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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **BILATERAL** | **Belgium** | **P** |  |  |  |  |  | ◘ |  | **T** |  |  |  |  |  | *▲* |  |
| **China** | **P** | ◘ |  | ◘ |  |  |  |  | ◘ |  | **P** |  |  |  |  |  |
| **France** |  | **P** |  |  |  | ◘ |  |  |  |  | ◘ |  |  |  |  | *▲* |
| **Germany** |  |  | *▲* |  | ◘ |  |  | **P** |  |  | ◘ |  |  | *▲* |  |  |
| **India** | ◘ |  |  | ◘ | **P** |  |  |  |  |  | ◘ |  |  |  |  |  |
| **Japan** | ◘ | ◘ |  | *▲* |  |  |  | *▲* |  | **P** | **T** |  |  |  |  |  |
| **Kuwait (KFAED)** |  | ◘ |  | ◘ |  |  |  |  | ◘ |  |  |  |  |  |  |  |
| **Netherlands** | **P** |  | **P** | **P** | ◘ |  |  |  |  |  |  |  | ◘ | ◘ |  |  |
| **Saudi Arabia (SFD)** |  | ◘ |  | ◘ |  |  |  |  | ◘ |  |  |  |  |  |  |  |
| **Republic of Korea** | ◘ |  |  |  |  |  | **P** | ◘ |  |  | ◘ |  |  |  |  |  |
| **Sweden** |  |  | ◘ |  | ◘ |  |  |  |  |  | ◘ | **P** |  |  |  |  |
| **Switzerland** |  |  |  |  |  |  | ◘ |  |  | **P** | ◘ |  |  | ◘ |  |  |
| **United Arab Emirates (ADFD)** |  | ◘ |  | ◘ |  |  |  |  |  |  |  |  |  |  |  |  |
| **United States of America (USA)** | ◘ | **P** |  |  | **P** |  |  |  | *▲* | **P** | ◘ |  | **P** |  |  |  |
| **United Kingdom** | **T** |  | ◘ |  |  | ◘ |  |  |  |  | *▲* | *▲* |  |  | **P** |  |
| **MULTILATERAL** | **AfDB** |  | *▲* |  | ◘ | ◘ | **P** |  |  |  | *▲/* **T** | **T** |  |  |  |  |  |
| **BADEA** |  | ◘ |  | ◘ | **P** | ◘ |  |  |  |  |  |  |  |  |  |  |
| **EC** | **T** | **T** |  |  | *▲* |  |  |  |  |  |  | ◘ |  | ◘ | **P** |  |
| **EIB** | **P** | ◘ |  |  |  | ◘ |  |  |  | ◘ |  |  |  |  |  |  |
| **IFC** |  |  |  |  | ◘ | *▲* |  |  |  |  |  |  |  |  |  |  |
| **IMF** |  |  |  |  |  | ◘ |  |  |  |  |  |  |  |  | ◘ |  |
| **Global Fund** |  |  |  |  |  |  |  |  | ◘ |  |  |  |  |  |  |  |
| **Green Climate Fund** |  |  | ◘ |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Global Partnership on Education** |  |  |  |  |  |  |  |  |  |  | ◘ |  |  |  |  |  |
| **OPEC Fund (OFID)** |  | ◘ |  |  | ◘ | **P** |  |  |  | ◘ |  |  |  |  |  |  |
| **UN**  (see detailed in next table) |  |  |  |  |  |  |  |  |  |  |  |  | *▲* |  |  |  |
| **WB** | *▲* | ◘ |  | **T** |  | **P** | *▲* | **P** | **T** |  | **T** | ◘ |  |  | **P** |  |

**Skills Development and Employment Promotion Coordination Forum:** UN Co-Chair with RDB (Chief Skills Office)

***LEGEND***

*▲* indicates lead designated sector/Co-Chair for NST1

◘ indicates a designated sector under DoL

**T** indicates Treasury Delivery Mechanisms including Sector Budget Support, Result-based financing, etc.

**P** indicates joint financing through delegated partnership, basket fund contribution, or multi-donor trust fund

*n.b. DoL guidelines do not apply to contributions to pooled/basket funds, emergency response activities including COVID-19, regional operations and support channelled to NGOs*

