 2026 -31 December 2029
Contribution of external partners	UNDP, bilateral partners (EU, UK FCDO, Switzerland SDC, KOICA), international financial institutions (AfDB, World Bank, GEF), civil society, and private sector
Total Budget	**USD 9,461,290**
Implementing entities	- Ministry of Environment - Ministry of Finance and Economic Planning - Ministry of Justice - Rwanda Governance Board - UNDP Rwanda

KEY RESULTS & TARGETS (2025- 2029)

Indicator	Baseline (2025)	Target (2029)
Households with clean energy access	1,804	10,000 (incl. 2,500 women-headed)
People benefiting from resilience initiatives	12,916 (5,166 women)	24,000 (12,480 women)
Climate finance proposals submitted	USD 19 million	USD 45 million

	Decent jobs created (non-agricultural)	15,948 (7,655 women)	40,000 (18,000 women; 5,000 PWD)
	Functional digital solutions supported	6	10
	Knowledge products on diversification	1	4
	Judiciary case backlog	49%	30%
	CSO partnerships for women's leadership	3	9
	Non-state actor participation in policy	82.6%	87.5%
	Evidence-based policy tools/reforms adopted	3	4