**UN Agreed Division of Labour (DoL) for NST1**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **UNO** | **FAO** | ◘ |  | ◘ |  | ◘ |  |  |  |  |  |  |  |  |  |  |  |
| **IAEA** |  | ◘ |  |  |  |  |  |  | ◘ |  |  |  |  |  |  |  |
| **IFAD** | ◘ |  |  |  |  | ◘ |  |  |  |  |  |  |  |  |  |  |
| **ILO** |  |  |  |  | ◘ |  |  |  |  |  | ◘ |  |  |  |  |  |
| **IOM** |  |  |  |  |  |  |  |  | ◘ |  |  | ◘ | ◘ |  |  |  |
| **ITC** |  |  |  |  | ◘ |  |  |  |  |  |  |  |  |  |  |  |
| **ITU** |  |  |  |  |  |  |  | ◘ |  |  |  |  |  |  |  |  |
| **UNAIDS** |  |  |  |  |  |  |  |  | ◘ |  |  |  | ◘ |  |  |  |
| **UNCDF** |  |  |  |  | ◘ | ◘ |  |  |  |  |  | ◘ |  |  |  |  |
| **UNCTAD** |  |  |  |  | ◘ |  |  |  |  |  |  |  |  |  |  |  |
| **UNDP** |  |  | ◘ |  | ◘ |  |  |  |  |  |  |  | *▲* |  |  |  |
| **UNECA** |  |  | ◘ |  |  |  | ◘ |  |  |  |  |  |  |  | ◘ |  |
| **UN Environment** |  | ◘ | ◘ |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **UNESCO** |  |  |  |  |  |  |  |  |  |  | ◘ |  |  |  |  | ◘ |
| **UNFPA** |  |  |  |  |  |  |  |  | ◘ |  | ◘ |  |  | ◘ |  |  |
| **UN-HABITAT** |  |  | ◘ |  |  |  | ◘ |  |  |  |  |  |  |  |  |  |
| **UNHCR** |  |  | ◘ |  |  |  |  |  | ◘ |  | ◘ |  |  |  |  |  |
| **UNICEF** |  |  |  |  |  |  |  |  |  | ◘ | ◘ | ◘ |  |  |  |  |
| **UNIDO** |  | ◘ | ◘ |  | ◘ |  |  |  |  |  |  |  |  |  |  |  |
| **UNV** |  |  |  |  | ◘ |  |  |  |  |  |  |  |  |  |  |  |
| **UN Women** | ◘ |  |  |  | ◘ |  |  |  |  |  |  |  |  | ◘ |  |  |
| **WFP** | ◘ |  |  |  |  |  |  |  |  |  | ◘ | ◘ |  |  |  |  |
| **WHO** |  |  |  |  |  |  |  |  | ◘ | ◘ |  |  |  |  |  |  |

**Background (DoL)**

Since 2010, Rwanda has been implementing an approach to streamline development cooperation with its partners that ensures more concentrated and cost-effective delivery of support in line with national priorities: the so-called “Division of Labour” (DOL). An independent assessment conducted in 2017 validated the overall rationale and benefits of this approach. It further made recommendations to enhance and further strengthen the mechanisms of the approach. Below is a high-level vision for the DoL and criteria to guide the implementation of NST1. This DoL and Sector Co-Chairmanship arrangement will be an annex to the Development Cooperation Policy and maybe updated from time to time when necessary and agreed.

**DoL Criteria**

Under the DoL, a development partner shall concentrate its technical and financial support within a maximum of three different sectors. Four criteria have guided the allocation of a partner’s sectoral scope under the DoL:

* 1. Partner(s) mandate, comparative advantage, and demonstrated level of expertise in given sector;
  2. Partner(s) ability and interest to provide support in line with the most appropriate and preferable modality for development cooperation;
  3. Partner(s) ability to provide support in line with expected level of financial requirements in given sector, and to fill gaps in financing through instruments to address key needs;
  4. Partner(s) historical track record and cumulative contribution to past results, also considering ratings against a range of development effectiveness indicators.

The following development financing modalities shall be excluded from the DoL:

* 1. Treasury Support Mechanisms including sector budget support and program for results (PforRs)/Results-Based Financing (RBF) financing modalities.
  2. Contributions to basket funds and broader national capacity building initiatives managed through basket funds, e.g., Public Financial Management (PFM);
  3. Emergency or disaster assistance, including support related to COVID-19 response and recovery, and the provision of any other short-term exceptional expenditures necessary to ensure peace and stability
  4. Regional projects and programmes, including large-scale infrastructure projects supported from regional windows
  5. Direct support to NGOs, private sector entities and banks incorporated in Rwanda

The new DoL will be implemented in line with DP’s current and future development cooperation frameworks and country assistance programmes. A transitional arrangement will be considered so as to not disrupt ongoing projects/programmes affected by shifts in current sectoral scope of the DoL. In addition, “silent partnership” arrangements in several cases will be encouraged and facilitated as feasible to reduce fragmentation. Under this approach, a designated lead partner agency for the sector would manage and/or administer contributing funds and take the lead role in sector dialogue and policy monitoring on behalf of another partner under a formal delegation of authority covering issues such as fund disbursement, policy dialogue and monitoring, and reporting and evaluation.

**Sector Co-Chairmanship**

Co-Chairmanship by a development partner of the relevant Sector Working Group (s) shall be aligned in general to the above criteria for DoL sectoral scope and be a privilege of those partners already designated in that sector. Special consideration shall further be given to a partner’s ability to strategically mobilize significant resources to the sector, and its ability and commitment to lead policy dialogue on behalf of all DPs in that domain through, inter alia, research, joint reviews, and sharing of lessons learned from the execution of innovative programs. The Government through the leadership of the Ministry of Finance and economic Planning (MINECOFIN) will make bi-lateral engagements with each proposed DP to assume the Co-chairmanship role and be presented to the Development Partners Coordination Group (DPCG) and/or Development Partners Retreat (DPR). In a situation a DP cannot continue the co-chairmanship role, the DPs through DPCG Co-Chairs will nominate a new/alternative Co-Chair for Government’s no-objection.